


Susan Hoffman

- Staff Development Coordinator @ JCCC
- shoffm29@jccc.edu
- Certified Living As A Leader Trainer



CREATE A CULTURE OF EMPLOYEE ENGAGEMENT

Objectives

- Understand the powerful link between employee engagement and business results
- Have a clear definition of what employee engagement is and why it is important
- Understand your own individual level of engagement and the engagement level of your team
- Implement six strategies that you, as an individual leader, can use to create a culture of engagement

Build a Case for Employee Engagement

- Disengaged employees cost organizations \$450-\$550 billion annually.
(The Conference Board, 2017)
- Only 31% of employees in the USA are engaged, 59% are not engaged and 17% are actively disengaged.
(Gallup, 2017)
- Highly engaged organizations realize a 41% reduction in absenteeism and a 17% increase in productivity.
(Gallup, 2017)

Build a Case for Employee Engagement

- 70% of the variance in team engagement is determined solely by the manager.
(Clifton and Harter, 2019)
- Customer retention rates are 18% higher on average when employees are engaged.
(Office Vibe, 2016)
- Organizations with engaged employees outperform those without by 202%.
(Forbes, 2017)

An Engaged Employee...

- Is fully involved in and enthusiastic about their work
- Focuses on their work efforts and overall productivity to benefit customers and the company
- Feels a positive emotional connection to the well-being and success of the company
- At the end of the day, every day, is committed, loyal and willing to do whatever they can for the company



Six Strategies to Create a Culture of Engagement

1. Demonstrate Emotional Intelligence
2. Set Clear Expectations
3. Allow People to do Meaningful and Challenging Work
4. Listen to Learn, Not to Respond
5. Be Visible
6. Reward and Recognize Contributions

An Initial Look at the Six Strategies

- What is the link to employee engagement?
- What are some ways leaders demonstrate this strategy?
- What are some ways leaders fall short in demonstrating this strategy?





#1 Demonstrate Emotional Intelligence

Daniel Goleman describes emotional intelligence as:

“Managing feelings so that they are expressed appropriately and effectively, enabling people to work together smoothly toward their common goals.”

#1 Demonstrate Emotional Intelligence

According to Goleman, the four major skills that make up emotional intelligence are:

1. Self-Awareness
2. Self-Management
3. Social Awareness
4. Relationship Management

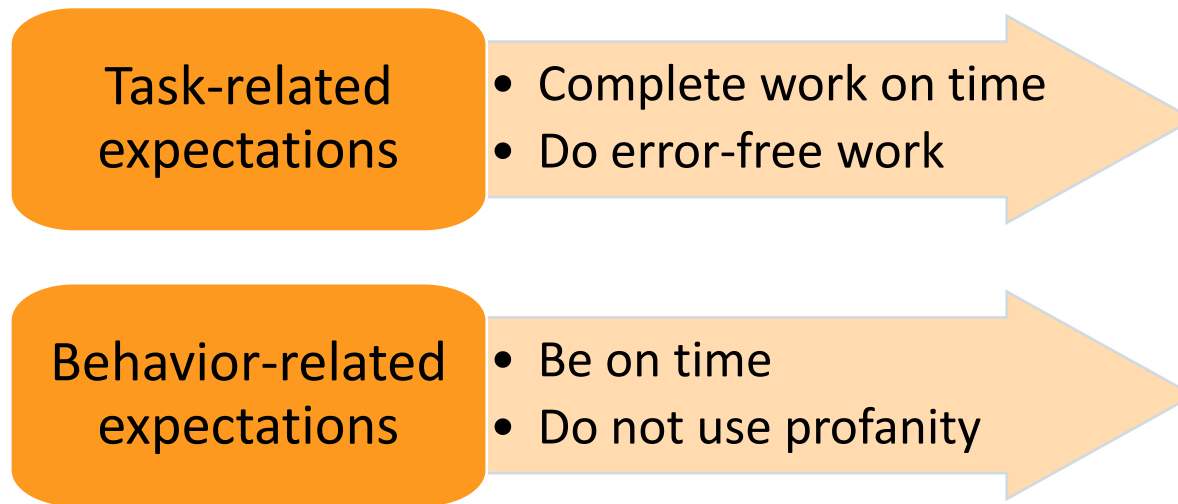
Examples of Emotional Intelligence at Work

Positive Behaviors	Negative Behaviors
Collaboration encourages partnerships	Control encourages resistance
Listening encourages participation	Telling encourages passivity
Positive recognition encourages enthusiasm	Blame encourages defensiveness
Accountability encourages accomplishments	Avoidance encourages mediocrity
Safety encourages transparency	Hostility encourages fight or flight
Conferring encourages creativity	Knowing it all encourages boredom

#2 Set Clear Expectations

Reflect on Task and Behavior-related expectations you set with employees.

If you don't have direct reports, think about project teams or projects with peers.



#3 Allow People to do Meaningful and Challenging Work

1. How would your employees describe the term meaningful and challenging work?
2. What do you currently do as a leader to provide meaningful and challenging work for employees?
3. What could you do more of/less of to provide meaningful and challenging work in an environment of autonomy?


#4 Listen to Learn, Not to Respond

1. What do you think this means?
2. When you do this, what impact does it have on others?
3. How do “hold the ball” and “peel the onion” help you listen to learn, not to respond?
4. What would your employees say to describe you as a listener?
5. What are 1-2 things you can do differently to demonstrate this strategy for increasing employee engagement?

#5 Be Visible

1. How can you be more visible as a strategy to increase employee engagement?
2. Where will you be visible?
3. How often will you be visible?
4. To whom will you be visible?





“After a brutal day, walk up to employees and say ‘You were great, I am so glad you did what you did today.’ You'll be surprised how far a simple gesture will go.”

- Robert Preziosi, President, Management Associates

#6 Reward and Recognize Contributions

- What two or three things have you done in the past 60 days to reward and recognize others?
- How did they respond?
- What one or two key benefits have you seen in terms of engagement as a result of rewarding and recognizing?

Tips for Rewarding and Recognizing Employees

1. Reward and recognize both **individuals** and **teams**.
2. Before you recognize, ask yourself:
 - **What** do I want to recognize?
 - **Who** do I want to recognize?
 - **When** should I recognize?
 - **Where** should it be done?
 - **How** should I recognize?
3. Praise **sincerely, specifically** and in a **timely** manner.

Tips for Rewarding and Recognizing Employees

4. NEVER include **corrective feedback** with recognition.
5. Hold **celebration** events.
6. **Customize** your recognition approach to the **individual**.
7. **Brainstorm** reward and recognition ideas with your team.
8. Find ways to show **appreciation** and **gratitude** daily.
9. Avoid **public praise** for **private** people.
10. Reward and recognize **by design!** Be **intentional**, develop your **plan** and **execute** it consistently and regularly.

Personal Commitments

- Your number one “Aha”
- What are your strengths in creating a culture of employee engagement?
- What do you do that gets in the way of creating a culture of employee engagement?
- What skill, strategy or tool will you apply immediately?



Thank you for your participation!

Visit www.livingasaleader.com for additional leadership resources.