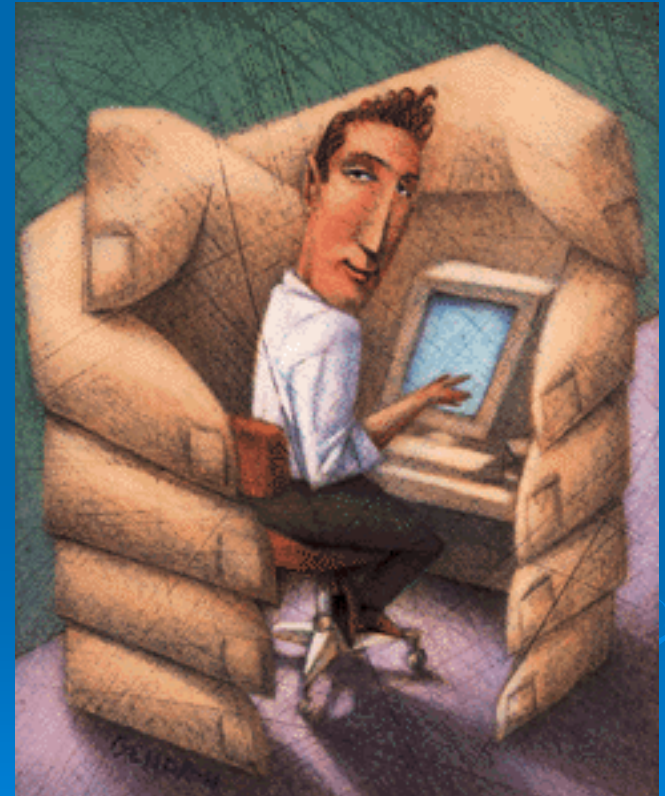


Leading High Performance Teams

Creating
Loyalty and Retention through
Employee Engagement



Course Objectives

After completing this training course, the participant will be able to:

- Define the business case for employee engagement
- Identify employee actions associated with discretionary effort
- List the manager characteristics that produce high impact on employee engagement
- Describe the manager actions that build trust daily

Why Employee Engagement Matters

- ROI
- Productivity
 - 10:6:2
- Retention
 - 10:9
- It's The Right Thing To Do



Motivation Myths

- "I can motivate people"
- "Money is a good motivator"
- "Fear is a damn good motivator"
- "I know what motivates me, so I know what motivates my employees"
- "Increased job satisfaction means increased job performance"



What motivates employees?

- Pay?
- Ownership
- Autonomy
- Influence



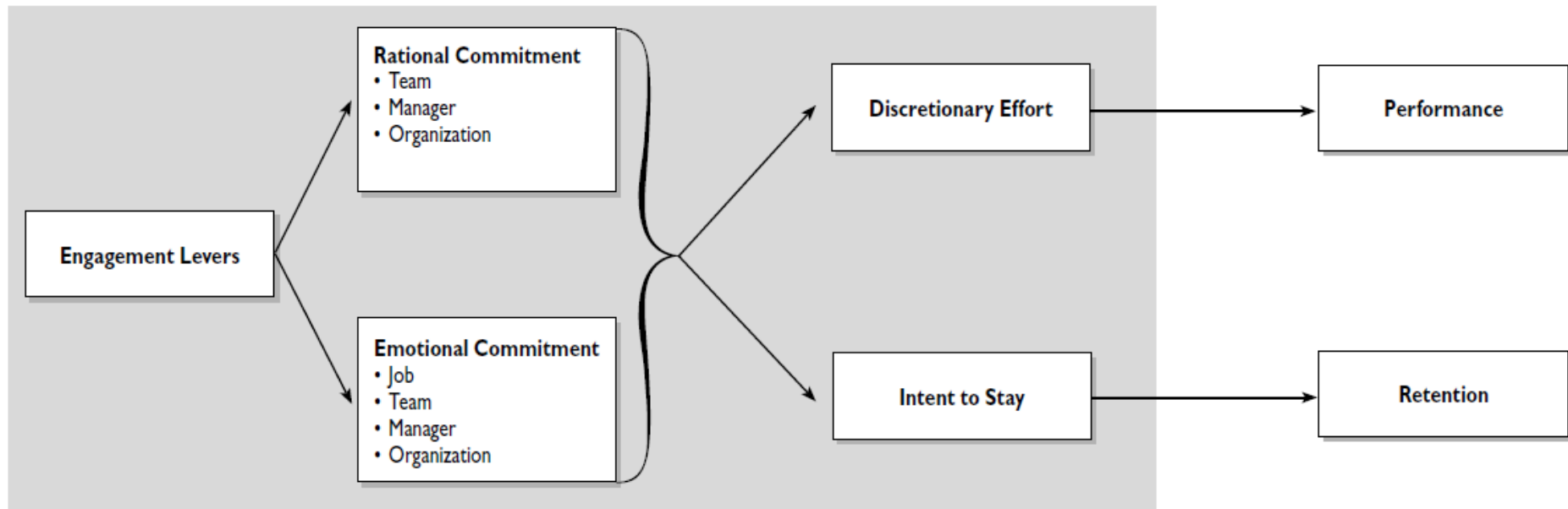
Employee Engagement

Highly Committed The “True Believers” ~11% of workforce	Neither fully committed nor uncommitted The “Agnostics” ~76%	Highly Uncommitted The “Disaffected” ~13%
<ul style="list-style-type: none">▪ Strong & rational commitment to the day-to-day work, the manager, the team & the organization▪ Higher performers who frequently help others▪ Volunteer for other duties▪ Constantly looking for ways to do their jobs better	<ul style="list-style-type: none">▪ Strong commitment to one focus, but only moderate commitment to others▪ Do not go to great lengths to produce in their job, but complete their work	<ul style="list-style-type: none">▪ Very strong non-commitment to the work, the manager, the team and the organization▪ Poor performers who frequently put in minimal effort

How Do We BUILD COMMITMENT?

A wide variety of levers influence the degree to which employees commit to the organization

The Corporate Leadership Council's Model of Engagement



The Results of Commitment

Discretionary Effort

- An employee's willingness to go "above and beyond" the call of duty, such as:
 - helping others with heavy workloads
 - volunteering for additional duties, and
 - looking for ways to perform their jobs more effectively



The Results of Commitment

Intent to Stay

- An employee's desire to stay with the organization, based on:
 - whether they intend to look for a new job within a year
 - whether they frequently think of quitting
 - whether they are actively looking for a job or have begun to take tangible steps like placing phone calls or sending out résumés

2 Types of Commitment

Rational Commitment

- The extent to which employees believe that managers, teams, or organizations operate in their self-interest
 - Financial (compensation, benefits)
 - Developmental (training, mentoring, advancement path)
 - Professional (quality care, cutting edge treatment)



Manager Levers for Rational Commitment

Rational Commitment

- Most effective for retention; includes:
 - Work-life balance (shift flexibility)
 - Encourage optional training
 - Demonstrate action and commitment towards high quality standards

2 Types of Commitment

Emotional Commitment

- The extent to which employees value, enjoy and believe in their jobs, managers, teams, or organization
 - Patient care is central to employee's belief system
 - Enjoyment working with the team
 - Having a positive baseline with their manager
 - Pride in the organization



Manager Levers for Emotional Commitment

Emotional Commitment

- Most effective for discretionary effort
 - Constructive work discussions
 - The Five “I”s of emotional commitment
 - Build trust daily
 - Show greater compassion through the Three “B”s of compassionate management

Constructive Work Discussions

- For a manager or supervisor to effectively verbally positively reinforce an employee, there must be a pre-existing positive relationship
- A supervisor cannot approach an employee with whom they have had numerous negative interactions and credibly say something positive about the employee's performance
- Suspicion, distrust, and apathy prevent a positive comment from having the desired effect

Constructive Work Discussions

- The supervisors with the best records of motivating others to excel and perform make it a point to be where the work is happening
 - They walk among their employees
 - They amble and peruse and observe



Constructive Work Discussions

- Amongst the activities, they look and ask questions
 - They are casual; they don't carry a clipboard or take notes
 - They monitor the work and find out how things are going
 - They make it a point not to look just for problems
 - They do not ask questions meant to trap employees in order to correct them for an infraction

Constructive Work Discussions

- Monitoring employees while they are working is what you might call real-time supervision
- It is a form of work-sampling—being there to watch the employee do their jobs—interacting with the equipment, the coworkers, and the patients
- The best supervisors find a way to be there when their employees are doing the job

Constructive Work Discussions

- During daily visits, the highest performing supervisors have natural, casual conversations about the work, the equipment, resources, tools, schedules—anything that might influence the employee's performance
- And, most importantly, the supervisors make comments about what the employee has done—
 - some positive
 - some neutral, and
 - some corrective

Build Emotional Commitment

Consider the power of “the Five I’s”:

- **I**nteresting \ challenging work
- **I**nformation
- **I**nvolvement
- **I**ndependence
- **I**ncreased visibility

How to Build Trust Daily

Being trustworthy means:

- honoring our commitments
- treating employees with courtesy and respect
- being fair and honest; and
- protecting employees' dignity through discreet and confidential communication
- taking ownership of tough decisions

How to Build Trust Daily

We build our reputation for being trustworthy by:

- making promises only if we can keep them
- explaining the reasons behind decisions or actions
- protecting confidential information
- not promising to keep something private if we are unable to do so
- admitting mistakes; and
- never making excuses

The Three “B”s of Compassionate Supervision Style

- **B**enign
 - harmless, having a kind disposition
- **B**eneficial
 - helpful, advantageous
- **B**enevolent
 - generous in providing aid to others; doing good

Employee Engagement

Top Ten Supervisor Characteristics to Engage Employee Discretionary Effort

- 10. Encourages and Manages Innovation
- 9. Accepts Responsibility for Successes and Failures
- 8. Breaks Down Projects into Manageable Components
- 7. Helps Find Solutions to Problems
- 6. Puts People in the Right Roles at the Right time

Employee Engagement

Top Ten Supervisor Characteristics to Engage Employee Discretionary Effort

- 5. Sets Realistic Performance Expectations
- 4. Clearly Articulates Organizational Goals
- 3. Adapts to Changing Circumstances
- 2. Demonstrates Honesty and Integrity
- 1. Commitment to Diversity

• Source: Corporate Leadership Council 2004 Employee Engagement Survey

Employee Engagement

Other notable Supervisor Characteristics

- Articulates a Long-Term Vision for the Future
- Cares About Employees
- Defends Direct Reports
- Encourages Employee Development
- Inspires Others

Employee Engagement

Other notable Supervisor Characteristics

- Is Friendly and Approachable
- Is Open to New Ideas
- Listens Carefully to Views and Opinions
- Trusts Employees to Do Their Job
- Values Work-Life Balance of Employees

• Source: Corporate Leadership Council 2004 Employee Engagement Survey

Multi-Modal Styles of Supervision

- “When your only tool is a hammer, everything starts looking like a nail”
- How do individuals learn differently or uniquely?
- How do they prefer to receive feedback?



Basic Motivating Principles

- Motivating employee's starts with motivating yourself.
- Always work to align goals of the organization with goals of employees.
- Motivation of your employees means understanding what motivates each of them.
- Recognize that supporting employee motivation is a process, not a task.
- Walk the talk.
- Criticize behavior, not people.

Giving employees a voice

- Circle of influence
- Employee-driven staff meetings
- Give employees a 'voice' through:
 - consultative bodies,
 - regular appraisals,
 - attitude surveys and
 - grievance systems.
- Where there is no opportunity to voice dissatisfaction, employees are left with resentment, acting out, or resigning

Employee Engagement Challenge

Based upon today's material, what one thing would you commit to doing differently...

- Immediately?
- Within a month?
- Within the year?

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