

The Art of Employee Engagement

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What is Engagement?

*"Engagement is the new word
for...motivation, passion and
commitment."*

Beverly Kaye, Career Systems International

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What is Engagement?

*"Engagement is...rational and emotional
commitment."*

Jean Martin, Exec. Director of the Corporate Leadership Council

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Impact of Engagement

Studies show:

- 20% increase in productivity
- Significant increase in retention

*The cost for U.S companies is "billions in lost
opportunities and diminished returns."*

-Ann Farrell Quantum Endeavors

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What if ?

- What if your employees loved their work?
- What if...
 - Everyone...
 - I could just get...
 - My co-workers would just...
 - The people I manage would...

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Characteristics of the "Engaged" Employee



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The “Disengagement Epidemic?”

Towers Perrin Study

- 21% of global workforce is engaged
- 38% is disengaged
- 41% unsure

ASTD-Dale Carnegie-Institute for Productivity

- 34% US workforce highly engaged
- 23% Disengaged
- 43% Moderately engaged

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Impact on Earnings

- *American companies are losing \$46,000 per million dollars in revenue each year!*

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Why the Pandemic?

1. Extreme stress in the workplace
2. Unmet needs
 - Work more
 - For less pay
 - Be a square peg (even if you are round)
3. Poor relationships at work
 - Unskilled or unappreciative management
 - Lack of Leadership
 - No friends at work

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The Emotional Side of Engagement

- Employees can tolerate the rational side of what is happening if they understand why
- The emotional side is what's killing them!
 - Four times more impact than the rational on business outcomes

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Measuring Engagement

Accenture Engagement Survey

- Say
- Stay
- Strive

■ Hewitt Associates Engagement Model:

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Accenture Engagement Survey

- Measurements in six categories:
 1. The people with whom we work
 2. The work we do
 3. The developmental opportunities
 4. The rewards and recognition
 5. The company itself
 6. The work environment

■ Hewitt Associates Engagement Model:

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Accenture Personal Engagement Scorecard

1. Company practices
2. Opportunities
3. People
4. Quality of Life
5. Competitive Rewards
6. Work—by level of importance
7. Work-by level of satisfaction

Purpose: Open discussion w/ mgt

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Engaging Employees

- Drivers of Employee Engagement
 - Shared vision, mission and values
 - Effective leadership
 - Personal involvement
 - Opportunity for growth
 - Interaction between all “levels”
 - Motivational recognition, reward and support

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Shared vision, mission and values

- Get employee input into creation of V-M-V
 - Dream together of what is possible
 - Reinforce “why we do what we do”
 - Model and reinforce company values

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Effective Leadership

- Commitment to vision, mission, value
- Model engagement—own your role
- Listen, be approachable
- Value every individual

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Personal Involvement

- Need to be heard
- Opinions valued
- Role Clarity-linked to mission
- Power Titles and Bold statements

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Top Drivers Of Employee Engagement

Employee's connection between their work and the organization's success

Employees belief that his work matters

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Employees Value Opportunity for Growth

Among highly engaged employees surveyed in the ASTD Study

1. Quality of training and learning opportunities rated 3.9 out of a possible 5 points as a factor contributing to engagement
2. Learning through stretch assignments, 3.8
3. Breadth of training and learning opportunities, 3.6

Even less engaged employees identified these as the top 3

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Interaction Between All “Levels”

- Leaders must network at *all levels*
- Listen to the “troops”
- Value the non-core roles
- Keep communication channels open
- Strive for transparency

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Motivational Recognition, Reward And Support—The Managers Top 3

- Make recognition meaningful
 - connect to feelings of self worth
- Use collaborative introspection
 - Ask and you will learn
 - Help them examine beliefs
 - Make them think & feel valued
- Practice belief-based reinforcement



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What Employees Want

“The fundamental challenge facing business leaders is to create a corporate culture that supports and encourages all employees to tap into their deepest levels of productivity and creativity by finding personal fulfillment through their work.”

Richard Barrett, Liberating the Corporate Soul

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16 Ways to Foster Engagement

1. Hire for job fit
2. Create **Bold Statements** for each position
3. Focus on and develop employee strengths
4. Provide opportunity for growth & advancement
5. Encourage full participation
6. Keep everyone in the loop: *transparency breeds trust*
7. Provide belief based reinforcement
8. Cultivate positive relationships

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16 Ways to Foster Engagement

9. Vision together
10. Connect to mission
11. Only set goals that directly link to key outcome measures
12. Model and reinforce company values
13. Address weakness with skill (apathy is worse than correction)
14. Provide fair compensation
15. Care about all people, all levels, all roles
16. Use collaborative introspection (*Stay Interviews*)

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Thank You

Now go get engaged!!!

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