

# **Engaging Work Environment**

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# Agenda



- ✓ Deep dive into understanding engaging work environment (Psychological , Scientific and Practical reasons) leading to various action items

## What was discussed in my last presentation

- ✓ What is engaging work environment?
  - ✓ How do we create it ?
    - ✓ RESPECT model
    - ✓ Expectations , Recognition and Supportive feedback are vital in any work environment . You can never manage a group effectively without these elements
  - ✓ How do we assess whether we have an engaging work environment or not ?
    - ✓ Q12 Questions

## What I didn't discuss in my last presentation

- ✓ How can we assess our work environment – Engaging or Disengaging ?
- ✓ How can we make employees addicted to work ?
- ✓ Deep dive into how engagement improves productivity , quality of work and customer satisfaction ?
- ✓ Can team lunches , team outings , free food , gifts , rangoli competitions lead to happy work environment ? Why are they not included in engagement factors ?
- ✓ Why pay is not included in engagement factors ?
- ✓ Why engagement starts with right hiring and right on boarding ?
- ✓ How to handle factors that create disengaging work environment like Project failures and Rumours ?
- ✓ Final list of identified action items

## How do we assess engaging work environment

### ✓ What is Gallup ?

- ✓ They are into business of understanding work place environment and its effect on business.
- ✓ They help organizations in managing and improving work place

### ✓ Why is work place important ?

- ✓ We spend most of our waking hours in office
- ✓ It has direct impact on our business

### ✓ Gallup work place audit

- ✓ Gallup up has done research for more than 50 years on employee engagement and came out with 12 questions to measure employee engagement . These Q12 are called Gallup work place audit questions
- ✓ More details - [http://strengths.gallup.com/private/resources/q12meta-analysis\\_flyer\\_gen\\_08%2008\\_bp.pdf](http://strengths.gallup.com/private/resources/q12meta-analysis_flyer_gen_08%2008_bp.pdf)

## Q12 questions

- ✓ Q00. (Overall Satisfaction) On a five-point scale, where “5” is *extremely satisfied* and “1” is *extremely dissatisfied*, how satisfied are you with (your company) as a place to work?
- ✓ Q01. I know what is expected of me at work.
- ✓ Q02. I have the materials and equipment I need to do my work right.
- ✓ Q03. At work, I have the opportunity to do what I do best every day.
- ✓ Q04. In the last seven days, I have received recognition or praise for doing good work.
- ✓ Q05. My supervisor, or someone at work, seems to care about me as a person.
- ✓ Q06. There is someone at work who encourages my development.
- ✓ Q07. At work, my opinions seem to count.
- ✓ Q08. The mission or purpose of my company makes me feel my job is important.

Note : Supervisor is used which means it can be leads / managers

## Q12 questions

- ✓ Q09. My associates or fellow employees are committed to doing quality work.
- ✓ Q10. I have a best friend at work.
- ✓ Q11. In the last six months, someone at work has talked to me about my progress.
- ✓ Q12. This last year, I have had opportunities at work to learn and grow
  
- ✓ First item is scored on a satisfaction scale rather than on an agreement scale
- ✓ For other items use six response options (from 5=strongly agree to 1=strongly disagree; the sixth response option — don't know/does not apply — is unscored)
- ✓ **Action Items :**
  - ✓ Conduct an yearly survey with these questions and use these results to identify action items . Everyone's participation (new employees can be eliminated) and anonymous survey is very important
  - ✓ Survey results are indicative but they are not accurate
  - ✓ Use expert judgement and facilitation techniques to analyze results

## Q12 Questions

- ✓ Lot of guys have done deep research on all these 12 questions to understand psychological and scientific reasons behind these questions
- ✓ In this presentation I will talk about Ron Friedman research on modern work place. (<http://thebestplacetoworkbook.com/>)



# How can we make employees addicted to work ?

- ✓ **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
- ✓ **Action Items** :
  - ✓ Leads must play a active role in creating engaging work environment . We should develop a concrete **working model for leads and help them in understanding customer needs and psychological needs** leading to better teams which will eventually lead to better results
  - ✓ **Feedback cycles (involve expectations , recognition and supportive feedbacks)** are more effective in creating engaging work environment . We should start educating people on that and start implementing them
  - ✓ In depth knowledge on top engaging factor **Recognition** need to be explored and trained

## How to increase productivity

### ✓ 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 have 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

## How to increase productivity

- ✓ 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

## How to increase productivity

- ✓ 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

## How to increase productivity

### ✓ **Conclusion :**

- ✓ Create better engaging work environment that will eventually lead to increase in productivity

### ✓ **Action Items :**

- ✓ Leads must play a active role in creating engaging work environment . We should develop a concrete **working model for leads to work** on leading to better teams which will eventually lead to better results
- ✓ **Feedback cycles (involve expectations , recognition and supportive feedbacks)** are more effective in creating engaging work environment . We should start educating people on that and start implementing them
- ✓ In depth knowledge on top engaging factor **Recognition** need to be explored and trained

## Engaging work environment role in increasing quality



## Engaging work environment role in increasing customer satisfaction



## Create a 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



## Create a happy work environment

- ✓ **Research** : 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)
- ✓ **Action Items** :
  - ✓ Transportation , Chairs , Work stations , Cafeteria and Conference Rooms  
are must.

## Why pay is not included in engagement factors



## Effective Hiring

- ✓ 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.

## Blind Spot : Hiring For Attitude

- ✓ **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

## Blind Spot : Hiring For Attitude

- ✓ **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 ?

## Effective Onboarding

- ✓ 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
- ✓ **Action Item** : Above statistics reveal conventional on boarding techniques are ineffective we need to explore more on this

## How to look at project failures

- ✓ Different managers have different ways to look at failures . If 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

## Rumors in work place





## Conclusion



- ✓ Fulfill psychological needs of an employee without which employees are likely to quit irrespective of their pay
- ✓ Create happy work environment
- ✓ Create scope for intelligent failure to enable employees take more challenges
- ✓ Understand limits of body and mind