

EMPLOYEE ENGAGEMENT AND TEAMBUILDING

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TODAY'S OBJECTIVES

- 1- Understand what employee engagement is and why it is important
- 2- Learn techniques to create high-performing teams
- 3- Identify best practices for coaching and developing employees



CONCEPT #1 - UNDERSTAND WHAT EMPLOYEE ENGAGEMENT IS AND WHY IT IS IMPORTANT

WHAT IS ENGAGEMENT?

Employee engagement is often used as a catch-all term for employee job satisfaction, motivation, productivity and retention.

Gallup defines engaged employees as those who are involved in, enthusiastic about and committed to their work and workplace.

Job satisfaction, productivity, patient safety and employee retention can all be directly affected by an employee's level of engagement.

WHAT DOES ENGAGEMENT LOOK LIKE?

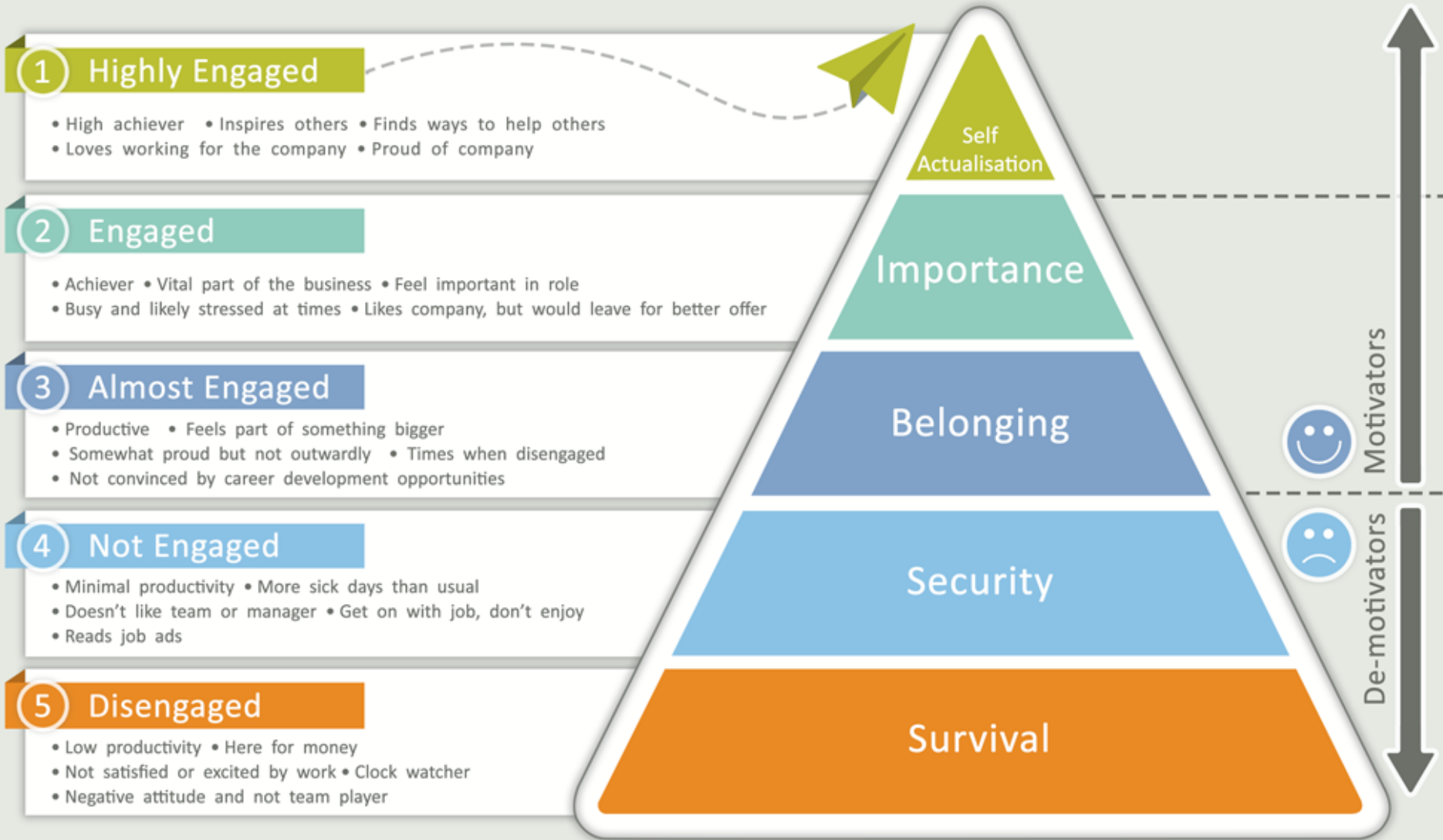
Engaged - Sees a piece of trash and picks it up

Not Engaged - Walks by the piece of trash

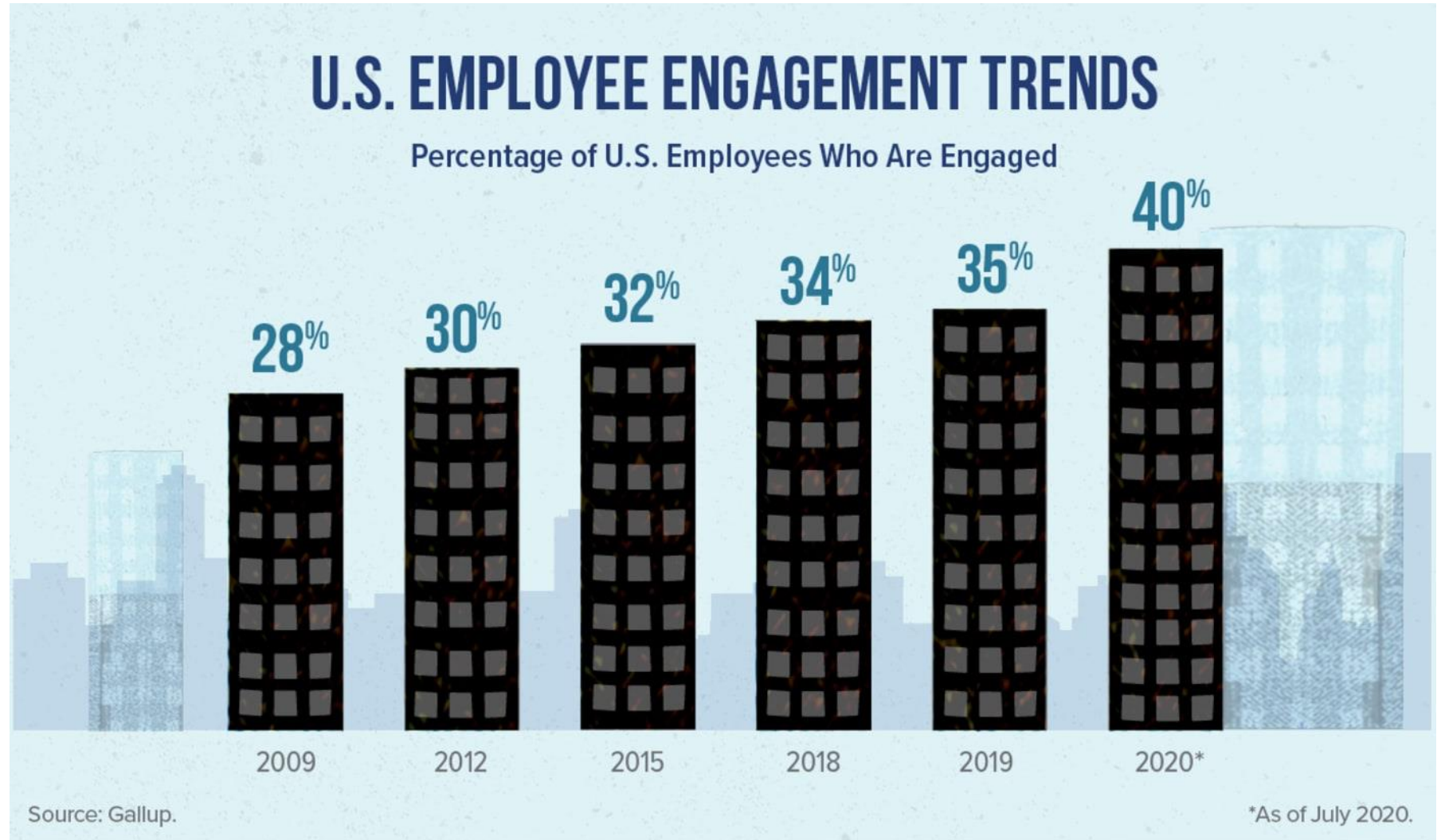
Actively Disengaged - Throws the trash on the floor



Maslow's Hierarchy of Needs Applied to Employee Engagement

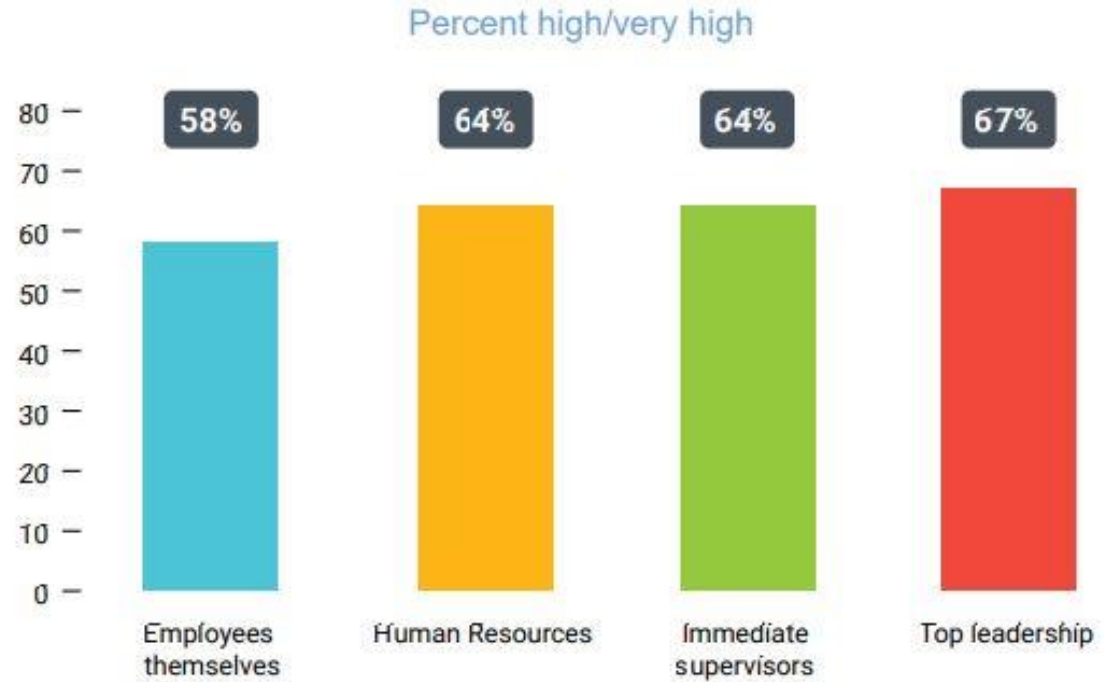


THE GOOD *and* BAD NEWS



WHO'S JOB IS IT?

Survey Question: To what degree are the following groups responsible for the employee experience in your organization?



From an HR.Com survey of HR professionals in multiple industries and of varying sizes, ***The State of Employee Engagement and Experience 2020***

SO IF IT IS OUR JOB.....
WHAT DO WE DO?

ASK!

WAYS TO MEASURE ENGAGEMENT

ANNUAL SURVEYS – Comprehensive sets of questions

PULSE SURVEYS - 5 to 10 targeted questions

FOCUS GROUPS – Great for larger organizations and more complex topics, such as whether to add an Employee Wellness Plan

'Don't ask every question under the sun. This is truly a case where fewer, focused questions give you more than asking every question in the book.'

Jenny Voigt, SHRM-CP

WHAT EMPLOYEES ASK FOR

- Clear vision and goals
- Opportunities to learn and grow
- A positive culture with no or few toxic behaviors
- Trustworthy leadership
- Having a voice that's listened to
- Recognition
- Compensation and benefits

Employee Engagement Survey Process

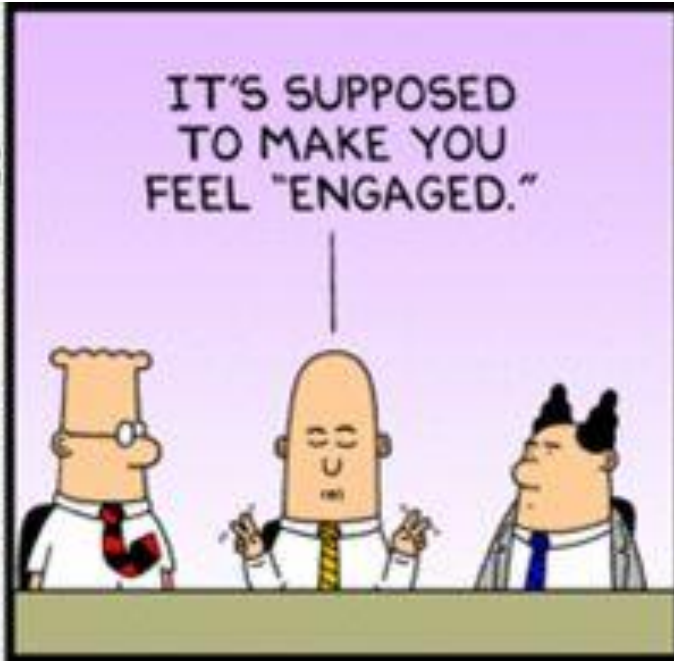


DON'T JUST ASK FOR FEEDBACK, DO SOMETHING!

In a 2018 **LeadershipIQ** survey, 59 percent of HR executives admitted their organizations took no action or only easy actions based on employee engagement surveys.



DilbertCartoonist@gmail.com



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Analyzing and Action Planning

Sample Agenda

Topic	Description	Timing
Welcome and Outcomes Review	Thank your team for their time and open feedback on the employee engagement survey. Explain that the purpose of this session is to further discuss the employee engagement results and other areas of opportunity for your team in order to generative a team action plan. Ensure that you create an open and trusting environment.	5 minutes
Current State Analysis Discussion	Pass out the current state analysis worksheet and ask small teams to complete the form. Walk through what the teams' perception of their current performance. Then identify potential gap areas (real data vs. their perceptions).	10 minutes
Engagement Results Deep Dive	Pass out all of the slides that reference the specific data you want the team to have to reference. Review each of the slides and generate a discussion.	10 minutes
Identify Top Areas of Opportunity	Ask each team member to share what they believe the top 2 areas of opportunity are for the team (where they would like to see the team improve). Document all findings and generate a consensus around 3-4 areas of focus.	10 minutes
Develop Action Items	Ask small groups to share and/or generate their ideas for action items for the 3-4 areas of focus. As a team, select 3-4 final action items. Identify an "Employee Champion" for each item. Ask "Employee Champions" to prepare a suggestion for the final action item (wording, outcome, and completion date) and give it to you after the meeting.	20 minutes
Close and Thank You	Review the final outcomes with the team. Discuss specific next steps and thank the team for their time.	5 minutes



**CONCEPT #2 - LEARN
TECHNIQUES TO CREATE HIGH-
PERFORMING TEAMS**

IT STARTS WITH CULTURE

Be Intentional about the “Employee Experience”

- Reward teamwork and celebrate group successes
- Invest in your employees – financially and emotionally
- Cultivate trust by encouraging open, healthy, candid communication

Characteristics of High-performing teams

- Have a clear vision of their objectives and goals
- Are enthusiastic about achieving their goals
- Stay committed to achieving their objectives and goals despite obstacles
- Act according to clearly defined priorities
- Have good problem-solving skills
- Manage conflicts successfully
- Are accountable
- Share and exhibit leadership responsibilities and qualities
- Maintain effective communication and healthy relationships with each other
- Make group decisions
- Respect team processes and members

HOW TO DEVELOP A HIGH PERFORMING TEAM

Get the team composition right

Focus on team dynamics

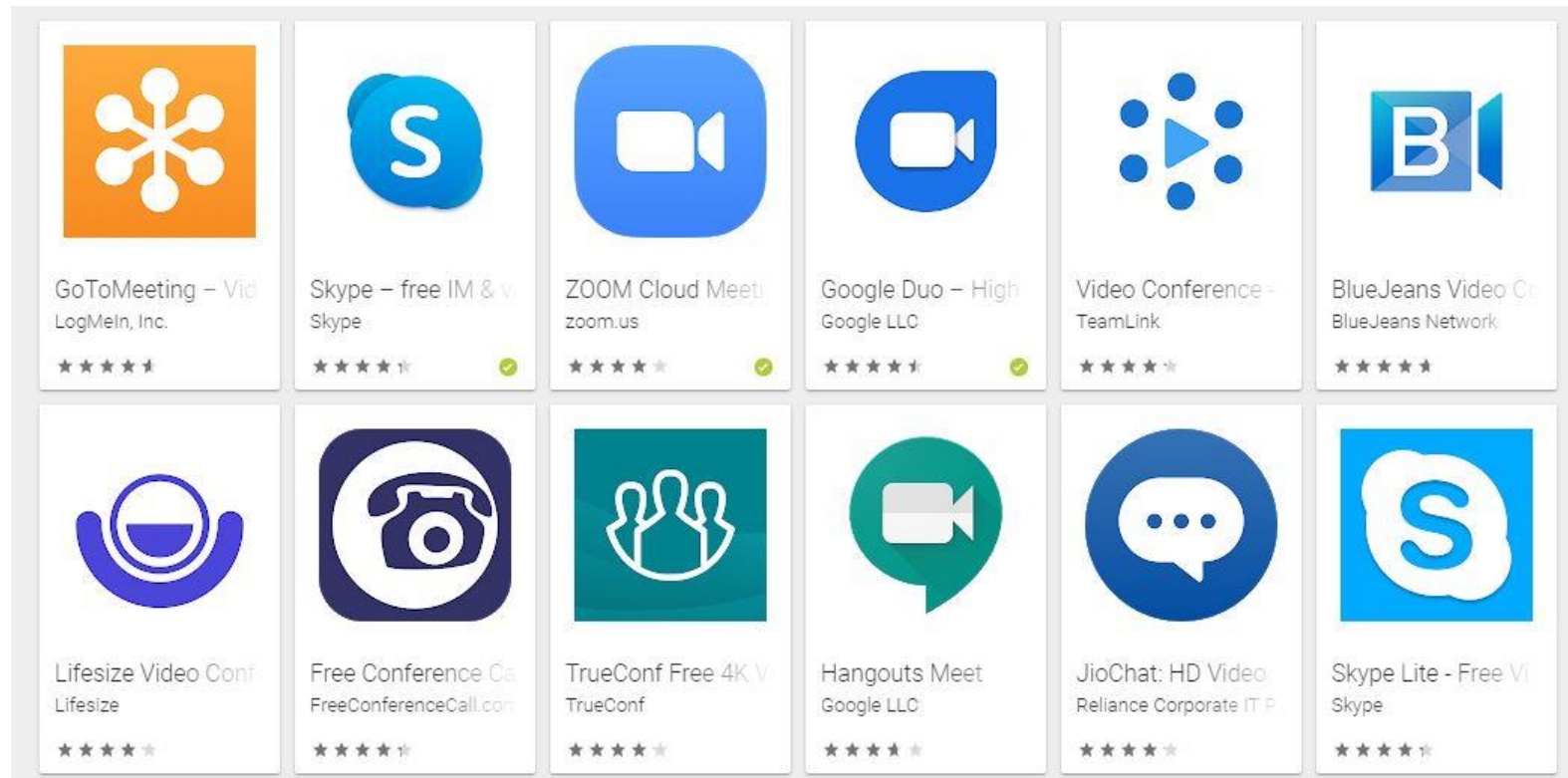
Be a source of inspiration

Create trust

Get out of the way!

What if some or all of your team is remote?

Leverage Technology



Create accountability

- Create clear and measurable goals
- Be up-front about expectations
- Be consistent
- Be flexible



Create shared vision

- Set individual and team goals
- Connect day-to-day work to the larger mission
- Create opportunities for ownership
- Define and celebrate success

Overcome virtual distance by
creating healthy relationships





ICEBREAKER QUESTIONS

What game are you an expert at?

What did you want to be when you grew up?

What's the most exciting thing you're working on right now?

What's the last book you read?

What podcast are you listening to right now?

What are you currently watching on Netflix, Amazon or Hulu?

What's your secret talent that few people know about?

In two to five words, what intentions do you hold for today's meeting?



What is the most important thing you've learned in the last week?

What are you feeling most grateful for?

What is the best thing that happened to you this week?

Share something you're proud of that you'd like the group to know.

What was your favorite childhood movie?

What was your favorite childhood food?

What is your favorite comfort food right now?

What food do you wish you knew how to make?



TEAMBUILDING ACTIVITIES

<https://www.workamajig.com/blog/team-building-activities>

<https://www.huddle.com/blog/team-building-activities/>

<https://www.quizbreaker.com/5-minute-team-building-activities>



**CONCEPT #3 - IDENTIFY BEST
PRACTICES FOR COACHING
AND DEVELOPING EMPLOYEES**

START EARLY!

Prior to recruiting - get clear about your organization's Mission, Vision and Values, defining cultural norms. Some groups create Team Charters or Codes of Conduct

During recruiting - seek diverse backgrounds and experience and alignment with the overall vision for your organization

Prior to onboarding - reinforce culture by preparing for the employee's arrival. Call the employee a day or two ahead, prepare supplies and workspace, prepare the team with a virtual introduction

During onboarding - be intentional about planning the employee's first day and weeks. Assign a work-buddy or team to partner with the new employee



ASK!

Find out how your employees like to be
worked with



Leveraging Strengths

- What type of work do you enjoy and do the best?
- What type of work do you enjoy the least?
- What causes frustration for you at work?



Communication Mode

- What is your preferred mode of communication (email, phone, in person)?
- What type of information do you want to receive on shared projects and assigned tasks?
- Are you a big picture or a bullet person?



Communication Frequency

- How often do you like to check in regarding your work, progress?
(Weekly, Biweekly, Monthly)
- Do you prefer scheduled appointments or impromptu conversations?
- If I need to interrupt you, how would you prefer I do so?



Giving & Receiving Feedback

- When you have received helpful, constructive feedback in the past, how was it delivered?
- What type of recognition is most meaningful to you?
- What is your natural response under stress? When you are under stress, what do you need from me/others?
- Anything else that would be helpful for me to know about your preferences and expectations?



STAY INTERVIEWS

- What do you look forward to each day when commuting to work?
- What are you learning here?
- Why do you stay here?
- When is the last time you thought about leaving and what prompted it?
- What can I do to make working here better for you?



COACHING FOR A SPECIFIC PERFORMANCE ISSUE

1. Specifically describe the performance issue
2. Explain how the performance impacts you and others
3. Get “buy-in” about the opportunity to improve
4. Agree on THEIR actions to resolve the problems
5. Indicate consequences as appropriate
6. Summarize and express support
7. Document as appropriate

**BEING
CLEAR IS
BEING
KIND**

PREPARING FOR DIFFICULT CONVERSATIONS

Physical – Eat within 2-3 hours, take a brief walk or at least several deep breaths, set aside enough time, turn off all notifications, put away your phone, prepare the space

Emotional – Prepare, think of something, person or place that brings you joy, listen to music, look at a picture that grounds you, visualize a successful conversation and the best possible outcome

WHY SCHEDULE ONGOING 1:1 COACHING?

- Connect, build trust, and strengthen relationships
- Inform and update
- Provide mutual feedback for growth and improvement
- Discuss career development



Take
away

ONGOING 1:1 COACHING QUESTIONS

- What is important for us to discuss today?
- Tell me about your biggest obstacle to success right now.
- What are you the most proud of since our last meeting?
- What are you the most disappointed about since our last meeting?
- What is the one thing that I can do to help your performance?

WHEN ARE EXIT INTERVIEWS VALUABLE?

Who you want to talk to:

Smart, trustworthy people who are leaving your organization voluntarily.

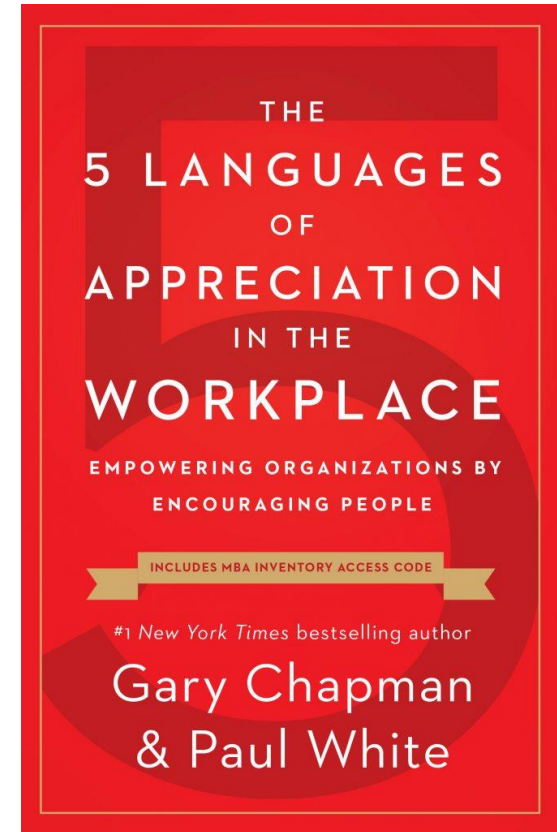
The Three Key Steps

- 1. Make it safe for the person to be candid*
- 2. Ask the right questions*
- 3. Say thank you*

The 5 simple questions for your interview

1. What did you like best about working here?
2. What did you like least?
3. What should we be doing differently?
4. What drove your decision to leave?
5. Can I do anything for you?

Take
away



https://apics-fraservalley.org/images/meeting/012319/languages_of_appreciation_quiz.pdf

<https://www.giftogram.com/>

<https://www.starbucks.com/gift>

www.caroo.com

- *Thank you cards and emails*
- *Sticky Notes*
- *Candy*

**BE
SPECIFIC!**



RECOGNITION IDEAS

Our next workshop:

Resilience, Relationships, Compassion and COVID

Thursday, March 11, from 12-1pm

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www.facebook.com/HarrisHealthcareConsulting

