

The Fundamental Principles of Enterprise Engagement, ISO Annex SL and ISO 10018

Applying a CEO-led strategic and systematic approach to engaging all stakeholders provides one of the most sustainable ways to achieve organizational goals, and yet some studies estimate that less than 20% of organizations have a formal ROI-plan to manage human capital. Here's a quick fact sheet on the field of Enterprise Engagement.

Enterprise Engagement Definition: A strategic and tactical process to achieve organizational results by fostering the proactive involvement of all stakeholders who can contribute to organizational success.

ISO Annex SL and ISO 10018 Quality People Management Standards. All 60 ISO management standards affecting up to 2 million companies now require a formal, written CEO-led process to engage all stakeholders in the organizational mission and be able to demonstrate how the plan is implemented at the strategic and tactical level. While an organization is granted great leeway in its journey to certification, it must be able to disclose a strategic and tactical plan addressing all related stakeholders with measurable results. Companies that follow the new ISO 10018 Quality People Management certification will effectively meet the requirements of Annex SL at the same time. ISO considers these new leadership principles critical to the success of any organization, whether or not they are ISO certified.

What's New: Enterprise Engagement and the related ISO Annex SL and ISO 10018 standards do for stakeholder engagement what ISO 9001 quality standards and methods such as Six-Sigma have accomplished for manufacturing and logistics: enhance efficiency and improve performance through a strategic and systematic approach. The standards require a formal proactive, strategic effort led by the CEO and all levels of management, and the company must have a system that connects all the dots between objectives, management, all stakeholders, etc. to clear strategies, tactics, and measures.

Benefits: Greater financial return and share-price performance for public companies through a better experience for customers, employees and all stakeholders; reduced reputation and litigation risks; lower marketing and recruitment costs; greater efficiency; enhanced safety and occupational health, and greater community support.

Timeline for Emergence of the Enterprise Engagement Field and ISO Annex SL and ISO 10018 Certification

1980-2000: Formative period. Visionaries in quality management and marketing identify the need to authentically address the people issue, including: W. Edward Deming, Peter Drucker, Tom Peters, Curt Coffman, Marcus Buckingham, Seth Godin. University of Luton in the U.K. publishes study identifying link between customer and employee engagement.

2002-2008: First Formal Research Institute Founded. The [Forum for People Performance Management and Measurement](#) is founded at Northwestern University in 2002 that conducts six years of research from 2002 to 2008 that further helps identify the connection between customer and employee engagement and organizational performance.

2005: First National Business Media Reference. Harvard Business Review publishes the ground-breaking article, [Manage Your Human Sigma](#), by Gallup consultants demonstrating a clear link between customer and employee engagement.

2008: Enterprise Engagement Alliance Formed to Create Formal Roadmap and Curriculum. Several dozen corporate practitioners, solution providers and academics form the Enterprise Engagement Alliance at [TheEEA.org](#) to create a formal curriculum on how to implement an enterprise approach to engagement in a measurable way.

2009: First Enterprise Engagement Curriculum Launched at [EEA.tmlu.org](#); [Enterprise Engagement: Roadmap](#) published.

2012: Stock Index Created. The EEA creates the first [Engaged Company Stock Index](#), which has consistently outperformed the S&P 500 and is now 40 percentage points higher than the S&P.

2013: ISO Recognizes the Human Factor. The International Organization for Standardized recognizes that it has overlooked the human factor in standards and publishes [Annex SL requirements](#) that now apply to 60 ISO Standards, including ISO 45001, along with [Quality People Management standards](#) that reflect Enterprise Engagement principles.

2015: First Executive Position. [Adobe names](#) an executive in charge of customer and employee experience.

2016: Investors Awaken. [Investors](#) join forces to promote disclosures of human capital investments and outcomes.

2017: First Certification for ISO Annex and ISO 10018 Certification; Investor Pressures Mount. The International Center for Enterprise Engagement at [TheICEE.org](#) is formed to create the first formal certification for ISO 10018 quality people management, which audits for the fundamental issues of Annex SL and offers a way for companies to promote their commitment to people. Nearly [\\$15.7 trillion in investment](#) capital calls for engagement disclosures in SEC filings.

2018: Formal Academic Recognition; corporations embrace human capital. The [Academy of Management](#), the world's largest organization of management academics, sponsors a symposium on Enterprise Engagement at its annual conference. Two-hundred multi-national corporations form the [Social and Human Capital Coalition](#) to promote the creation of human capital reporting standards. JUST Company ETF focused on people raises record \$215 billion on its first day.

2019: Annex SL in Full Effect. Starting in 2019, [Annex SL](#) will be required at up to [2 million companies](#), which will now have to demonstrate a formal human capital and enterprise engagement plan directed by the CEO that connects the dots between all stakeholders and the tactics used to engage them.

Enterprise Engagement Information Resources

Overall Information

TheEEA.org: Complete information on the field, Enterprise Engagement services, and the Engaged Company Stock Index.

Free eBooks

The Enterprise Engagement Alliance maintains eBooks on a growing number of engagement topics, including:

Enterprise Engagement and ISO Standards: A guide to ISO Annex SL and related standards.

<http://www.enterpriseengagement.org/New-EEA-eBook-on-ISO-Engagement-Standards-and-Implications/>



New eBooks Coming in 2018: eBooks on Enterprise Safety Engagement and Loyalty and Customer Engagement.

Free News and Information

Go to **ESM** at [EnterpriseEngagement.org](#) for extensive information and free-newsletters or follow us on our social media platforms.

Free Tools

The EE Benchmark Indicator enables companies to measure their engagement strategies against best practices. The ROI of Engagement Calculator demonstrates the return-on-investment of improving your company's employee engagement scores. Go to: <http://www.theeea.org/resources/benchmark-tools/>

Online Learning

The Enterprise Engagement Academy at [EEA.tmlu.org](#) provides preparation for professionals to support organizations seeking ISO 10018 employer or solution-provider certification. The cost is \$125 for individual membership; \$500 for corporate membership. Elective courses and white papers are available for free, as well as free access to students with a very low-cost academic license.



Textbook

Enterprise Engagement: The Roadmap, 4th Edition - How to Achieve Organizational Results Through People and Qualify for ISO 10018 Certification.

Available at Amazon.com and BarnesAndNoble.com. This is the first and most comprehensive book on Enterprise Engagement and the new ISO Annex SL and ISO 10018 Quality People Management standards.

Free Course Syllabus

A syllabus that instructors can use for a single class, a week, or full semester course on Enterprise Engagement.

See <http://www.theeea.org/learning/engagement-course-syllabus/>

ISO 10018 Certification and Learning

The International Center for Enterprise Engagement at TheICEE.org, a unit of the University of Texas Medical Branch, has created the first formal certification program for ISO 10018 Quality People Management, as well as a learning program that is free to active professors and instructors. See TheICEE.org/events for program schedule.

Consulting and Professional Services for Corporations and Other Organizations

The Enterprise Engagement Alliance's Engagement Agency consulting firm provides multiple services for any organization seeking to profit from the field of Enterprise Engagement and new ISO Annex SL and ISO 10018 quality people management standards. Services include: 1) Human capital and Enterprise Engagement client audits. 2) Enterprise Engagement plan strategic or tactical design. 3) Enterprise Engagement plan oversight or implementation. 4) Enterprise engagement support.

Enterprise Engagement Solution Providers

A CEO's Enterprise Engagement Tool Kit for information on how to select a solution provider in each of the strategic and tactical areas of engagement.

<http://enterpriseengagement.org/The-CEO-s-Enterprise-Engagement-Toolkit/>

The 2019 Enterprise Engagement Solution-Provider Directory for listings of about 100 suppliers and growing.

<http://www.enterpriseengagement.org/2019-Enterprise-Engagement-Solution-Provider-Directory/>

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