Getting to the Heart of Sustainable Employee Engagement

MODULE 1
Aligning People & Processes For Peak Performance
Employee Engagement

Course Overview

1. Aligning People & Processes for Peak Performance
2. Real-life, Real-Time Communication
3. The Continuous Improvement Habit
4. Life-long Learning & Development
What are YOUR Engagement Challenges?
Employee Engagement

An *emotional connection* that employees feel for their organization and their work that gets them tuned in, turned on and eager to go *the extra mile*
Employee Engagement

The Value

Only 30% of U.S. workers considered truly “engaged”
Employee Engagement

The Value

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“Actively disengaged” workers (18%) cost U.S. businesses over $550 Billion per year!
Employee Engagement

The Value

Only 30% of U.S. workers considered truly “engaged”

“Actively disengaged” workers (18%) cost U.S. businesses over $550 Billion per year!

Individually, “disengaged” workers cost employers $18,000 per year!
Employee Engagement

The Value

Employee Performance
Engaged vs. Disengaged

- Customer Ratings: 10% higher
- Profitability: 21% greater
- Productivity: 22% greater
- Safety Incidents: 48% fewer
- Shrinkage (theft): 28% lower
- Absenteeism: 37% lower
- Quality Defects: 41% fewer

2012 Meta-Analysis Research Study
-- Gallup
Employee Engagement

The Program Trap
Employee Engagement

Avoiding the Program Trap

-- Right Mind-set
-- Right Heart-set
-- Right Systems and Processes
Employee Engagement

Understanding The “WHY”
Before The “HOW”
Employee Engagement

Why Employees Don’t Take Action on Their Own?

No one really cares for my opinion

No one else would notice

It’s not my job

It’s too big and hard to manage

It wouldn’t make much difference

I’m too busy

I might get in trouble

I’m not sure how to go about doing it
Employee Engagement

Nationwide Survey
Extra Effort Drivers

1. Interesting work
2. Job security
3. Tactful discipline
4. Being “in” on info & decisions
5. Good wages
6. Loyalty to employees
7. Appreciation of work done
8. Chance to advance
9. Good working conditions
10. Sympathetic help w/problems

Kenneth A. Kovach
George Mason University
# Employee Engagement

## Nationwide Survey

### Extra Effort Drivers

<table>
<thead>
<tr>
<th></th>
<th>Workers</th>
<th>Managers</th>
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<tbody>
<tr>
<td>1. Interesting work</td>
<td>1</td>
<td>5</td>
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<tr>
<td>2. Job security</td>
<td>4</td>
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<td>3. Tactful discipline</td>
<td>9</td>
<td>7</td>
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<tr>
<td>4. Being “in” on info &amp; decisions</td>
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<tr>
<td>5. Good wages</td>
<td>5</td>
<td>1</td>
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<td>6. Loyalty to employees</td>
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<td>6</td>
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<td>7. Appreciation of work done</td>
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*Kenneth A. Kovach*

*George Mason University*
## Employee Engagement

### “Truths” about people

<table>
<thead>
<tr>
<th>Want to do a good job</th>
<th>Have the desire and ability to improve</th>
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<tbody>
<tr>
<td>Want to be on a winning team</td>
<td>Resist force and uncertainty more than change</td>
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<tr>
<td>Want to be included and appreciated</td>
<td>Perform best when treated like responsible adults</td>
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</tbody>
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# Employee Engagement

## “Realities” about people

<table>
<thead>
<tr>
<th>View world differently</th>
<th>Have a “bad hair day” sometimes</th>
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<tbody>
<tr>
<td>Make mistakes</td>
<td>Often lack skills to deal well with conflicts</td>
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<tr>
<td>Old habits hard to break... New ones hard to make</td>
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Employee Engagement

The Big “WHY” of Human Nature in the Workplace
Getting to the Heart of Employee Engagement

The Power and Purpose of Imagination and Free Will in the Workplace

A Business Fable

Les Landes
The Crucial Connection

Imagination without Free Will - No Power
The Crucial Connection

Imagination without Free Will - No Power

Free Will without Imagination - No Purpose
Managing Imagination & Free Will

Command & Control
Managing Imagination & Free Will

Command & Control

Micro-management
Results:

- People more likely to do what they’re told – right or wrong
- They won’t take initiative to use “good judgment” or offer ideas
- They sometimes take pleasure in seeing things fail
- You drive away your best talent!
Command and control and micro-management are like business “kryptonite”...

They sap the strength and undermine the potential for becoming a “super” organization.
Managing Imagination & Free Will

What’s the alternative?
Managing Imagination & Free Will

Command & Control
Managing
Imagination & Free Will

Command & Control
Managing Imagination & Free Will

Command & Control

= Predictability
Managing Imagination & Free Will

Control without Command requires

Engagement + Alignment
“Human Rocket”
“Human Rocket”
“Human Rocket”

Imagination and Free Will
“Human Rocket”

Security and Self-Esteem

Imagination and Free Will
“Human Rocket”

- Security and Self-Esteem
- Imagination and Free Will
- Responsibility and Accountability
TRUST

A belief that people will do the right thing in the right way at the right time
Champion of Trust!

A belief that people will do the right thing in the right way at the right time
Building Trust – Inside Out

How much does the quality of relationships within your organization affect the quality of relationships with your customers?

What do you believe?
Building Trust – Inside Out

What do you believe?

How much does the quality of relationships within your organization affect the quality of relationships with your customers?

How much is the quality of relationships within your organization affected by the level of trust?
What do you believe?

How much does the quality of relationships within your organization affect the quality of relationships with your customers?

How much is the quality of relationships within your organization affected by the level of trust?

How would employees rate the level of trust within your organization if they were sure that no one would find out?
The Inside-Out Connection

“Profit is a lagging indicator of what is in the hearts and minds of your customers.”

Ronald J. Baker

— “Measure What Matters to Customers”
The Inside-Out Connection

“Profit is a lagging indicator of what is in the hearts and minds of your customers.”

Ronald J. Baker
— “Measure What Matters to Customers”

“The brand is simply a lagging indicator of the culture.”

— Tony Hsieh, CEO, Zappos
Author, “Delivering Happiness”
TRUST Management Credibility Factors

- Care and Concern
- Honesty & Openness
- Responsiveness
- Competence
- Reliability
- Apology & Accountability

People-First Systems, Policies & Processes
- Measurement
- Rewards & Recognition
- Communication
- Learning & Development
- Continuous Improvement

Management Credibility Factors
- Care and Concern
- Honesty & Openness
- Responsiveness
- Competence
- Reliability
- Apology & Accountability

The Engagement Connection
Values & Vision

Cultural Assessment

- Each individual on team completes form indicating which of 40 tested values statements are MOST like and LEAST like both CURRENT and TARGET cultures
Values & Vision

Cultural Assessment

- Each individual on team completes form indicating which of 40 tested values statements are MOST like and LEAST like both CURRENT and TARGET cultures

- Rooted in research on organizational culture types, including high performance Baldrige Award winners
Values & Vision

Cultural Assessment

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- Provides a balanced perspective on overall team profile based on views of each person.
Values & Vision

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- Provides revealing insights and strong leadership team bonding and alignment.
Values & Vision

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- Provides a balanced perspective on overall team profile based on views of each person.

- Team reviews top 10 CURRENT and TARGET values to assess gaps to be closed and determine focus for planning.

- Provides revealing insights and strong leadership team bonding and alignment.

- Reinforced with individual plans for what each person will – Stop … Start … Continue – to achieve desired culture.
**Most Like Current Culture**

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**Participant Profile**

- Role
  - President
  - Senior Manager
  - Middle Manager
  - Supervisor
  - Other Employees

- Full-Time/Part-Time
  - Full-Time
  - Part-Time

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**Least Like Current Culture**

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**Culture Assessment**
### Side 2: Target Culture

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**Culture Assessment**
The Engagement Connection

Sustainable Competitive Advantage

- A strategic platform that resonates consistently and compellingly with employees and customers
The Engagement Connection

Sustainable Competitive Advantage

- A strategic platform that resonates consistently and compellingly with employees and customers
- Effective alignment around common principles, best practices, and processes for achieving business goals
The Engagement Connection

Sustainable Competitive Advantage

- A strategic platform that resonates consistently and compellingly with employees and customers
- Effective alignment around common principles, best practices, and processes for achieving business goals
- People at every level of the organization defining and “living” the brand promise
Sustainable Competitive Advantage

- A strategic platform that resonates consistently and compellingly with employees and customers
- Effective alignment around common principles, best practices, and processes for achieving business goals
- People at every level of the organization defining and “living” the brand promise
- A clear and functional measurement and communication system for constructive accountability, corrective action, and continuous improvement
The Engagement Imperative
Putting It Into Action

- Conduct Cultural Assessment
- Develop plan based on target culture values
The Engagement Imperative

Putting It Into Action

- Conduct Cultural Assessment
- Develop plan based on target culture values
- Conduct leadership assessment
The Engagement Imperative

Putting It Into Action

Conduct Cultural Assessment

Create leadership development plan

Develop plan based on target culture values

Conduct leadership assessment
The Engagement Imperative

Putting It Into Action

- Conduct Cultural Assessment
- Develop plan based on target culture values

- Conduct leadership assessment
- Create leadership development plan
- Evaluate and redesign communication tools and methods
The Engagement Imperative

Putting It Into Action

- Conduct Cultural Assessment
- Develop plan based on target culture values
- Conduct leadership assessment
- Create leadership development plan
- Institute systemic continuous improvement process
- Evaluate and redesign communication tools and methods
Putting It Into Action

Conduct Cultural Assessment

Develop plan based on target culture values

Conduct leadership assessment

Create leadership development plan

Evaluate and redesign communication tools and methods

Institute systemic continuous improvement process

Assess and adjust performance development process
The Engagement Imperative
Putting It Into Action

- Conduct Cultural Assessment
- Develop plan based on target culture values
- Conduct leadership assessment
- Create leadership development plan
- Institute systemic continuous improvement process
- Assess and adjust performance development process
- Evaluate and redesign communication tools and methods
- Identify KPIs and set up systems control center
The Engagement Imperative

"Nearly all the tension and all the fear in the world originates from the sense of separation we have from one another."

-- Richard Barrett

Liberating the Corporate Soul
Employee Engagement

Action Item to Boost Initiative

- No one really cares for my opinion
- No one else would notice
- It’s not my job
- It’s too big and hard to manage
- It wouldn’t make much difference
- I’m too busy
- I might get in trouble
- I’m not sure how to go about doing it
Action Item to Boost Initiative
Defining and Expanding Authority

- Security and Self-Esteem
- Imagination and Free Will
- Responsibility and Accountability
Employee Engagement

Golden Rule

Always treat people as the source of the solution ... not the cause of the problem
Really Good Engagement & Alignment

And the award for best friend goes to…
Champion of Trust!

A belief that people will do the right thing in the right way at the right time.
I solemnly swear …

- I will champion the cause of trust within my organization at all times.

- I will encourage everyone to pass every decision through the filter of trust before any action is taken.

- I will always deal with people as the source of the solution, not the cause of the problem.

- I will honor and nurture the unique qualities of imagination and free will that exist within every human being.