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Engaging Work Environment

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This presentation is all about creating extraordinary work environment and its impact on our business

Manager = "Immediate Supervisor"

✓ Gary Chapman is a psychologist involved in understanding human relationships

✓ In his research he found that every human being has some psychological needs that need to be fulfilled by his partner

✓ There is invisible and inaudible communication that happens between wife and husband in human relationships . This communication can increase or reduce gap in their relationship

✓ On similar lines managers are responsible for fulfilling psychological needs of their team members

Extraordinary work environment are designed to understand and fulfill psychological needs of their employees

Psychological needs = "RESPECT"

How managers are responsible for creating better work environment

- ✓ Fulfilling psychological needs of an employee is like paying another salary to employee
- ✓ Total salary paid to an employee = Salary 1 (Paid by company) + Salary 2 (Paid by manager by fulfilling psychological needs)
- ✓ These formulas are not accurate . I have shown them just for your understanding
- ✓ I stayed in company for 5 years because "Salary paid by manager" is very high and not salary paid by company

✓**Research** : Why few games are successful and few games are not successful ?

    ✓ Games that fulfill psychological needs of human being are successful
    ✓ When targets are clear with consistent feedback , immediate recognition and progressive difficulty , we can't help but become absorbed
        ✓Temple run
        ✓Chess Game
        ✓Chess Game offline
    ✓ We should build a similar work environment to engage employees

✓ Psychological needs in work environment – Expectation , Recognition , Supportive feedback and progressive work environment

- ✓ Expectation is not goal setting during performance review it means clear and concrete targets

- ✓ **Performance Reviews**

- ✓ Performance review improves employee performance (Myth)

- ✓ **Reason :** High level goals without clear targets and it is impossible to define low level targets or goals one year in advance

- ✓ Feedback cycle is the most effective way to increase performance of an employee

Performance Review	Feedback Cycle
High level goals	Action items and very specific
Unrealistic	Realistic and practical
Creates emotional pain	Help in understanding expectations
Can be set 1 year in advance	Cannot be set in advance
Long period	Very short period
Waterfall	Agile
Not a psychological need	Psychological need
Copy paste templates	No templates
Documentation	Execution
Doesn't increase performance	Increases performance
Creates fear	Creates respect

- ✓ Recognition is not quarterly award
- ✓ Do you recognize people
- ✓ Managers are experts in catching employees when they are doing bad things but extremely poor in catching them when they are doing good thing
- ✓ Recognition is catching employees when they are doing good things
- ✓ You need to appreciate every act that needs to be repeated

What I did in my team

- ✓ Poor communication in retro meetings
- ✓ Poor attention to production alerts
- ✓ Dev on boarding is a challenge
- ✓ I want my team members to take up sprint planning activity
- ✓ Reducing gap between planned and unplanned leaves

- ✓ Supportive feedback is all about understanding why he is not fulfilling expectations and supporting him
- ✓ Progressive work environment
    - ✓ Activities like codeathon
    - ✓ One hour new learning technique

What I did in my team

- ✓ When I joined this team team members are fed up with boring work (Book reading , Sharing links , Codeathon)
- ✓ One of my tester wants to become automated testing engineer

Can we answer these questions now

- ✓ Who is manager ?
- ✓ We should not change manager for an employee frequently .Can you explain why ?
- ✓ Manager says – "I have not done anything my employee is going out for bigger salary " . Is this correct ?
- ✓ Do you agree that managers are very powerful and make drastic impact in work environment ?
- ✓ Be wise when promoting people . Do you understand why?
- ✓ Engaged employees work as if they are owners of the company even if they get less salary . Do you understand why (Money will not give happiness but psychological needs does)?
- ✓ Managers are powerful but we need to make them powerless . Do you know why ?
- ✓ Gallup always says companies are loosing lot of revenue because of poor managers . Do you understand why ?
- ✓ Do you understand why pay is not included in engagement factors ?
- ✓ Performance reviews most of the times bring down actual salary of an employee . Do you understand why ?

Can we answer these questions now

- ✓ Can I increase performance of an employee but setting KPIs ? (Employees are least bothered about your KPI's – No of sessions , Certifications)
- ✓ How can I increase performance of an employee ?
- ✓ There are lot of budget constraints on me how do I manage my team to stay connected to work environment?
- ✓ Do we recognize people (Top engaging factor)?
- ✓ Micromanagement is management anti pattern , Do you understand why ?
- ✓ Out of company paid salary and manager paid salary which one is beneficial for company ?
- ✓ Can I make company paid salary to zero ?
- ✓ Can I make manager paid salary to zero and just manage with company paid salary ?

- ✓ **Manager 1 thinks :**
  - ✓ Identify a tool / process to track number of hours he is spending on work items
  - ✓ Map this reading to performance appraisal tool
  - ✓ As your productivity is mapped to performance tool employees keep working day and night to increase their productivity
  - ✓ Over a period we will only high productive people in company

- ✓ **Reality :**
  - ✓ I had set very clear goals during performance reviews number of times but they never took it seriously . Even if an employee gets MME he will not show any improvement
  - ✓ Performance tool is more of a documentation tool and I have never seen employees taking it seriously
  - ✓ In school expectations are very clear but do we meet expectations

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- ✓ Manager 2 thinks (Micromanager) :
  - ✓ Close all games rooms
  - ✓ Ensure employee sits at his desk for 8 hours and don't allow him to turn his head
  - ✓ Invent new ways to track his active hours at desk (Wipro / some other company has done this)
  - ✓ Over a period of time we will have high productive people in company

- ✓ Reality :
  - ✓ Over a period a time you will have only those who are not getting offers outside and they are just waiting for their turn to leave company
  - ✓ Study hours in school system is perfect example for this

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✓ Gallup has done lot of research on how to increase productivity of an employee and they came out with a formula

  - ✓ *Per-person productivity = Talent * (Relationship + Right Expectations + Recognition)*
  - ✓ What is relationship ? – Trust & Consideration
    - ✓ False promises and Lying with employees lead to distrust
    - ✓ Ill treating an employee who has fallen sick spoils relationship
  - ✓ What is right expectations ?
    - ✓ Right expectation is not performance review
    - ✓ Expectations evolve continuously and daily
    - ✓ Feedback cycles are more effective to build expectations
  - ✓ What is recognition ?
    - ✓ Top engagement factor
    - ✓ When you recognize they repeat . When you ignore you are destroying productivity
  - ✓ No salary is involved in above formula

- ✓ First understand what is quality then we will think about how to improve quality
- ✓ Project is having zero sonar issues . Is it high quality project ?
- ✓ Project is having zero fortify issues ,does it mean it is having zero security issues ?
- ✓ Tools are indicative and helpful but they are not accurate
- ✓ You can never replace quality people with quality tools
- ✓ If you want quality work then we want quality people which can be achieved by **empowering** employees

- **What we did in our team**

- ✓ Only one rule – "Take care of your employees and employees will take care of your customer"
- ✓ Create an extraordinary work environment and engage your employees and employees will engage your customer
- ✓ Your employees know how to make your customer happy or unhappy more than anyone else

- ✓ Can I increase productivity of employees by closing games room ?
- ✓ Can paying huge salaries increase productivity of an employee ?
- ✓ Can I increase productivity of an employee by tracking in tools about number of hours he is spending on work items ?
- ✓ Can I increase productivity of employee by not giving work from home option ?
- ✓ Can I increase quality of work by mapping defects to individuals and hit them hard during performance reviews
- ✓ Are employees who are playing in office less productive ?
- ✓ Can I increase customer satisfaction by connecting customer satisfaction rating to employee performance? (Scope for intelligent failure)
- ✓ There are 5 defects on code written by employee 1 and there 2 defects in code written by employee 2 . Who is ME and EE ?
- ✓ Employee 1 has made 2 presentation and employee 2 has made 15 presentation . Who is ME and EE ?

- ✓ I want to motivate employee to take interviews on weekends . Can I do it by connecting to appraisal tool / by giving interview vouchers?
- ✓ Can paying huge salaries increase productivity of an employee ?
- ✓ I want COE to be operational ? What should I do ?

Extraordinary work environment are designed to create happy work environment

✓ What is happiness and where do we find it ?

  ✓ How much should I earn to live a happy life ?

  ✓ How many cars do I require to live a happy life ?

  ✓ How many girl friends should I have to live a happy life ?

  ✓ How much should I earn to live a happy life ?

✓ What is the secret and science behind happiness ?

  ✓ You must have experienced happiness lot of times but that would not last long – getting promotion , getting hike , received award as top performer , new child is born , brought new home , brought new car …..etc . All these things last only for few days or hours

  ✓ If your mind is filled with positive vibes like – love , peace , positive mind , positive thoughts …so on you will b happy

  ✓ If your mind is filled with negative thoughts like – hatred , Jealous , believes in win-lose you will be unhappy

✓ **<u>Research</u>** : In a work environment we cannot make him happy for ever . We can only create pulses of happiness .

  ✓ There are four rules – Frequency , Variety , Unexpected , Experiences

  ✓ Look at our facilities and evaluate against four rules – Chairs , Transportation , Cafeteria , Conference rooms , Cubicles (Cabinet) , Annual gifts , Biscuits , Friday events , Surprise movies , Games rooms, Team lunches

  ✓ Understand limitations of mind and body (Rest Rooms , Games Rooms and Distractions)

Engagement starts with effective hiring and effective onboarding process . Extraordinary work environments are designed to be experts in this area .

- ✓ There is no substitute for talented hire and putting them in right roles
- ✓ **Research** : Every interview process is associated with blind spots which need to be figured out fixed
- ✓ There are blind spots associated with each interview process
- ✓ **Blind Spots** :
  - ✓ Hiring for attitude
  - ✓ Giving authority to single person to make all hiring
  - ✓ Weak initial screening
  - ✓ Physical appearance
- ✓ Interview should be centered around a work assignment and multiple interviews. Most of the blind spots related to technical areas are overcome this way.

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✓ **Research** : Research has shown somebody was bad hire for attitudinal reasons 89% of the times .

✓ **Proof :** List characteristics of low performers in your group .

✓ Most of the times you will use these words – Are negative , Blame others , Don't take initiative , Resist change , Create drama . Most of the times their technical skills are not a issue .

✓ Most companies are currently paying people they regret hiring because it's usually harder to fire someone than it was to hire them, especially if they have decent skills but a lousy attitude

✓ **Cost of bad hire** : Loss of reputation in market , Loss of reputation in front of customer , Source of rumours in company

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✓ **How do we assess attitude ?**

✓ I am not sure but Ron Friedman proposed to prepare some questions related to behavioural and situational judgement questions ?

  ✓ Tell me about conflict you had with your supervisor and how did you resolve it ?

  ✓ You are assigned to a new project as lead . It is responsibility to deliver high quality and ensure customer is happy . How do you go about it ?

  ✓ In your current team what areas of improvement do you see ?

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- ✓ If you consider attrition of 10 to 15% you will have 50 % of your current employees moving out of prokarma in 3.5 years.
- ✓ With this attrition rates every business is in huge risk . Are we prepared to engage and get best results with new employees ? My answer is no
- ✓ Few Facts :
    - ✓ A full third of external hires are no longer with the organization after two years
    - ✓ Less than a third of executives worldwide are positive about their onboarding experience
    - ✓ Almost a third of executives who join organizations as an external hire miss expectations in the first two years
    - ✓ Almost a third of employees employed in their current job for less than six months are already job searching

Extraordinary work environments create scope for intelligent failure

- ✓ Different managers have different ways to look at failures . I you don't know how to look at failures in a proper way you can create a disengaging work environment where employees find it hard to work in such environment
- ✓ **Research** : Humans succeed after couple of intelligent failures
  - ✓ History behind netcontrol
  - ✓ Google projects ?
  - ✓ Cure for HIV
  - ✓ Get ready for more failures as we are growing
- ✓ **Reasons for Failures:** Mistakes are caused by inattention , inability and uncertainty and experimentation
- ✓ **Conclusion :** Work environment must have scope for intelligent failure to take up new challenges

Extraordinary work environments are designed to pay for performance

- ✓ There are 3 types of performers in work environment – Hyper performers , Good performers and poor performers
    - ✓ Hyper performers – Increase your business and attract new business / increase profit margin
    - ✓ Good Performers -   Keep you in business
    - ✓ Poor performers – Destroy your business

- ✓ **Hard Facts Dangerous Half-Truths , and Total Nonsense : Profiting from evidenmanagement - Jeffrey Pfefferce based**
- ✓ Research : No matter where you look, the same story can be told, with only minor adjustments. Identify the 10 percent who have contributed the most to some endeavor, whether it be songs, poems, paintings, patents, articles, legislation, battles, films, designs, or anything else. Count all the accomplishments that they have to their credit. Now tally the achievements of the remaining 90 percent who struggled in the same area of achievement. The first tally will equal or surpass the second tally.
- ✓ These 10% people are called as hyper performers . Remaining 90% cannot touch this 10% guys
- ✓ Examples :
    - ✓ Telugu film industry
    - ✓ Books on core java or any subject

- ✓ 10 times more effective than rest of others and cannot be replaced easily
- ✓ Behind every successful organization these guys are king makers
- ✓ Fuel for high performance and high results
- ✓ Organization can spot them easily
- ✓ Stars attract more Stars
  - ✓ *The War for Talent* makes the same point. "We call it the Rule of Crappy People: Bad managers hire very, very bad employees and tend to promote poor performers because they are threatened by anyone who is anywhere near as good as they are."
- ✓ 90% or more of the value on your teams comes from the top 10%, so pay them accordingly. – "Google work rules"
- ✓ Hyper performers will tell you what need to be done and how it has to be done

- ✓ Creating extraordinary work environment is key for any successful business
- ✓ Extraordinary work environments are designed to fulfill psychological needs of an employee ("RESPECT") – Expectations , Recognition , Supportive Feedback , Progressive work environment . These are bound to improve productivity , quality and customer satisfaction
- ✓ Extraordinary work environments are designed to create happy work environments
- ✓ Engagement starts with effective hiring and effective onboarding
- ✓ Extraordinary work environments create scope for intelligent failure
- ✓ Extraordinary work environments are designed to pay for performance

References

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