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**About this course**

Managing people is everywhere. E ither you are a team lead / manager you will have people to manage. Managing people is very tough job .I have seen many leads and managers who fail because they are not aware of how to manage people. Do you want to know the secret behind managing people? If yes then this presentation is for you unleashing the secret and science behind people management. By the time you complete this presentation

* You will have right tools and techniques to manage people
* You will know the psychology behind people management
* You will gain enough knowledge to engage your team members with work environment and get best out of them

**Why projects fail**

Do you know why projects fail? Researchers have found two main reasons for project failure

In 1980 researchers in project management believed project fail because of quantitative failures / process failure like ineffective planning, scheduling, estimating, lack of control and moving targets.

In 1990 project management experts realized thatprojects can fail because of people. Project can fail because of lack of motivation, lack of commitment and poor human relationships

Great process is required for project to be successful but that is only half of the equation, you also require great team members for your project to be successful. This presentation is about the second half of our equation – Creating an environment where your team members are more productive, more motivated and well connected to work environment

In summary if you fail to manage people your projects are likely to fail

**Engaged Employees – Key to successful business**

If you want your business /project to be successful you must have best employees working for you .Best employees are highly engaged employees. Let us understand the word engaged employees.

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 because it gives them a feeling of fulfillment
* They treat the organization’s money like it was their own
* In summary, highly engaged employees do whatever they can to make the organization successful

**Advantages of engaged employees**

* Engaged employees lead to increased customer satisfaction , quality of work , productivity of work and higher profitability
* Low turnover as they are happy and connected to work
* Good will in the market as they spread positive words about company
* Attracting talented people becomes easy
* Infuse energy and positivity at workplace

**Cost of Disengaged Employees**

* Disengaged employees are estimated to cost the U.S. between $450 billion to $550 billion, according to a Gallup poll
* Low productivity and Lower customer satisfaction
* Loss of good will in market
* Difficult to attract talented people
* In summary you lose money, reputation and customers.

**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

**Understanding psychological needs of an employee**

First step towards engaging employees - “Just paying salary to your employees is not enough you need to understand and fulfill their psychological needs to make them more productive and highly engaged with work environment”

Let us start exploring this statement in detail.

Research: Gray Chapman is a psychologist involved in understanding relation between wife and husband. He has done lot of research in understand what makes their relationship strong and what makes their relationship weak. In his research he found that there is invisible and inaudible communication that happens between wife and husband which impacts their relationship. There are deep psychological and emotional needs that need to be fulfilled by their partners without which it is not possible to establish strong relationship between them. He has found that there are 5 psychological needs that influence human relationships. Every human will have one of these emotional needs that need to be fulfilled by their partner - Words of affirmation, Quality time, Receiving gifts, Acts of service, physical touch.

Analyze this scenario: After hectic work in office you reached home. Your wife opened door and she went to kitchen to continue her cooking, you placed your bag in cupboard and started watching television. After couple of hours you had nice dinner along with your wife. After dinner you went to bedroom. Your wife started saying something and slept without listening to her.

What do you see? Everything looks fine or do you see any issue here? According to psychologist there are lot of things that need to be corrected in this scenario. If this behavior continues their relationship become weak day by day leading to lot of miss understanding

**Psychology interpretation**

After hectic work in office you reached home and kept your bag in cupboard >> Emotional gap

She is cooking and you are watching television >> Emotional Gap

She prepared nice dinner for you and you had it along with your wife >> Emotional Gap

She started saying something and you slept >> Emotional Gap

In their relationship both wife and husband are not fulfilling human psychological needs like words of affirmation , acts of service , quality time , physical touch , receiving gifts

**Conclusion**: On similar lines there are certain psychological needs that need to be fulfilled in work environment. There is invisible and inaudible communication that happens between employee and manager that defines their relationship. In this presentation we will explore those psychological needs that need to be fulfilled to create a better work environment.

**Understanding psychological needs in work environment**

In my previous lecture I was explaining about the psychological needs that need to be fulfilled in personal relationship. If you fail to understand and ignore those psychological needs then your personal life is in trouble.

On similar there are some psychological expectations from employees in work environment. We need to understand those psychological expectations and fulfill them. You may be paying huge salaries for your employees but if you want engage them with your environment then you need to fulfill their psychological needs. **This is the secret of creating an engaging work environment**.

Based on priority I want to classify psychological needs into parts

* Recognition , Expectations , Supportive feedback(Top Priority)
* Career Development / Empowerment , Relationship , Partnering , Creating happy work environment

In coming lectures I will discuss each of these elements in detail explaining their importance and role in engaging work environment

**Recognition**

**“**There are two things people want more than money and sex ... Recognition and praise”

Recognition is one of the most powerful tool in managing people. Many managers and companies misunderstand this word recognition. Most of them believe that recognition has got something to do with giving an award / certificate. Recognition is more than certificate / award.

In a survey it was found that 70% of the employees say they receive no appreciation or recognition at work place. Recognition is a fundamental human psychological that need to be fulfilled in work environment

**What is Recognition and How it works**

Managers are very good at catching employees when something goes wrong and poor at catching employees when they are doing good things. Recognition is all about catching employees when they are doing things. This is the secret in managing people. You should get into the habit of catching employees when they have done something right. This is the first step in creating an engaging work environment. There are two important outcomes of recognition -

* Replicate Behavior
  + When you catch your team member doing right and praise him then he will repeat it
  + For Example: One of your team member had spent extra time in office to finish an important assignment. If you notice and appreciate his effort then he will repeat it
  + If your team member has gone extra mile to win customer confidence when you talk and praise his work he will repeat it
  + Anything that you want your team member to repeat need to be recognized
* Positive reinforcement
  + Always focus on positive behavior / outcome and not on negative behavior to motivate positive behavior / outcome. I will try to explain this with an example. You want your team members to spend 9 hours in office but only few are obeying it . There are two ways to solve this issue. Focus on negative behavior / Focus on positive behavior.
  + If you focus on negative behavior you need to identify team members who are not spending 9 hours in office and use a stick / reprimand them
  + If you focus on positive behavior you must start recognizing people who are spending 9 hours in office and talk about in meetings / drop a sincere appreciation mail . People are likely to get motivated this way

If Repliacte behavior and positive reinforcement arenot outcomes of recognition then it means recognition is not effective

**Few other examples**

* Thank an employee for going out of his way to take care of a customer and he will do so again. – Positive reinforcement and replicate behavior
* Acknowledge a team member for taking the initiative to train a new colleague - Positive reinforcement and replicate behavior
* Corrective feedback from which boss is more powerful? Obviously, it’s the feedback from the one who regularly acknowledges you – You become eligible for giving feedback
* Appreciate a person who had spent extra hours in office to get work done and he feels respected -- Positive reinforcement and replicate behavior

**Proven techniques for effective recognition**

* **Praise**

*Praise* should be effective enough to replicate and reinforce positive behaviors.

**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.

* Being involved in [decision making processes](http://www.businessnewsdaily.com/3987-power-decision-making.html)
* Career Opportunities
* Visibility
* Recognition at a team meeting or in a company newsletter

**Note:**

BeforeI conclude there are two important point about recognition

* **Recognition is not just Award / Perk / additional bonus .**

Don’t make the mistake of thinking that the awards are the recognition. If you do, you will fall into a common trap: assuming that all you need to make recognition work is a new award.

Focus only on the tangible award, and recognition will most likely fail. Focus on the *meaning* behind the award, and employees will receive recognition that works. This isn’t to say that looking for new award ideas doesn’t have value. It’s always a good idea to come up with new and creative ways to show recognition.

* Recognition need not be expensive. Remember 57 percent of surveyed employees said that most meaningful recognition was free
* Recognition cannot be replaced by paying huge salary. This is a psychological need that be replaced by any other alternative and it need to be fulfilled

**Conclusion:**

Praise and recognition are essential to an outstanding workplace. People want to be respected and valued for their contribution. **Create a culture of recognition in your company to engage employees.**

**Expectations**

**Clear expectations** increase engagement dramatically.

Meaningful expectation , regular feedback and behaving like a coach

Clear expectations and reg

One of my clients came to me extremely upset because she had just had her performance review for the year.  She has been working for more than 20 years and has never been considered a poor performer.  Her boss went through the review and told her that she did a poor job in all these areas.  She was in such shock she didn’t really know what to say.  The items he rated her poorly on, she had no idea she was even supposed to be working on!  None of the amazing work that she had done, and I witnessed, in other areas mattered.  He also handed her the job description with the poor performance review.  After a year in the job, she had not seen a job description until then!

Yes, he wasn’t afraid to discipline “poor performance” but he didn’t set the clear expectations upfront.