



EMPLOYEE ENGAGEMENT

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WHAT IS ENGAGEMENT?



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- **Employee Engagement** happens when two different, but connected things happen:
 - An employee's personal **satisfaction** in their role
 - His/her **contribution** to the organization's success
- When these two forces align, *both the individual and the organization* benefit in both the short and long term

Source: *Employee Engagement Report 2011*, BlessingWhite

Kenexa's definition (2012) is that engagement is 'the extent to which employees are motivated to contribute towards organizational success, and are willing to apply discretionary effort to accomplishing tasks important to the achievement of organizational goals

The Three Types of Employees

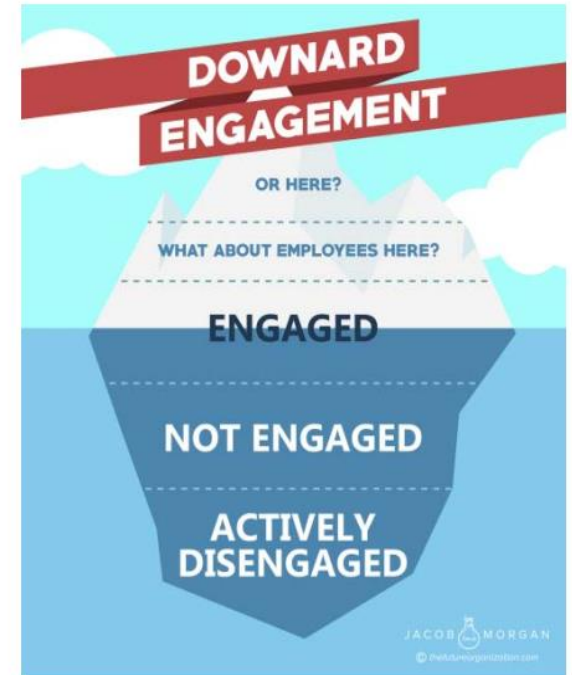


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1. Engaged: Employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.

2. Non Engaged: Employees are essentially “checked out.” They’re sleepwalking through their workday, putting time—but not energy or passion—into their work.

3. Actively Disengaged: employees aren’t just unhappy at work: they’re busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.





Job Satisfaction vs. Engagement

To understand engagement, it helps to understand the difference between job satisfaction and engagement.

Satisfied Employees

A “one-way street” —
what can the organization do for me

May or may not be productive

Put in their time, but not necessarily
their energy into their work

Take a wait-and-see attitude toward their job

Rational commitment to the job, meets their
financial, developmental or professional needs

Engaged Employees

A “two-way street” — what can the organization
and I achieve together, in partnership

Work with passion

Perform consistently at high levels

Drive innovation, move the organization forward

Emotional commitment — value, enjoy,
and believe in the work they do

Focus on your team's story to increase engagement!



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By telling stories, you are connecting people throughout the organization through a larger narrative.

There are several stories that will help you boost employee engagement levels:

- 1 The Organization Story.** This story helps connect team members to the mission and purpose of the organization—where we are going and how we plan on getting there.
- 2 Team Member Impact Story.** Share these stories frequently to recognize the impact the team member has made on the team, department and organizational goals.
- 3 Customer Impact Story.** How your team members have helped the people they serve achieve success is a powerful way to recognize accomplishments and results.
- 4 Your Story.** Sharing your own personal stories of success and challenges you face are a powerful way for you to connect with your team.
- 5 Strength Story.** Each team member has different strengths. Asking team members to share how they use their strengths is a great way to recognize and encourage growth in an area that they are already energized by.



The Future of Work, I explored five trends shaping the future of work, which I will briefly outline here:

1. Mobility: Access to people and information anytime, anywhere, and on any device
2. Millennials and changing demographics: In addition to the five-generation workforce, organizations are struggling to adapt to an entirely new generation of millennials.
3. Technology: Big data, wearables, the Internet of things, AI, and automation are just some of the new technologies organizations are trying to figure out.
4. New behaviors: Thanks to social technologies, we are all comfortable living a more public life where we share ideas and information for the world to see.
5. Globalization: The world itself is becoming like one big city where the boundaries and barriers to doing any type of business are disappearing.



Here is an overview of the steps you will need to take to create engagement everyday

1 ANALYZE Carefully read your survey results. Your goal is to interpret the results and gain preliminary insight into your team's story.

2 SHARE AND LEARN Meet with your team for an Engagement Talk. Share survey results, discuss, and learn how your team views engagement.

3 COLLABORATE As a team, set goals and develop organizational and team action plans to improve engagement.

4 VISIBILITY AND FOCUS Make focusing on engagement part of the team's daily routine to foster a work environment that creates an engagement story in which everyone matters.

5 SPOTLIGHT Regularly follow up on team goals and shine the spotlight on success.



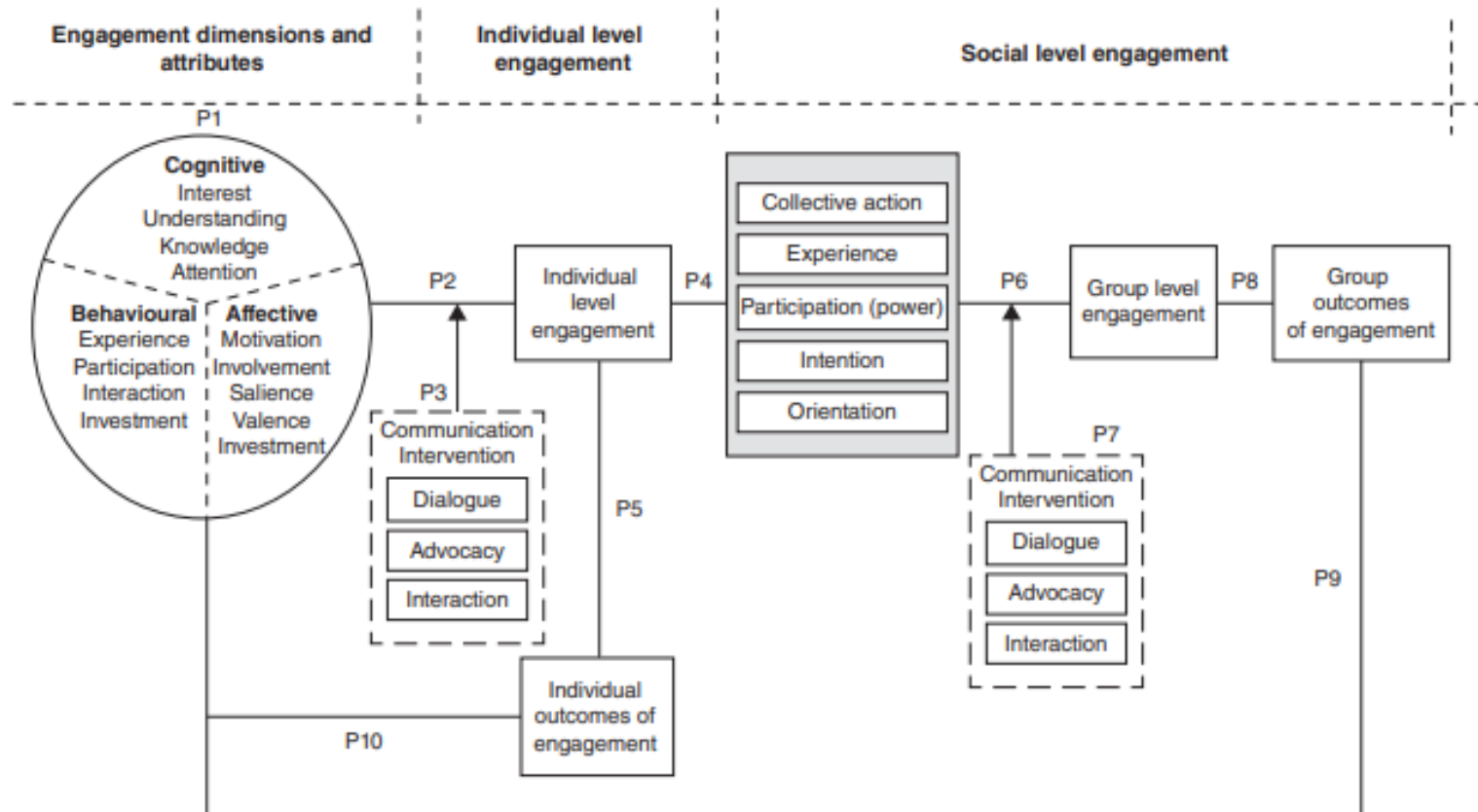
Grab a piece of paper, a pen, and see how you go:

1. Do you seek feedback as a way of improving your interactions with your team?
2. Can you accurately describe how employees view your capabilities?
3. Do you say what you mean and express how you feel?
4. Are you willing to admit your mistakes?
5. Are your actions and decisions consistent with your core values and beliefs?
6. Can you list your three greatest strengths and weaknesses?
7. Do your employees know who you truly are as a person?
8. Do you seek out (and carefully consider) your team members' views— even when they disagree with you?

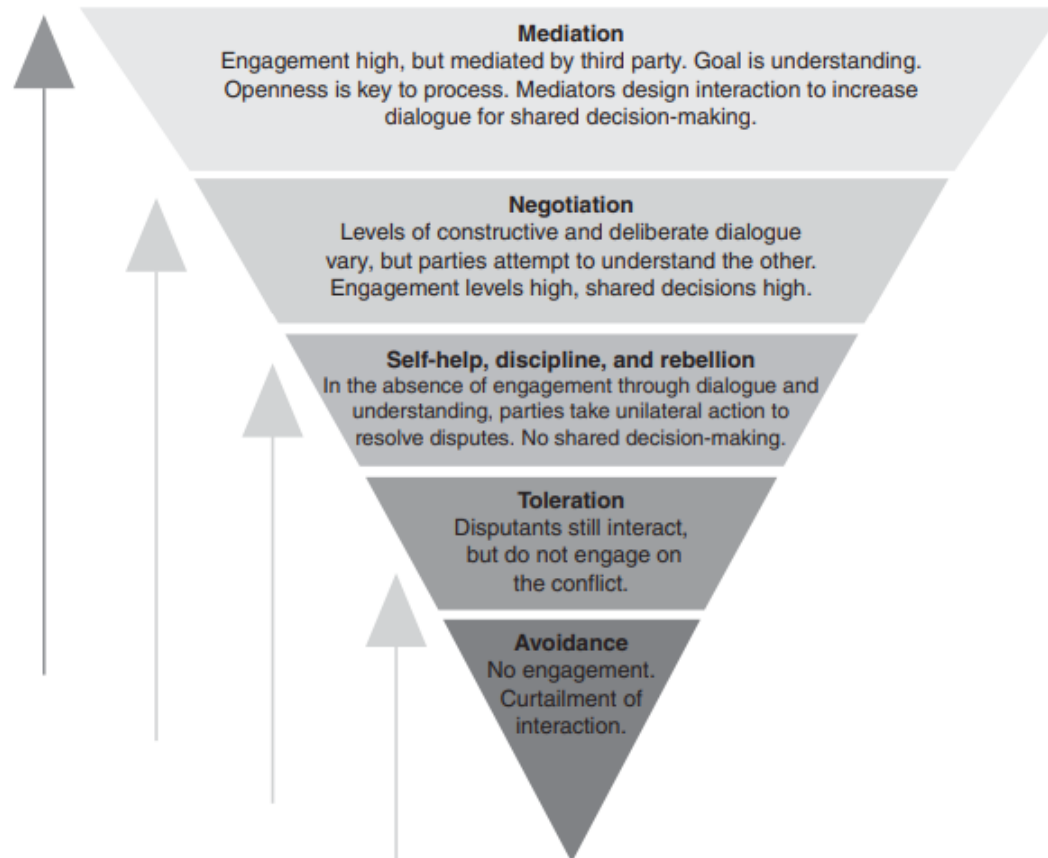
A Multilevel Model of Engagement



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SOURCE : Kim A. Johnston, Maureen Taylor.



As individuals move away from avoidance, they progress from a lack of interaction to interaction, and on to full engagement. While self-help is usually not constructive in the engagement sense, we place this as higher level engagement than avoidance or toleration because in some cases of rebellion (such as protests) there is an attempt to increase understanding by the other party, and there is often a goal of using rebellion as a way to bring the other party to the table for dialogue and constructive engagement.

**Original figure created by authors for this chapter.*

Figure 13.1 Conflict management and degree of engagement.

10 Opportunities to Improve Your Employee Engagement



Thank You

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