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Employee Engagement: The Surprising Truth About What Increases Engagement in the Workplace



Presented by:
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Objectives

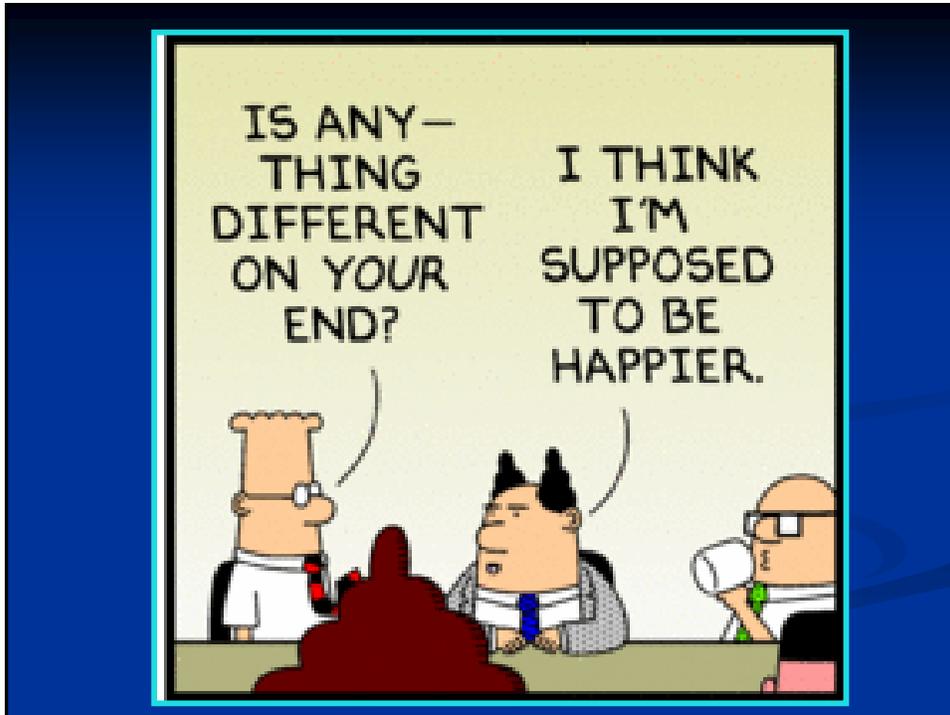
- Define employee engagement
- Discuss the benefits of employee engagement
- Learn how experts look at engagement
- Discover why autonomy, competence, purpose and progress are more important than carrots and sticks
- Understand how to apply the Gallup Q12 survey to create a more engaging culture
- Receive practical engagement tools that can be used to increase engagement in an organization

WE NEED MORE OF
WHAT THE MANAGEMENT
EXPERTS CALL "EMPLOYEE
ENGAGEMENT."



I DON'T KNOW THE
DETAILS, BUT IT HAS
SOMETHING TO DO
WITH YOU IDIOTS
WORKING HARDER FOR
THE SAME PAY.





How Many of You Would Like to

Work in/with an organization where
ALL EMPLOYEES say,

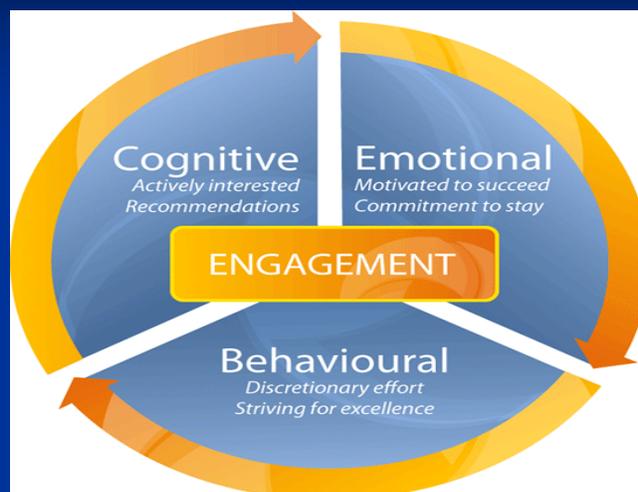


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What was your best job ever?

Discussion Activity

Profile of an Engaged Employee



Emotional Drivers of Engagement

- ***Enthusiastic***
- ***Inspired***
- ***Empowered***
- ***Confident***



The Benefits of Employee Engagement

- **Better Performance**
Engaged employees work smarter, not harder. They keep looking for ways to improve performance at their workplace.
- **Better Communication**
Engaged employees communicate – they share information with colleagues, they pass on ideas, suggest and advice and they speak up for the organization.
- **Greater Customer Satisfaction**
Engaged employees go out of their way to meet customers' needs.

The Benefits of Employee Engagement

- **Greater Commitment**

Engaged employees have an intense desire to be a member of the organizations they work for, and they are inspired to do their best work everyday.

- **Lower Employee Turnover and Greater Ability to Recruit Great People**

Higher engagement leads to low attrition. Engaged employees actively seek out new people who they believe can help the agency get even better.



MOTIVATION

It's not that I'm lazy, it's that I just don't care.

So why don't we have more of it?

Discussion Activity

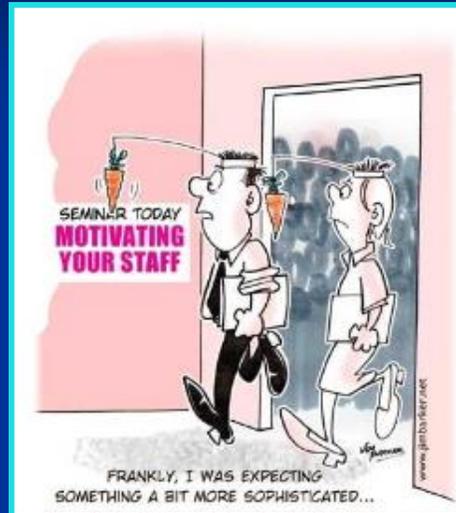
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How do experts look at engagement?

- Motivation 3.0
- Daniel Pink
- Kenneth Thomas
- Gallup

Motivation is a fire WITHIN, not UNDER someone.

- Fred Shero, Hockey Coach



Human Motivation & Workplace Engagement

If I kick my dog, he will move. And when I want him to move again, what must I do? I must kick him again. Similarly, I can charge a person's battery, and then recharge it, and then recharge it again. But it is only when one has a generator of one's own that we can talk about motivation. One then needs no outside stimulation. One wants to do it.

- Frederick Herzberg

Type I . . . The Intrinsically Motivated Worker

Human Motivation & Workplace Engagement

Introducing Motivation 3.0 . . .

Motivation 1.0 – Survival in a challenging world. Subsistence.



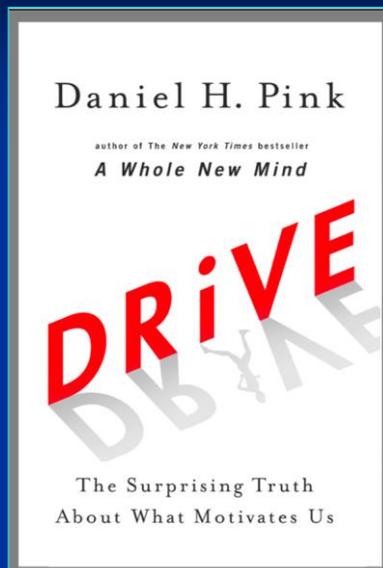
Motivation 2.0 – Extrinsic, “If . . . , then . . .” rewards (carrots & sticks) in an industrial world. Production.



Motivation 3.0 – Self-propelled. Intrinsic rewards. Engagement.



Human Motivation & Workplace Engagement



What science tells us but business ignores.



Human Motivation & Workplace Engagement

What really DRIVES engagement?

Carrots & Sticks are fine for routine work, but for work that requires creative thinking and novel solutions to new challenges . . .



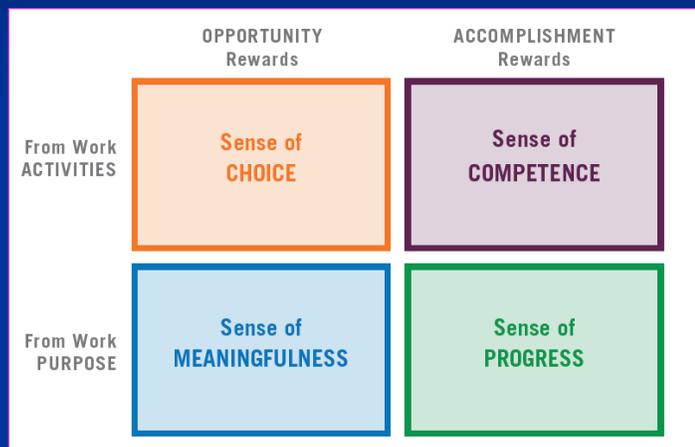
Desire to direct our own lives

Desire to make progress/develop

Desire to do things that matter

Intrinsic Motivation & Workplace Engagement

Intrinsic rewards that keep people engaged in their work . . .



Adapted from Kenneth Thomas, Intrinsic Motivation at Work: What Really Drives Employee Engagement

Intrinsic Motivation & Workplace Engagement

Pink:

Autonomy

Mastery

Purpose

Thomas:

Choice

Competence

Meaningfulness

Progress

Reality Check

What percentage of employees...

Love their job? _____%

It is OK, do just enough to get by? _____%

Don't really care much about the job? _____%

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Engagement Insights

Gallup ~ *State of the American Workplace, 2013*



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

Not-Engaged – essentially checked out, sleepwalking through their workday, putting time, but not energy or passion into their work.



Actively Disengaged – not just unhappy, but busy acting out their unhappiness, undermining their more engaged coworkers.



Engagement Insights

Gallup ~ *State of the American Workplace, 2013*

Engagement flourishes in smaller, tight-knit environments

Different Workers Need Different Engagement Strategies

Managers and Leaders Play a Critical Role in Engagement

Engagement Makes a Difference to the Bottom Line

Customer service staff are among the least engaged.

Millennials, if un-engaged, are most likely to leave an org.

Women have slightly higher overall engagement than men.

Remote workers are more engaged

Engagement Impacts Performance More Than Corporate Policies and Perks

Gallup Q12

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my organization make me feel my job is important?
9. Are my coworkers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, has someone at work talked to me about my progress?
12. This last year, have I had opportunities at work to learn and grow?

Basic Needs (1-2) Management Support (4-6) Teaming (7-10) Growth (11-12)

Leadership & Workplace Engagement

So what does leadership have to do with it?

Almost everyone joins an organization as an engaged employee. What managers do from that point on determines the path the employee will take -- toward continued engagement or toward the ranks of the "not engaged" or "actively disengaged" groups. – Curt Coffman

Discussion

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How leaders can drive engagement

Application

1. It starts with you!

(a) Recognize what engages you!

Once you understand what drives you, work to attain more of it, if possible.

Human Motivation & Workplace Engagement

	Autonomy	Mastery	Purpose
Rating (1-5)			
Currently Exists for Me			
Future Desire/Opportunity			

Human Motivation & Workplace Engagement

	Choice	Competence	Meaningfulness	Progress
Rating (1-5)				
Currently Exists for Me				
Future Desire/Opportunity				

How leaders can drive engagement

Application

1. It starts with you.
2. Use employee engagement surveys and organizational climate surveys.

Measuring Engagement: The Hewitt Methodology

	Strongly Disagree (1)	Disagree (2)	Slightly Disagree (3)	Slightly Agree (4)	Agree (5)	Strongly Agree (6)
1. It would take a lot to get me to leave this organization.						
2. I would not hesitate to recommend this organization to a friend seeking employment.						
3. This organization inspires me to do my best work every day.						
4. I rarely think about leaving this organization to work somewhere else.						
5. Given the opportunity, I tell others great things about working here.						
6. This company motivates me to contribute more than what is normally required to complete my work.						

How leaders can drive engagement

Application

1. It starts with you.
2. Use employee engagement surveys and organizational climate surveys.
3. Shift from compliance driven to commitment driven practices.
4. Recognize accomplishments.
5. Be transparent and freely share information.
6. Be a coach: Listen and ask questions.
7. Extend lots of trust and positive belief.

How to have a difficult conversation

I	What is the intent of this discussion?
D	Describe the situation – use tangible facts.
E	Explain the impact on the job.
A	Ask for clarification and input.
A	Action – what will be done (tell or ask)
S	Summarize next steps

Closing Thought

Don't ask what the world needs. Ask what makes you come alive, and go do it. Because what the world needs is people who have come alive.

- Howard Thurman

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