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6 Things Leaders Are Doing to Get Employees Engaged

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Practical Solutions for 21st Century Business Problems

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6 Things Leaders Are Doing to Get Employees Engaged

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Practical Solutions for 21st Century Business Problems

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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

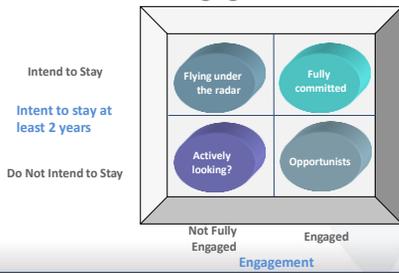
¹Gallup, Q12 Employee Engagement Meta Analysis (2012)
²Gallup, Q12 Employee Engagement Meta Analysis (2011)
³Harper et al., The Relationship Between Engagement at Work and Organizational Outcomes (2009)
⁴Noni Research, 2014 Trends in Global Employee Engagement (2014)

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"
