

**ENTREPRENEURIAL
CULTURES HAVE THE
HIGHEST EMPLOYEE
ENGAGEMENT**

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METHODOLOGY & BACKGROUND

This report is based on data from Leadership IQ's Global Talent Management Survey which assesses and compares the talent management practices of companies from the United States and China.

During April-June of 2011, there were 1463 participating companies from America and 972 participating companies from China. Respondents assessed their company's performance on a broad range of talent-related topics, including recruiting, leadership, engagement, retention, organizational culture and more. This particular report highlights some of the key findings pertaining to organizational culture. Later studies will highlight other topics.

Survey respondents were executives, most commonly from Human Resources. Their companies were drawn from a wide range of industries and company sizes.

For Chinese respondents, the Top 5 industries represented are as follows:

High-Tech/telecom	13% of survey respondents
Hospital/healthcare/insurance	6% of survey respondents
Manufacturing	24% of survey respondents
Pharma/biotech/medical device	6% of survey respondents
Services	6% of survey respondents

Other represented industries (with no more than 5% of respondents from any one industry) include Education, Food Products, Government, Mining/agriculture, Nonprofit, Retail, Transportation, Chemicals, Consumer Goods, Energy/utilities, Entertainment/hospitality, and Financial Services/banking. A wide range of Chinese company sizes are represented in the study, as follows...

NUMBER OF EMPLOYEES	
Under 100	22% of survey respondents
100-499	38% of survey respondents
500-999	17% of survey respondents
1,000-3,499	12% of survey respondents
5,000-9,999	3% of survey respondents
10,000-24,999	2% of survey respondents
25,000-49,999	1% of survey respondents
50,000-99,999	1% of survey respondents
100,000 or more	1% of survey respondents

For American respondents, the Top 5 industries represented are as follows:

Financial Services/banking	8% of survey respondents
High-Tech/telecom	9% of survey respondents
Hospital/healthcare/insurance	15% of survey respondents
Manufacturing	14% of survey respondents
Services	10% of survey respondents

Note: Pharma/biotech/medical device accounted for 5% of survey respondents.

Other represented industries (with no more than 5% of respondents from any one industry) include Food Products, Mining/agriculture, Chemicals, Consumer goods, Education, Energy/utilities, Entertainment/hospitality, Government, Nonprofit, Retail, and Transportation.

A wide range of American company sizes are represented in the study, as follows...

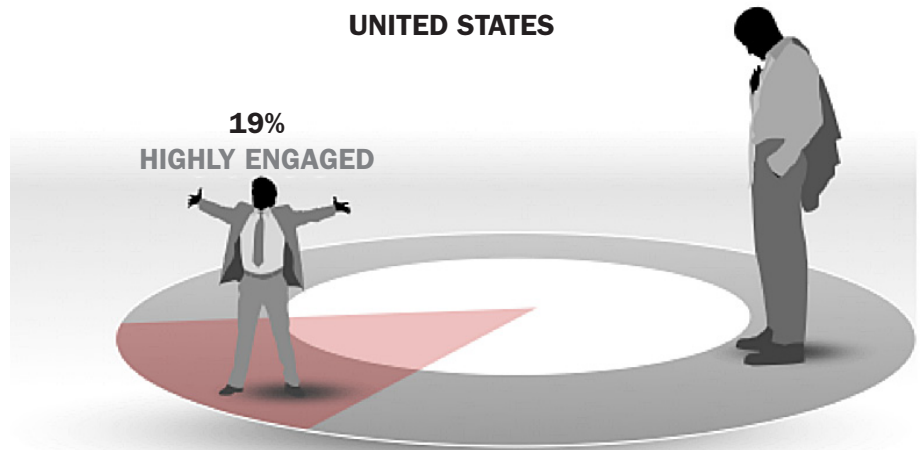
NUMBER OF EMPLOYEES	
Under 100	23% of survey respondents
100-499	20% of survey respondents
500-999	9% of survey respondents
1,000-3,499	19% of survey respondents
5,000-9,999	8% of survey respondents
10,000-24,999	7% of survey respondents
25,000-49,999	4% of survey respondents
50,000-99,999	3% of survey respondents
100,000 or more	7% of survey respondents

DRIVING ENGAGEMENT WITH CULTURE FOCUS

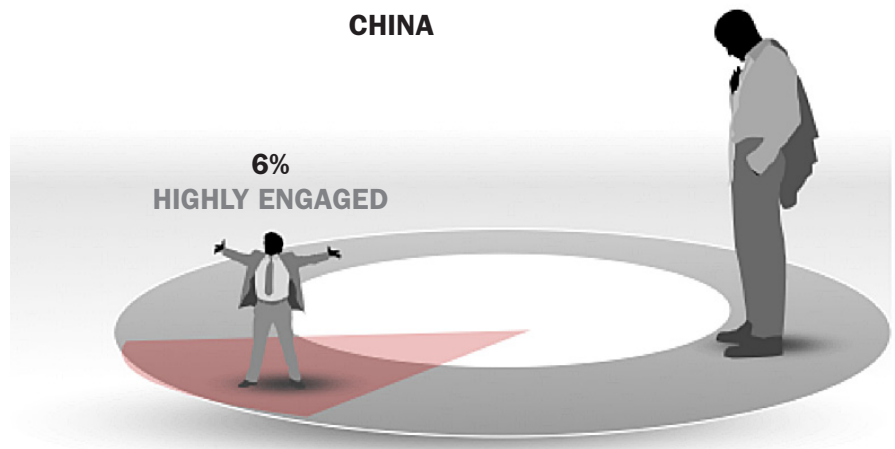
Every company wants engaged employees. And companies spend billions of dollars a year trying to create corporate cultures in which employees will give 100% effort, recommend the organization as a great employer, find fulfillment, and remain loyal for years.

But for all the time and money that gets spent trying to find the magic solution, most organizations are missing the mark. How do we know?

Based on Leadership IQ's 2011 *Global Talent Management Survey*, we know that in the US, only 19% of companies have Highly Engaged cultures.



And in China, where corporate growth is exponential, it's even worse, with only 6% of companies reporting Highly Engaged cultures. So, those billions of dollars are not buying a lot of engagement.



MISSING THE MARK

Why are companies missing the mark so badly? Well, it turns out that a lot of companies are wasting their efforts trying to create the wrong kind of corporate culture.

When executives think about improving employee engagement, they often envision creating a highly social corporate culture. They imagine a workplace with a friendly, relaxed atmosphere and where the lines are blurred between professional and personal relationships. These companies are where the managers are just another part of the team, and where collaboration and teamwork are paramount to success. And many of the efforts behind these visions of engagement want every employee to have a great friend at work, to ensure that everyone has someone who cares about them, and that everyone is happy in the environment there.

Now, that kind of social culture can certainly have high levels of employee engagement. However, it is only one type of corporate culture, and surprisingly, it's not the type of culture that fosters the highest levels of engagement (more on this point in a moment).

We have identified four types of organizational cultures; Social, Hierarchical, Dependable and Entrepreneurial. This typology reflects the range of organizational characteristics that were found critical to organizational success.

The four types of organizational cultures can be described as follows...

SOCIAL CULTURE

Social organizations tend to have an inward focus and are highly collaborative. The work atmosphere is often relaxed and casual, and the line may be blurred between professional relationships and friendships. Workers are often given a lot of flexibility and freedom to do things their own way and to make their own choices. Employees in these environments can often say that they have a great friend at work and that there are people there who care about them personally. The bonds of trust are strong as is the sense of team that encourages collaboration and flexibility. One attitudinal characteristic often found in Social cultures is very little ego about titles and roles within the company. Leaders in a Social culture consider themselves to be part of the team and are typically friendly and affiliative.

HIERARCHICAL CULTURE

Hierarchical cultures are built on tradition and are supported by formal structure and a typically unwavering adherence to titular command. Employees are

assigned well-defined roles that exist within clearly delineated departments. An outsider looking in could easily deduce who is in what role and at which level in the hierarchy. Employees value and compete with each other and with other departments for power. And as would be expected, leaders within Hierarchical cultures gravitate towards power, order and structure as they closely organize and monitor those below them. These leaders like to not only know where they are going in the future, but also the exact steps they need to take in order to make those moves up the ranks.

DEPENDABLE CULTURE

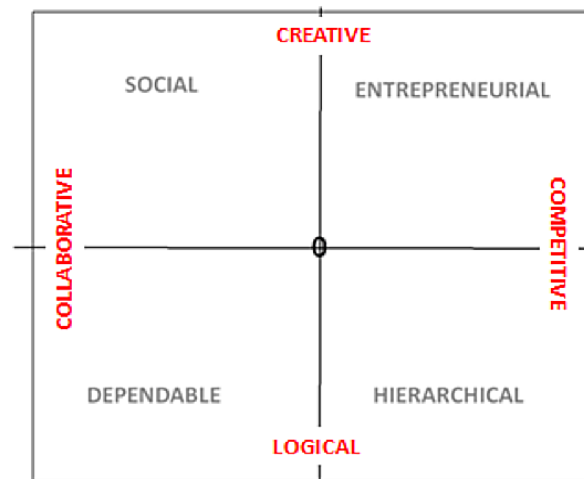
Dependable cultures are process-focused and work tends to be predictable on a day-to-day basis. This is a culture where following protocol to the letter is greatly respected and expected and change tends to be approached slowly and strategically. Dependable cultures have an environment that is highly collaborative; with employees welcoming each other's input, feedback and ideas. There's little explicit competition and lots of effort to avoid stepping on toes. Leadership style within a Dependable culture is equally predictable and regimented. Leaders are typically linear, prudent, and security and process-driven.

ENTREPRENEURIAL CULTURE

Entrepreneurial cultures are a meritocracy where achievement and talent drive success and where internal contests of creativity and intelligence are very much in evidence. The best ideas win in an Entrepreneurial culture, regardless of employee status or tenure. One of the features is the constant state of change in which employees not only work, but thrive. Leaders in an Entrepreneurial culture tend to be driven by a sense of adventure and they value employee creativity. Leaders often excel at keeping the competition high to incent employee productivity and the creation of new ideas. Additionally, politics tend to be kept to a minimum as favored employees are typically chosen on the basis of merit.

Some companies find that while their culture strongly resonates with one of the four types listed above; there is some cultural overlap with one or more of the other culture types. This is not surprising given the shared traits that some or all of these cultures enjoy. The following chart shows these shared relationships based on the most prevalent cultural traits.

4 TYPES OF CULTURES



These shared traits are also a critical contributing factor to what makes correct culture identification and/or change so challenging. It's important to note that just because your organization is highly competitive, that does not automatically mean yours is an Entrepreneurial culture. Depending on other factors it might actually be Hierarchical. Or that a high level of employee collaboration defines your organization as a Social culture. Further investigation will might reveal that yours is instead a Dependable culture. It is important to consider all the factors that contribute to your company culture, especially when you are looking to make changes to your culture.

THE CULTURE WITH THE HIGHEST LEVEL OF ENGAGEMENT

Now to the surprising part about which of these four cultures has the highest level of employee engagement. If you walked down the street and randomly asked people to choose which of these four cultural types would have the highest levels of employee engagement, most people would say 'Social culture.' And most corporate initiatives designed to increase employee engagement are built upon the belief that a Social culture is the ideal. As we've said, many engagement efforts want every employee to have a great friend at work, to ensure that everyone has someone who cares about them, and that everyone is happy.

But as you're about to see, Social cultures are not the dominant bastions of employee engagement. In fact, in the two countries we studied for this report, the United States and China, Entrepreneurial cultures have higher levels of engagement than their Social (and Hierarchical and Dependable) counterparts.

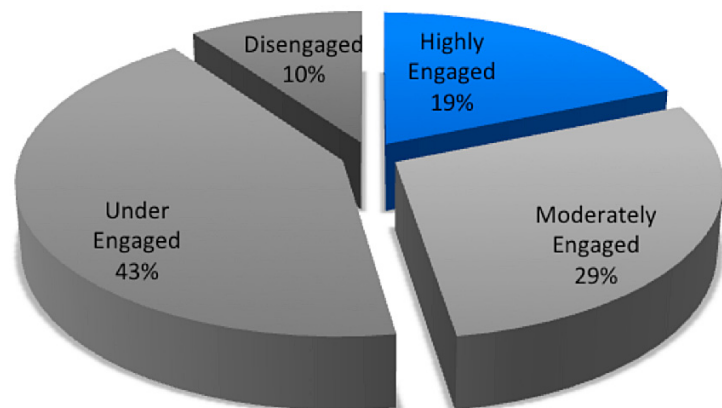
EMPLOYEE ENGAGEMENT IN THE UNITED STATES

Engagement can be defined as a combination of commitment – the motivation and amount of discretionary effort employees will give to help the organization succeed – and connection – employees desire to become champions for the organization, shouting its praises to customers and peers as a great place to work.

Why does engagement matter? Our research along with others shows that when employees and leaders are highly engaged, their companies enjoy higher rates of productivity, have lower turnover risk, and are more likely to attract the best talent. Engaged team members miss fewer days of work, and the majority typically exceed or far exceed expectations in their performance reviews. Additionally, highly-engaged employees and leaders tend to be more supportive of organizational change and are resilient in the face of challenges to the business.

In this study of over 1400 U.S. based companies, we found that despite all the efforts and investments made in beer gardens, ice cream socials and community service initiatives designed to support happy, productive teams, 53% of employees still show themselves to be Under Engaged or Disengaged in their organization. And only 19% of employees show themselves to be Highly Engaged with the remaining 29% reporting being Moderately Engaged.

ENGAGEMENT IN THE UNITED STATES



CALCULATING LEVELS OF ENGAGEMENT

How do we determine these engagement scores? We use a multidimensional composite measure based on responses to two key questions from our 2011 Global Talent Management Survey:

- Employees give 100% effort at work.
- Employees recommend our company as a great organization to work for

Together these measures provide an actionable definition of engagement (i.e. will employees come in to work and give 100% effort and then turn around and recommend this company to others?). Both questions are assessed on a 7-point scale ranging from Never to Always.

Given the 7-point scale scores, here's how those categories break down:



EMPLOYEE ENGAGEMENT IN THE UNITED STATES (CONTINUED)

What's clear from the data represented in our raw engagement scores is that employee engagement in the US could and should be a lot higher. And given the nature of our composite measure of engagement, employees at companies with low scores are not giving 100% effort (which hurts quality, productivity and profitability) and they're not recommending the company to others (which hurts marketing, recruiting, and retention). It's face evident from Leadership IQ's very definition of engagement that low scores can really hamper an organization's ability to achieve great results in any area.

So, what every CEO wants to know is 'what kind of corporate culture can help us get those engagement scores higher?' And of course they want to know

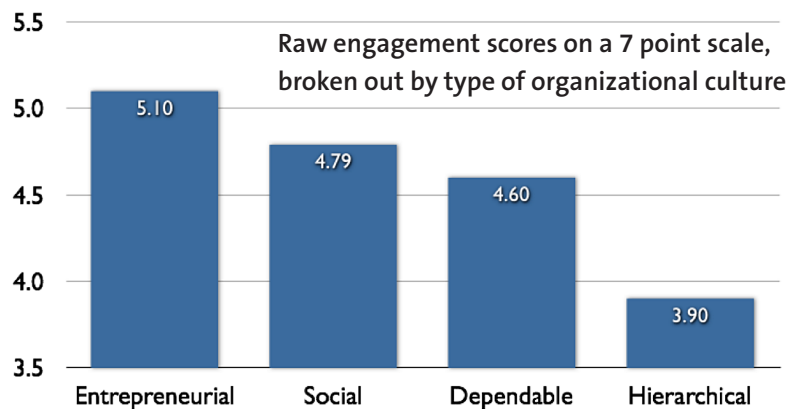
the answer to the companion question, “Where do we need to invest our resources?”

We asked the leaders participating in the survey to characterize their corporate culture with the following question:

QUESTION: WHICH ONE OF THE FOLLOWING BEST DESCRIBES YOUR COMPANY'S CULTURE?

- Our organization is often relaxed and casual, and the line may be blurred between professional relationships and friendships. Workers are often given a lot of trust and are highly collaborative. [While not visible to respondents, this choice represents the Social Culture]
- Our organization is a meritocracy where the best idea always wins regardless of status or tenure. Creativity and intelligence are valued, and our organization is competitive, even if the competition between workers is friendly. [This choice represents the Entrepreneurial Culture]
- Our organization is hierarchical and very traditional. An outsider could easily figure out who is in what role and at what level of the organization they are operating from. We value and compete for power. [This choice represents the Hierarchical Culture]
- Our organization is very process-focused and predictable on a day-to-day basis. We pride ourselves on efficiency and standards, and we value workers who follow protocol. [This choice represents the Dependable Culture]

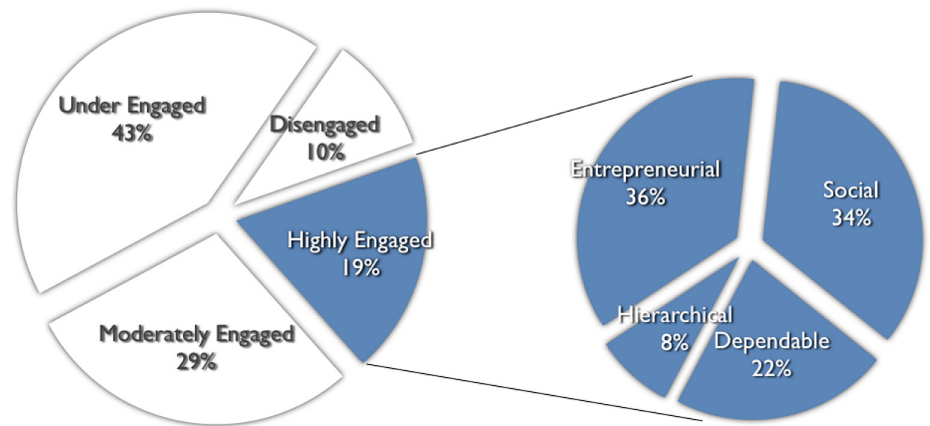
Once we knew how executives characterized their corporate culture, we could then analyze their overall employee engagement by that type. Here are the raw engagement scores on a 7 point scale, broken out by type of organizational culture:



What's immediately obvious is that Entrepreneurial cultures have higher employee engagement scores than any other type of culture, including the Social culture.

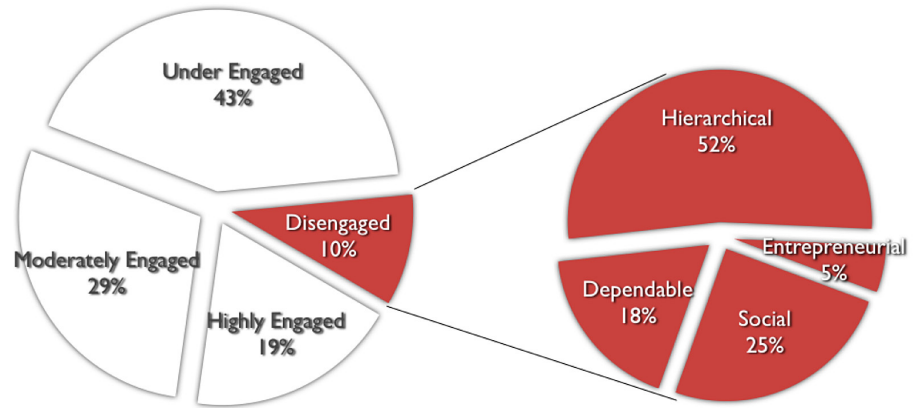
This represents a seismic shift in the HR world. It seems counterintuitive that the more competitive and meritocratic cultures would have higher employee engagement than the 'warm and fuzzy' Social cultures. This does not say that Social cultures can't have high engagement, but on average, Entrepreneurial cultures do have higher engagement. So if your company is about to embark on a journey to improve employee engagement, you'll want to evaluate whether your company could benefit from a more Entrepreneurial approach. For the Hierarchical cultures, what's clear is that while this type of corporate culture is not uncommon, it is also not particularly effective in creating high levels of employee engagement.

Now, averages are always interesting, but we can learn even more by digging deeper. Let's begin by studying just those organizations that are already achieving high levels of employee engagement. As noted earlier, 19% of US companies have Highly Engaged employees. And what kind of corporate cultures do they have?



As you can see, 36% of Highly Engaged companies have Entrepreneurial cultures. Social cultures are a close second with 34%, followed by Dependable cultures. Again, it's clear that it is simply harder for Hierarchical cultures to achieve high levels of employee engagement.

There are also 10% of companies with Disengaged employees. What kind of corporate cultures do they have?



Obviously the Hierarchical companies do struggle with employee engagement. But you'll also notice that while Social cultures can be Highly Engaged (although at a slightly lower rate than Entrepreneurial cultures), they can also be more Disengaged. Social cultures can present some opportunities for engagement, but they can also be associated with severe Disengagement. By contrast, the Entrepreneurial cultures have the highest upside (Highly Engaged employees) with the lowest downside (very few Disengaged employees).

ENTREPRENEURIAL CULTURES ACROSS INDUSTRIES

The success of the Entrepreneurial culture generally holds across industries. We selected the 6 most populous US industries surveyed in this study*, and their raw engagement survey scores are as follows:

	Dependable Culture	Entrepreneurial Culture	Hierarchical Culture	Social Culture
Financial Services/ banking	4.77	5.35	3.66	4.25
High-Tech/ telecom	4.25	5.08	3.60	4.77
Hospital/ healthcare/ insurance	4.97	5.47	4.24	4.92
Manufacturing	4.68	4.75	3.95	4.94
Pharma/ biotech/med device	3.63	5.50	3.75	4.67
Services	5.43	4.78	3.89	4.46

**These industries were chosen because each had enough respondents to justify and statistically accommodate further analysis.*

What becomes clear is that in 4 of these 6 industries, the Entrepreneurial culture has the highest engagement scores. And in the other 2 industries, there isn't a consistent culture outperforming the Entrepreneurial culture (the Dependable culture has the highest scores in the Services industry and the Social culture has the highest scores in Manufacturing).

HOW TO CREATE ENGAGEMENT IN ENTREPRENEURIAL CULTURES

Given the success of the Entrepreneurial culture, the big question becomes 'what creates engagement in an Entrepreneurial culture?' After all, if we're to replicate the high levels of engagement in the Entrepreneurial culture, we need to understand what creates it. Because even if you install an Entrepreneurial culture in your organization, there's no guarantee it will immediately lead to highly engaged employees (although your odds are better).

So to increase your odds of turning your Entrepreneurial culture into a highly engaged one, Leadership IQ conducted a series of stepwise multiple regression analysis on Entrepreneurial cultures to reveal the statistical factors most likely drive the highest levels of employee engagement. Stepwise multiple regression is a statistical technique that predicts values of one variable (e.g. achieving greatness) on the basis of two or more other variables. The ultimate goal here was to gain an understanding of the key factors companies in the US need to implement in order to build highly -engaged organizations. Or, if an Entrepreneurial culture already exists but is not highly engaged, what cultural changes need to be made to increase engagement levels.

Here are the top 3 statistical predictors of employee engagement in Entrepreneurial cultures...

#1 ENGAGEMENT DRIVER: ENSURING THAT JOB CANDIDATES HAVE THE RIGHT PERSONALITY/ATTITUDE TO FIT YOUR ORGANIZATIONAL CULTURE.

An Entrepreneurial culture can deliver fantastic results, but you must have the right kinds of employees to make it work. If you don't have employees who can fit that meritocratic, adventurous, achievement-driven, creative culture, the model simply will not work. And it's not a question of just hiring people with the right skills; they really have to have the right attitude and personality to fit that environment.

#2 ENGAGEMENT DRIVER: A STRONG COMPANY PIPELINE FOR SOURCING PROFESSIONAL EMPLOYEES.

Entrepreneurial cultures also require a deep pipeline of professional talent (with the right attitudes, of course). To maintain the brisk pace of the Entrepreneurial culture, organizations can't wait until there's a glaring hole in their staffing; they need to be continuously hunting for talent to bring to the organization. Entrepreneurial cultures move too quickly to operate in a reactive mode, especially with staffing.

#3 ENGAGEMENT DRIVER: WHEN BREAKDOWNS OR MISSED COMMUNICATIONS OCCUR BETWEEN DIFFERENT DEPARTMENTS, EMPLOYEES DO NOT ENGAGE IN FINGER-POINTING AND BLAMING EACH OTHER.

Because Entrepreneurial cultures push the envelope, and they're creative and adventurous, they will have things go wrong from time to time. And when that happens, it is critical that people do not engage in the blame game. Yes, these cultures are competitive. But they are also supportive. And they simply do not have the time or energy to engage in blame and CYA and all the other political machinations that can derail lesser cultures.

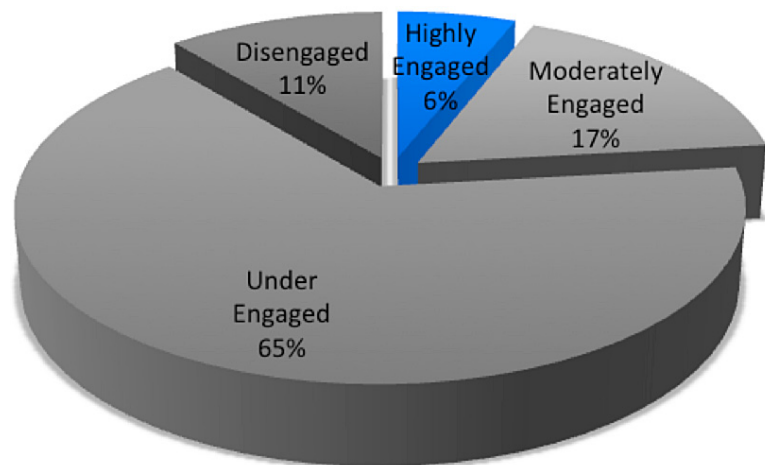
The lesson for US companies is quite clear. Entrepreneurial cultures have higher levels of employee engagement than other types of corporate cultures. They have the highest upside and the lowest downside.

If you want to achieve high levels of employee engagement in your company, you should think less about making sure everyone has a great friend at work, and more about creating an adventurous meritocracy. And if you do pursue the Entrepreneurial culture, make sure that you staff the culture with the right kinds of personalities and attitudes to thrive in that environment.

EMPLOYEE ENGAGEMENT IN CHINA

Here's the state of employee engagement in Chinese companies.

ENGAGEMENT IN CHINA



What's clear from the data is that employee engagement in China could and should be a lot higher. And given the nature of our composite measure of engagement, employees at companies with low scores are not giving 100% effort (which hurts quality, productivity and profitability) and they're not recommending the company to others (which hurts marketing, recruiting, and retention). It's face evident from Leadership IQ's very definition of engagement that low scores can really hamper an organization's ability to achieve great results in any area.

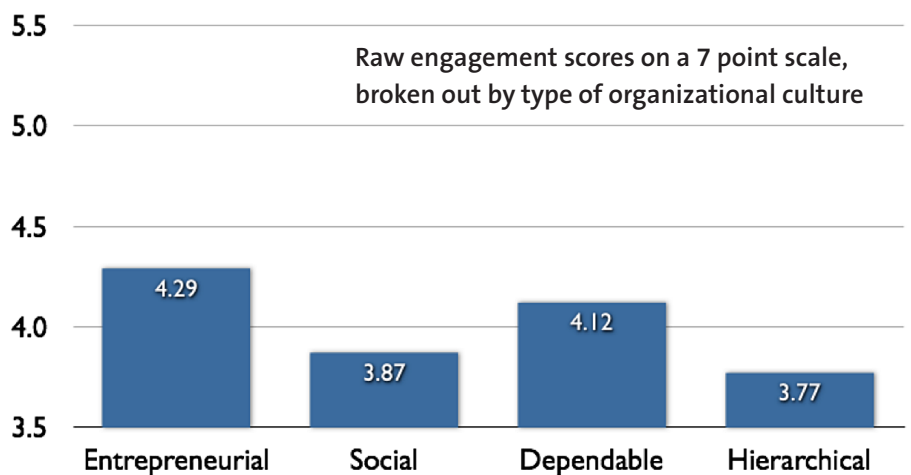
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QUESTION: WHICH ONE OF THE FOLLOWING BEST DESCRIBES YOUR COMPANY'S CULTURE?

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- Our organization is a meritocracy, where the best idea always wins regardless of status or tenure. Creativity and intelligence are valued, and our organization is competitive, even if the competition between workers is friendly. [This choice represents the Entrepreneurial Culture]
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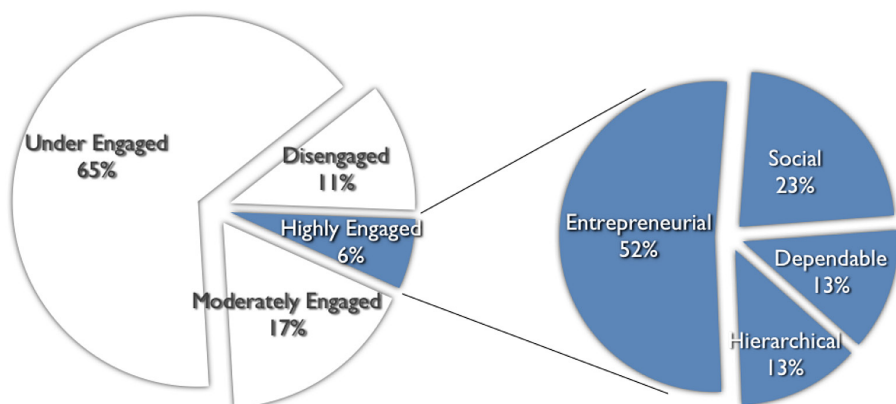
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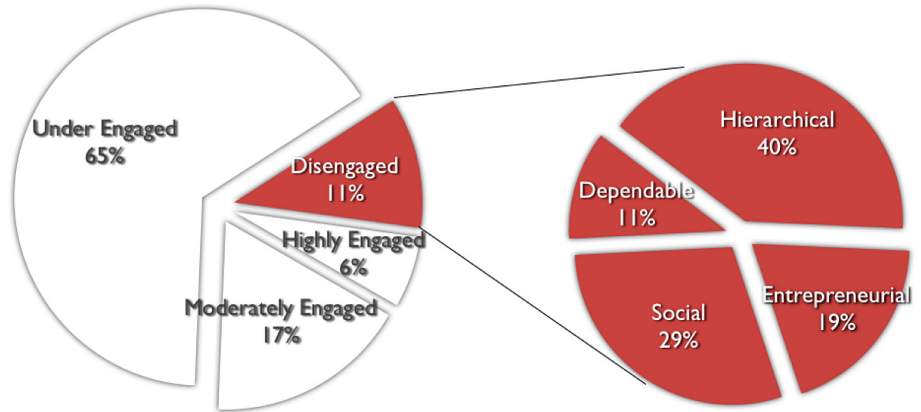
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Now, averages are always interesting, but we can learn even more by digging deeper. Let's begin by studying just those organizations that are already achieving high levels of employee engagement. As noted earlier, 6% of Chinese companies have Highly Engaged employees. And what kind of corporate cultures do they have?



As you can see, 52% of Highly Engaged companies have Entrepreneurial cultures. Social cultures are second with 23%, followed by Dependable and Hierarchical cultures. Again it's clear that it is simply harder for Hierarchical cultures to achieve high levels of employee engagement.

There are also 11% of companies with Disengaged employees. What kind of corporate cultures do they have?



Obviously the Hierarchical companies do struggle with employee engagement. But you'll also notice that while Social cultures can be Highly Engaged (although at a slightly lower rate than Entrepreneurial cultures), they can also be Disengaged. Social cultures can present some opportunities for engagement, but they can also be associated with severe Disengagement.

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High-Tech/telecom	3.61	4.19	4.15	3.86
Hospital/healthcare/insurance	3.44	4.18	4.09	3.60
Manufacturing	4.27	4.36	3.55	3.84
Pharma/biotech/med device	3.67	4.88	3.95	4.50
Services	4.00	4.82	3.39	4.13

** These industries were chosen because each had enough respondents to justify and statistically accommodate further analysis.*

What becomes clear is that in all 5 of these industries, the Entrepreneurial culture has the highest engagement scores.

HOW TO CREATE ENGAGEMENT IN ENTREPRENEURIAL CULTURES

Given the success of the Entrepreneurial culture, the big question becomes ‘what creates engagement in an Entrepreneurial culture?’ After all, if we’re to replicate the high levels of engagement in the Entrepreneurial culture, we need to understand what creates it. Because even if you install an Entrepreneurial culture in your organization, there’s no guarantee it will immediately lead to highly engaged employees (although your odds are better).

So to increase your odds of turning your Entrepreneurial culture into a highly engaged one, Leadership IQ conducted a series of stepwise multiple regression analysis on Entrepreneurial cultures to reveal the statistical factors most likely drive the highest levels of employee engagement. Stepwise multiple regression is a statistical technique that predicts values of one variable (e.g. achieving greatness) on the basis of two or more other variables. The ultimate goal here was to gain an understanding of the key factors companies in the China need to implement in order to build highly -engaged organizations. Or, if an Entrepreneurial culture already exists but is not highly engaged, what cultural changes need to be made to increase engagement levels.

Here are the top 5 statistical predictors of employee engagement in Entrepreneurial cultures...

#1 ENGAGEMENT DRIVER: MANAGERS HOLD EMPLOYEES ACCOUNTABLE FOR THEIR PERFORMANCE.

Things move fast in an Entrepreneurial culture and change is a constant making a high level of employee accountability critical to keeping an otherwise vulnerable structure strong. Equally, the strong feeling of competition that propels high performing employees in this culture to continually achieve higher levels of innovation is dependent on knowing “the other guy” is working just as hard to achieve an even greater level of success.

#2 ENGAGEMENT DRIVER: EMPLOYEES AGREE WITH THEIR MANAGER’S EVALUATION OF THEIR PERFORMANCE.

In an Entrepreneurial culture, star performance is not a static condition. Today’s favored high performer can be replaced at any time based on another employee’s performance. Earning this merit is part of the competitive nature of those drawn to an Entrepreneurial culture, and the way this is earned is by being able to hear and respond positively to managerial evaluation, both good and bad.

#3 ENGAGEMENT DRIVER: WHEN NEW CHANGES ARE IMPLEMENTED, PEOPLE EMBRACE CHANGES AND PUSH TOWARDS CREATING A NEW LEVEL OF SUCCESS.

Obviously in a culture where constant change is necessary for growth, employees must be wired to embrace change.

#4 ENGAGEMENT DRIVER: MANAGERS PROVIDE MEANINGFUL POSITIVE FEEDBACK TO THEIR EMPLOYEES.

All talented people, even those who are perpetually on the edge of innovation, need guidance and leadership. Adventure and risk may be a big part of the mental makeup of employees that thrive within an Entrepreneurial culture, but they still want to hear feedback that helps them make better decisions about taking the right risks.

#5 ENGAGEMENT DRIVER: WHEN MISTAKES HAPPEN OR PEOPLE MISS DEADLINES, PEOPLE DO NOT OFFER EXCUSES (LIKE “I COULDN’T GET IT DONE BECAUSE…”).

Because Entrepreneurial cultures push the envelope, and they’re creative and adventurous, they will have things go wrong from time to time. And when that happens, it is critical that people do not engage in the excuse game. These are cultures of accountability and employees simply do not have the time or energy to engage in excuses such as often derail lesser cultures.

The lesson is quite clear for Chinese companies. Entrepreneurial cultures have higher levels of employee engagement than other types of corporate cultures. They have the highest upside and the lowest downside.

If you want to achieve high levels of employee engagement in your company, you should think less about making sure everyone has a great friend at work, and more about creating an adventurous meritocracy. And if you do pursue the Entrepreneurial culture, make sure that you staff the culture with the right kinds of personalities and attitudes to thrive in that environment. ■

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