

Meet The Presenter



Ethan Burris

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at Austin

A hand in a black suit sleeve holds a black and white megaphone on the left side of the frame. The megaphone's horn points towards a large, white, irregular speech bubble that occupies the upper right portion of the image. The background is a solid light gray.

The Rise of Employee Voice

ETHAN BURRIS

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Research & Consulting:

Collaborators:

- **Technology**
(Google, Microsoft, Airbnb, Dell, Uber, AMD, National Instruments, Samsung)
- **Financial Services**
(Capital One, Hartford, BBVA Compass, Country Financial Insurance, several regional banks)
- **Grocery and Casual Dining**
(Whole Foods, HEB, Steak 'n' Shake)
- **Healthcare**
(Mt. Sinai Hospital, UMC Brackenridge, Fresenius Kabi)
- **Gov't and Gov't Contracting**
(Forest Services, Northrup Grumman)
- **Energy**
(ISN, BP Oil, NOV)
- **Professional Sports**
(Indiana Pacers, Toronto Raptors, San Antonio Spurs)

RECEIVING FEEDBACK
Don't Let Your Brain's Defense Mechanisms Thwart Effective Feedback
by James R. Detert and Ethan R. Burris
AUGUST 16, 2016

RECEIVING FEEDBACK
Employee Suggestion Schemes Don't Have to Exercises in Futility
by Ethan R. Burris
JANUARY 26, 2016

MANAGING P
Debunking Four Myths About Employee Silence
by James R. Detert, Ethan R. Burris, and David A. Harrison

MANAGING UP
Research: Insecure Managers Don't Want Your Suggestions
by Nathanael J. Fast, Ethan R. Burris and Caroline A. Bartel
NOVEMBER 24, 2014

MIT Sloan Management Review
Topics Spotlight Magazine Webinars & Podcasts
RESEARCH HIGHLIGHT
How to Sell Your Ideas up the Chain of Command
by Ethan Burris
From the Magazine (January-February 2020)

GIVING FEEDBACK
When It's Tough to Speak Up, Get Help from Your Coworkers
by James R. Detert and Ethan R. burris
MARCH 04, 2016

MANAGING PEOPLE
Nonverbal Cues Get Employees to Open Up—or Shut Down
by James R. Detert and Ethan R. Burris
DECEMBER 11, 2015

MIT Sloan Management Review
Topics Spotlight Magazine Webinars & Podcasts
RESEARCH HIGHLIGHT
When Employees Speak Up, Companies Win
Why and how you should encourage employees to speak out about issues beyond their own jobs.
Ethan Burris, Elizabeth McCune, and Dawn Klinghofer • November 17, 2020

Can Your Employees Really Speak Freely?
Despite their best intentions, managers tend to shut people down. BY JAMES R. DETERT AND ETHAN R. BURRIS
January-February 2016 Harvard Business Review 3

Voice Improves Performance

■ Competitive success

- Requires tapping “all organizational members for their ideas, intelligence, and commitment to making the organization successful.” (Pfeffer, 1998: 121)

■ Voice breeds learning and performance

- **Reduces employee turnover by 32%** in a Fortune 500 national restaurant chain (McClellan, Burris & Detert, 2013)
- **Improves financial and operational performance by 20%** in financial service institutions (Detert, Burris, Harrison & Martin, 2013)





Do employees speak up to their managers?

70% of employees across a range of industries hesitated to speak up (Ryan & Oestrich, 1998)

Among ideas contributed, less than 25% were ultimately implemented

Satterstrom, Kerrissey & DiBenigno, 2020



Among people who contributed the best 100 ideas, only **40%** told their manager



**WHO CONTRIBUTES IDEAS FOR
IMPROVEMENT?**

**WHAT IDEAS ARE ULTIMATELY
IMPLEMENTED?**



Frame Your Message

- Ideas can be pitched as:
 - Opportunities (upside of adopting)or
 - Threats (downside of not adopting)



Dilbert.com DilbertCartoonist@gmail.com



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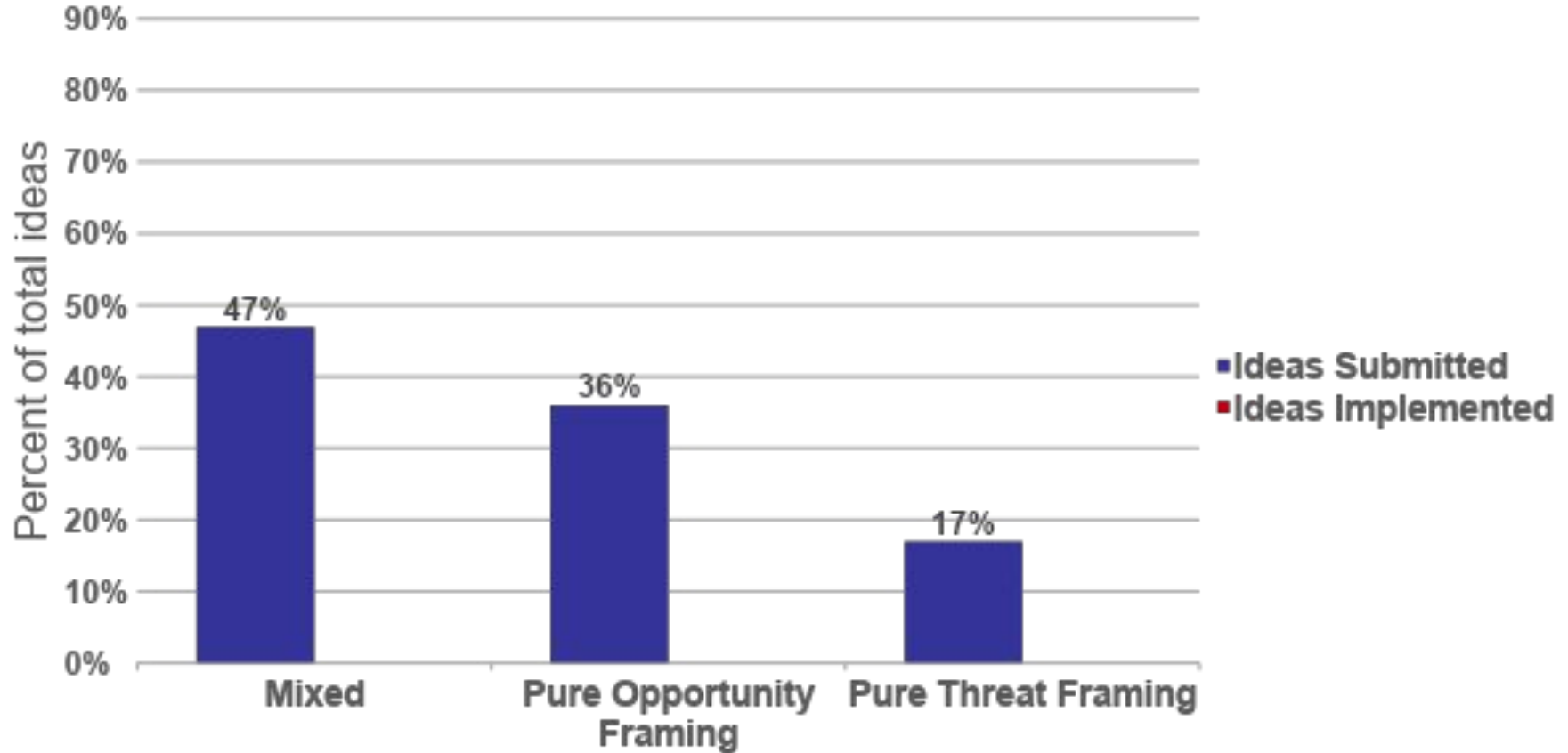


Study Using KaiNexus data

- **Online suggestion system from a regional medical facility in the Midwest**
- **858 ideas submitted from 351 employees under 152 managers**
 - Staff satisfaction (51%)
 - Quality improvements (29%)
 - Patient satisfaction (15%)
 - Patient safety (12%)

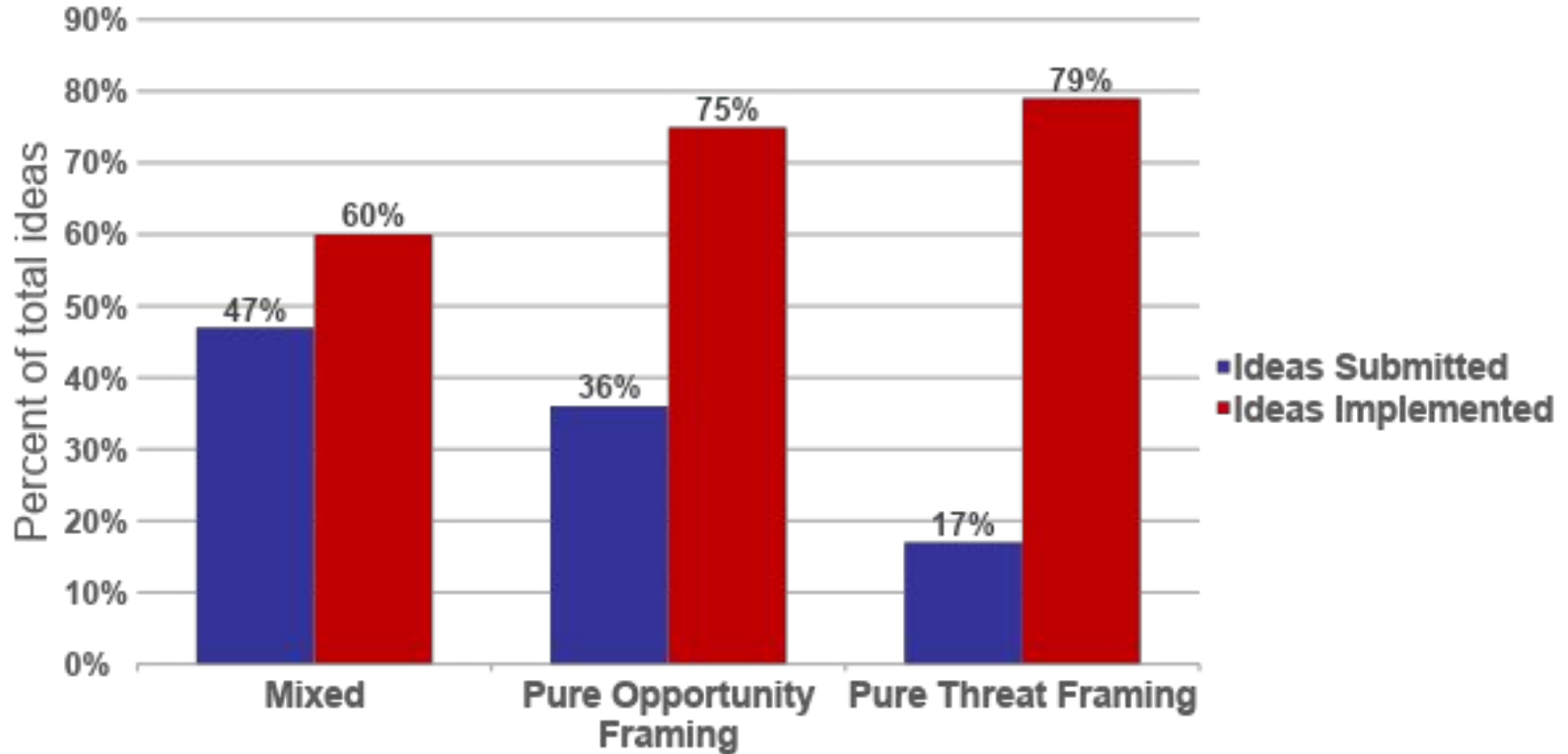


Study 1 Results





Study 1 Results





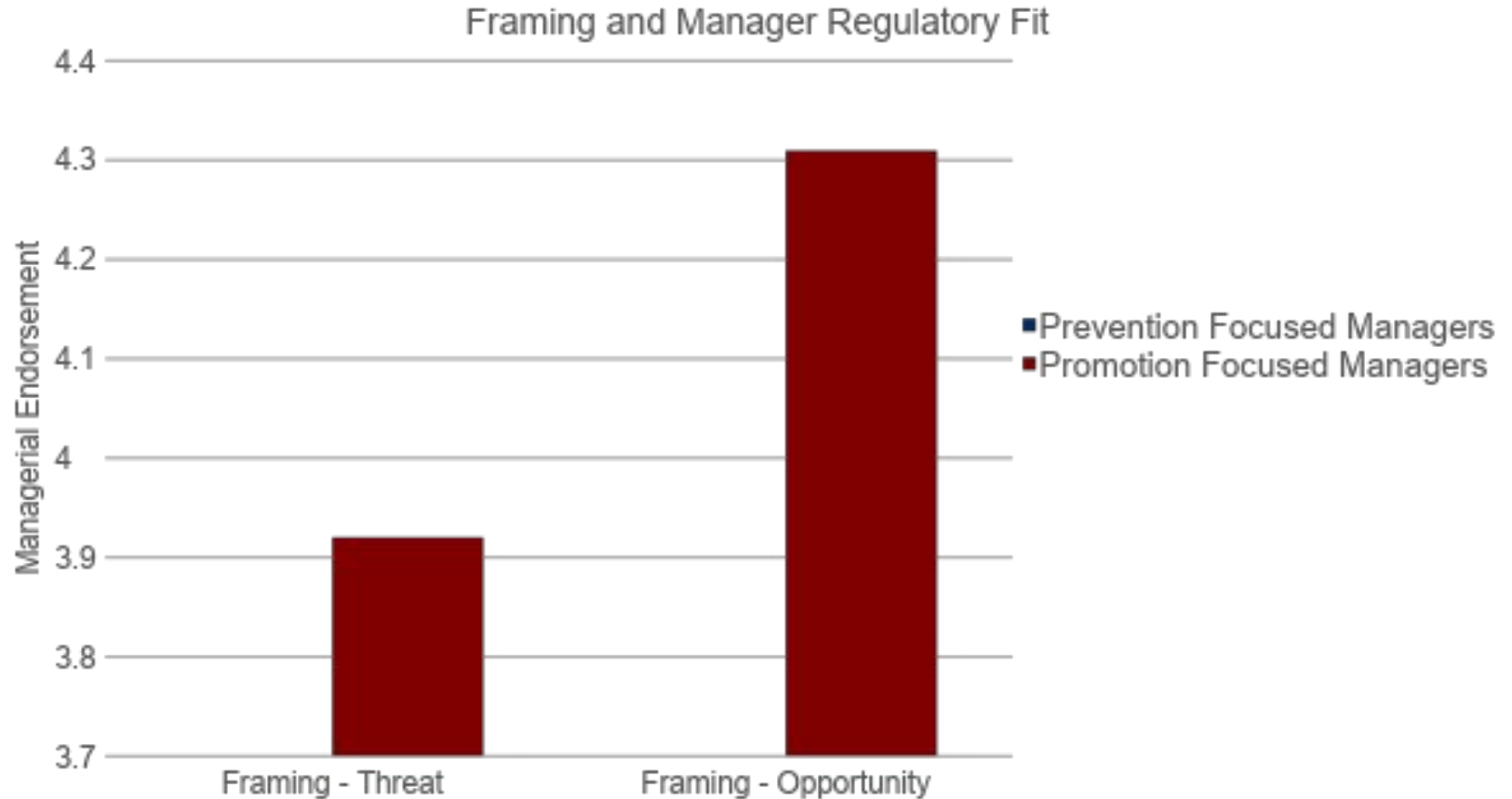
Managers' Motivation

- **Regulatory focus:**
 - Describes two motivational systems governing behavior (Higgins, 1997). People tend to favor one of these.
- **The two systems differ on the following:**
 - How people attain overall goal of satisfaction
 - Types of outcomes that are most salient

Promotion Focus	Prevention Focus
<ul style="list-style-type: none">■ Play to win■ Motivated to take chances on new ideas■ Worst outcome is an opportunity not taken	<ul style="list-style-type: none">■ Play not to lose■ Motivated to avoid things going wrong■ Worst outcome is upsetting status quo

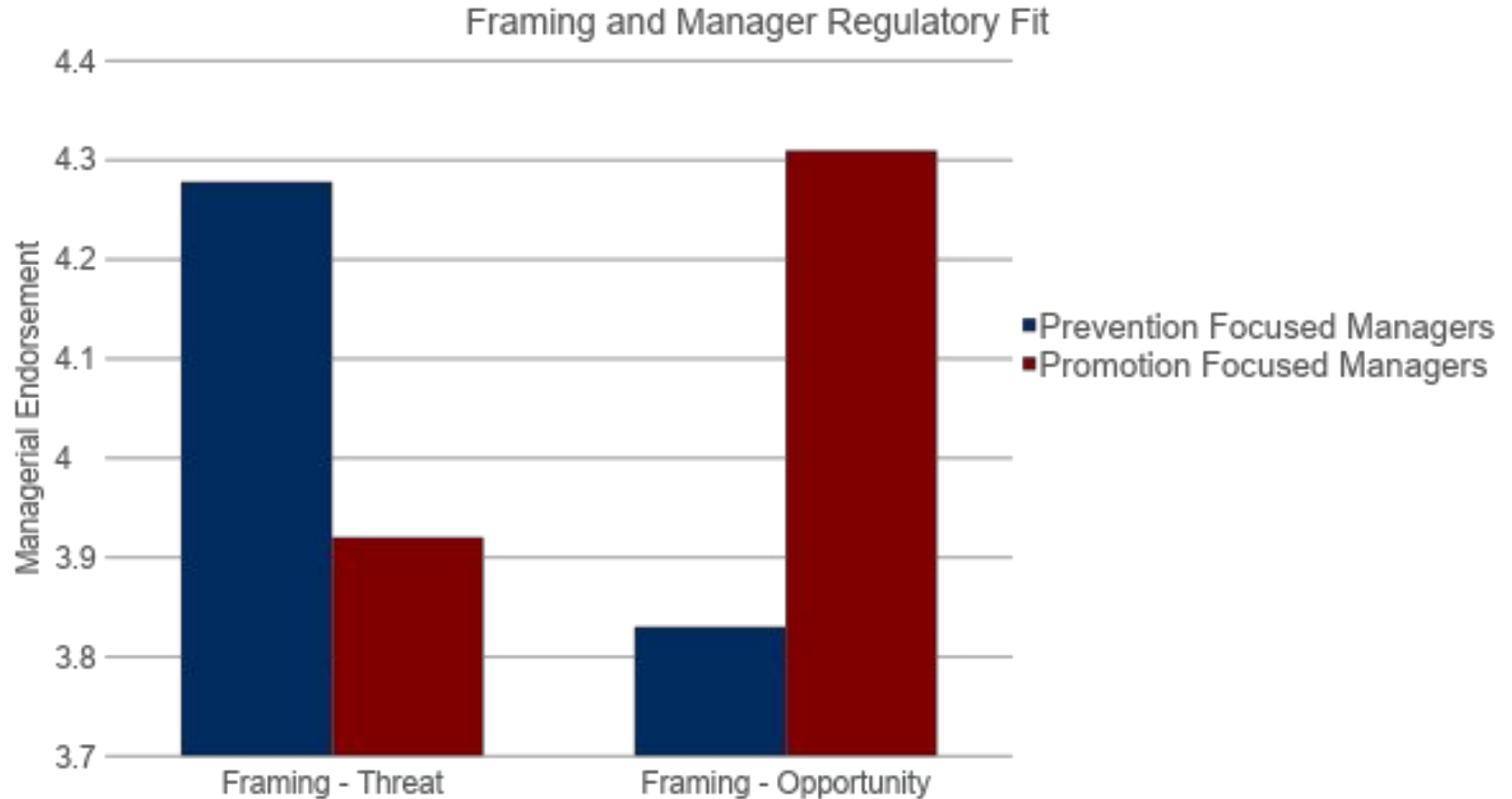


Matching Between Framing and Manager





Matching Between Framing and Manager

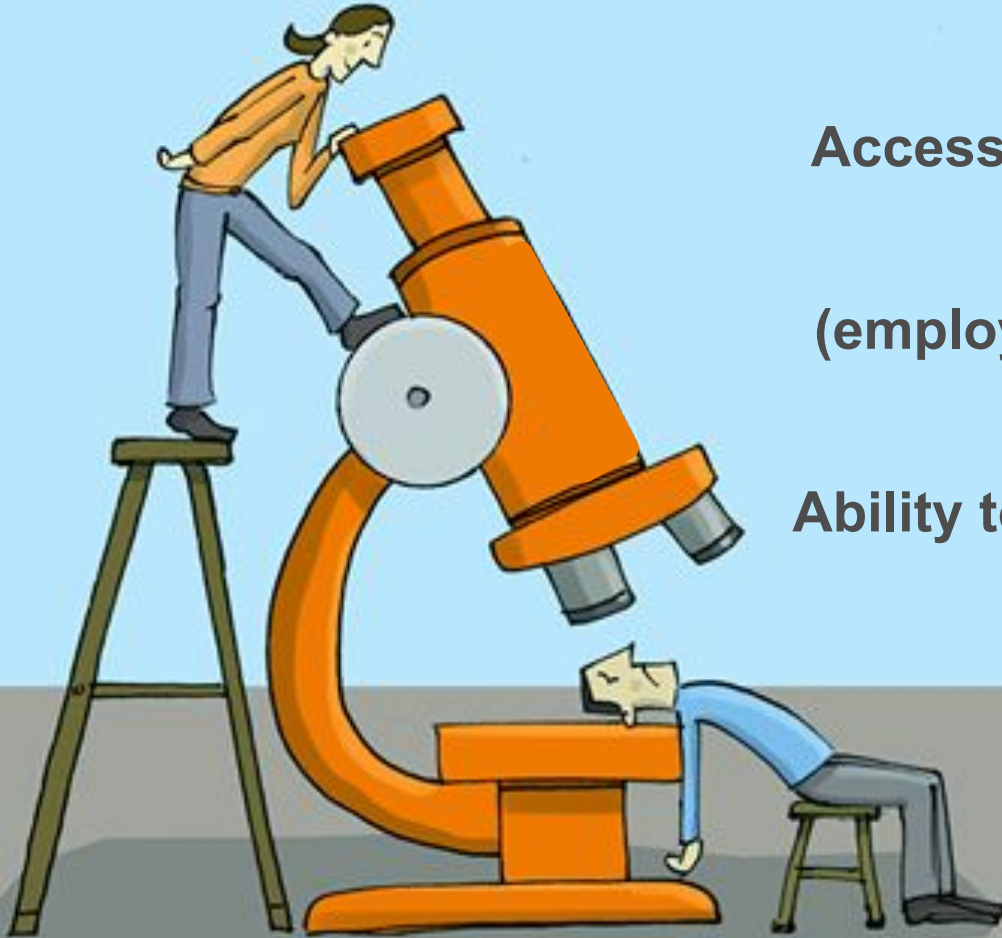


Research Partnership

Access to KaiNexus system and data

Access to HR system
(employee demographics like tenure,
geographic location, position)

Ability to conduct (or add to) a survey
of employees



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