

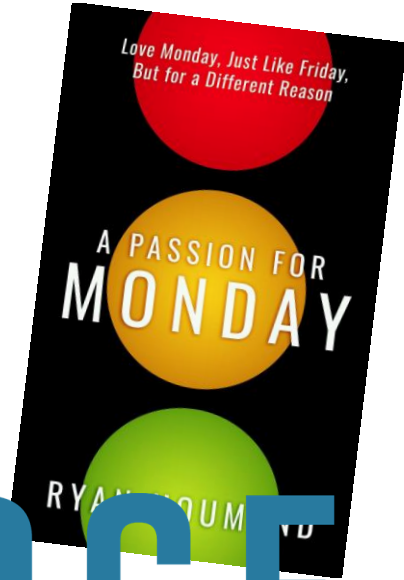
Bust Silos and Drive Employee Engagement, Motivation, and Growth

ATD June 9, 2021





*“Love Monday Just Like Friday
but for Different Reason”*



BRIDGE



Instagram



3 days ago



rock1067



**SMONDAY:
THE MOMENT WHEN
SUNDAY STOPS FEELING
LIKE SUNDAY AND
THE ANXIETY OF MONDAY
KICKS IN.**

The Monday Scaries



WEDNESDAY

'wɛnzdeɪ, -di/

noun

1. Still not Friday

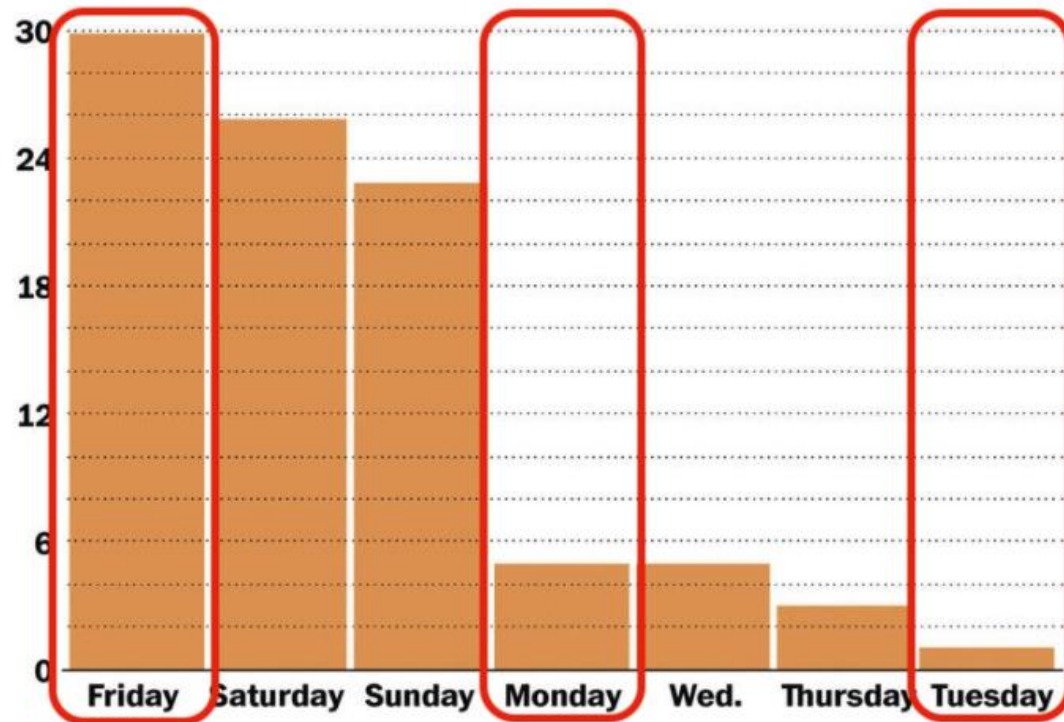
A little test...

When does Monday hit you?

- A. Monday morning?**
- B. Just before you go to bed on Sunday night?**
- C. Early evening on Sunday night?**
- D. Sometime between noon and 6pm on Sunday?**
- E. Before noon on Sunday?**

America's favorite days

% of respondents naming each day as their favorite in a 2005 Gallup survey



WAPO.ST/WONKBLOG

Source: Gallup

WASHINGTON POST + GALLUP



Why do we hate Monday so much?



Employee Engagement

Engaged employees are those who are involved in, enthusiastic about and committed to their work and contribute in a productive way.

How do I get engaged?

How'd I end up here?

Why do I stay?

What are my career drivers?

Is this giving me energy or draining my energy?

You've got to have some basic needs met.

Career Drivers?

Company Identity	My Contribution	Growth
Brand	Knowledge and Expertise	Learning
Location	Role	Skill Building
Industry	Problem Solving	Personal Development
Mission	Results	Achievement
Prestige	Leadership	Opportunity
Vision	Purpose	Advancement
Culture	Accountability	Challenge
Diversity	Impact	Reputation
Mobility	Influence	Innovation

Working Together	Appreciation and Security	Exploration
Teammates	Benefits	Adventure
Collaboration	Money and Rewards	Passions
Inclusion	Feeling Valued	Freedom
Helping Others	Recognition	Feeling Empowered
Trust	Stability	Taking Risks
Mentorship	Support	Autonomy
Competition	Work-Life Balance	Variety
Flexibility	Respect	Dreams
Empathy	Job Title	Creativity

How do I get engaged?

How'd I end up here?

Why do I stay?

What are my career drivers?

Is this giving me energy or draining my energy?

You've got to have some basic needs met.

Some Basic Needs

1. **I Know What's Expected of Me at Work**
2. **I have the Materials and Equipment I Need to Do My Job Right**
3. **At Work, I Have the Opportunity to Do What I Do Best Every Day**
4. **In the Last 7 Days, I Have Received Recognition or Praise for Doing Good Work**
5. **My Supervisor, or Someone at Work Seems to Care About Me as a Person**
6. **There is Someone at Work Who Encourages My Development**
7. **At Work, My Opinions Seem to Count**
8. **The Mission or Purpose of My Company Makes Me Feel My Job is Important**
9. **My Associates or Fellow Employees are Committed to Doing Quality Work**
10. **I Have a Best Friend at Work**
11. **In the Last 6 Months, Someone at Work Has Talked to Me About My Progress**
12. **In the Last Year, I have had Opportunities at Work to Learn and Grow**

How do you get these needs met?

You have to have a great manager.

What about the people who aren't engaged?



A photograph of a row of blue corrugated metal water storage tanks. The tanks are arranged in a line, receding into the distance. They are positioned in front of a brick building. The sky is clear and blue. The text 'The Problem' is overlaid in the center in a large, white, sans-serif font.

The Problem

Silos

Learning

Talent Dev



- Compliance
- Required training
- Roles specific training

Engagement

HR



- Engagement
- Performance standards
- Feedback

Performance

Managers



- Productivity
- Process compliance/imprv
- Performance conversations
- Delivering feedback

Macro v. Micro

Organization or Team

HR and Talent Development approach from the organizational level.

Managers apply these concepts at the team level.

The Real Problem: Who's Driving?

70% of the variance in employee engagement is attributable to an employee's direct manager.

The manager is responsible to make sure employees complete their training.

The manager is responsible to drive performance

HR and Talent Development set up the manager for success, but who drives the execution and improvement?

It's the Manager.

The Silo Problem

We divide responsibility for performance, engagement and learning across different functions in the organization...

But it's the manager, who has to drive all three.

The Silo Problem and Employees

Employees don't think about your silos.

“I have the materials and equipment to do my job right.”

“At work, I get to do what I do best every day.”

“I have opportunities to learn and grow.”

“Someone at work encourages my development.”

“My opinions seem to count.”

“Am I going to have a job in 2 weeks?”

These are the things the employee cares about.

If you have a question you don't know the answer to, or a problem you need to solve, where do you go first?

Learning in the Flow of Work

When I need to do

Google



now how to do it in

Slack

emy

YouTube

Employees don't silo

They don't approach your silos for knowledge and wisdom.

They switch from learning to performance and back again.

While they're performing - learning - performing, they're either engaged or they're not - basic needs.



The real, real problem

Employees and managers aren't having meaningful conversations about learning and performance.

Many managers start at a disadvantage with because of the way they became managers.

We need to do all we can to set them up for success so that employees can be engaged, can grow and be motivated.




Manager as Coach/Coaching as Conversations



The Role of Technology

Managers need help to drive performance, employee engagement and learning.



Google Docs
Finance test

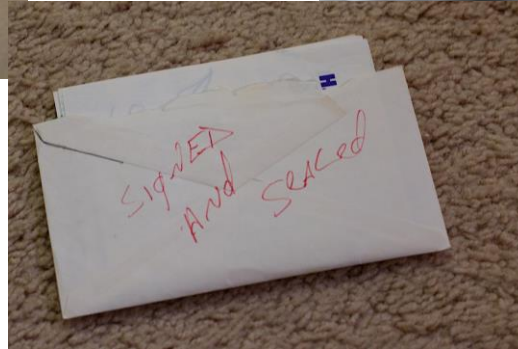
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5	25/01/2008	16:00:00			
6	01/02/2008	16:00:00			
7	08/02/2008	16:00:00	134.21	125.48	135.9
8	15/02/2008	16:00:00	128.01	124.63	131
9	22/02/2008	16:00:00	125.99	119.46	126.75
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Technology: tools to do the job right

- Learning
- + 1on1s
- + Goals
- + Feedback
- + Achievements
- + Effective Performance Conversations
- Growth, Motivation & **ENGAGEMENT**

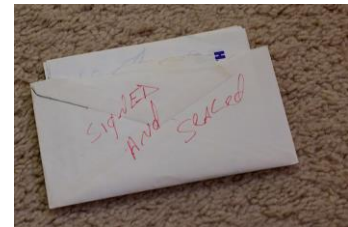
Google Docs

Finance test

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1	Date			
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3	16/02/2000	72.89	183.6	168.3
4	16/03/2000	81.36	179.42	156.7
5	16/04/2000	80.01	199.98	126.14
6	16/05/2000	-83.75	136.65	126.45
7	16/06/2000	134.21	125.48	135.9
8	16/07/2000	128.01	134.43	131
9	16/08/2000	125.99	116.46	138.76
10	29/02/2000	116.99	125.62	112.3
11	16/03/2000			



Why Engagement Matters

Engagement: Top Quartile v. Bottom Quartile Companies

- 10% higher on customer ratings
- 20% higher sales
- 21% higher in profitability
- 17% higher in productivity
- 24% lower turnover (in high-turnover organizations)
- 59% lower turnover (in low-turnover organizations)
- 28% less shrinkage
- 70% fewer safety incidents
- 58% fewer patient safety incidents
- 40% fewer quality defects

Learning AND Performance

L = Learning (TD)

P = Performance (MGR)

E = Engagement (HR)

L + P + E = Organizational Growth

Driving Engagement

Managers need knowledge, support and tools

- **Measuring engagement (HR, Tech)**
- **Knowing the results for THEIR team (HR, TD)**
- **Knowing what to do with the results for their team (HR, TD)**
- **Knowing HOW to drive results for their team (HR, TD)**

Driving Learning

Managers need knowledge, support and tools

- **Good instructional design (TD)**
- **Good content (TD)**
- **Good tools & processes for delivering training (TD)**
- **Reporting (Tech)**
- **A way to integrate learning with performance (TD and Tech)**

Driving Performance

Managers need knowledge, support and tools

- **Standards of performance (HR, MGR)**
- **Support when someone isn't meeting the standards (HR)**
- **Good processes and tools (Tech)**

It's the Manager...

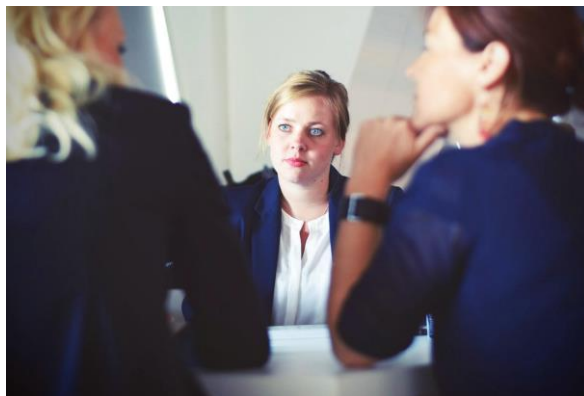
Manager's gotta drive results, but they can't do it alone.

I wanna bust the silos, but where do I start?

Learning
Talent Dev



Engagement
HR



Performance
Managers



6 Steps to Silo Busting: Step 1

Get a baseline on your engagement (and other metrics)

First: WHY are we measuring engagement?

Next: Use whatever instrument you have at your disposal

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6 Steps to Silo Busting: Step 2

Start small with a pilot group.

You don't have to roll this to the entire organization
Proof of concept
Celebrate success

6 Steps to Silo Busting: Step 3

Make sure managers understand their role.

Managers are going to drive performance, improvements in engagement, completion of learning.



6 Steps to Silo Busting: Step 4

Base your initiatives on the 12 Elements of Engagement

1. I Know What's Expected of Me at Work
2. I have the Materials and Equipment I Need to Do My Job Right
3. At Work, I Have the Opportunity to Do What I Do Best Every Day
4. In the Last 7 Days, I Have Received Recognition or Praise for Doing Good Work
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6 Steps to Silo Busting: Step 5

Focus on effective conversations between managers and employees.

Are 1on1's happening?

Do managers know how to effectively hold a 1on1?

What about performance conversations?

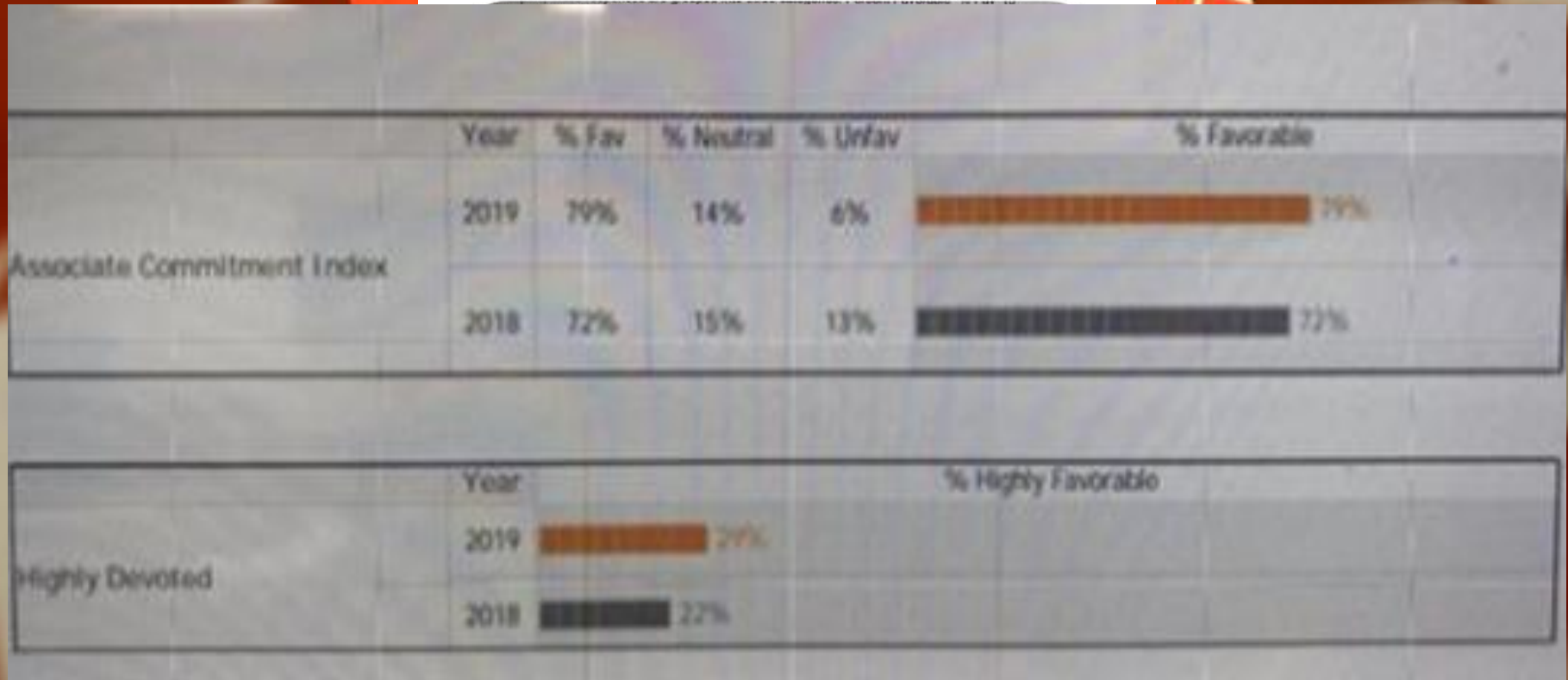
What about coaching?

6 Steps to Silo Busting: Step 6

Get a second read on engagement (and your other metrics)

Give it time to work, then survey the pilot group again
Look at your other meaningful metrics
What do the data show?

Today 12:45 PM



wanted to say thank you

Questions?

Ryan Houmand
Ryan.Houmand@GetBridge.com

THANK YOU

