


Beyond Retention...

Why Employee Engagement is Key to Your Success



Presented by

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Overview

- Introduction / Needs Analysis
 - Engagement as a Flow Experience
 - Defining Engagement
 - Understanding its Importance
 - Measuring Engagement
 - Increasing Engagement
- 



Finding Flow

*It does not seem to be true
that work necessarily needs to be unpleasant.*

It may always have to be hard,

or at least harder than doing nothing at all.

*But there is ample evidence that work can be
enjoyable, and that indeed, it is often
the most enjoyable part of life.*

~Mihaly Csikszentmihalyi



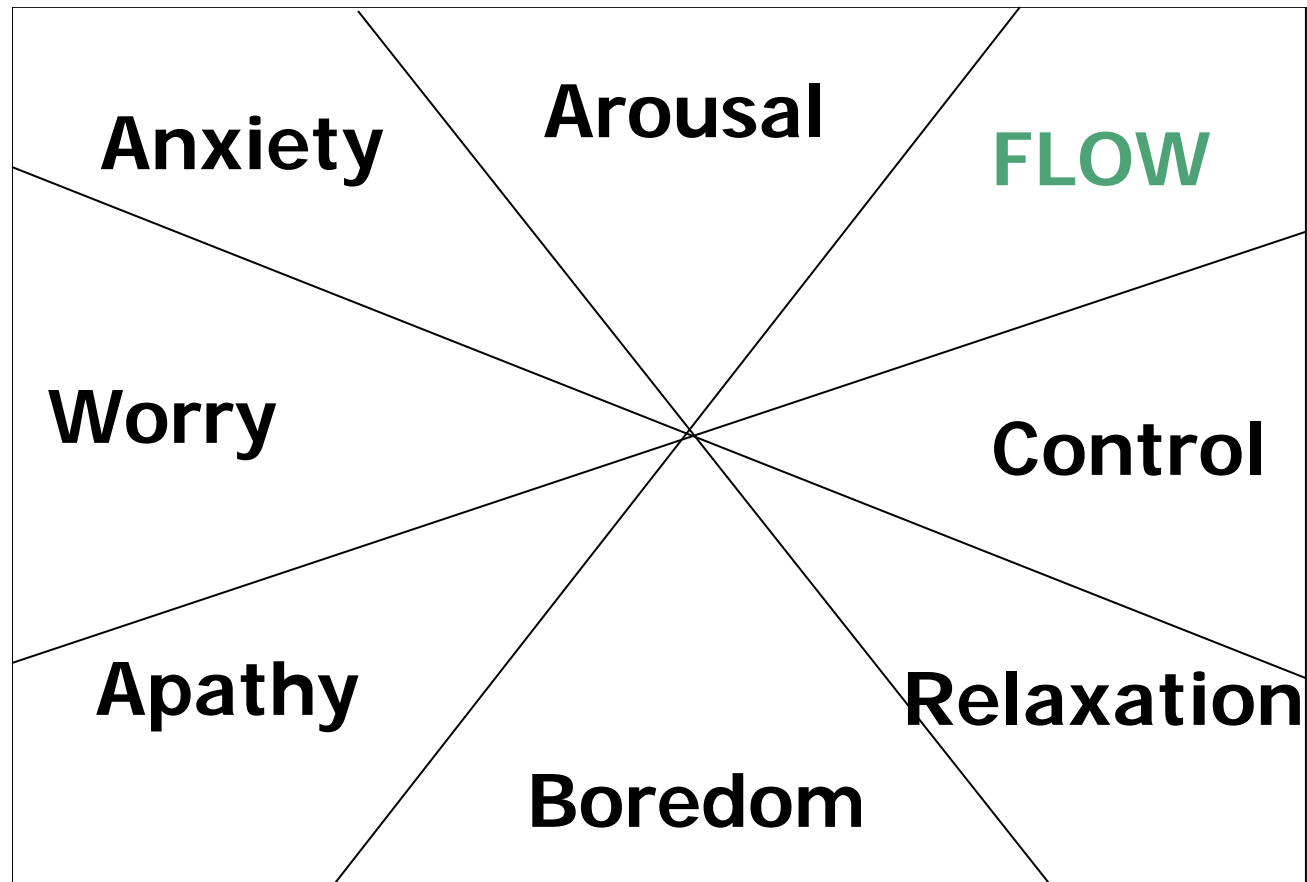
FLOW -- High Skills and High Challenges

Adapted from Csikszentmihalyi's (1997) Finding Flow

High

C
H
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G
E
S

Low



SKILLS / RESOURCES

High





Experiencing Flow

- Using the handout, reflect on your work
 - When do you find yourself “in Flow”?
 - If you aren’t in Flow, where are you?
 - Anxious or Bored?
 - What brings you back?
 - Discuss your reflection in your small groups





Employee Engagement is...

...generally viewed in terms of employees feeling a strong emotional bond to the organization that employs them.

It suggests that people are motivated by intrinsic factors (e.g., personal growth, working to a common purpose) rather than simply focusing on extrinsic factors (e.g. pay / reward).

~ Wikipedia.org



Or is it???

- Engagement
 - Is the new “buzz” word
 - Has many definitions
 - Refers to a multitude of employee attitudes
- There are common themes
- One single definition doesn't really exist

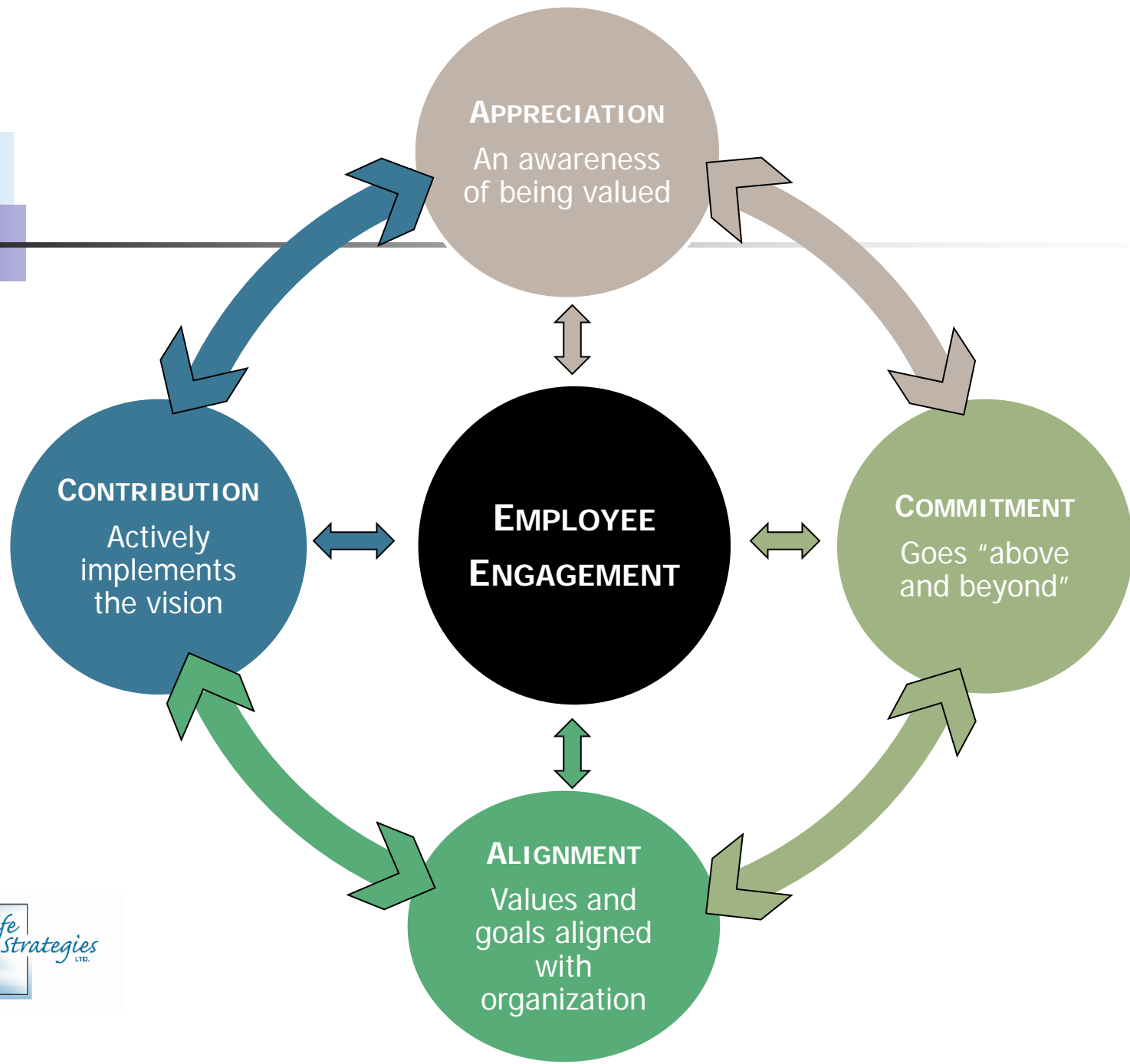
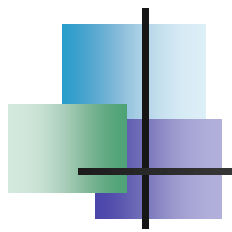





What Do the “Experts” Say?



- Positive attitude towards the organization and its values
 - Institute of Employment Studies
- Stay, Say, and Strive
 - Hewitt
- Commitment, work effort, and desire to stay
 - Corporate Leadership Council
- Involvement and enthusiasm for work
 - Gallup
- Amount of discretionary effort
 - Towers Perrin





*Retaining high-caliber employees
in today's competitive labor market
challenges organizations to manage and
develop talent effectively at all levels.*

*Employees who feel that they are
growing and developing in an organization
are more likely to stay.*

~John C. Scott, Ph.D





Engaged Employees Are Productive

- High-commitment organizations out-performed those with low commitment by 47%
 - Watson Wyatt (2002)
- Offices with engaged employees were up to 43% more productive, based on a comparison of revenue generation
 - Hay Group

Source: http://en.wikipedia.org/wiki/Employee_engagement





Improved Engagement Boosts Bottom Line

*Companies that boost their engagement levels
can expect to significantly improve their performance.*

~WorkCanada™ Survey Report, 2007

- Highly engaged employees had performance scores 20 percentile points higher than those with average engagement
 - Corporate Leadership Council, 2004





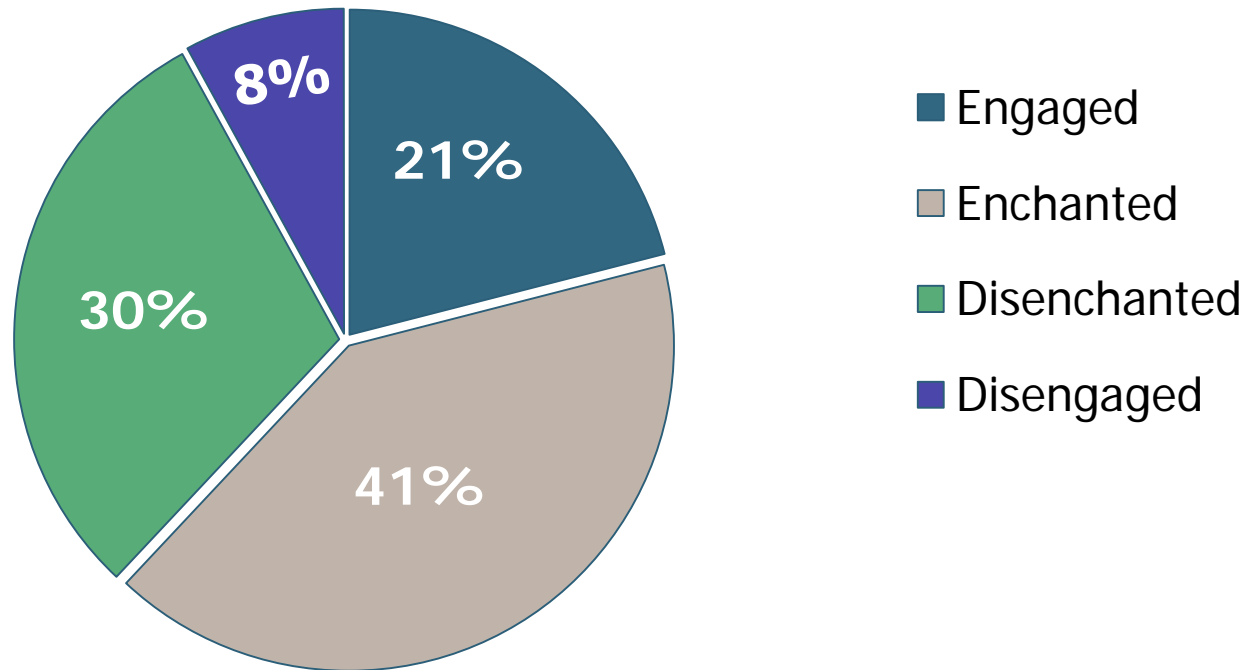
Engagement vs. Retention


- Engagement level and intent to leave
 - Direct, measurable relationship
 - 85% of engaged employees staying through 2008
 - According to BlessingWhite, 2008
- Companies with high engagement
 - 50% less voluntary exits
 - According to Pont, 2004
- Highly engaged employees
 - 87% less likely to leave
 - According to the Corporate Leadership Council, 2004



State of Engagement, 2007

2007-2008 Global Engagement Study Towers Perrin





*...is an industry in itself
with numerous surveys and
methodologies available
which can scientifically give
you a score of how engaged
your employees are?*

Source: www.enterpriseleaders.com



- 
- Excellent**
 - Good**
 - Average**
 - Poor**



The “Big Guys”

- Gallup Q12, engagement survey with 12 questions
 - Results are compared against Gallup’s database
 - 5.4 million employees / 620,000 workgroups
- Hewitt, engagement survey with 9 questions
 - Impact analyses and detailed reports provided
 - Results connect to Say, Stay, Strive model
- Other sources include
 - Corporate Leadership Council
 - BlessingWhite
 - Towers Perrin
 - TCS Performance Strategies
 - In-house survey





Other Options

- Employee Engagement Indicator
 - Life Strategies Ltd.
 - Exploratory study scheduled November 2009
- Employee Opinion Research
 - TCS Performance Strategies
- Engagement Surveys/Focus Groups
 - Engage Consulting Solutions
- In-House Employee Surveys
 - Can engagement data be extrapolated?
- Google “Employee Engagement Survey”
 - Over 1 million hits

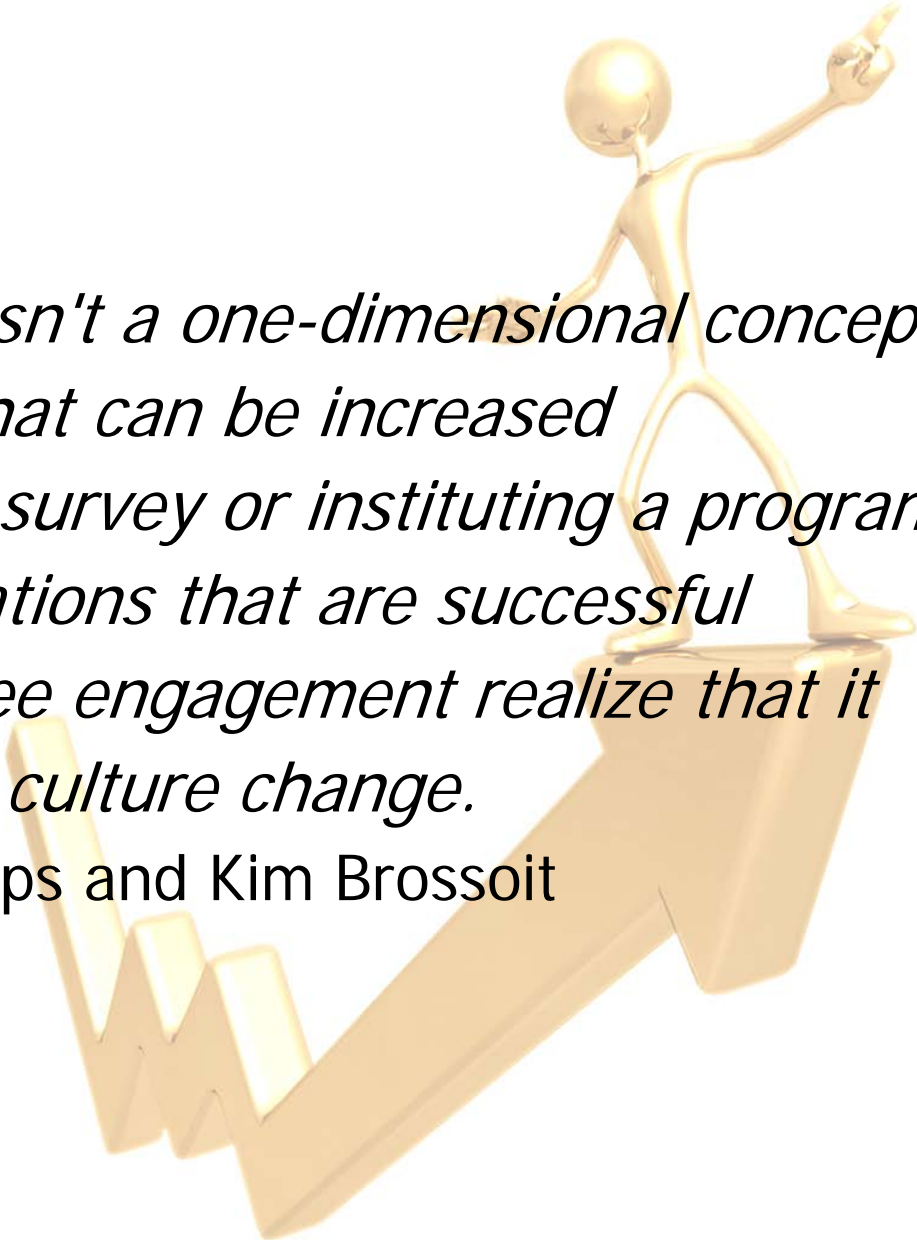





A Caution Around Surveys

- Begin with the end in mind
 - What information are you trying to obtain?
 - What are you going to do with the results?
- Is your survey statistically valid?
 - Does it matter?





*employee engagement isn't a one-dimensional concept,
something that can be increased
simply by sending out a survey or instituting a program.
Instead, organizations that are successful
at increasing employee engagement realize that it
requires culture change.*

~ Mark Phelps and Kim Brossoit



Increasing Engagement 101

- Engagement begets engagement
 - If you haven't engaged your leaders, don't expect them to engage employees
- Communicate, clarify, communicate
 - Lack of communication or unclear messages has a negative impact
- Consider career development initiatives
 - Growth and opportunity are key drivers





Top 10 Drivers of Employee Engagement

- 1) Management sincerely interested in employee well-being
- 2) Ability to improve skills and capabilities
- 3) Organization's reputation for social responsibility
- 4) Employees inputs into decision-making
- 5) Quick resolution of customer concerns
- 6) Setting of high personal standards
- 7) Excellent career advancement opportunities
- 8) Challenging work assignments that broaden skills
- 9) Good relationships with supervisors
- 10) Organization encourages innovative thinking



Source: www.reach1to1.com/2009/03/09/employee-engagement-drives-business-performance/



Engagement in Action

- Organizations need to
 - Provide resources to support cultural engagement
 - Equip managers/supervisors to foster engagement
- Managers/supervisors need to
 - Identify customized strategies to engage employees
- Individuals need to
 - Understand the process and learn how to self-engage





Invite Contribution

CONTRIBUTION

Actively
implements the
vision

- Communicate vision
- Provide opportunities to shape strategy
- Demonstrate clear links between individual tasks and organization's mission
- Welcome suggestions
- Provide leadership opportunities
 - Committees, projects, cross-training, presentations





Show Appreciation

APPRECIATION


An awareness
of being
valued

- Give feedback often
- Honour the wisdom of your employees
- Ensure performance reviews acknowledge strengths and contributions
- Institute reward and recognition programs





Inspire Commitment



COMMITMENT
Goes "above
and beyond"

- Provide growth opportunities
 - Invite contributions
 - Support professional development
 - Offer career management support
- Acknowledge
 - Those who go "above and beyond"
 - Family/community responsibilities
 - Personal sustainability





Ensure Alignment

ALIGNMENT
Values and
goals aligned
with
organization


- Check for “fit”
 - Are personal values/goals aligned with organization’s?
 - Are employees interested in their work?
- Establish vision, values, and mission
 - Communicate them often
 - Ensure “it isn’t just talk”



Career Management as an Employee Engagement Strategy

- Provide enrichment/leadership opportunities to all
 - Not just the “bright and shining stars”
 - Don't succession plan “in secret”
- Equip supervisors to have career conversations
 - Show interest and support in employee career goals
- Support active career management
 - Encourage cross-training
 - Help employees learn more about other areas
- During performance reviews
 - Set career goals / align with development plans
 - Identify first and next steps – take action!





*Disengaged workers are rusted out,
rather than burnt out.*

*They're often formerly excellent employees
who did whatever it took to get the job done
and who now contribute at a minimal level.*

Disengaged workers don't have traction.

*They're not accomplishing
the same amount of work that they used to*



~ Arrington





Identifying the Disengaged

- Used to contribute in meetings
 - Now silent
- Was always ready to pitch in, no matter what
 - Now sits on sidelines
- Seemed committed / strong contributor
 - Now takes longer lunches, more sick time
- Enjoyed his/her work
 - Now depressed, grouchy, always complaining





Reengaging the Disengaged

- ACT! the moment the symptoms are noticed
- Have an off-the-record conversation
 - Approach employee in a concerned, but positive manner
 - “I’ve noticed you don’t seem happy. How are things going for you?”
 - “We want to see you succeed. How can we get things back on track?”



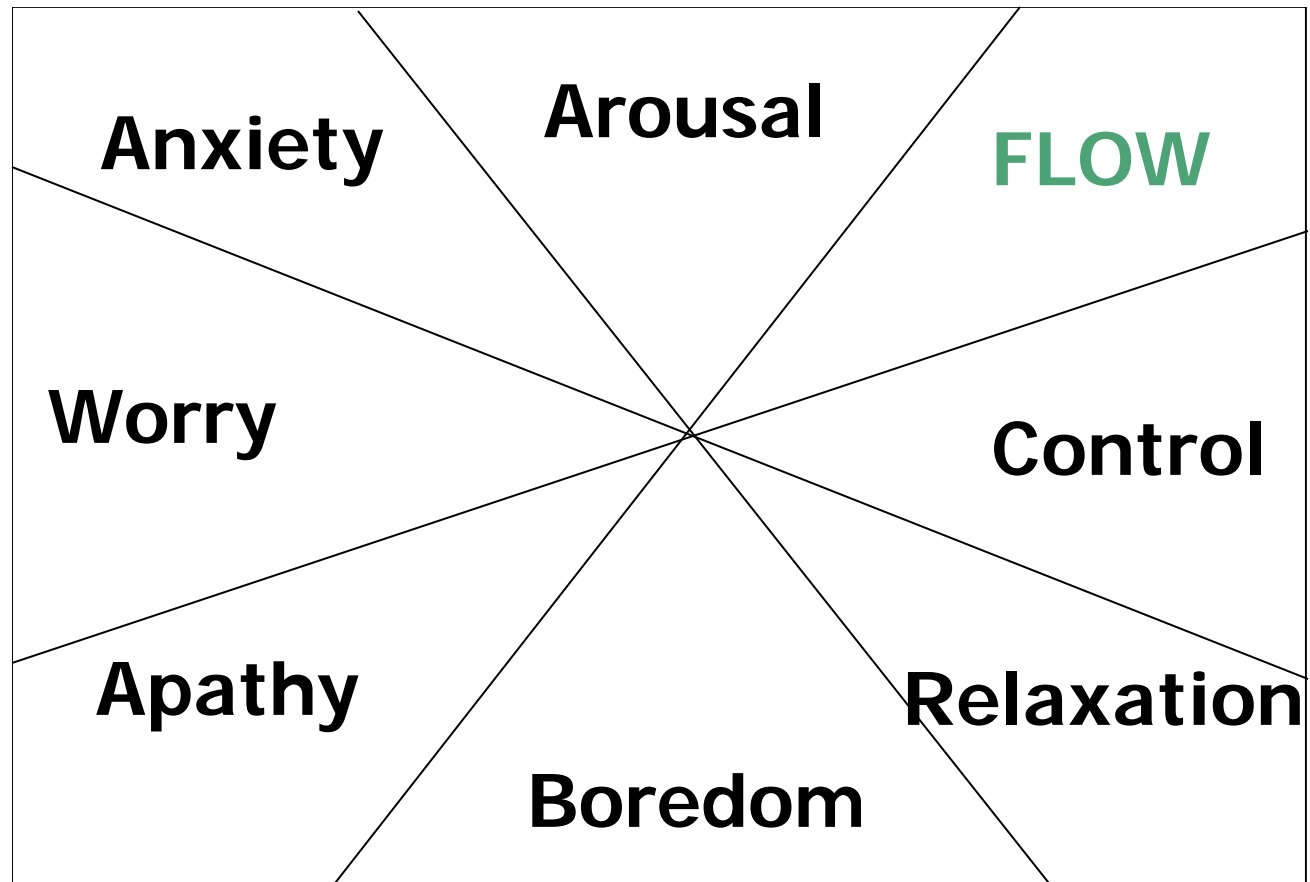
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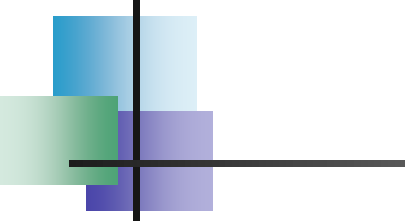




Gracious Exits

- Sometimes the best way to re-engage individuals is to support them to leave
- Gracious exits don't damage individual self-esteem or employer reputation
- They keep doors open for ongoing relationships, strategic partnerships, or returning in the future





*There is no magic bullet,
cure-all, or prescription that applies,
nor can an organization
tackle everything at once.
Each organization must find
what works or doesn't work
in its own unique environment.*

~WorkCanada™ Survey Report, 2007

