

Engaged Employees

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Organizations have problems



- ✓ How to increase customer satisfaction ?
- ✓ How to increase productivity ?
- ✓ How to increase quality of work ?
- ✓ How to bring down attrition ?

Solution for above problems

- ✓ We require good employees to solve all above problems
- ✓ Who is good employee ?
 - ✓ Person with technical skills?
 - ✓ Person with leader ship skills?
 - ✓ Person with good behavior?
 - ✓ Person with good attitude?
 - ✓ Person who takes more salary?
 - ✓ Person who takes less salary?
- ✓ Good employee = Engaged employee

Who are Engaged Employees

- ✓ “They act as though they have ownership in the business” .This statement perfectly reflects the attitude of highly engaged employees.
- ✓ Like the small business owner, such workers do whatever needs to be done, regardless of their job title
- ✓ They remain motivated despite adverse circumstances , such as limited resources, equipment failures, time pressures, and so on
- ✓ Engaged employees work hard for the sake of the organization and because it gives them a feeling of fulfillment
- ✓ They treat the organization’s money like it was their own
- ✓ In sum, highly engaged employees do whatever they can to make the organization succeed

Profile of an engaged employees

- ✓ Brings new ideas to work
- ✓ Is passionate and enthusiastic about work
- ✓ Takes initiative
- ✓ Actively seeks to improve self, others, and business
- ✓ Consistently exceeds goals and expectations
- ✓ Is curious and interested; asks questions
- ✓ Encourages and supports team members
- ✓ Is optimistic and positive; smiles
- ✓ Overcomes obstacles and stays focused on tasks; is persistent
- ✓ Is committed to the organization
- ✓ They worry about the little things

Where do we get engaged employees

- ✓ Every person who joins an organization wants to engage himself with organization for a bright and fulfilling professional career
- ✓ Managers and their actions make these employees get disengaged slowly and finally leave company
- ✓ We have to hire people with good skills and make them engaged employees.
- ✓ In this presentation I will talk about how managers disengage and demotivate employees with their managerial skills

Advantages of engaged employees

- ✓ Engaged employees lead to increased customer satisfaction , quality of work , productivity of work and higher profitability
- ✓ Low turn over
- ✓ Good will in market so more employees prefer your organization
- ✓ People who leave are likely to join back if they find more disengaging environment in their new company

How to disengage employees

- ✓ Rewards and Recognition program (There are alternative ways to motivate employees which will be discussed later which are very powerful and effective)
- ✓ Unfair salary practices
- ✓ Managers play a key role in disengaging employees

How we can engage Employees

- ✓ Can we engage employees by increasing salary by 500% every year ? No
- ✓ Can we engage employees by Awards & Rewards ? No
- ✓ There is only way to engage employees – **Effective Managers**
- ✓ Effective Managers = “RESPECT model”

RESPECT model

- ✓ **Recognition:** Employees feel acknowledged and appreciated for their contributions. Supervisors regularly recognize deserving team members, and people are rewarded based on their work performance.
- ✓ **Empowerment:** Supervisors provide employees with the tools, resources, and training to succeed. Employees experience high levels of autonomy and are encouraged to take risks. Supervisors take the initiative to communicate with employees and ensure that they are equipped to succeed, not fail.
- ✓ **Supportive feedback:** Supervisors provide employees with timely, specific feedback in a supportive, sincere, and constructive manner. Feedback is delivered for the purpose of reinforcement and improvement—never to embarrass or punish.
- ✓ **Partnering:** Employees are treated as business partners and actively collaborate in business-making decisions. They receive financial information, understand the big picture, and are given wide latitude in decision making. Supervisors serve as advocates for their employees' development and growth. Team members and departments actively communicate and share information with one another.
- ✓ **Expectations:** Supervisors ensure that goals, objectives, and business priorities are clearly established and communicated. Employees know precisely the standards by which their performance is evaluated and are held accountable for meeting their performance expectations.
- ✓ **Consideration:** Supervisors, managers, and team members demonstrate consideration, caring, and thoughtfulness toward one another. Supervisors actively seek to understand employees' opinions and concerns and are understanding and supportive when employees experience personal problems.
- ✓ **Trust:** Supervisors demonstrate trust and confidence in employees' skills and abilities. Employees trust that their supervisor will do right by them. Leaders keep their promises and commitments and, in return, are trusted by employees.

Recognition

- ✓ First step in creating an engaged employee - “Recognition”
- ✓ “There are two things people want more than sex and money . . . recognition and praise.”
- ✓ **Remove** Awards & Rewards program
- ✓ Three simple steps in recognizing an Employee
 - ✓ Observe each and every employee on his day to day work
 - ✓ Observe doesn’t mean micro management
 - ✓ Observe means paying attention to catch good things and finding ways to improve bad things
 - ✓ Catch them when they are doing good things
 - ✓ Managers generally catch when employees are doing bad things and they don’t catch when they are doing good things
 - ✓ We should recognize and appreciate every act that needs to be repeated
 - ✓ Praise and appreciate them for every good thing they do
 - ✓ Praise should be honest and powerful (More on this later)

How it works

- ✓ Thank an employee for going out of his way to take care of a customer and he will do so again.
- ✓ Acknowledge a team member for taking the initiative to train a new colleague
- ✓ Appreciate a person who has zero unplanned leaves and he will work hard to continue the same
- ✓ Appreciate a person who had spent hours time to get work done and he feels respected
- ✓ Appreciate a person in team meeting if he has taken nice session . He is more likely to repeat it
- ✓ Corrective feedback from which boss is more powerful? Obviously, it's the feedback from the one who regularly acknowledges you

Praise Powerfully

- ✓ *Powerful* I mean praise that reinforces the behavior in a way that significantly increases the likelihood of that behavior occurring again in the future
- ✓ **Timing.** Deliver praise as quickly as possible after the desired behavior.
- ✓ **Specificity.** The goal of praise is to reinforce a specific behavior. Using general praise such as “Good job!” contributes very little to its effectiveness. Be specific and descriptive.
- ✓ **Proximity.** One of the key factors uncovered by science that enhances the effectiveness of praise is physical proximity. The closer you are, the more impact it has.
- ✓ **Enthusiasm.** We all know that how you say something is as important as what you say. The same applies here. Praising with energy and enthusiasm is more powerful than being stoic about it.

Empowerment

- ✓ Second step in creating an engaged employee - “Empowerment”
- ✓ Empowering is all about making people under you more successful
- ✓ Empowering has two basic elements
 - ✓ Empower to complete their day to day activities
 - ✓ Empower them as part of ongoing development
- ✓ Empowering can happen in three simple ways – Training , resources , opportunities , decision making authority

Are we doing this ?

- ✓ Fresher's / Experienced – Are we having effective on boarding process in place and good mentor to settle down and execute their tasks on daily basis. If we don't have this we are creating a disengaging environment in the first week itself
- ✓ Instead of hiring leads / managers from outside , did we make attempts to empower our employees and create opportunities for them to become powerful and grow . If we don't have this we are creating a disengaging environment
- ✓ Have you ever talked with your team members about their long term career plans and assisted them in fulfilling their goals.

Benefits of empowerment

- ✓ They feel respected and engaged as they are doing their day to day activities in smooth manner
- ✓ As we are increasing salaries of employees every year we expect them to be more powerful as days go by without which we can consider it as loss of money
- ✓ Understanding his long term plans and helping him become more and more powerful will engage him more with the organization

Supportive feedback

- ✓ Third step in creating engaged employees – Supportive Feedback
- ✓ Feedback is a ongoing process and don't do it just during appraisal time
- ✓ Supervisors must clearly communicate that their feedback comes from a place of caring about the employee being successful—not only for the sake of the individual but also for the sake of the team and larger organization
- ✓ Don't stop with just giving feedback also ask him how you can help him in improving . This way we can create a more engaging environment.
- ✓ Employees should feel like you are their coach who constantly gives feedback to make them more successful

Performance reviews

- ✓ It is advisable to avoid performance reviews if you don't know how to do it well. It will create a more disengaging environment in the organization if it is not handled well
- ✓ During performance reviews managers think they are evaluating employees but the truth is managers are also evaluated by employees

Performance review - Advantages

- ✓ There are several advantages if performance review is handled in the way it has to be handled
- ✓ **Advantages :**
 - ✓ You can loose your poor performers
 - ✓ Everyone celebrates his accomplishments during performance review
 - ✓ They feel energized and enthusiastic with new goals
 - ✓ Create more engaging environment and attrition would be less

Performance review - Disadvantages

- ✓ Poor performers will be retained and top performers will be leaving. This will in turn lead to serious consequences
- ✓ Employees can get into one of these states – “Quit” , “Stay” , “Quit & Stay”
- ✓ More disengaging environment

Partnering

- ✓ Fourth step towards creating engaging environment – Partnering
- ✓ Don't behave like a boss and behave like a coach
- ✓ Make your team members as partners in every decision you make
- ✓ Next slide helps you in understanding how partnering creates an engaging environment

How it works



- ✓ Adding a new resource to team ...
- ✓ Changing cubicle ...
- ✓ Assigning challenging task ...
- ✓ How to deal with cases where employees are not spending 9 hours ...
- ✓ Framing a new leave policy ...

Expectations

- ✓ No expectations = No productivity
- ✓ High expectations are the key to everything
- ✓ Most of the employees fail as expectations are never made clear in first place
- ✓ With clear expectations handling performance reviews is challenging
- ✓ Setting challenging goals that support the organization's mission and vision is a critical part of your job as you seek to maximize your human resources
- ✓ Delegation is not enough , participation is also required

Consideration

- ✓ Showing consideration to employees is one of the quickest, easiest, and most effective ways to increase employee engagement
- ✓ How you treat an employee who has fallen sick matters a lot
- ✓ Being inconsiderate toward employees, particularly when it comes to health and wellness issues, is a terrible business decision
- ✓ Like sports fans supporting their favorite team, loyal employees take pride in their organization. This pride shows up in the quality of their work and overall positive attitude toward the organization

Trust

- ✓ Not trusting employees will lead to disengaging environment
- ✓ Indications Of Distrust
 - ✓ Not keeping promises
 - ✓ Not giving credit for his work
 - ✓ Micromanaging others' work
 - ✓ Lying; any misrepresentation of the truth
 - ✓ Mushroom Management
 - ✓ Not admitting your mistakes

Conclusion

- ✓ Creating an environment where employees feel they are owners of the company is the key for any organization to be successful
- ✓ Managers are completely accountable for creating an engaging environment
- ✓ Being every engaged employee you will see a good manager who constantly motivated him to become more and more engaged with the organization
- ✓ The entire content in this presentation is inspired from a book
“Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with the Principles of RESPECT ”