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6 Things Leaders Are Doing to Get Employees Engaged

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WELCOME TO

6 Things Leaders Are Doing to Get Employees Engaged

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The Current Environment

- Unemployment is at 4.1% - the lowest since August 2000
- 27% of people switched jobs in the 12 months ending Q1 2017
- People average 4 job changes before they are 32 years old
- Lots of job openings but not enough skilled workers
- Once again there is a "war for talent"

People Are Most Important When...

- The work is complex and difficult to learn
- Successful performance requires a high level of skill and motivation
- Organizational success requires a high level of cooperation and teamwork
- It is difficult to recruit and train replacements

Chat

What percent of people are disengaged?

The Majority of People Are Disengaged

- According to a 2015 Gallop survey, 68% of people are disengaged
- This statistic has not changed significantly over the last 5 years



Agenda

- Why improving engagement is worth the time and effort
- How to recognize and measure the level of engagement
- What employees value more than salary
- What leaders can do to get and keep employees engaged



Investing in People Produces Results

Spending 10% of revenue on capital improvements boosted productivity 3.9%

A similar investment in human capital increased productivity by 8.5%

—A University of Pennsylvania study of 3,000 companies

Why Engagement is Worth the Investment

Research indicates that higher levels of employee engagement lead to improved business results.

- **Results in highly engaged companies:**
- 16% more profitable³
- 6% higher in sales growth⁴
- 3.9 times higher the earnings per share growth rate²

- **Results in highly engaged workgroups:**
- 25-65% higher in retention¹
- 10% higher in customer ratings¹
- 21% more productive¹
- 22% more profitable¹

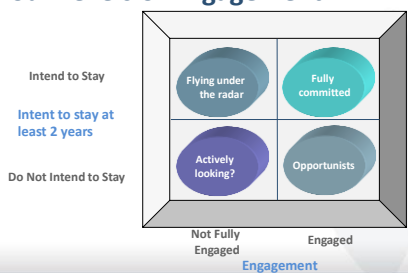
¹Gallup, Q12 Employee Engagement Meta Analysis (2012)
²Gallup, Q12 Employee Engagement Meta Analysis (2013)
³Harper et al., The Relationship Between Engagement at Work and Organizational Outcomes (2009)
⁴Noni Research, 2014 Trends in Global Employee Engagement (2014)

Measuring Engagement

- Not sufficient to measure satisfaction alone
- Engagement is a composite measure that includes motivation, advocacy, short-term intent to stay, and long-term commitment



Four Levels of Engagement



What Impacts The Level of Engagement?

Money is important, but once compensation is "at market," it's no longer #1

Chat

What do you think employees value more than money?

5 Things Employees Value More Than Money

- Culture and mission
- Approachable leadership
- Opportunity to learn and grow
- Work and life balance
- Recognition



Assessing the Level of Engagement

How Would You/Your Employees Answer These Questions?

1. Do I know what is expected of me at work?
2. Do I have the opportunity to do what I do best everyday?
3. Do I have the resources and equipment I need to do my work right?
4. In the past week, have I received recognition for my good work?

Assessing the Level of Engagement

How Would You/Your Employees Answer These Questions?

- 5. Does my manager seem to care about me as a person?
- 6. Does my manager encourage my career development?
- 7. Do my opinions seem to count at work?
- 8. Does the mission of my company make me feel like my work is important?

Assessing the Level of Engagement

How Would You/Your Employees Answer These Questions?

- 9. Are my co-workers committed to doing good work?
- 10. Do I have a good friend at work?
- 11. In the past six months, have I talked with someone about my progress?
- 12. Have I had opportunities to learn and grow at work?

Polling Question

How many questions did you answer “no”?

- None
- 1-2
- 3-4
- 5-6
- More than 6

Watch for These Warning Signs

- Decreased productivity
- Less social interaction with co-workers
- Poor attendance
- Excessive negativity
- Avoiding new challenges and development opportunities







6 Things Leaders Can Do

- Focus on employee development
- Create a supportive work environment
- Create a sense of purpose
- Treat people fairly and equitably
- Keep work expectations realistic
- Support and implement HR policies and programs



What Can Leaders Do?

Focus on Employee Development

- Provide on-going coaching and feedback
- Hold career discussion
- Create development plans



Focus on Employee Development



- Retrains staff in different areas to gain experience
- Apprenticeship programs for employees looking for advancement



- Formal mentoring program helps employees develop professional goals and connect with colleagues

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- Reimbursement for personal education and health and wellness efforts

What Can Leaders Do?

Create a supportive work environment

- Be approachable and accessible
- Demonstrate empathy
- Back them up and act as a buffer
- Provide recognition

Create a Supportive Work Environment



- Thank employees through monetary rewards, recognition at black-tie event, or pinning notes of appreciation on company corkboard



- Robust Diversity & Inclusion Network
- Diversity Leadership Council and Employee Business Resource Groups
 - African American Leadership Forum (AALF)
 - Women’s Network Group (WING)
 - Sodexo Organization for Disabilities Resources (SOAR)
 - Intergenerational Network Group (i-Gen)

What Can Leaders Do?

Create a sense of purpose and membership

- Clarify the organization’s mission and vision – highlight the “why” and not just the “what” and “how”
- Clarify how employees contribute to achieving this mission and vision
- Build a sense of community and identification with the team

Create a Sense of Purpose and Membership



- Programs to build community and membership
- Special interest clubs
- Lifestyle perks: Unlimited time off, discounted backup child and elder care, onsite amenities, subsidized ride sharing



- Communicate an exciting an engaging vision: Connect people with what's important to them, not just transport people



- Meet the patient

What Can Leaders Do?

Treat people fairly and equitably

- Clearly communicate expectations and hold everyone to the same standards
- Include people in decision that affect them
- Be open, candid and authentic in interactions
- Model the right behaviors

Treat People Fairly and Equitably



- Communicate what employees are expected to achieve and "why" it's important
- Collaboration is valued and leaders encourage and listen to feedback



- Online "company campfires" offers opportunities for employees to share their point of view and participate in decisions

Treat People Fairly and Equitably



- Annual Survey Feedback Action program where employees provide feedback on management policies
- Staff and management meet to discuss the results and how to resolve any potential problems

What Can Leaders Do?

Keep work expectations realistic

- Set and revisit priorities
- Develop plans and anticipate problems
- Be realistic about due dates
- Ensure people have the tools/equipment to do their work
- Allocate sufficient resources

Keep Work Expectations Realistic



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- Predictability, Teaming, and Open Communication (PTO): A roadmap for each project that includes working norms and priorities and an agreed-on time-off goal for each team member
- FlexTime: An opportunity to work at 60% or 80% with multiple structuring options, personalized for each individual through 1:1 coaching support

What Can Leaders Do?

Support and Implement HR policies and programs

- Flex time
- Telecommuting
- Tuition assistance
- Recognition programs
- Internal mobility programs



The Immediate Manager's Role

- In any organization, the immediate manager is the first line of defense against low levels of engagement and attrition
- The first-line manager is the link between the organization's systems and practices and the employee



The Role of the Manager

- Foster an environment through their leadership that provides:
 - Meaningful work
 - A sense of purpose and common goal
 - Value for individual development and career progression
 - Autonomy and accountability

The Role of the Manager

- Encourage flexibility with work/life options
- Focus on communicating and building team commitment



Thank you!
If you have any questions
feel free to let us know.

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Want to learn more about *engaging and retaining talent*? Check out our book "Flexible Leadership: Creating Value by Balancing Multiple Challenges and Choices"
