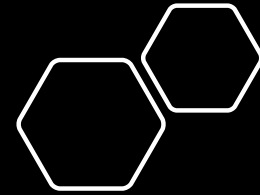


# Julie Secviar,

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**“To Know even one life has  
breathed easier because  
you have lived...**

**This, is to have succeeded.”**

Ralph Waldo Emerson



# Increasing Engagement in the Workplace

Building a Culture of Connection, Accountability, and Growth

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# Disengagement – Takes on many forms

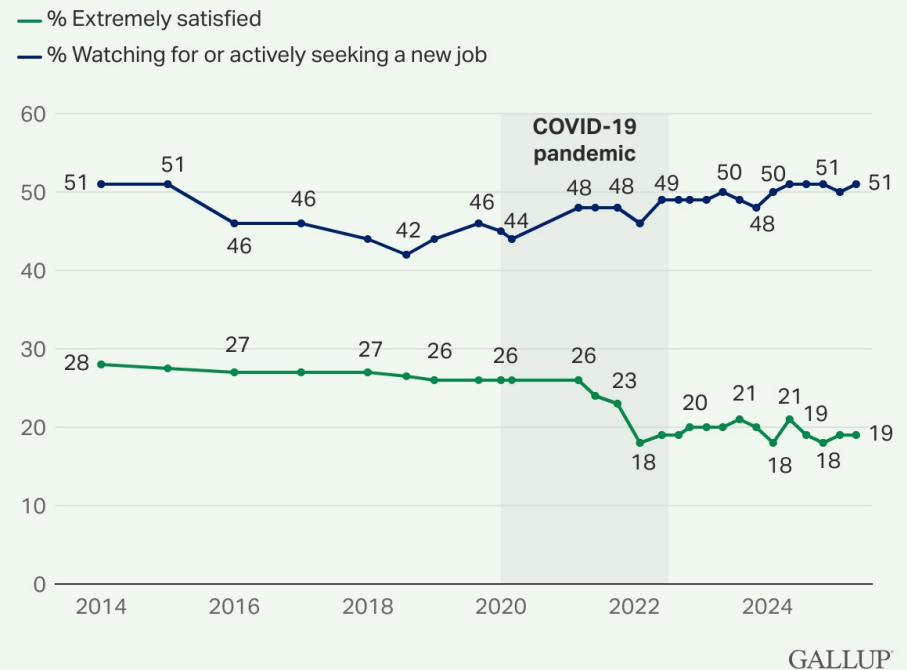
- Quiet Quitting
  - Less engagement, fewer ideas offered, NO extra effort
- Quiet Cracking
  - Struggles with burnout or dissatisfaction, stay because they feel stuck
- Resenteeism
  - Unhappy employees staying and spreading negativity



## According to Gallup when assessing overall satisfaction and intent to leave

- 51% percent of employees are watching for **or actively seeking** a new job
- **19% percent** of employees are extremely satisfied in their jobs

Overall Satisfaction and Intent to Leave, Among U.S. Employees

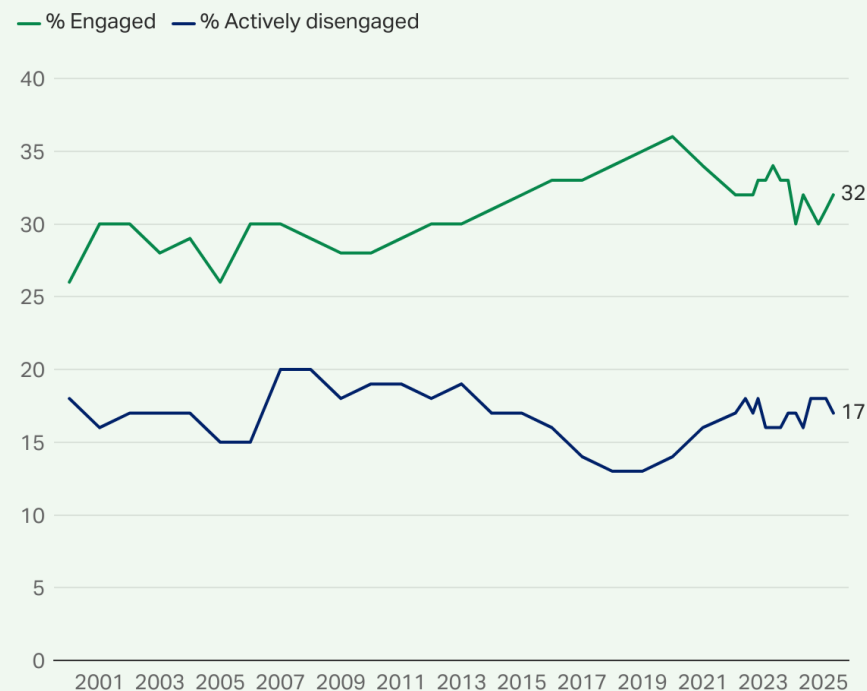


According to Gallup<sup>1</sup> when assessing overall satisfaction and intent to leave

- **32% percent** of employees are engaged
- **17% percent** of employees are actively disengaged

<sup>1</sup> May 2025

U.S. Employee Engagement Trend



GALLUP

49% of workers in the U.S. report feeling stressed every day due to their jobs.

Younger generations, Gen Z and Millennials, report higher levels of burnout compared to older generations.

Employees who strongly believe they are contributing to the mission or purpose of their company are **6 times less likely** to experience burnout.

Key Outcomes by Generation					
	Gen Z	Millennials	Gen X	Boomers	All Employees
Engagement	-5%	-7%	-8%	-3%	-7%
	-59%	-63%	-65%	-76%	65%
Productivity	-2%	-7%	-6%	0%	-5%
	-66%	-69%	75%	84%	73%
Happiness	-8%	-11%	-8%	-1%	-8%
	54%	55%	59%	66%	58%



# Engagement Isn't Driven by Perks Alone

No silver bullet – requires consistent effort and an intentional culture.

Requires a drive and level of care for your team

# Why Employee Detachment?

## What's missing?

**Organizational Culture**: A sense of Belonging, Autonomy, Wellbeing, Values

**Leadership Transparency**: Communication, Employment Stability, Strategic Vision, Visibility and Involvement

**Resource Investment**: Compensation, Perks and Benefits, Human and Financial Resources, Tools and Systems

**Performance Management**: Development, Accountability, Recognition





# Organizational Culture Drives Engagement

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# Start at the Foundation



Mission: Why do you exist?



Core Values: How should they be lived day-to-day?



*Shared purpose creates authentic engagement*



# Culture Pillars for High Engagement

---

## **Accountability**

Employees take responsibility for their actions and outcomes.

## **Ownership**

Individuals feel a personal stake in their work and results.

## **Collaboration**

Teams work cross-functionally and supportively.

## **Communication**

Transparent, honest, and two-way dialogue is the norm.

# Expressing Authentic Care



- Show genuine interest in who they are as individuals.
- Be present and authentic
- Recognize effort and progress
- Include them in solutions and be transparent in organizational direction
- Follow through on commitments

# Why Employee Detachment?

**Leadership Transparency:**  
Communication, Employment  
Stability, Strategic Vision,  
Visibility and Involvement

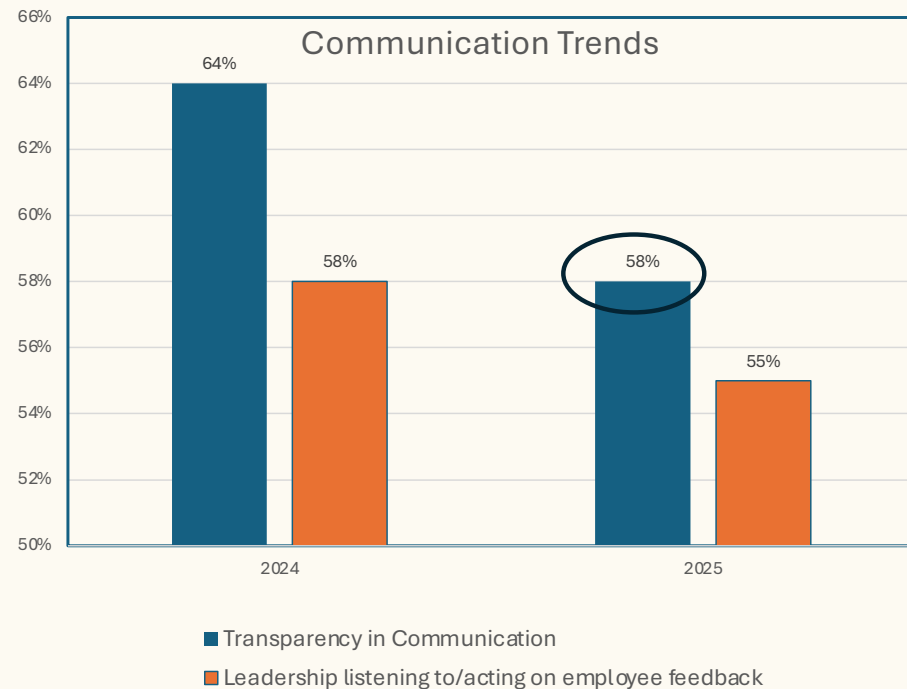


# Transparency Builds Trust and Engagement

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Employee Satisfaction with **transparency**, and leadership **listening** and **acting** on feedback down **-6%**



When  
Employers  
encourage  
two-way  
dialogue

**2.8X**

More likely to be satisfied with their organization's social and supportive culture

**2.2X**

More likely to trust their employer's leadership

**1.7X**

More likely to feel satisfied in their job

## Communication – Frequent and Transparent

- **Check-In** with consistency
- Use a **Variety** of tools
- Share the **WHY** – Make the connection
- Recognize **Wins** frequently- Be Concrete, Individualized, and Specific
- Treat them as **Partners**



## Listen & Respond

- Use town halls with Q&A.
- Conduct employee surveys and listening sessions.
- Implement Stay Interviews.
- Wellbeing check-ins

*Close the loop:  
acknowledge, respond, and act.*



# Why Employee Detachment?

## **Resource Investment:**

Compensation, Perks and  
Benefits, Human and Financial  
Resources, Tools and Systems



# Resource Investment

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Who is your  
#1 Resource?



# Supporting Employee Well-Being

## **Social**

Foster community. Internal/External

## **Mental Health**

Normalizing support and resources.

## **Financial**

Provide transparency and support.

## **Physical**

Promote safety and good health habits.

## YoY Changes to Different Aspects of Holistic Health

	<u>Gen Z</u>	<u>Millenials</u>	<u>Gen X</u>	<u>Boomers</u>	<u>All Employees</u>
<b>Mental Health</b> <i>Your condition regarding psychological and emotional wellbeing</i>	-4%	-4%	-3%	4%	-3%
<b>Financial Health</b> <i>Your state regarding your personal family financial situation</i>	-4%	-2%	4%	2%	0%
<b>Social Health</b> <i>Your ability to form satisfying interpersonal relationships with others</i>	0%	-6%	-7%	-2%	-5%
<b>Physical Health</b> <i>Your health regarding illness, injury and general lifestyle</i>	-1%	-6%	-3%	3%	-3%



Employee's holistic health has trended downward since 2024

**From 44% to 39%**



# Employee Wellbeing – Caring for the whole person

## *Blue Zones and the foundation of the Power 9*



Social Wellbeing	Financial Fitness	Mental Health Support	Physical Health and Safety
<ul style="list-style-type: none"> <li>Provision of one volunteer day per year with numerous opportunities to support our local community.</li> <li><b>Employee driven philanthropy efforts.</b></li> <li>Company support for Environmental, Sustainable, Governance and Inclusion efforts.</li> </ul>	<ul style="list-style-type: none"> <li>Generous employer match with annual profit-sharing opp. Auto enrollment and annual escalation through our retirement savings plan;. Offering pre, post, and after-tax options</li> <li><b>Access to personal financial guidance from Fidelity and Strategic Retirement Services.</b></li> <li>Numerous educational opportunities through the year.</li> <li><b>Access to financial institutions BMO, Pacific Federal Credit Union</b></li> </ul>	<ul style="list-style-type: none"> <li>Access to Nivati, our online wellness provider, offering on-demand counseling and other supportive services.</li> <li><b>Traditional EAP through Anthem Resource Advisor, offering resources, counseling and legal services.</b></li> <li>Mental Health services through both medical providers, Kaiser and Anthem.</li> </ul>	<ul style="list-style-type: none"> <li>Mobile Health Clinic on site 2 x per year.</li> <li>Monitoring of overall wellbeing scores</li> <li><b>Health Club initiation fee reimbursement.</b></li> <li>On-site walking paths to encourage downshifting and movement.</li> <li><b>Engaged team of Safety Ambassadors focused on workplace safety.</b></li> <li>On-site healthy fruit and snacks to encourage healthy habits.</li> </ul>



# Why Employee Detachment?

**Performance Management:**  
Development, Accountability,  
Recognition



# Performance Management

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# Grow your People – Grow their Engagement

- Identify and support emerging leaders
- Encourage external education
- Assign Special projects
- Review of Job Descriptions Annually
- Offer mentoring and career pathing



# Our Program Goals and Objectives



- Strengthening enterprise value through talent development
- Driving engagement and retention
- Aligning leadership development with business objectives
- Enhancing operational consistency
- Building a scalable pipeline of future leaders

# Program Overview

## Communication & Interpersonal Skills

**Clifton Strengths / Communication Styles** – self-awareness, interpersonal communication.

**Performance Management / Having Difficult Conversations** – strengthens communication for feedback, coaching, and conflict resolution.

**Core Competency Focus:**

- Emotional Intelligence
- Effective Communication
- Coaching/Feedback
- Collaboration

## Leadership & People Management

**Role of a Manager** – foundational leadership and people management principles.

**Legal Aspects of Management** – focuses on compliance, HR law, and responsible leadership.

**Core Competency Focus:**

- Leadership Foundations
- Managing Teams and Individuals
- Ethical and Legal Responsibility
- Employee Relations

## Business & Financial Acumen

**Finance for the Non-Financial Manager** – builds understanding of budgeting, P&L, and strategic decision-making through financial literacy.

**Core Competency Focus:**

- Business Operations
- Financial Literacy
- Strategic Decision-Making

## Marketing & Commercial Excellence

**Marketing / Brand Management** – focuses on brand positioning and strategic marketing.

**Wholesale Sales / DTC** – builds sales, customer experience, and channel management capabilities.

**Core Competency Focus:**

- Marketing Strategy
- Customer Focus
- Sales Excellence
- Brand and Market Insight

## Technical & Industry Expertise

**Winemaking Process / Sustainability** – develops understanding of production and sustainability practices.

**Wine Industry Update** – awareness of current industry trends, regulations, and innovations.

**Core Competency Focus:**

- Industry Knowledge
- Sustainability and Innovation
- Continuous Learning

# Summary

*Engagement is a muscle,  
strengthened by the 5 C's*

- Care
- Connect
- Coach
- Contribute
- Congratulate



In the words  
of Nemo...

**Keep  
swimming!**





**What's one thing YOU  
could do tomorrow to  
boost engagement in  
your team?**