Pamela Stambaugh Presents

WHAT ENGAGES AND ENERGIZES PEOPLE AT WORK?
Workshop Aims

• To Clarify — Are YOU An Engaged Employee and/or Leader? Hint: Do You Boast Passion and Excitement?

• To Learn Employee Engagement Methods To Transform Your Corporate Culture

• To Learn the Value of Engagement as a Shared Responsibility

• To Enable a Manager/Employee Discussion that is Actionable, i.e. it Improves Engagement
“Customers will never love your company until your employees love it first.”

- Simon Sinek
What are your top talent challenges or concerns today?
Greatest Talent Challenges

• High turnover
• Skills gap and wrong employee-job fit
• Hurried recruitment
• Talent mobility
• Pressure from the management to retain employees
• Lack of clarity of key performance indicators, expectations

How is this important?
What is Talent Engagement?

Bersin & Associates definition:

“… the passion and commitment that drives employees to devote their time and energy to work, proactively going above and beyond expectations to help their organization achieve its goals.”

Defined from the organization’s viewpoint
How Do Experts View Engagement?

- **Towers Perrin**
  - Extent to which employees put discretionary effort into their work

- **Gallup®**
  - Involvement with and enthusiasm for work

- **Aon Hewitt**
  - The level of an employee’s psychological investment in their organization

- **Sibson Consulting**
  - Knowing what to do at work and wanting to do at work

- **HayGroup®**
  - Employees’ enthusiasm for their work and directing toward organizational success
“Studies at a number of organizations, including leading academic institutions, have shown a clear relationship between high levels of employee engagement – colloquially defined as the willingness and ability to go the extra mile – and improved financial and operational results.”

- 2012 Global Workforce Study by Towers Watson

What is your company doing to engage your employees?
Observing Engagement Levels

Engaged staff

Disengaged staff
Observing Engagement Levels

**ENGAGED** employees have a hungry appetite towards innovation in bringing the company forward. They are dedicated and invested in their role.

**DISENGAGED** employees seem “checked-out” and day-dream through their workday. They put in the required time but lack passion and commitment.

**DETACHED** employees are unhappy and are unafraid to display their displeasure.
Is Engagement Quantifiable?

Q12: Are you given development opportunities?
Q11: How often are performance discussions carried out?

Q10: Do you have a “best friend” at work?
Q9: Are your co-workers as committed as you on producing quality work?
Q8: Are you aware of the mission/vision of company? Are you aligned?
Q7: Does your opinion matter?

Q6: Does your boss encourage you?
Q5: Does your supervisor or manager show care/compassion?
Q4: Do you receive weekly recognition?
Q3: Can you say you give your best everyday?

Q2: Do you have the relevant materials and equipment?
Q1: Do you know your responsibilities and what you are expected to do?
What Does Engagement Look Like At The Individual Level?

“Engagement is the extent to which employees put discretionary effort into their work, beyond the required minimum to get the job done, in the form of extra time, brainpower or energy.”

*Towers Perrin definition*
“People don’t leave their companies. They leave their managers.”
Managers’ Expectation and Behavior Impacts Employees

PYGMALION EFFECT

A type of self-fulfilling prophecy where if you think something will happen, you may unconsciously make it happen through your actions or inactions.

Having high expectations of your employees makes you behave toward them in a way that enhances their self-efficacy*.

*a person’s belief in his or her ability to perform the actions necessary for success.
Managers’ Expectation and Behavior Impacts Employees

3 Steps to Engaging & Retaining Employees

Step 1. Ensure the right fit to the job

Step 2. Understand employee expectations

Step 3. Carry out engagement discussion
Enjoyment Correlates Positively with Performance

“The only way to do great work is to love what you do.”

- Steve Jobs
The Enjoyment-Performance Methodology

Employees who enjoy at least 75% of their job are approximately 3 times more likely to succeed than employees who enjoy less than 75% of their job.
Engaging & Retaining Employees

Step 1. Ensure the right fit to the job

Step 2. Understand employee expectations

Step 3. Carry out engagement discussion
Top Engagement Drivers

- Employee Value Proposition
- Reputation
- CSR
- Communication
- Customer Focus
- Diversity & Inclusion
- Infrastructure
- Talent & Staffing
- Senior Leadership
- Walk the Talk
- Rewards & Recognition
- Career Opportunities
- Learning & Development
- Performance Management
- Collaboration
- Empowerment/Autonomy
- Benefits
- Job Security & Safety
- Work/Life Balance

Reference: The Aon Hewitt Employee Engagement model
Employee Engagement: How It Impacts You

Employee Engagement

- Recognition
- Clarity
- Stress
- Autonomy
- Stability
- Supportive Team
- Growth
- Fairness
- Workload
- Quality
- Customer Satisfaction
- Leadership
- Salary
Employee Engagement: What Engages You?

Identify 2 areas that **you** require most at work and what your employer can do in offering that to you.

<table>
<thead>
<tr>
<th>DEVELOPMENT</th>
<th>APPRECIATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be Better</td>
<td>Be appreciated</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>REMUNERATION</th>
<th>COMMUNICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be paid appropriately</td>
<td>Be in meaningful dialog</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AUTHORITY</th>
<th>MEET PERSONAL EXPECTATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be trusted to make decisions</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SOCIAL OPPORTUNITIES</th>
<th>WORK/LIFE BALANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Be flexible</td>
</tr>
</tbody>
</table>
**Engagement and Retention Analysis (ERA)**

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development</td>
<td>• Related to learning, development and advancement expectations</td>
<td>Appreciation</td>
<td>• Related to being acknowledged for one’s abilities and efforts</td>
</tr>
<tr>
<td>Remuneration</td>
<td>• Related to a person’s remuneration expectations</td>
<td>Communication</td>
<td>• Related to the style of exchanging ideas and information with others</td>
</tr>
<tr>
<td>Authority</td>
<td>• Related to the desire for independence and decision-making responsibility</td>
<td>Personal</td>
<td>• Related to person’s personal expectations</td>
</tr>
<tr>
<td>Social</td>
<td>• Related to social opportunities to interact with others</td>
<td>Work/ Life Balance</td>
<td>• Related to the desire for work/ life balance and flexible work time</td>
</tr>
</tbody>
</table>

*Adapted from the Harrison Assessments Engagement & Retention Analysis*
There are 8 Areas of Employee Expectations:

- **Development Expectations**
  - Wants Development
  - Enthusiastic
  - Self-improvement
  - Wants Advancement
  - Wants Challenge
  - Score: 9.3

- **Appreciation Expectations**
  - Wants Appreciation
  - Wants Recognition
  - Warmth / empathy
  - Wants Opinions Valued
  - Collaborative
  - Score: 6.5

- **Remuneration Expectations**
  - Wants High Pay
  - Wants Quick Pay Increases
  - Self-motivated
  - Score: 5.3

- **Communication Expectations**
  - Wants Frankness
  - Frank
  - Wants Diplomacy
  - Diplomatic
  - Score: 5.7

- **Authority Expectations**
  - Wants Autonomy
  - Takes Initiative
  - Wants To Lead
  - Authoritative
  - Tolerance Of Structure
  - Score: 6.2

- **Personal Expectations**
  - Wants To Be Informed
  - Wants Capable Leader
  - Wants Personal Help
  - Wants Stable Career
  - Score: 6.6

- **Social Expectations**
  - Wants Social Opportunities
  - Outgoing
  - Score: 4.8

- **Work Life Balance Expectations**
  - Wants Work/Life Balance
  - Wants Flexible Work Time
  - Relaxed
  - Manages Stress Well
  - Pressure Tolerance
  - Score: 4.5
Each area provides in-depth insights into an individual's wants and behaviors which influence engagement and retention.

This guides managerial actions to increase engagement, increase performance and improve business outcome.
• Identify 2-3 top Areas among the 8 areas that are most important
• Look for the Areas of Expectations where most of the ‘Wants’ traits are scored greater than 6
• Prioritise engagement & retention effort in these areas
• Examine **each Area of Expectations** to understand specific wants and behaviors.

• This is important to ensure you **tailor the right engagement strategy** to an individual.

• For any ‘**Wants**’ traits with a score of above 6, it is recommended to initiate a conversation with the individual to understand better his/her expectations in those areas.
Signs of An Engaged Employee

- SAY
  - Employee Advocacy

- STAY
  - Employee Commitment

- STRIVE
  - Discretionary Effort
Engagement is the state of **emotional and intellectual commitment** to an organization.

- **SAY**: Consistently say positive things about the organization.
- **STAY**: Intend to stay with the organization.
- **STRIVE**: Strive to achieve above and beyond what is expected in their daily role.

**Key Metric: Hewitt Engagement Measure**
80% of employees are engaged at a typical Best Employer
CBSR and Hewitt Associates, “Engaging Employees Through CSR (2010)"
Engaging & Retaining Employees

Step 1. Ensure the right fit to the job

Step 2. Understand employee expectations

Step 3. Carry out engagement discussion
One Condition of Engagement

PSYCHOLOGICAL SAFETY
# One Psychological Condition of Engagement

<table>
<thead>
<tr>
<th>PSYCHOLOGICAL SAFETY</th>
<th>Employee’s sense of security in a repercussion “free zone” to conduct oneself at work</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DIMENSIONS</strong></td>
<td><strong>ERA ANALYSIS</strong></td>
</tr>
<tr>
<td>Supportive and flexible management style</td>
<td>Wants Capable Leader&lt;br&gt;Wants Autonomy</td>
</tr>
<tr>
<td>Organization’s vision, mission and norms are clearly stated</td>
<td>Wants To Be Informed&lt;br&gt;Tolerance of Structure</td>
</tr>
<tr>
<td>Employees are welcomed to express their true feelings without fear of negative consequences</td>
<td>Frank/Wants Frankness&lt;br&gt;Authoritative&lt;br&gt;Warmth/Empathy</td>
</tr>
</tbody>
</table>
MEASURING ENGAGEMENT
Characteristics of Engagement

**RESILIENCE**

High levels of energy and grit – willing to invest extra effort and time to one’s job and is not easily fatigued

**DISCRETIONARY EFFORT**

**COMMITMENT**

Devoted to task and is enthusiastic about goals. Takes pride in being given responsibilities

**INTEREST**

Complete focus and attention to tasks at hand
Are you Aware of Your Talent Engagement Pulse?

When was the last time your organization carried out a talent engagement pulse check?
Drivers of Engagement vs. Intention to Stay

- I can achieve my long-term career aspirations at this organization
- My future career opportunities look good
- My job is a good fit for my skills and interests
- My work challenges me to use my knowledge and skills fully
- I truly enjoy my day-to-day work tasks

2016 Trends in Global Employee Engagement by Aon Hewitt

TEAM ENGAGEMENT ANALYSIS
Team Engagement & Retention Analysis Report

Provides HR practitioners and senior management with an easy way to understand the overall team’s expectations.

Uses include:

- **Team culture and values**
- **Team engagement**
- **Team development**

This report can be generated for:

- **Groups**
- **Branches**
- **Departments and divisions**
- **All employees**
Category of employee expectations

Definition of each factor

Bar graph showing score for each factor

Analysis of organizational behavior related to employee expectations in that area

Distribution scores for each factor in the section. The distribution shows the percentage of people in the sample for each possible score
ABC SUPPLY “SIGN MY YEARBOOK”

Ken Hendricks (CEO)

“by putting your people first, your people will put the customer first.”

Company Mission:

“to increase customer engagement through increased employee engagement.”
ZAPPOS “THE OFFER”

“55,000 employment applications annually, Zappos is scrupulous about hiring the right people and more importantly, keeping them.”

“After 4 weeks of on boarding training, new hires are made an uncommon offer: a $3000 pay-out to leave”

“Engagement and culture are synonymous at Zappos”
REEBOK “CROSSFIT BOX”

Company Mission:
“to get consumers moving.”

Walk the talk
“…brand converted one of their warehouses into a CrossFit workout centre, exclusively for Reebok employees.”

“…deliver the full customer experience, they promoted a culture of health and wellness within their organisation”
Employee engagement is optimally a company wide process:

• Does your company have a clear mission, vision and values?
• Does your organization live by these values?
• Are these values being actively promoted in your organization?
• Does your company align its vision, people and processes?
• How does your company measure and sustain the culture to support organizational performance?
Medical Devices Engineering firm in Chicago

- 2016 revenues up 202% over 2015
- 2017 revenues up 190% over 2016 year to date
- “We have a strong ‘can do’ culture and an open, trusting communication environment with its team. We love what we do and maybe that even makes us geeks.”

**GE Healthcare** Case Study: “Lead Systems Designers” worldwide

- Knowing the precise leadership qualities that create success in the role.
- Better professional growth and retention of engineers.
- Identification of top performers.
- Clear demonstration of the company’s commitment to the success of its people.
Power of Engagement

Whether you are a CEO or supervisor or individual contributor, the place to start is yourself.

Engagement is contagious.

If you are engaged in what you are doing, people will pick up your excitement and will want to join you.
Examples: What Energizes and Engages People at Work

• **Clearly Define Expectations**
• **Don’t Sugarcoat Unpleasant Assignments**
• **Set a Good Example – be Engaged Yourself**
• **Ask for Input**
• **Reward Creativity**
• **Break out of Comfort Zones – Cross Fertilize Teams**
• **Promote from Within**
• **Criticize Constructively**
• **Be Liberal with Targeted Praise for Great Work**
• **Recognize the Signs of Low Morale & Act on Them**
What conversations are you now inspired to take on at work?
THANK YOU

Pamela Stambaugh
Managing Partner, Harrison Assessments
President, Accountability Pays

619-231-0195
pstambaugh@accountabilitypays.com
www.accountabilitypays.com
Pamela Stambaugh is a seasoned executive coach and facilitator of team alignment.

She has worked with companies large and small, primarily with senior executive teams or division/department leaders and their teams.

Whether your desired outcome is already clearly defined or needs defining, call Pamela for results fulfillment.

The Harrison Assessment measures 175 behavioral preferences, or tendencies, that communicate a person’s suitability for a particular job. Currently there are 6,500 jobs in the Harrison Assessment system and these can be customized.

Different reports support different needs, from employee development to hiring to succession planning and employee engagement. For a full experience of all reports at no cost, call Pamela.