Employee Engagement™ *Specialist*

Session 1
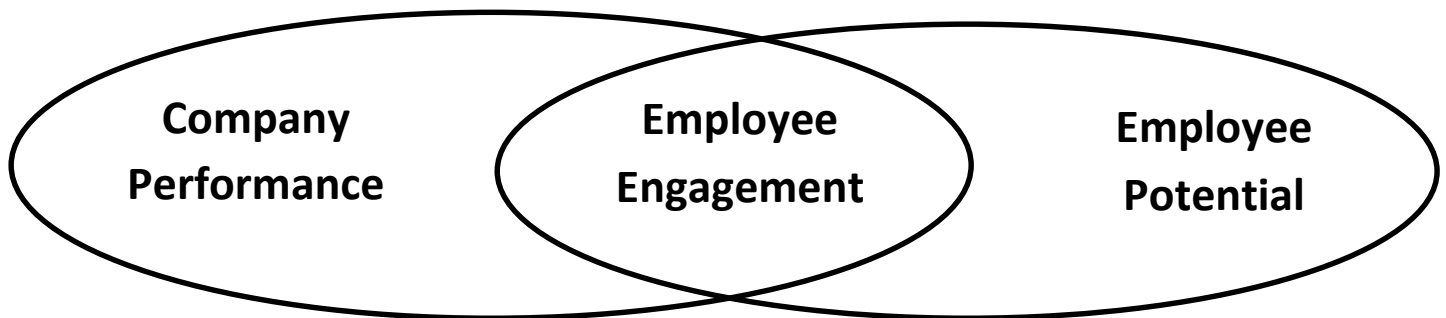
Foundations of Employee Engagement

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Disengagement = 70%

Disengaged
52%

Engaged
30%

Actively
Disengaged
18%
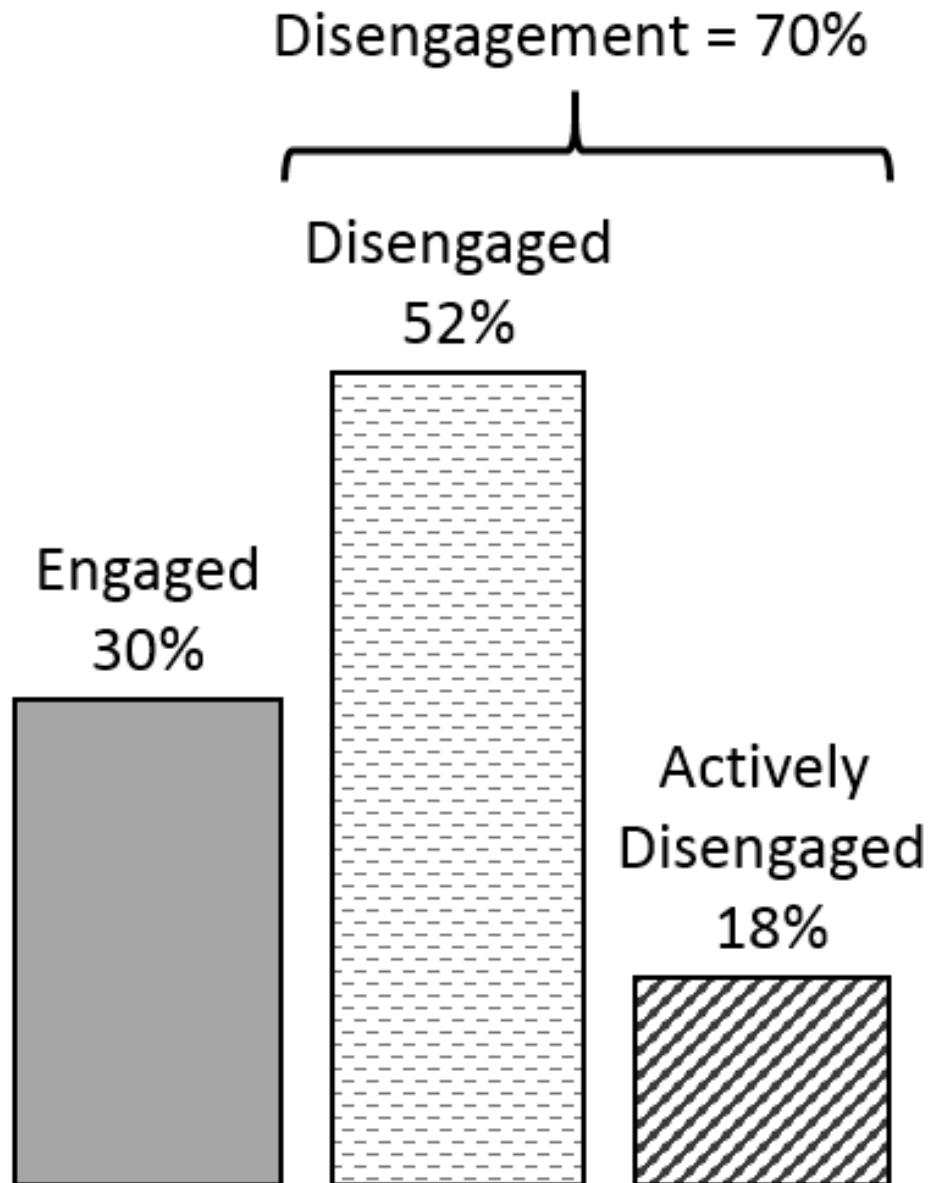
Gallup 2013
State of the American Workplace Report
Based on interviews with 15,000 employees

Working Definition of Engagement

Company Performance — Employee Engagement — Employee Potential

Employee Engagement is unlocking your employees' potential to drive high performance. It's a mutual commitment resulting in the capture of discretionary effort.

What does 'discretionary effort' look like in your organization?

Highly engaged employees are:

- 480% more committed to helping their company succeed
- 370% more likely to recommend their company as an employer
- 250% more likely to recommend improvements

Exercise: Discuss your assigned article and come up with:

- Key aspects of what you learned from reading the article and how you can apply it to your organization
- Be prepared to report back 3 - 5 'ah-ha' or 'I think I've heard that…' information with examples of potential application

Use the chart below to note the report back information from each article

It's Not You, It's me – The Bootstrapper's Guide to Employee Engagement (Kinexis)	*Engagement at Risk: Driving Strong Performance in a Volatile Global Economy (Towers Watson)*

Why Your CEO and CFO Should Care About Employee Engagement (TLNT) and *Business Results Strongly Related to Engagement Regardless of Economy (SHRM)*

Key Facts about Employee Engagement

Statistic	Source
Engaged businesses have: • 28% higher revenue per employee • 87% greater ability to hire the best people • 156% greater ability to develop great leaders • 92% greater ability to respond to economic issues • 114% greater ability to plan for the future • 28% less downsizing • 40% lower turnover of high performing employees • 17% lower overall voluntary turnover	*2013 Market Analysis, Trends and Provider Profiles* Bersin Talent Management Systems
Less than 40% of companies focus on employee engagement	*2013 Survey: Creating a High Performance Work Environment* SilkRoad Technologies
Top ways to Foster Engagement: 1. **Trust in Management** 2. Career development 3. Stimulating work environment 4. Recognition and rewards 5. Flexible work options (e.g., work from home) 6. Learning opportunities 7. Career advancement 8. Salary 9. Good benefits (medical, dental) 10. Mentoring 11. Diversified comp options (e.g., pay) 12. Good pension and retirement plans	*2013 Survey: Creating a High Performance Work Environment* SilkRoad Technologies
Best way to build trust in management 1. **Show concern about the well-being of people** 2. Demonstrate a high level of integrity 3. Demonstrate competence	*2013 Employee Engagement Index Scores, Workforce Trends Report (33,000 employees in 28 countries)* Kenexa

Statistic	Source
Engagement levels are twice as high (54% vs. 25%) among those who say they are proud of contributions their organization has made to the community	*2012 Statistics and Corporate Social Responsibility from global client survey* Dale Carnegie
Bad managers are creating active disengagement costing the U.S. an estimated $450 billion to $550 billion annually.	*2013 State of the American Workplace Report (based on 25 million survey respondents)* Gallup
Disengaged employees cost the U.S. Economy $370 billion annually.	*Employee Engagement: Every Leader's Imperative (May, 2013)* Forbes.com
35% of U.S. Workers said they'd willingly forgo a substantial pay raise in exchange for seeing their direct supervisor fired.	*2012 Employee Poll* Parade Magazine
Employees with lower engagement are 4 times more likely to leave their jobs than those who are highly engaged	*Driving Performance and Retention through Employee Engagement (2012)* Corporate Leadership Council
Engagement changes by level in the organization:	*2013 Global Employee Engagement Research Update* Blessing White

Engagement changes by level in the organization:

Level	% engaged	% disengaged
Executive (VP and up)	59	9
Director	41	12
Team Ldr, PM, Tech	39	14
Manager/Supervisor	39	12
Consultant	33	16
Specialist/Professional	29	20
Admin/Clerical	27	21

"Stuff" vs. Engagement

Engagement is not about:
- Things
- Having the best of every amenity
- Avoiding making tough decisions
- Pleasing all the people all of the time
- A 'catch-phrase' for all HR programs

Engagement is about:
- People
- Relationships
- Alignment
- Shared responsibility for creating business success and a great work environment
- Continuous communication
- Opportunities for performers
- Staff development

Employee engagement is NOT a short-term program, employee engagement is a culture!

Business Cases for Engagement
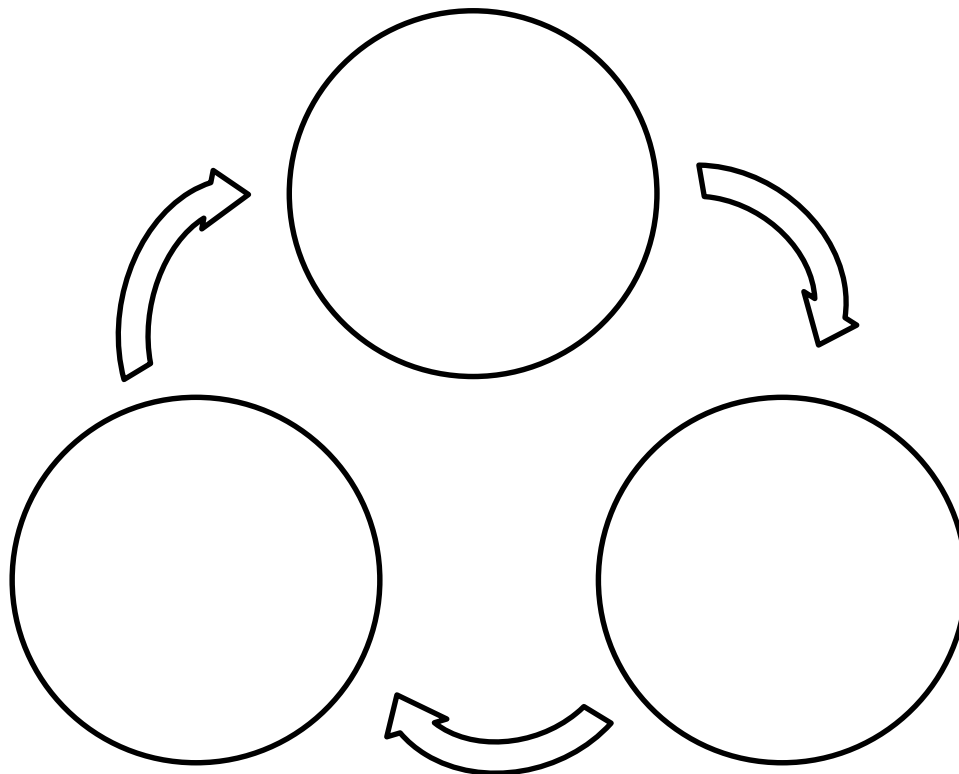
Engagement Drivers
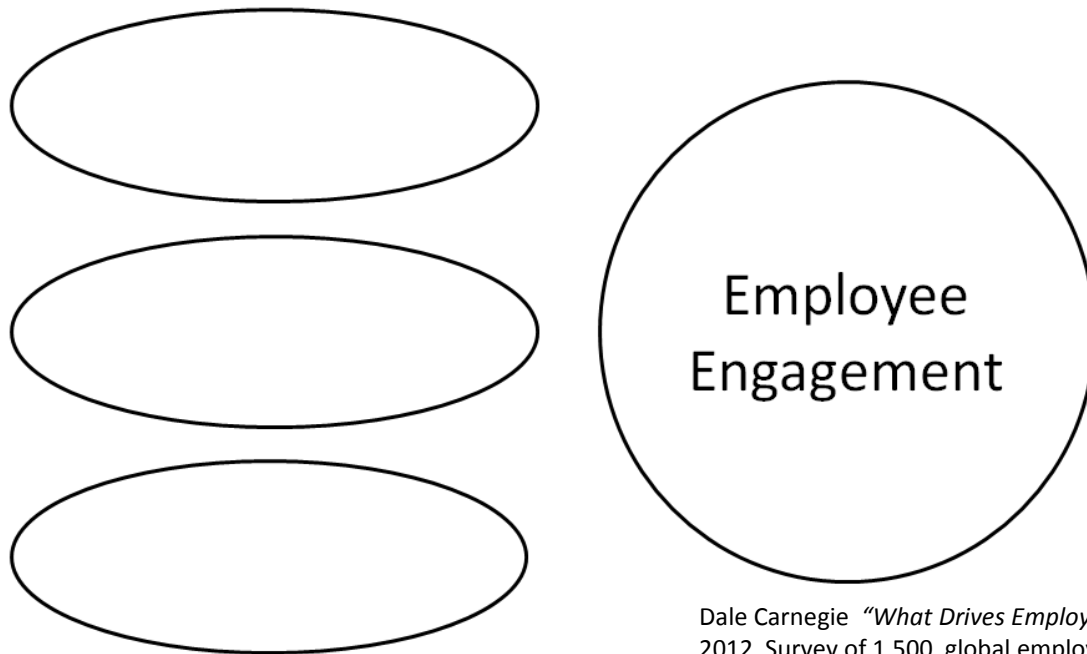
Employee
Engagement

Engagement and Purpose Ideas

What are the 'purpose-driven aspects of your organization?

- Do you support specific organizations or causes?
- Who selected those causes? The employees? Leadership?

What ideas have you gotten from other participants?

         Foundations

Employee Engagement at your Organization

According to the most recent Gallup study of 192 organizations globally the breakdown of engaged employees is:

- Engaged – 30%
- Not engaged – 52%
- Actively disengaged – 18%

Using the form below:

- In your best estimate, what percentage of your employees falls into each of the Gallup categories?
- What are you currently doing to attempt to bring the actively disengaged and not engaged categories into the engaged column?
- What are you currently doing to keep the engaged employees engaged?
- Write ideas from other participants – how can you improve each area in ways you hadn't thought of?

	Engaged	**Not Engaged**	**Actively Disengaged**
Gallup Study	**30%**	**52%**	**18%**
What % would you think each is at your company?			
Current actions – what is being done to address each category			
Ideas from discussion			

Engagement in your Organization Evaluation

Thinking about your organization, rate each of the following key engagement components on a scale of 1 – 10:

- 1 being the lowest rating
- 10 being the highest rating

Key Engagement Component	Rate your organization 1 = lowest, 10 = highest
1. Our Leadership supports making changes necessary to have an engaged culture	1 2 3 4 5 6 7 8 9 10
2. We conduct regular surveys to identify how our employees are feeling and thinking	1 2 3 4 5 6 7 8 9 10
3. Our organization has a purpose for being in business over and above making money	1 2 3 4 5 6 7 8 9 10
4. We use interviewing techniques to identify behaviors and traits of potential employees, not just experience and skills	1 2 3 4 5 6 7 8 9 10
5. We listen to our employees' feedback and take action to implement good ideas	1 2 3 4 5 6 7 8 9 10
6. We know why employees want to work for us	1 2 3 4 5 6 7 8 9 10
7. Our employees speak highly of our company; they seem to be proud to be a part of this organization	1 2 3 4 5 6 7 8 9 10
8. Our customers / clients speak highly of our company	1 2 3 4 5 6 7 8 9 10
9. We have a process for embracing and managing change within the organization	1 2 3 4 5 6 7 8 9 10
10. Our first-line leaders are fully engaged in the business	1 2 3 4 5 6 7 8 9 10
11. Our first-line leaders represent leadership in a positive manner to employees	1 2 3 4 5 6 7 8 9 10
12. We have a structured process for communicating important information to all employees	1 2 3 4 5 6 7 8 9 10
13. We proactively use social media tools to communicate with our employees, e.g., Twitter, Yammer, and Facebook	1 2 3 4 5 6 7 8 9 10
14. We teach managers how to work with people from different generations, especially Generation Y	1 2 3 4 5 6 7 8 9 10
15. We teach managers how to interview candidates for jobs	1 2 3 4 5 6 7 8 9 10
16. We have a culture that encourages innovation	1 2 3 4 5 6 7 8 9 10
17. We have an established structure for collecting employee ideas for making improvements to what we do	1 2 3 4 5 6 7 8 9 10

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Foundations

Key Engagement Component	*Rate your organization 1 = lowest, 10 = highest*

18. Our managers create a culture that motivates employees to do their best
    1   2   3   4   5   6   7   8   9   10

19. We have an effective process to measure employee performance on an ongoing basis
    1   2   3   4   5   6   7   8   9   10

20. Our employees go the extra mile without being asked
    1   2   3   4   5   6   7   8   9   10

21. Health, welfare, and safety is a priority in our environment and culture
    1   2   3   4   5   6   7   8   9   10

22. Employee retention is a key business measurement
    1   2   3   4   5   6   7   8   9   10

23. We have a structured reward and recognition process that is practiced by all managers
    1   2   3   4   5   6   7   8   9   10

24. Our employees are compensated fairly for what they do
    1   2   3   4   5   6   7   8   9   10

25. Our employees (managers and staff) are key players in the selection of new staff
    1   2   3   4   5   6   7   8   9   10

26. Recognizing the diverse nature of our employees is important to the organization
    1   2   3   4   5   6   7   8   9   10

27. We have an effective system for measuring employee performance
    1   2   3   4   5   6   7   8   9   10

28. Customers/clients feedback is collected and evaluated on an ongoing basis
    1   2   3   4   5   6   7   8   9   10

29. Employee Engagement is a key topic during high level corporate review meetings
    1   2   3   4   5   6   7   8   9   10

30. Voluntary turnover has minimum impact on our business
Note: the smaller the impact of turnover, the higher you should rate
    1   2   3   4   5   6   7   8   9   10

Based on your answers, write or highlight the 3 – 5 areas that you think, if improved in your organization, would cause engagement levels would increase.

Who are your Engagement Change Agents?
Using the pre-work you completed, identify those people in your organization that will **support** developing engagement (these are your *Engagement Change Agents*). These people are normally the decision makers for corporate change and improvement, i.e., CEO, CFO, EVP, VP, Director, and Department/Division Leaders.

Write the name or position of each Engagement Change Agent in the left-hand column then rate each one, low to high, on their:
- *Understanding* – how much do you think they understand the concept of engagement and what is required; how much education on engagement will they need?
- *Influence* – what is their influence on the organization? What is their level of ability to **help** you implement a culture of engagement?

Name		Low High
Example: Director of Finance	*Understanding:*	
	Influence:	

_____

Name		Low High
	Understanding:	
	Influence:	

Name		Low High
	Understanding:	
	Influence:	

Name		Low High
	Understanding:	
	Influence:	

Name		Low High
	Understanding:	
	Influence:	

Name		Low High
	Understanding:	
	Influence:	

Name		Low High
	Understanding:	
	Influence:	

Who are your Engagement Adversaries?

Using the pre-work you completed, identify those people in your organization that may **resist** developing engagement (these are your *Engagement Adversaries*). As with the Engagement Change Agents, these people are also the decision makers for corporate change and improvement, i.e., CEO, CFO, EVP, VP, Director, and Department/Division Leaders.

Write the name or position of each Engagement Adversary in the left-hand column then rate each one, low to high, on their:
- *Understanding* – how much do you think they understand the concept of engagement and what is required; how much education on engagement will they need?
- *Influence* – what is their influence on the organization? What is their level of ability to **hinder** your efforts to implement a culture of engagement?

Name
	Low										High
Understanding:											
Influence:											

Name
	Low										High
Understanding:											
Influence:											

Name
	Low										High
Understanding:											
Influence:											

Name
	Low										High
Understanding:											
Influence:											

Name
	Low										High
Understanding:											
Influence:											

Name
	Low										High
Understanding:											
Influence:											