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

What is Engagement?

“Engagement is…rational and emotional commitment.”
Jean Martin, Exec. Director of the Corporate Leadership Council

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

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...

Characteristics of the “Engaged” Employee
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

Impact on Earnings
- American companies are loosing $46,000 per million dollars in revenue each year!

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

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

Measuring Engagement

Accenture Engagement Survey
- Say
- Stay
- Strive

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

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

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

Effective Leadership

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

Personal Involvement

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

Top Drivers Of Employee Engagement

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

Employees belief that his work matters
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

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

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

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

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
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)
Thank You

Now go get engaged!!!

Sources:

- Liberating the Corporate Soul—Building a Visionary Organization

- Engaging Employees When the Paycheck Isn’t Enough
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