Employee Engagement: What’s the big deal?

presented by Leesa Schipani, SPHR, SHRM-SCP
Who’s Sinking Your Boat?

Bob Kelleher
www.EmployeeEngagement.com
https://www.youtube.com/watch?v=y4nwoZ02AJM
Engagement Playbook

Who’s Sinking Your Boat?
(Video Learnings & Discussion)
Session Objectives

- Review the critical engagement factors for today’s employees
- Understand the five generations that comprise today’s workforce
- Evaluate your current approach to engagement
- Apply specific engagement tools and techniques to your workplace
What is Employee Engagement?

A mutual commitment between the company and its employees.
Employee Engagement

- The emotional **commitment** the employee has to the organization and its goals. *Forbes*

- The commitment employees feel toward their organization that promotes **discretionary effort**; going the extra mile. *AON/Hewitt*

- **NOT** employee satisfaction
Gallup Research*

30% of workers are Engaged

52% are Disengaged

18% are Actively Disengaged

*State of the American Workplace, 2013
So What?

A disengaged employee costs the average organization $3,400 per $10,000 of annual salary!
Great Place to Work Institute

What Are the Benefits?

Comparative Annualized Stock Market Returns
1997–2013

- **11.80%**
  - FORTUNE 100 Best Companies to Work For

- **6.41%**
  - Russell 3000

- **6.04%**
  - S&P 500

Best Companies perform nearly 2x better than the general market.

Source: Russell Investment Group

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Our Multi-Generational Workforce
Your thoughts...

What are the biggest challenges you experience working in a multi-generational workplace?
Working Relationships Matter...

- **Competition** for talent is **escalating**

- **Work environments** typically represent all generations

- **60%** of companies **report conflicts** at work due to generational differences

- **49%** of HR professionals report **generational differences** as a **barrier to effective collaboration**
Five Generations in the Workplace

- Gen 2020
- Millennials
- Gen X
- Baby Boomers
- Traditionalists

Bureau of Labor Statistics Employment Projections
Traditionalists (prior to 1946)

Greatest Generation

“Don’t people ever talk to each other anymore?”
Baby Boomers (1946 to 1965)

Me Generation

“Money, power and status are the rewards for hard work and sacrifice.”
Generation X (1966 to 1980)

Latch Key Generation

“Sure, I’m open to other job opportunities. I’ve been at this company for nearly a year…”
Millennials - Gen Y (1981 to 1996)

Internet Generation

“The American Dream is alive and well. I’ll be earning 6 figures by the time I’m 30…”

“Beyonce Knowles with necklaces” by Parkwood.
Generation 2020 - Gen Z (1997 to present)

Coming soon to a workplace near you...
Engagement Playbook

Engaging My Team

[Image of a checklist with smiley and sad faces]
Components of Engagement

Organizational & Workgroup/Management
Key Imperatives for Engagement (Five “T’s”)

1) **Inform** - provide employees with the information they need to understand the organization’s direction

2) **Inspire** - connect employees to the organization’s vision so that they can take pride in their work in support of this vision

3) **Instruct** - support employees with the training, coaching and feedback they need to successfully perform

4) **Involve** - take action to solicit employee feedback in improving work processes and solving work problems

5) **Incent** - deploy appropriate systems to measure, reward and reinforce desired employee behaviors and motivate employees to give their best
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Five “l’s” Assessment

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## Engagement Best Practices

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<thead>
<tr>
<th>Organizational Initiatives</th>
<th>Management Initiatives</th>
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<tbody>
<tr>
<td>● Implement ongoing two-way communication processes</td>
<td>● Provide ongoing organizational communication updates to workgroup</td>
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<tr>
<td>● Establish performance standards and frameworks linked to business goals</td>
<td>● Provide clarity on performance expectations, coaching and feedback</td>
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<td>● Identify leadership core competencies</td>
<td>● Develop personal core management competencies</td>
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<td>● Formalize a reward &amp; recognition program</td>
<td>● Recognize individual and team accomplishments</td>
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<td>● Identify growth and advancement opportunities; implement cross-training</td>
<td>● Support employee skill development, encourage peer-to-peer and cross-departmental work</td>
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<td>● Conduct employee focus groups</td>
<td>● Solicit feedback to solve problems and improve results</td>
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<td>● Celebrate organization and individual successes</td>
<td>● Be accessible, interested and timely</td>
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<tr>
<td>● Hold “skip level” employee meetings</td>
<td>● Conduct “stay interviews”</td>
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Engagement Playbook

Assessing Organizational and Management Initiatives
Stay Interviews

- Build engagement by allowing opinions to be heard, acted on and cared about
- Target high performers or high-potentials who may be looking to leave
- Demonstrate that you’re taking the time to understand what’s working and what’s not
- Identifies key factors that glue employees to the organization and triggers that might cause them to leave
- Help managers better understand how their actions might impact engagement levels

Adapted from Curtis Odum, Entrepreneur, July, 2015
Best Practices for Knowledge Transfer

- Mentoring and reverse mentoring
- Career pathing
- Job shadowing and job rotation
- Cross-generational team building events
- Integrating project teams
- Phased retirement
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Commitments