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 ?

- ✓ Deep dive into how engagement improves productivity ?

- ✓ Deep dive into how engagement improves quality of work ?

- ✓ Deep dive into how engaging work environment improves customer satisfaction ?

- ✓ Why pay is not included in engagement factors ?

- ✓ Why teams outings , team lunches , free food , gifts , rangoli are not included in engagement factors ?

- ✓ How to handle factors that create disengaging work environment like Project failures

- ✓ Why engagement starts with right hiring and right on boarding ?

- ✓ Action items that we need to work on to improve overall engagement levels ?

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 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

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

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

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/)

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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

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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

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

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Q12 questions

- **<u>Research</u>** : 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

- **<u>Action Items</u>** :
  - Feedback cycles need to implemented which are more powerful than performance reviews
  - Make leads more accountable and more powerful
  - Action items to focus on progressive difficulty and empowering employees

What video games teach us about work environment

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

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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

✓ <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

✓ <u>**Action Items**</u> :

    ✓ Transportation , Chairs , Work stations , Cafeteria and Conference Rooms are must.

How to look at project failures

- 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

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