

# Getting Your Managers to Enhance Engagement

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IKE BENNION

Product Marketing Manager, Bridge

## POLL

What is your current relationship to the topic of engagement?

- I know very little about engagement.
- I know basic things.
- This is a buzzword to sell me stuff.
- I have strong familiarity. You'll probably hear about corrections to this Powerpoint afterward.

# 30%

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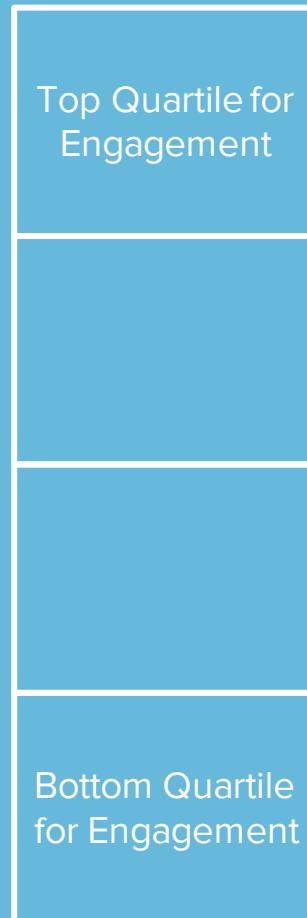
of employees  
are engaged

# GALLUP

 2006

 23,910 business units

 Quarterly earnings vs. Quarterly engagement



- 12% higher customer advocacy
- 18% higher productivity
- 12% higher profitability

- 31 – 51% more employee turnover
- 51% more inventory shrinkage
- 62% more accidents.

Jack and Suzy Welch's indicators of company health:

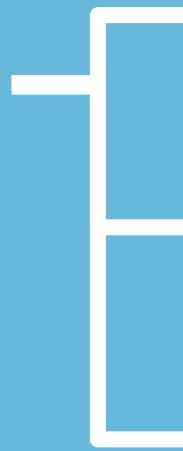
- 1 EMPLOYEE ENGAGEMENT
- 2 CUSTOMER SATISFACTION
- 3 CASH FLOW



Understand how to empower managers to  
improve the engagement of their teams.



What is  
engagement?



affective

normative

continuance





affection

obligation

fear of loss

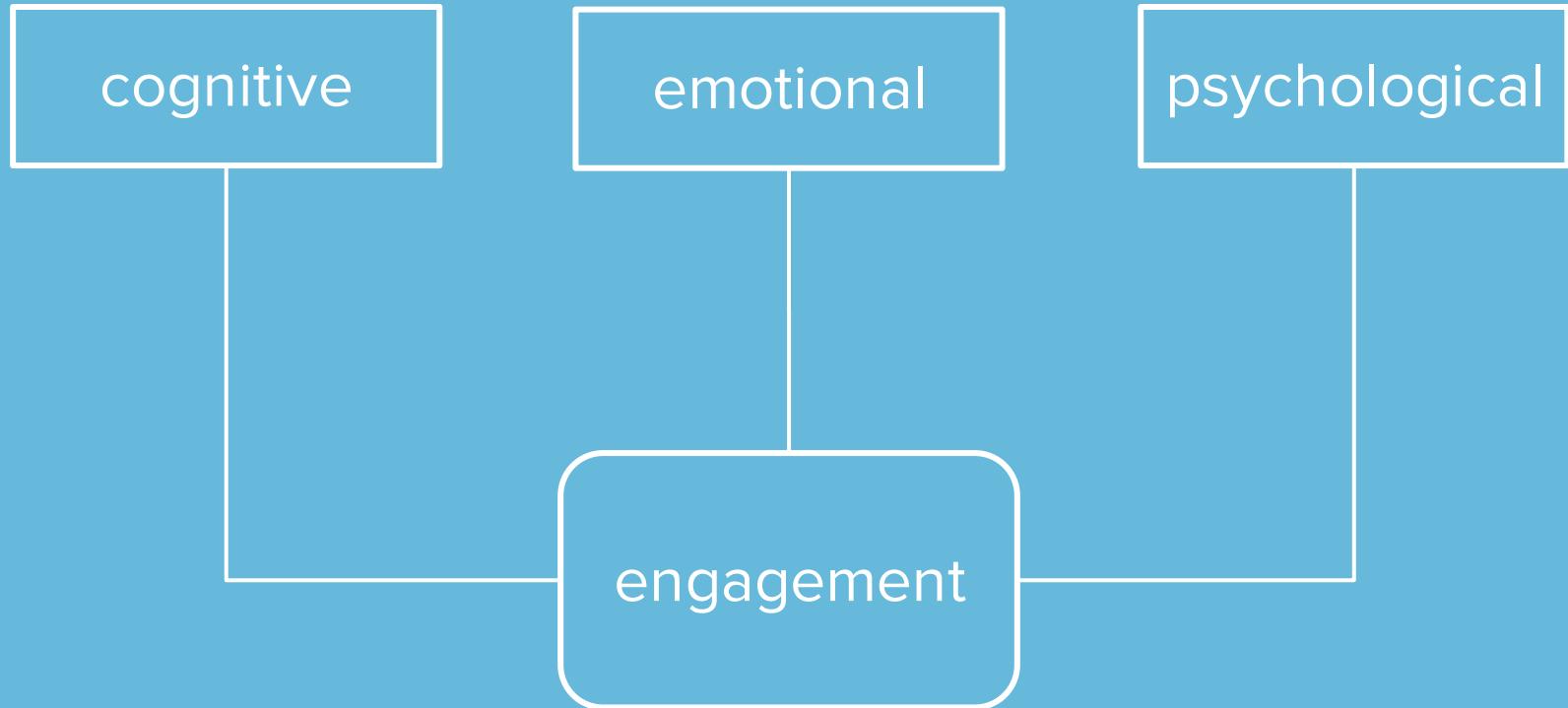


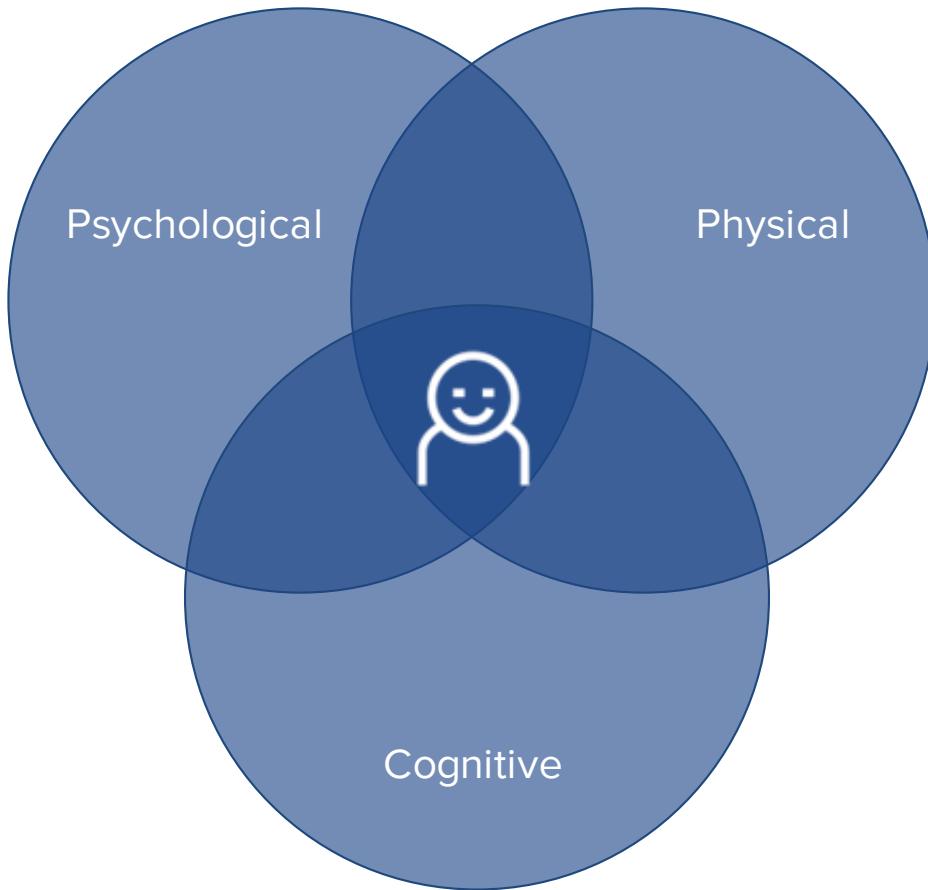


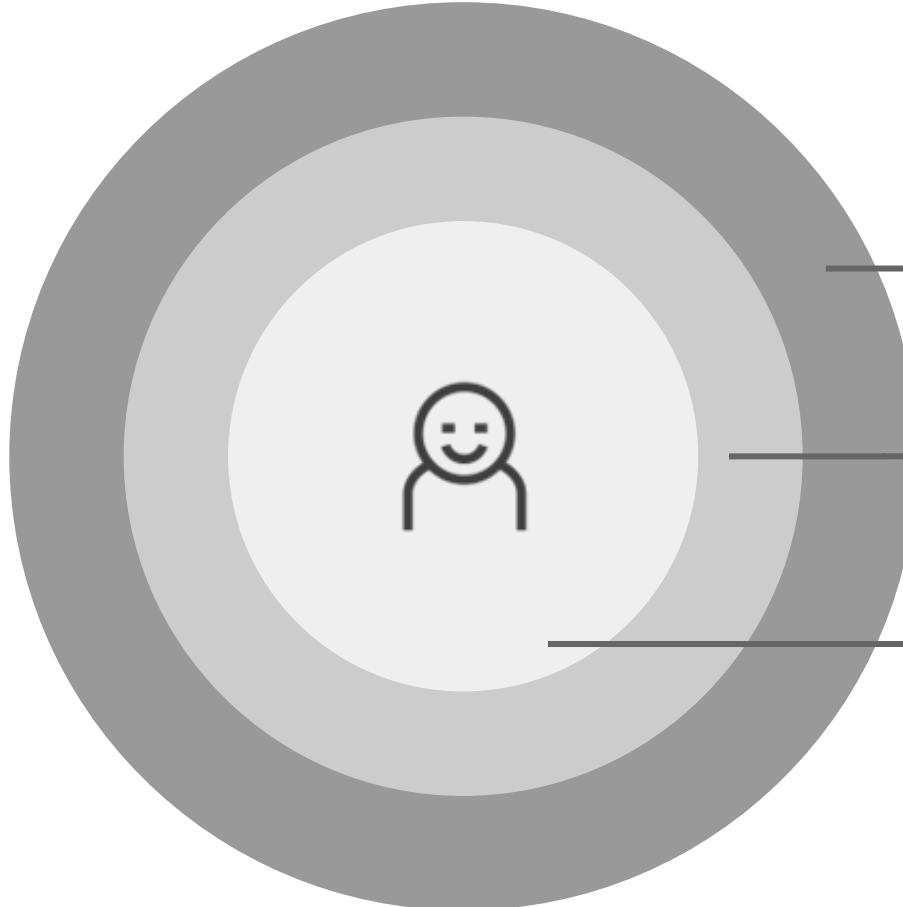
Personal engagement is the simultaneous employment and expression of a person's "preferred self"

in task behaviors that promote connections to work and to others, personal presence (physical, cognitive, and emotional), and **active, full role performances.**

engagement







Company



Team/Manager



Role

## POLL

What is the biggest tell-tale that someone is disengaged?

- I can tell physically. They are often not in the office or they are visibly distracted.
- I can tell emotionally. They don't express empathy for coworkers or clients.
- I can tell cognitively. The quality of their output suffers or skirts below acceptable standards.



EMPLOYEE



MANAGER



ORG

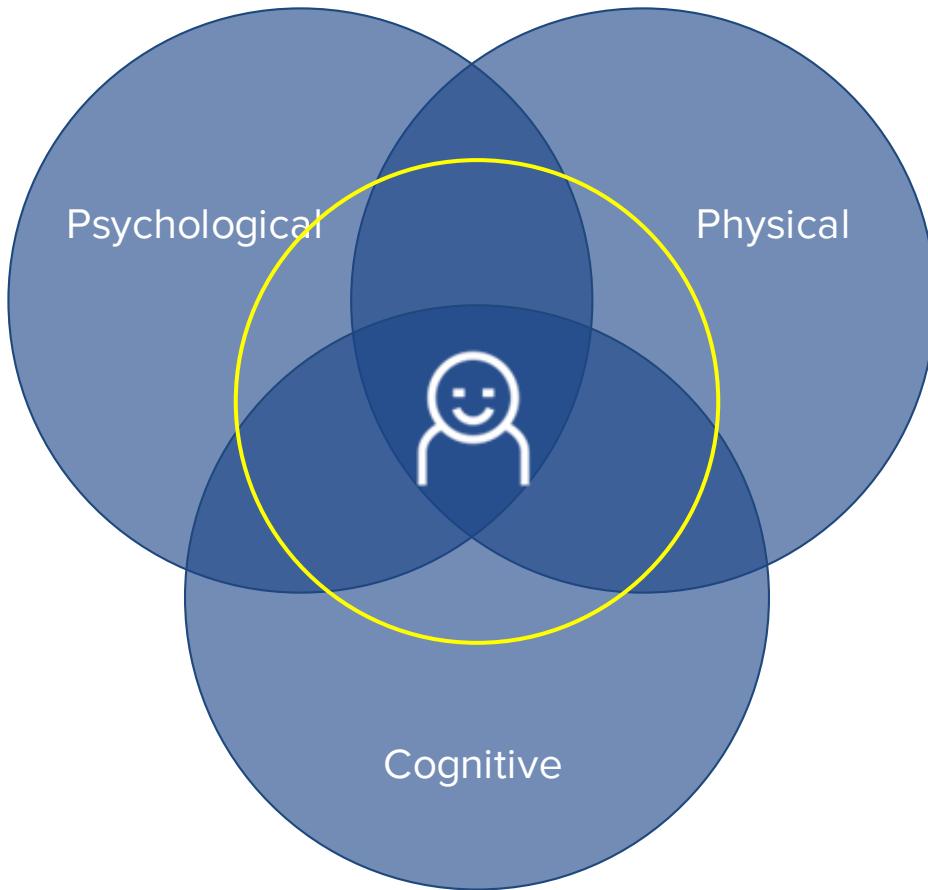
***tl;dr:***

*Too long; Didn't Read:*

# Role Level

***tl;dr:***

How can you be engaged in a job  
that you aren't clear about?



# 50%

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of employees know  
what's expected of  
them at work

# Role Level

Role Design  
(Meaningfulness)

Role Support  
(Predictability)

# Role Design (Meaningfulness)

## What we're doing

### Task Identity/Task Significance

## What we're *really* doing

- Five W Job Description
- Talent Mapping
- Competency models
- Clear and timely training

### Role Fit

- Best practice interviewing and hiring practices
- Personalized development plans

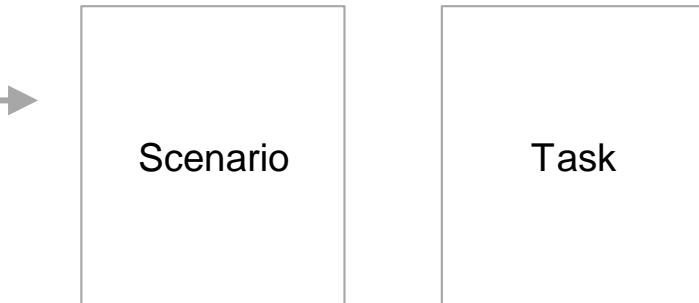
### Autonomy/Job Control

- Appropriate “owned” physical space
- Owned responsibilities
- Decision making on resources (self)

# Role Design – Responsibilities

## Responsibilities

- Translate business needs to technical specifications
- Design, build and deploy BI solutions (e.g. reporting tools)
- Maintain and support data analytics platforms (e.g. MicroStrategy)
- Create tools to store data (e.g. OLAP cubes)
- Conduct unit testing and troubleshooting
- Evaluate and improve existing BI systems
- Collaborate with teams to integrate systems
- Develop and execute database queries and conduct analyses
- Create visualizations and reports for requested projects
- Develop and update technical documentation



# Role Design – Competencies

- Excellent organizational skills
- Strong verbal and written communication skills
- Professionalism while collaborating with varying managerial levels

Organizational



Weak

Strong

“Tell me about a project that required careful organization over a long period of time.”

“What’s your experience around scheduling, file management and email management? How do you approach each of those?”

# Role Design – Talent Mapping

Current Job  
Description

Future Job  
Description

Current  
Competencies &  
Responsibilities

Future  
Competencies &  
Responsibilities



MANAGER

# Manager Level

***tl;dr:***

Hire the right managers and give them the right tools to make course corrections effectively.

# Manager-Level

Engaged  
Managers      =      Engaged  
Teams

# Role Support (Predictability)

## What we're doing

### Supervisor Support

## What we're *really* doing

- Regular, guided 1:1 conversations
- Employee involvement in team goal setting
- Establish expectations of supervisor role
- Remove barriers to meeting expectations

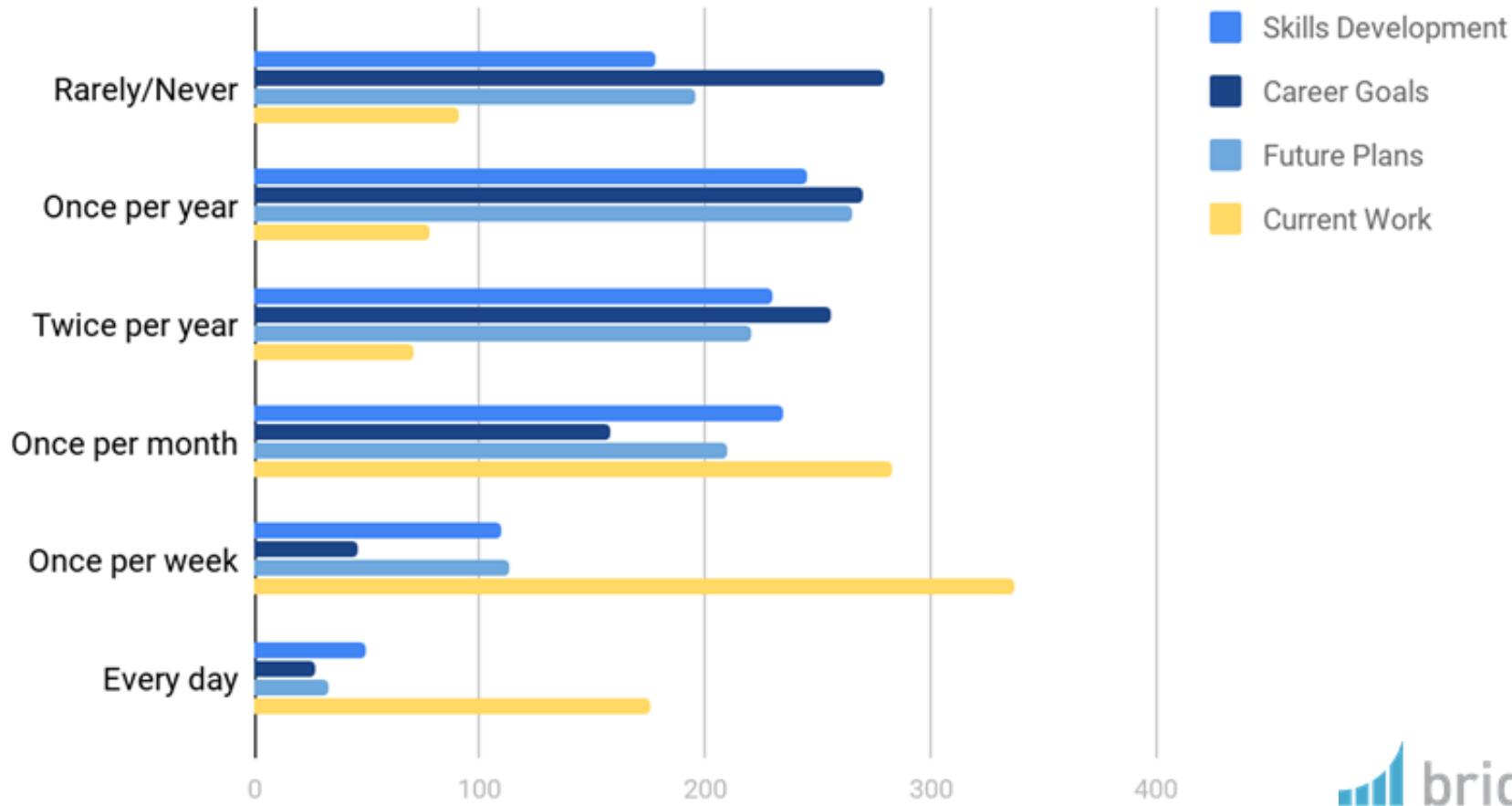
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### Supervisor Feedback

- Establish expectations of employee role
- Regular, honest feedback on performance
- Conducting peer feedback assessments

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# Frequency of Formal Discussion



# Role Support (Predictability)

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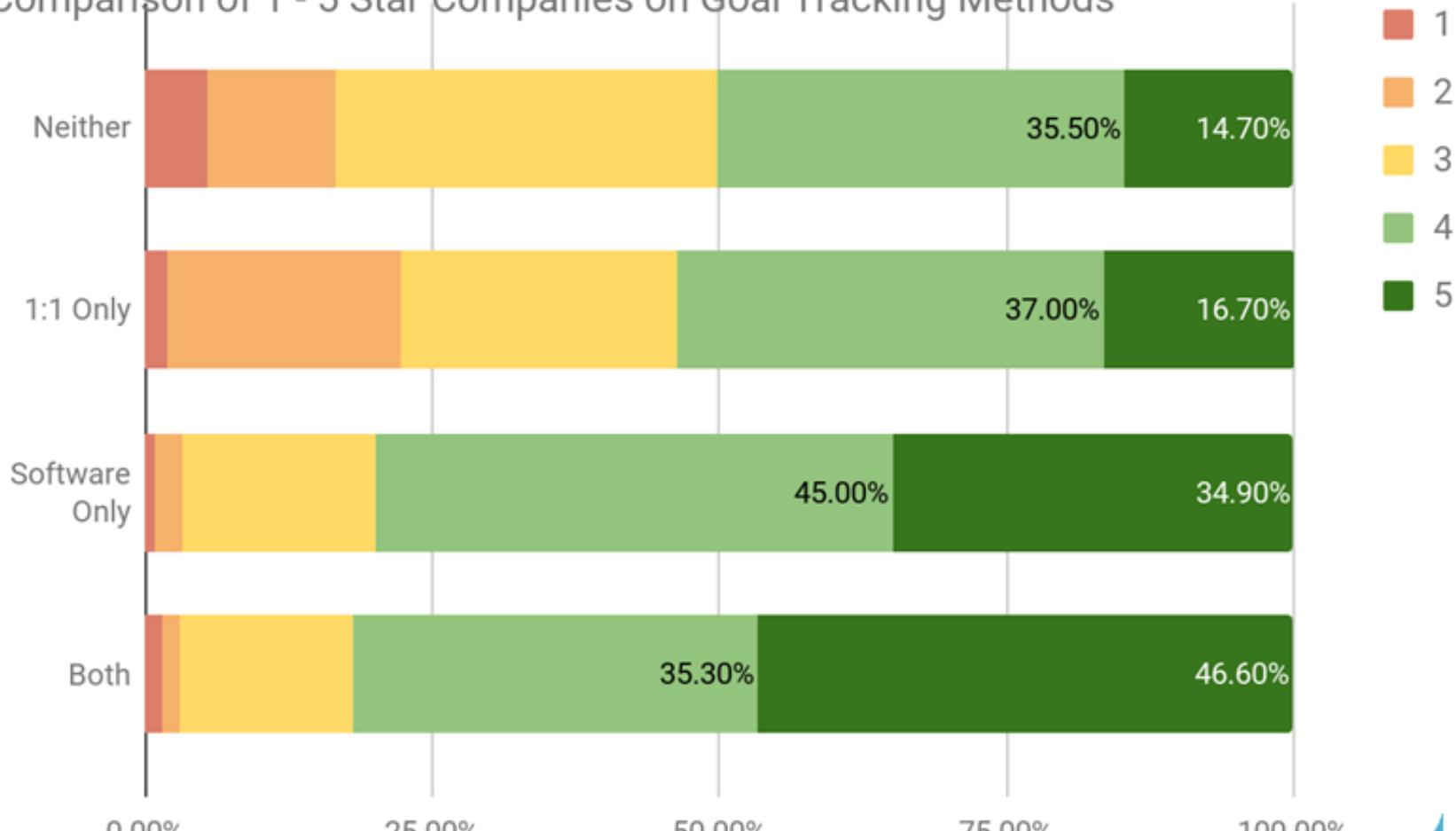
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### Supervisor Feedback

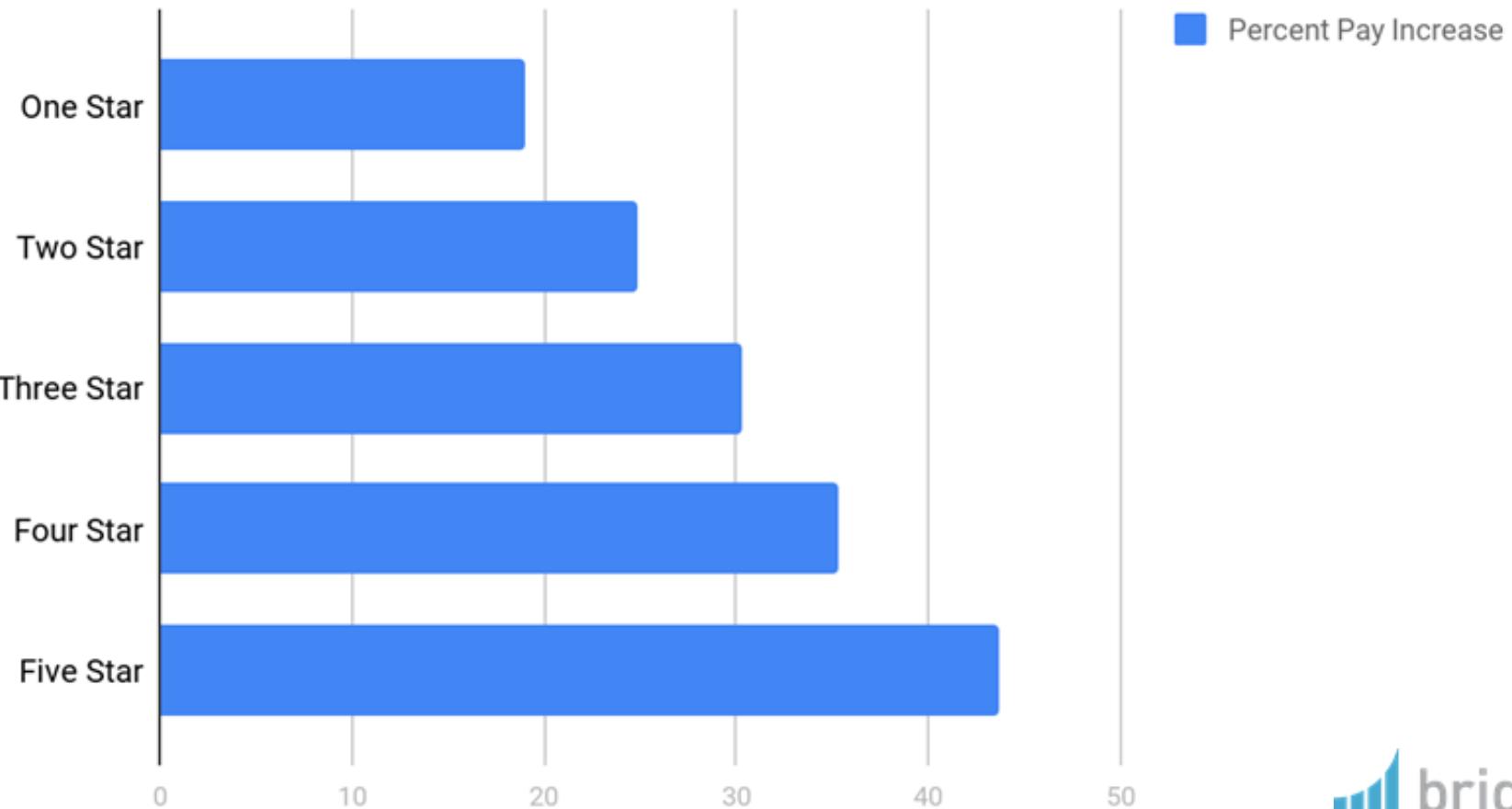
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## Comparison of 1 - 5 Star Companies on Goal Tracking Methods



## Opportunities for Advancement x % Pay Increase Required to Move



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# Manager Level – Safety and Trust

## What we're doing

Management Style and Process

## What we're *really* doing

- Consistent, timely management
- Ensure safety inter- and intra-team
- Explore meaningful ways for recognition
- Consider different levels/types/groups of achievement
- Build trust with openness (share new goals, financials, conversations, executive convos)
- Meaningful delegation
- Support for autonomy and “failing fast”

# Manager Level – Development

## What we're doing

Development

## What we're *really* doing

- Creating an index of resources (LMSes, ProEd, Certifications, MOOCs, SMEs etc.)
- Creating templates for planning
- Provide visibility on competencies, job descriptions
- Training on skills development
- Help develop inter-department connections
- Develop job pathways for exploration and development



What do I need to do to progress into a new position?

What do I need to gain mastery and proficiency?

What do I need to know to get by today?



# Manager-Level

Work Engagement = Organizational Engagement

## POLL

Do managers understand the concept of employee engagement and why it's important?

- Yes, we've trained them and they are well aware.
- Maybe? They probably know about it through informal channels.
- No, this is something we've tried to handle from HR or executive initiatives.



ORG

# Org/Executive-Level

***tl;dr:***

“Walk the talk.”

# Org/Executive-Level

***tl;dr:***

*“Plan the walk and the talk.”*

# Executive Level

## What we're doing

### Identity Crafting

## What we're *really* doing

- What is our value proposition to the world? To our employees?
- How would someone inside and outside the company describe it?

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### Engagement Planning

- Seek participation
- Build in feedback
- Invest in managers

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### Performance and Award

- Appropriate support of teams and roles
- Clear articulation of (and adherence to) standards
- Clear articulation of measurement
- Clear articulation of reward

<p>Q01: I know what is expected of me at work.</p>	<p>Q02: I have the materials and equipment I need to do my work right.</p>	<p>Q03: At work, I have the opportunity to do what I do best every day.</p>
<p>Q04: In the last seven days, I have received recognition or praise for doing good work.</p>	<p>Q05: My supervisor, or someone at work, seems to care about me as a person.</p>	<p>Q06: There is someone at work who encourages my development.</p>
<p>Q07: At work, my opinions seem to count.</p>	<p>Q08: The mission or purpose of my company makes me feel my job is important.</p>	<p>Q09: My associates or fellow employees are committed to doing quality work.</p>
<p>Q10: I have a best friend at work.</p>	<p>Q11: In the last six months, someone at work has talked to me about my progress.</p>	<p>Q12: This last year, I have had opportunities at work to learn and grow.</p>

# Proficiency Definitions

Go To:

[Career Development Tool](#)

[Position Gap Analysis](#)



Proficiency	Analogy	
<b>Expert</b>	Creates new ways of weaving rope	<p>Able to explain issues in relation to broader organizational issues / able to apply competency in any situation</p> <p>Applies skill across multiple projects or functions</p> <p>Creates new applications or processes that are adopted and used by others in the organization</p> <p>Expert-level knowledge, understanding, and application of the competency required to be successful in the job.</p> <p>Has a strategic focus</p> <p>Recognized by others as an expert in the competency and is sought out by others throughout the organization (SME)</p> <p>Works across team, department, and organizational functions</p>
<b>Advanced</b>	Understands rope making	<p>Can apply knowledge outside the scope of one's position</p> <p>Has a long-term perspective</p> <p>Helps develop materials, resources and processes in the competency</p> <p>Highly developed knowledge, understanding, and application of the competency required to be successful in the job and organization (total r)</p> <p>Is able to coach or teach others on the competency</p>
<b>Proficient</b>	Can tie complex knots	<p>Ability to handle non-routine problems and situations</p> <p>Capable of assisting others in the application of the competency</p> <p>Consistently demonstrates success in the competency</p> <p>Detailed knowledge, understanding, and application of the competency required to be successful in the job</p> <p>Requires minimal guidance or supervision / works independently</p>
<b>Basic</b>	Can tie basic knots, learning complex knots	<p>Basic understanding and knowledge sufficient enough to handle routine tasks</p> <p>Basic understanding or knowledge needed for the job</p> <p>Requires some guidance or supervision when applying the competency</p> <p>Understands and can discuss terminology and concepts related to the competency</p>
<b>Aware</b>	Learning basic knots	<p>Competency has been minimally demonstrated</p> <p>Limited use of competency required for the job</p> <p>May have had limited opportunity to apply the competency</p> <p>May have limited understanding of the competency</p>

## POLL

Where do you feel there  
is the most confusion or  
discrepancy in  
performance and award?

- Objectively determining the level of performance.
- Objectively determining the level of award for performance.

# Executive Level

## What we're doing

Management Culture  
and Method

## What we're *really* doing

- Developing a framework and a culture
- Building out a learning program
- Providing a safe space to practice and provide feedback

## Corporate

History  
Culture  
Unique Policy

Products, Market Position  
Goals and Vision  
Governance

## Operations

Finance  
Annual Review  
Team Governance

Hiring/Firing  
Corporate Forms/Processes

## Compliance

Interviewing  
Sexual Harassment Prevention  
Scheduling/Labor Law

Diversity and Inclusion  
Technology Security  
OSHA/Health/Safety

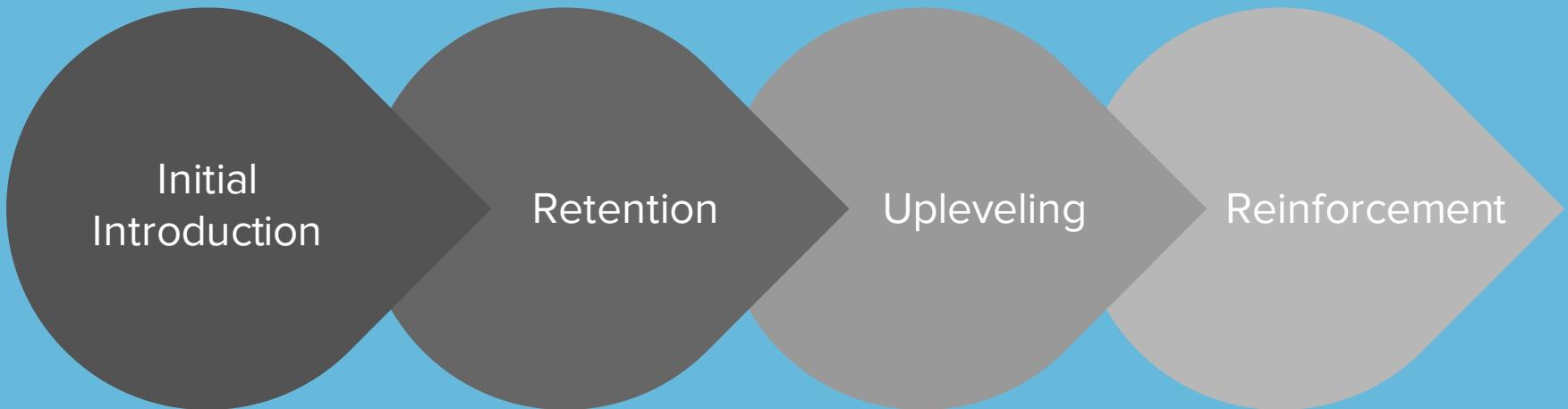
## Soft Skills

Communication  
Conflict Resolution  
Motivation and Coaching

Learning and Development  
Leadership Philosophy  
Goals and Alignment

# Effectiveness of Participant Techniques

Technique	Courses	First	Mid	Exec
Role Play	Basic Supervision	X		
	Interviewing	X	X	X
	Sales Skills	X		
	Sensitivity	X	X	
Case Method/ Incident Process	Decision Making, Financial Analysis		X	X
	Specific Functional Areas	X	X	X
Simulation/ Business Games	Planning/Decision Making, Scheduling		X	X
	Marketing	X	X	X
Group Discussion	All Manager Development Courses, HR, Skills Workshops	X	X	X



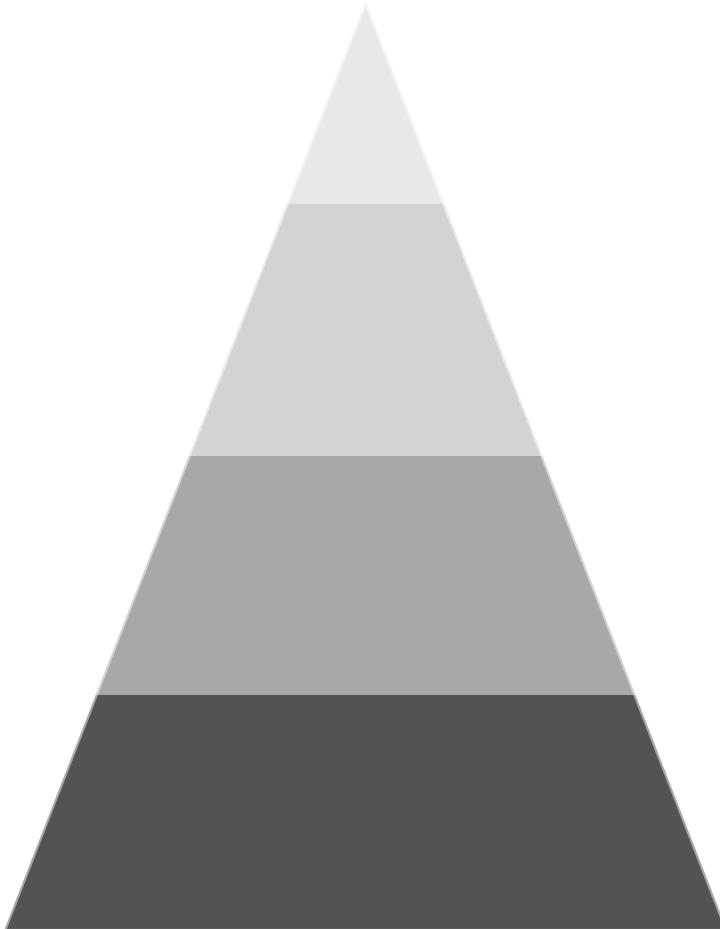
# Executive Level

## What we're doing

Support of Outside Life

## What we're *really* doing

- Work-life balance policies (and practice)
- Physical and emotional benefits
  - Health, vision, dental, other insurance
  - Behavioral health
  - Financial planning
  - Wellness (nutrition, exercise, mindfulness)
- Benefits addressed to workforce needs



#### ADDED VALUE

- Reimbursement to attend professional conferences
- Flextime to volunteer
- Professional development programs

#### DIFFERENTIATING

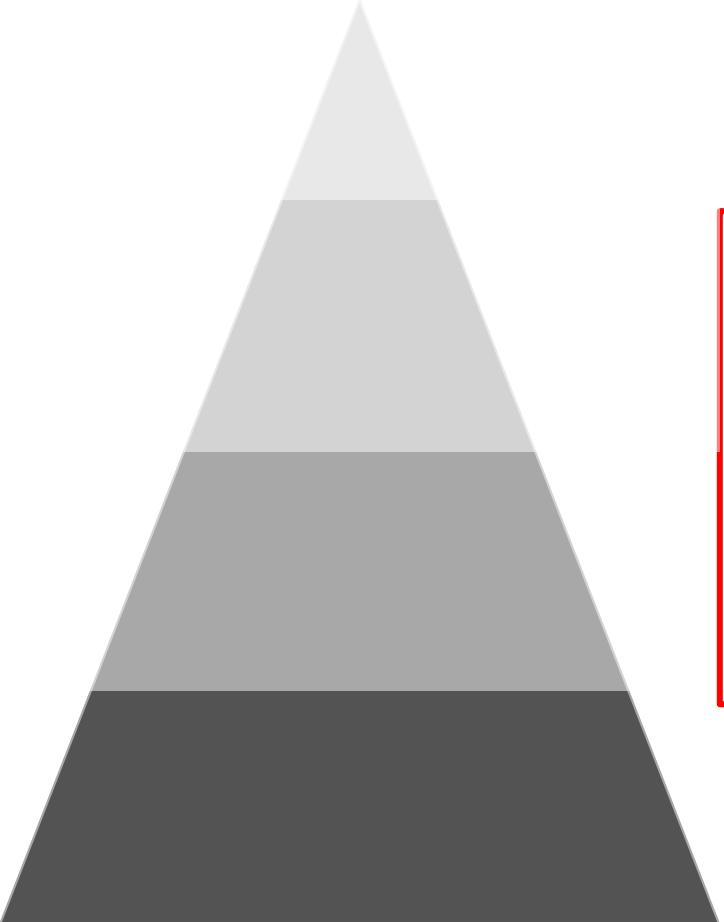
- Flextime

#### IMPORTANT TO SOME

- Profit-sharing
- Flexible work location
- Paid time to work independently on a project
- Monetary bonus

#### BASICS

- Retirement plans with employer match
- Health insurance
- Paid leave, vacation
- Other insurances



## ADDED VALUE

- Reimbursement to attend professional conferences
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## DIFFERENTIATING

- Flextime

## IMPORTANT TO SOME

- Profit-sharing
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## BASICS

- Retirement plans with employer match
- Health insurance
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- Other insurances

## POLL

Do you agree? “My company has the right ‘Differentiating’ and ‘Added Value’ benefits to create engagement.”

- Strongly Agree
- Agree
- Somewhat Agree
- Neutral
- Somewhat Disagree
- Disagree
- Strongly Disagree

# SUMMARY

Therefore, **what?**

## Role

- Provide clear lines and ownership
- Help foster an attitude of meaningfulness toward each role

## Manager

- Provide managers the right tools to manage well and get out of the way.
- Continually support managers from the org level in creating safety and predictability

## Org

- Provide the infrastructure and blueprints for managing
- Help establish a cycle of trust from the top

# Questions?

Thank you!



# Additional Citations

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