**Meaning-Based Communication for Engagement**

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**1. The Problem**

How to effectively communicate with Millennials in order to create and/or sustain their workplace engagement?

The Background –
1. Millennials express stronger desires to bring their holistic selves to the workplace;
2. The Stick-and-Carrot approach cannot create engagement, neither can pure financial incentives;
3. Engagement plays a foundational role in workplace activities that impact business results, such as productivity, innovation, collaboration, etc.;
4. Engagement can’t happen with a top-down approach;
5. Three conditions for engagement are meaningfulness, safety, and availability (Kahn, 1990), with meaningfulness being the internal drive, the desire to engage.

**2. Methods**

This study is based on a review and synthesis of information from various sources. The proposal I make draws on information from mixed media (academic papers, books, newspaper articles, videos, webinars, and personal communications) and incorporates studies and findings from experienced practitioners, thought leaders, and academia.

**3. The Proposed Solution**

Meaning-Based Communication to Engage Holistic Selves

**The Holistic “You” in the Workplace**

**Mixed Media References**

- Katie Levinson, Alex Rynne, Nora Davis, 2016. How to Increase Your Content Reach and Engagement Through Employee Advocacy. LinkedIn webinar.