

TEAM MEMBER ENGAGEMENT



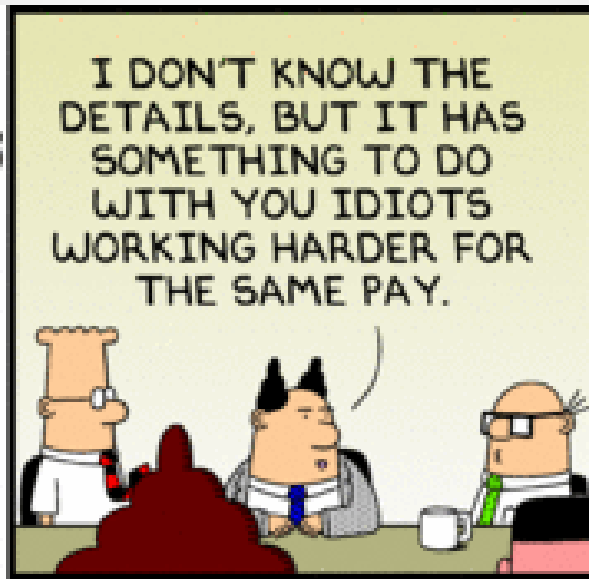
INCREASING ENGAGEMENT WORKSHOP TOPICS

- Definitions
- Models
- Table Discussions
- Measurement
- Strategies for increasing engagement
- Challenge: What will I do differently to increase engagement?

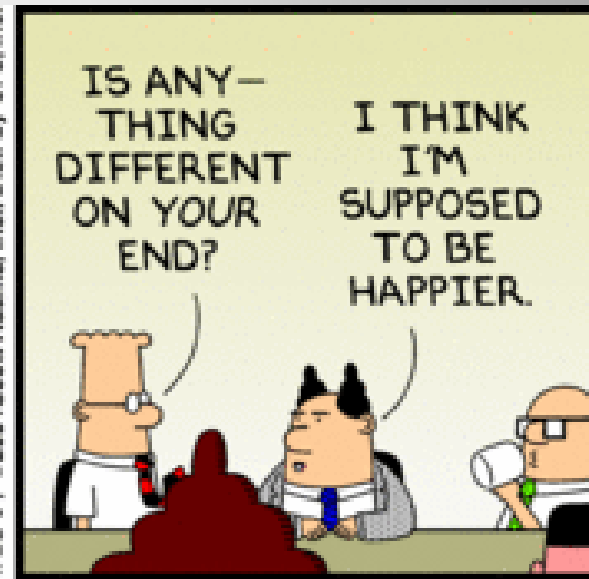
DILBERT'S VERSION



DilbertCartoonist@gmail.com



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What is going on?



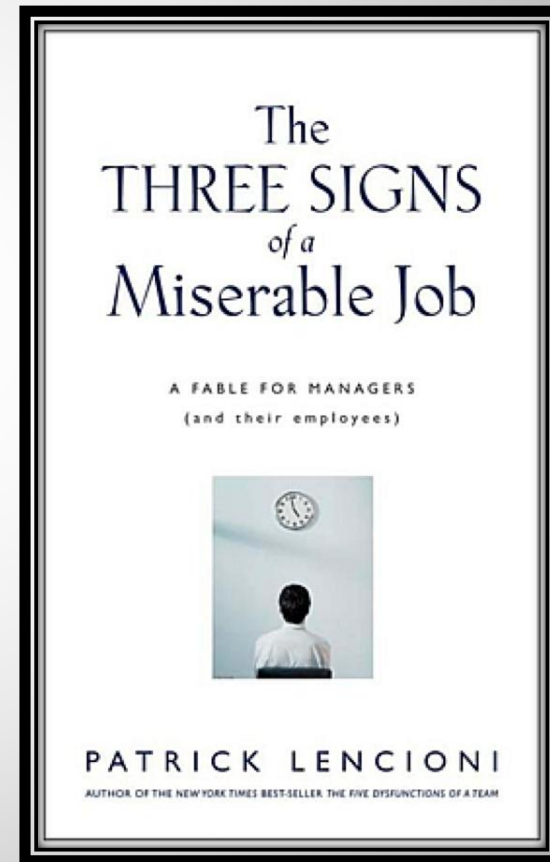
WHAT IS REALLY GOING ON.....

- Workers are leaving managers
- Workers are just collecting paychecks
- Presenteeism is increasing
- Blame and finding fault are rampant
- Lack of breakthrough results



THREE SIGNS OF A MISERABLE JOB

- Anonymity
- Irrelevance
- Immeasurement





LACK OF ENGAGEMENT

- Disengaged workers are 4X more likely to leave their jobs than those that are engaged
- Disengaged managers are 3X more likely to have disengaged workers
- 7 out of 10 workers are disengaged or actively disengaged
- Engaged 30%, disengaged 52%, actively disengaged 18% (sinking the boat)





WORKER ENGAGEMENT DEFINITIONS (ONE OF MANY!)

- Unlocking worker **potential** to drive high performance resulting in the capture of discretionary effort
- The “above and beyond” effort that people could give if they wanted to
- Capturing workers’ heads and hearts

SATISFACTION VS. ENGAGEMENT

Worker Satisfaction:

A measurement of a worker's "happiness" with current job and conditions; it does not measure how much effort the worker is willing to expend

Worker Engagement:

A measurement of a worker's emotional commitment to an organization; it takes into account the amount of discretionary effort a worker expends on behalf of the organization

SATISFIED OR ENGAGED?

Satisfied

- Get
- Doing my job
- Making me successful
- Personal
Commitment

Engaged

- Give
- Doing my job above
and beyond
- Making me, others
and the organization
successful
- Mutual commitment

RESULTS FROM AN ENGAGED WORKFORCE

- 480% more committed to helping their organization succeed
- 250% more likely to recommend improvements
- 370% more likely to recommend their organization as an employer
- Increased customer satisfaction and engagement



TABLE GROUP DISCUSSION - I

- How engaged am I?
- What raises and lowers my engagement?
- Under what conditions do I go “the extra mile?”
- Who is responsible for my engagement?

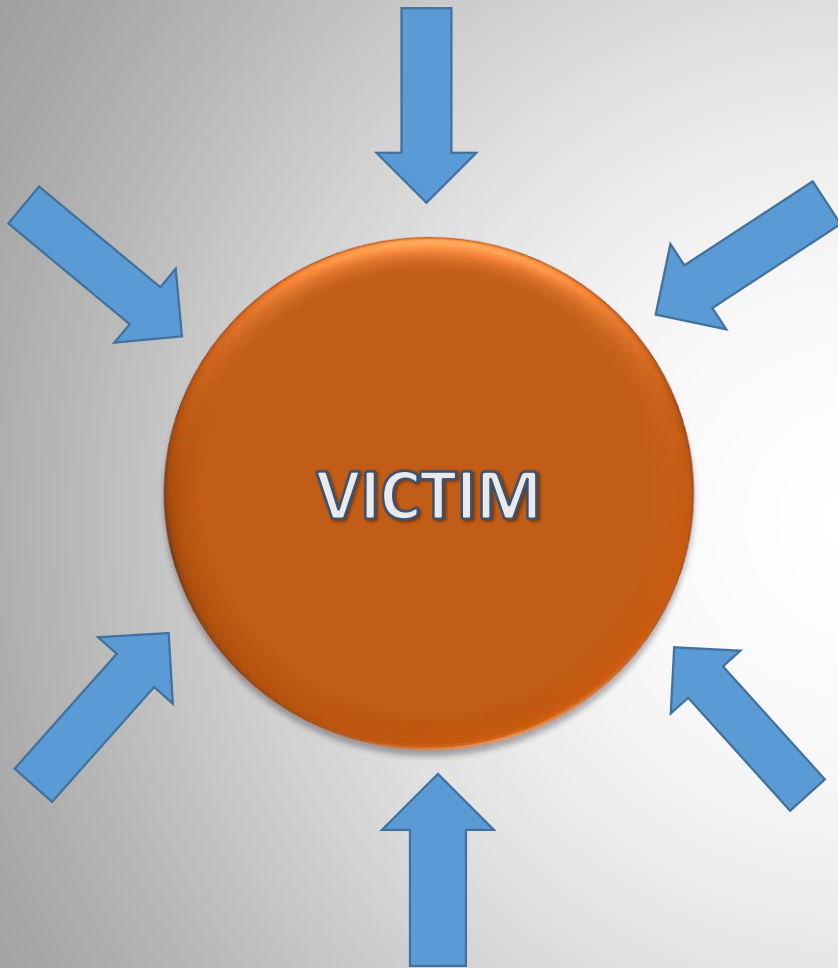
WHO IS RESPONSIBLE FOR YOUR ENGAGEMENT?



HOW DO I BECOME MORE ENGAGED?

- Cause trumps Victim
- Focus on abundance instead of scarcity
- Determine what is within and outside of my control
- Deal with what I am I avoiding
- Ask: **Why** do I care about what I do?
- Play to my strengths
- Nurture friendships

“It’s happening to me”



“I’m creating outcomes”



DO YOU BELIEVE IT?

Our engagement is one of the largest drivers for our **team's** engagement



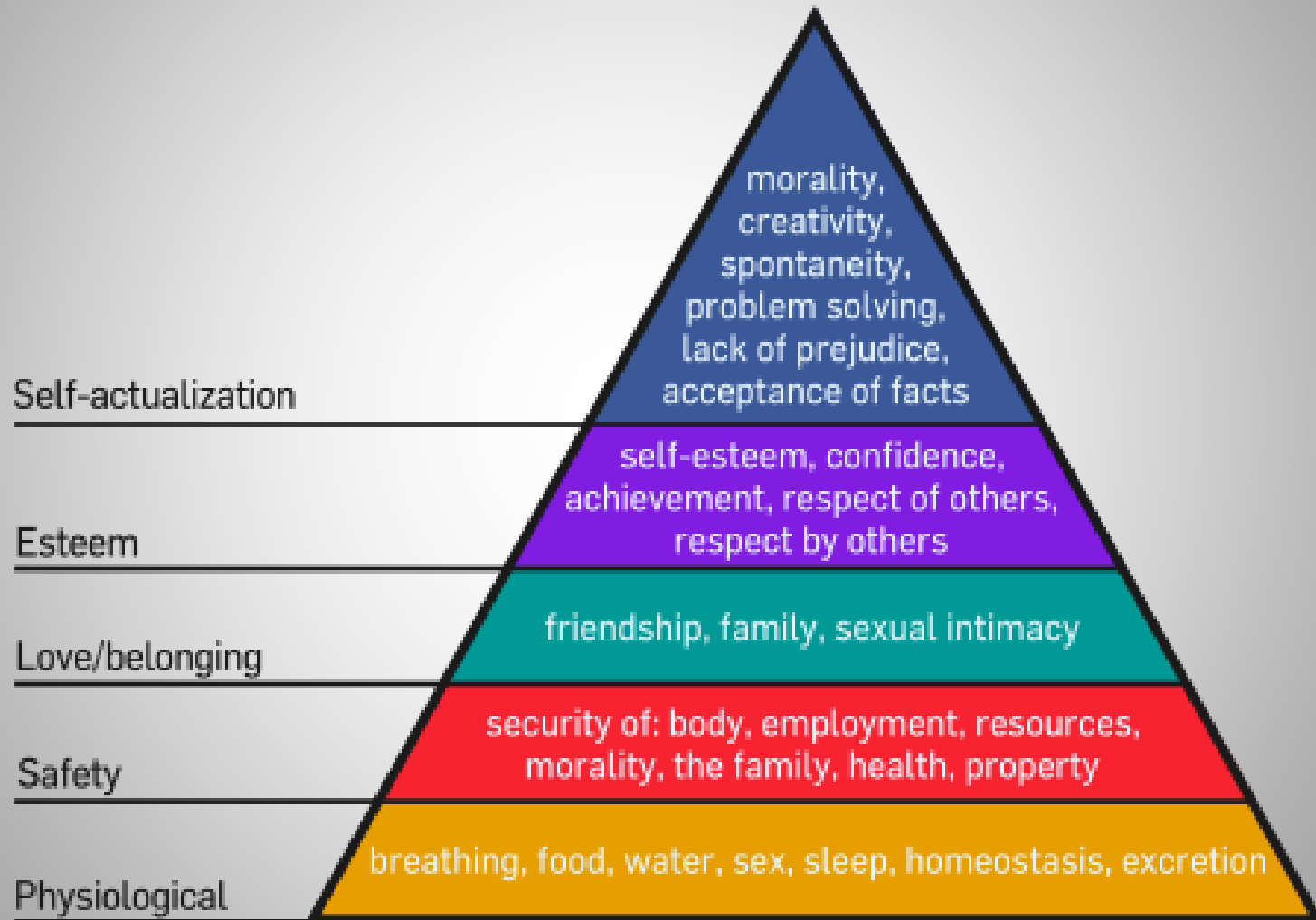
CHARACTERISTICS OF ENGAGED WORKERS

- Believe in their organization
- Desire to work to make things better
- Understand the business context and the “bigger picture”
- Are respectful and helpful to colleagues
- Are willing to go the “extra mile”
- Keep up to date with developments in their field

MODELS FOR ENGAGEMENT

- Maslow
- Quantum Workplace
- Gallup Organization
- Daniel Pink
- Why - Sinek and Ulrich

MASLOW AND ENGAGEMENT



WHO IS QUANTUM WORKPLACE?

- Make work awesome
- Best Places to Work survey
- Quantum Workplace delivers smart tools for achieving and recognizing workplace awesomeness. When work is awesome, employees are engaged, clients are loyal, and business is good.
- Quantum Workplace serves more than 5,000 organizations annually through employee engagement surveys, action-planning tools, leadership assessment, and employer of choice recognition. Quantum was founded in 2002.



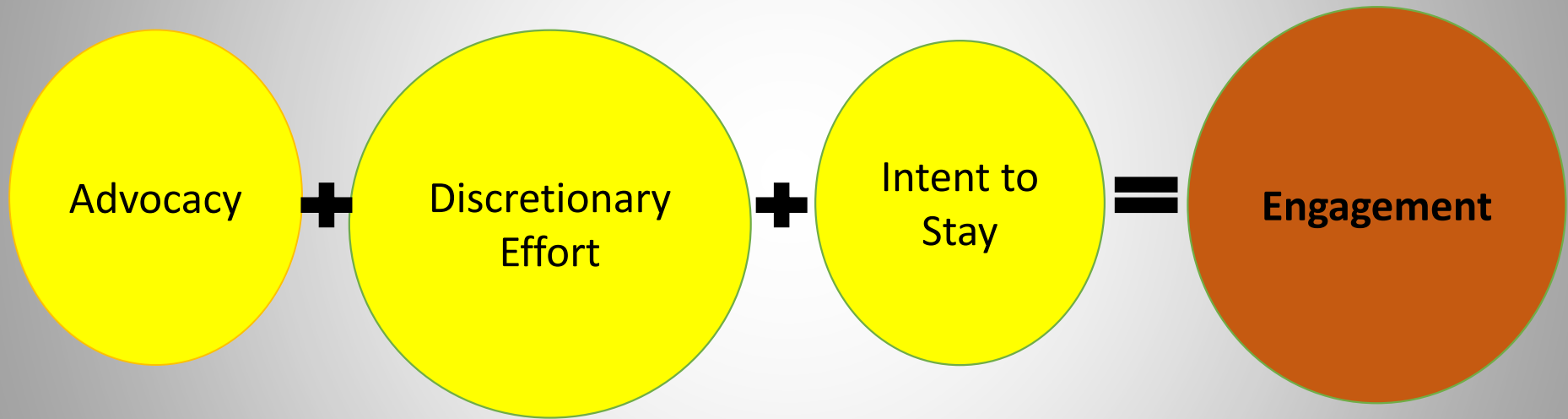
QUANTUM WORKPLACE ENGAGEMENT STATEMENTS

1. Management provides good leadership and guidance during difficult economic conditions.
2. My job is mentally stimulating.
3. I understand how my work contributes to my company's performance.
4. There are future opportunities for growth at my company.
5. My company affords me the opportunity to develop my skills.

QUANTUM STATEMENTS CONTINUED

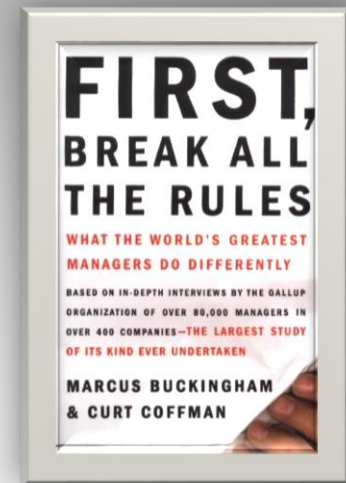
6. I receive recognition and reward for my contributions.
7. There is open, honest communication between employees and managers.
8. I see professional growth and career opportunities for myself in this organization.
9. I know how I fit into the organization's future plans.
10. Considering the value I bring to the organization, I am paid fairly

QUANTUM KEYS TO ENGAGEMENT



GALLUP Q-12 HISTORY

- Late 1990s, Q-12 developed
- Study of worker attitudes on items that affected morale
- Four business outcomes from Q-12: productivity, profitability, employee retention, customer satisfaction
- Combined with “First Break all the Rules”
- Key differences between management and leadership
- High focus on strengths (6x) and talent



GALLUP AND ENGAGEMENT - Q12



WHAT CAN I GET?

- Do I know what is expected of me at work?
- Do I have the materials and equipment that I need in order to do my work right?



WHAT CAN I GIVE?

- At work, do I have the opportunity to do what I do best every day?
- In the last seven days, have I received recognition or praise for doing good work?
- Does my supervisor, or someone at work, seem to care about me as a person?
- Is there someone at work who encourages my development?



DO I BELONG?

- At work, do my opinions seem to count?
- Does the mission/purpose of my organization make me feel my job is important?
- Are my associates (fellow workers) committed to doing quality work?
- Do I have a best friend at work?

BELONG

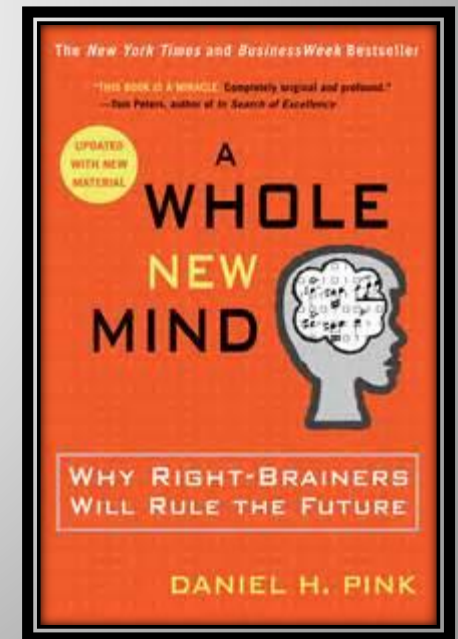
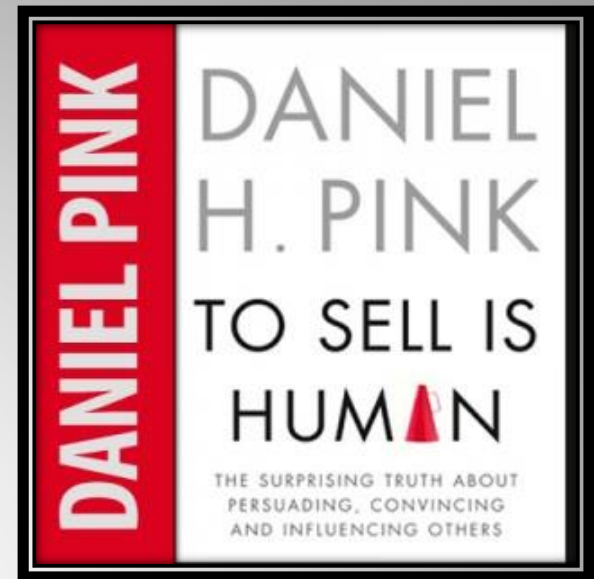
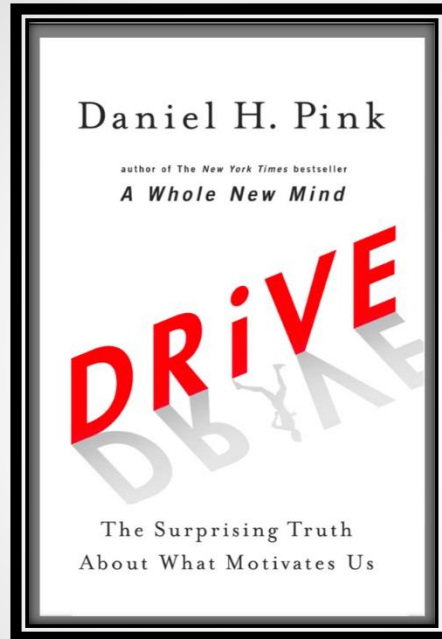
HOW CAN WE GROW?

- In the last six months, has someone at work talked to me about my progress?
- In the last year, have I had opportunities to learn and grow?



DANIEL PINK - ENGAGEMENT

- Autonomy
- Mastery
- Purpose
- [Daniel Pink on Engagement](#)



AUTONOMY

- Our desire to be self-directed
- Work on whatever you want once in a while
- One day experiment – show results in 24 hours to company

MASTERY

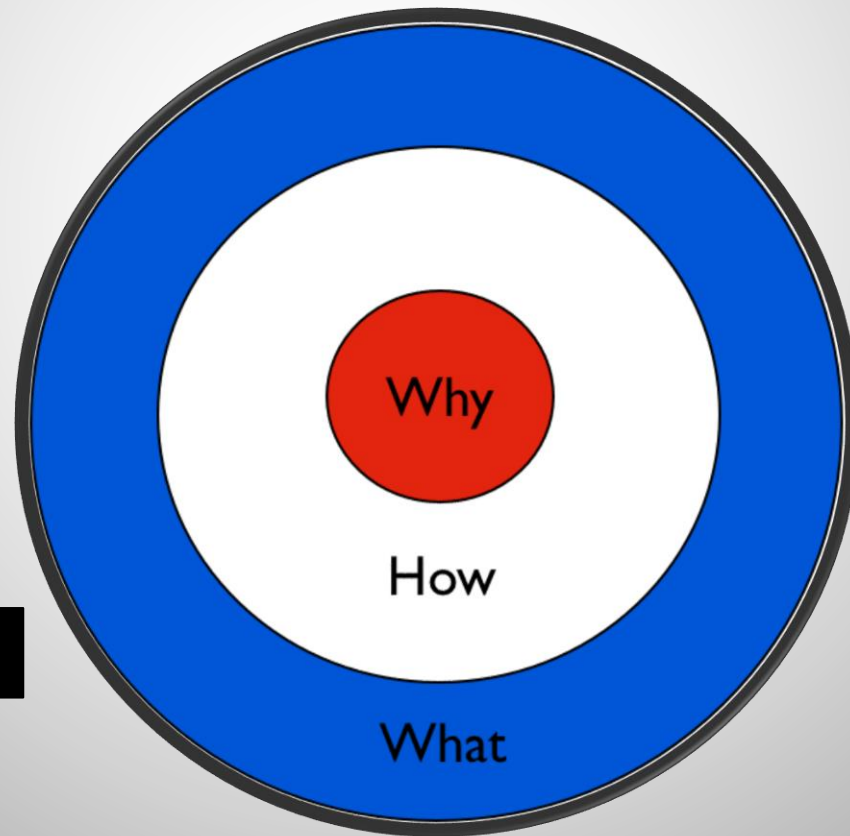
- We want to get better at things
- It's fun
- Making a contribution

PURPOSE

- Making a difference
- Treat people like people
- Change the world

START WITH WHY

<https://www.startwithwhy.com/WhyUniversity.aspx>



Simon Sinek

THE WHY OF WORK - ULRICH

- What am I known for? (Identity)
- Where am I going? (Purpose and Motivation)
- Whom do I travel with? (Relationships and Teamwork)
- How do I build a positive work environment? (Effective Work Culture)
- What challenges interest me? (Personalized Contributions)
- How do I respond to disposability and change? (Growth, Learning, and Resilience)
- What delights me? (Civility and Happiness)

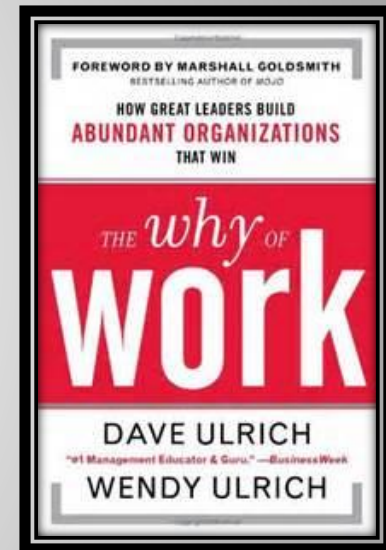


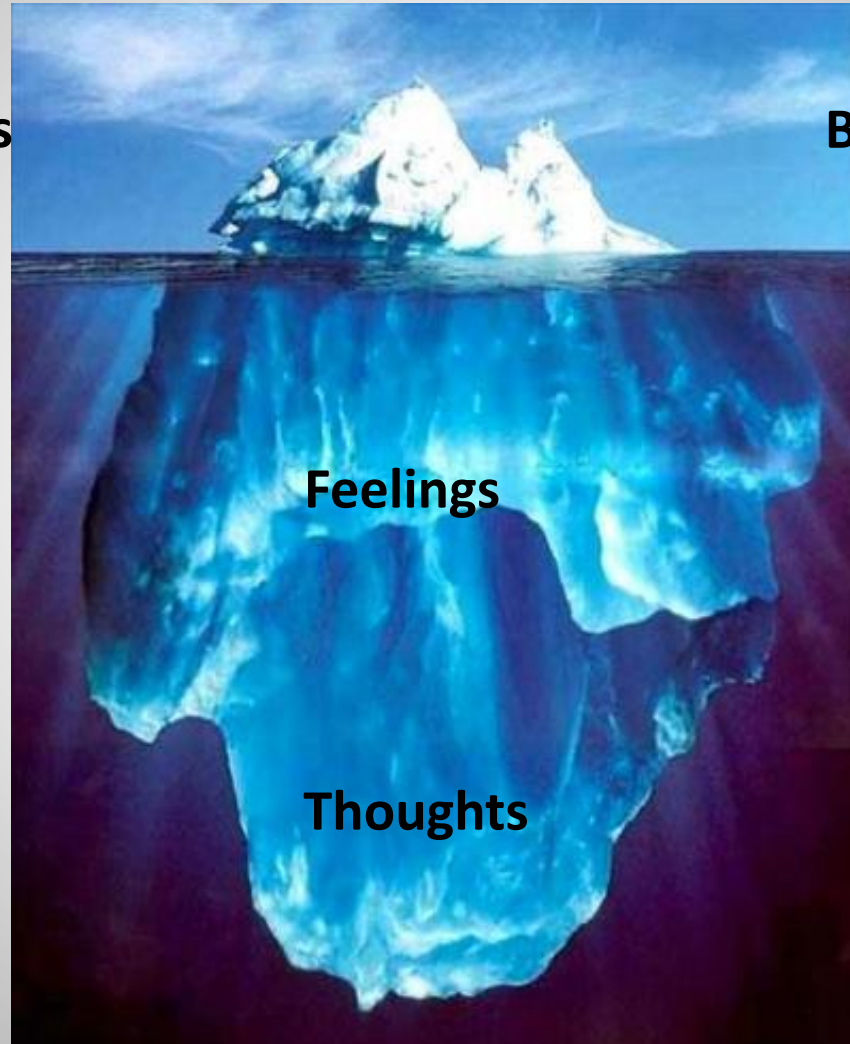
TABLE GROUP DISCUSSION - II

- What ideas do I have to raise the engagement of my team?
- How can we encourage more autonomy, mastery and purpose?
- How can my organization identify our collective “why”?
- How important is my supervisor in the engagement equation?

WHY MEASURE ENGAGEMENT?

Actions

Behaviors



Feelings

Thoughts

MEASURING ENGAGEMENT

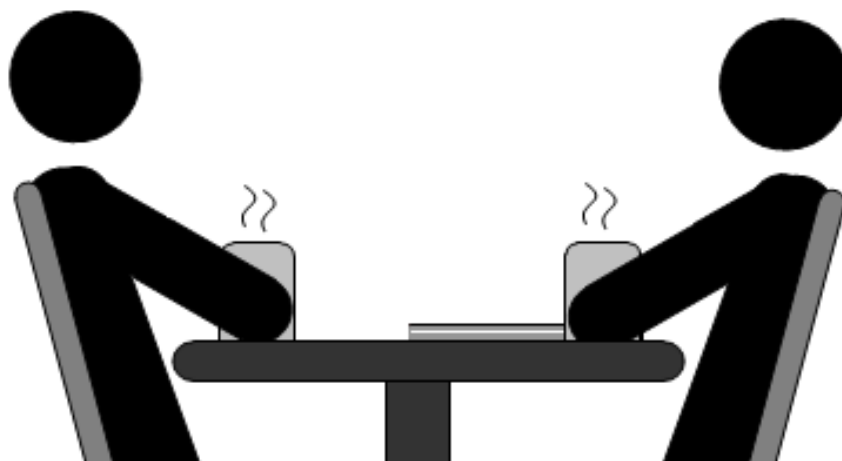
- Formal external surveys
 - Pro: confidentiality, rich data sets, pinpoint issues
 - Con: expense
- Pulse surveys
 - Pro: quick, informal, inexpensive
 - Con: confidential?, tough to trend analyze
- Informal conversations

THEY'VE ASKED US TO THINK 'OUTSIDE
THE BOX' TO FIND WAYS TO IMPROVE
OUR OVERALL ENGAGEMENT SCORES.

LET'S OUTSOURCE THE LOW
SCORING DEPARTMENTS.

I DON'T THINK THAT'S WHAT
THEY'RE LOOKING FOR.

THEN THEY SHOULDN'T HAVE
PUT ME OUTSIDE THE BOX.



There's more than one way to improve an average.

MEASUREMENT IS JUST THE START.....

- Use survey results to identify key levels of engagement in your organization.
- Customize performance measures for each organizational unit.
- Develop a worker engagement plan for each unit
- **Take action!**
- Measure engagement year over year to monitor progress.

Leader Strategies to Increase Team Engagement



BEST PRACTICES FOR BOOSTING ENGAGEMENT



- Be personally engaged – it is contagious
- Increase trust in management
 - Have integrity (do what you say you'll do)
 - Demonstrate competence
- Focus on purpose and values (Why!)
- Take pride in organization's contributions to the community
- Encourage the virtual workforce

BEST PRACTICES CONTINUED



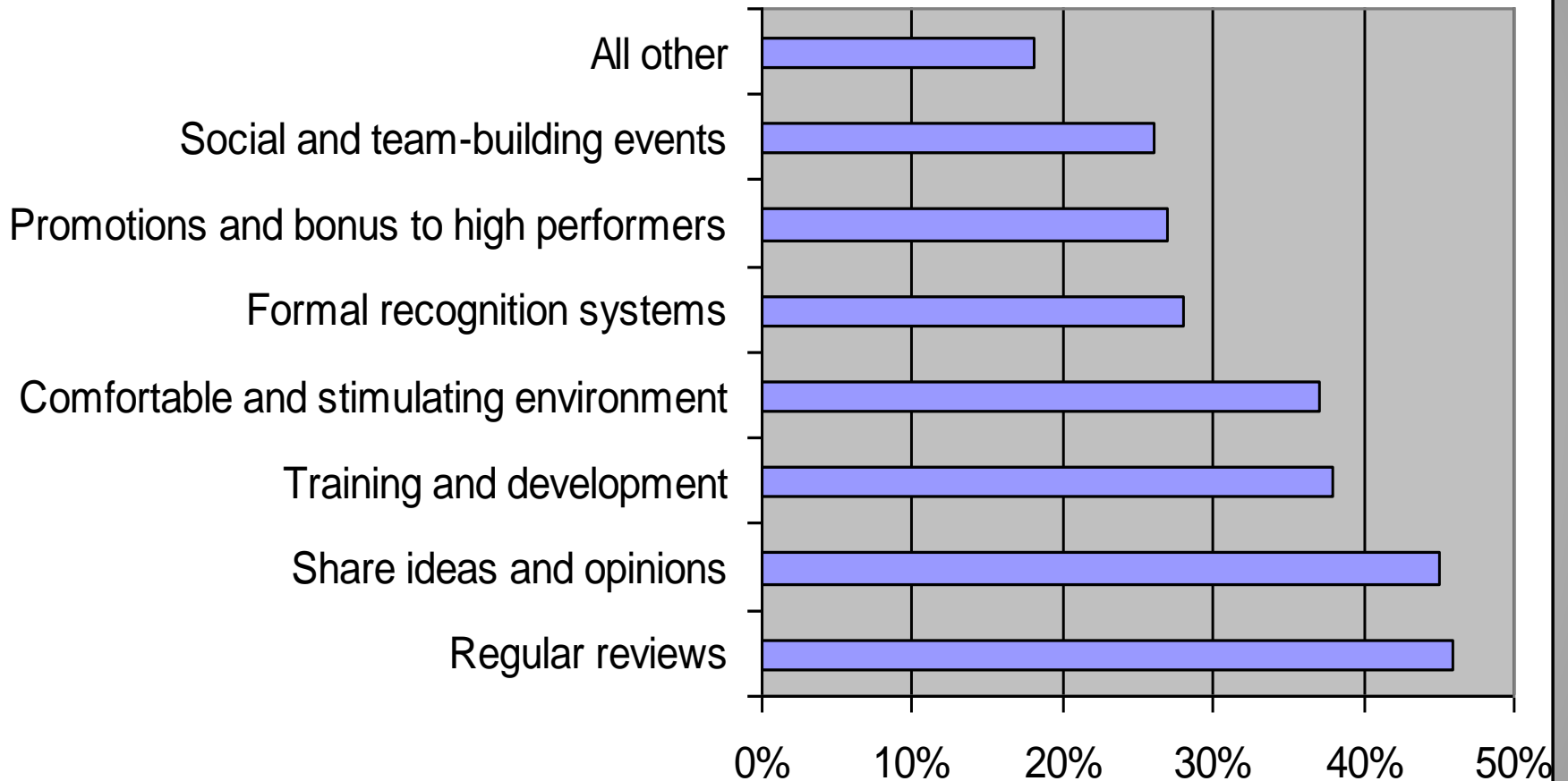
- Encourage empowerment and innovation
- Find a friend at work - 7X more engaged
- Care
- Recognize and celebrate success
- Set clear expectations
- Create Individual Development Plans
- Replace actively disengaged managers

BEST PRACTICES CONTINUED



- “Did well, do better” exercises
- Involve workers in improvement efforts
- Keep your 1:1s
- Quiet all distractions when interacting
- Give them all they need to be great at what they do
- Focus on strengths – 6X more engaged

Most common engagement activities



WHAT IS IN AN IDP?

- Goals
- Means by which they can be achieved
- Personal accountability
- Great way to gain mastery
- Forward looking

INDIVIDUAL DEVELOPMENT PLAN

Name: _____ Manager: _____
Position: _____ Date: _____
Date in Current Position: _____

Section A: Career Plan

Personal Mission Statement

Short-Term Career Goals (1-2 years)	
Area of Interest / Position Title	Competencies/Skills/ Knowledge Needed: (areas I need to develop)

Long-Term Career Goals (3-5 years)

Area of Interest / Position Title	Competencies/Skills/ Knowledge Needed: (areas I need to develop)

Individual Development Plan Template.doc
Revised xx/xx/xx

NEXT STEPS FOR YOU

- What will you do differently based on what you have learned today?
- What questions do you have?

THANK YOU!

R

Evan J. Roth

CEO

Roth Consultancy International, LLC.

evan@coachevanroth.com

www.coachevanroth.com

303.601.7580

 @coachevanroth