

Disengaged—Engaged Employees The Impact on Your Culture

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Agenda

- Business Challenges
- Disengaged Employee
- What causes a disengaged employee
- Actively Disengaged Employee
- Engaged Employee
- Cultures
- Mentoring Culture – the path to the new culture



Business Challenges

- Ageing work force
- Talent shortage
- Lack of Succession Planning
- Lack of Succession Development
- Leadership challenges
- Disengaged employees
- Organizational change - renewal

The Stage

- Young professional
- Negativity
- Performance Issues
- Disengaged

Disengaged Employee

- Which of the following are behaviours of a disengaged employee?
 - They show up for work
 - They look at work as trading time for dollars
 - They complete their daily duties
 - They do not dress according to company policy
 - They have little passion or creativity

Disengaged Employee

- These employees are a frustration for most engaged employees
- They occupy about 50% to 60% of the workforce today
- Complaining from other staff – they do just enough to get by – stay under the radar screen
- Coffee and lunch breaks sometimes extend longer than normal

What Causes a Disengaged Employee

- The workplace or the job were not what the employee expected
 - Typically caused by a hurried hiring process
 - Employees not finding out what the culture really is like till they are on the job site for a few months
- Mismatch between the job and the person
 - Myth that training will transform the wrong person into the right person for the job

What Causes a Disengaged Employee

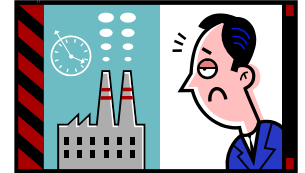
- There is little coaching/mentoring and feedback
 - 66% of college and university graduates look for mentoring programs/mentoring cultures to be in place as part of their criteria for job hunting
 - Lack of feedback is the number one problem for performance issues
 - Too many managers have never been mentored or coached themselves – learned behaviour

What Causes a Disengaged Employee

- Most do not know how to give feedback properly
- Too few growth and advancement opportunities
 - 51% of a recent survey claim there are no development opportunities within their company
 - A lot of time managers are not willing to discuss career growth
 - There is some protectionism – keeping your good employees

What Causes a Disengaged Employee

- Workers feel devalued and unrecognized
 - Being treated with disrespect
 - Acknowledgement for a job well done
 - Having to work in a unacceptable work environment
 - Over 60% of the employees feel ignored or taken for granted
 - Great employers make employees feel good on day one



What Causes a Disengaged Employee

- Workers suffer from stress
 - Overwork
 - Life – work balance
 - Doing more with less
 - Small companies are realizing they can compete for talent with the larger companies by simply creating a civilized work environment
 - A recent survey shows that 70% of the employees do not have a healthy work-life balance

What Causes a Disengaged Employee

- A loss of trust and confidence in senior leaders
 - No trust in senior leaders means no chance of becoming an employer of choice
 - Only 39% of American workers trust their senior leaders
 - 95% of voluntary turnover and disengagement is avoidable
 - Remember that the employee does shoulder some responsibility to stay engaged

What Causes a Disengaged Employee

- Most of the momentum must come from the senior leaders/managers to create the environment where employees want to be engaged – a culture change

Actively Disengaged Employee

- Which of the following are behaviours of an actively disengaged employee?
 - Are the true problem of staff chemistry and company performance
 - Demonstrate their dislike of job and their employer
 - Undermine the performance of engaged employees
 - Negative Attitude
 - Make good management material

Actively Disengaged Employee

- So what is the difference
 - They are the true problem of staff chemistry and company performance
 - Unhappy at work
 - More than likely unhappy at home
 - Undermine the performance of engaged employees by voicing their displeasure
 - Negative energy – infects those around them

Actively Disengaged Employee

- Can cause operational and performance issues with co-workers
- One bad apple can spoil the whole bunch
- Only constitutes about 15% of the workforce
- Can impact the positive contributions of the engaged employees
- Can have a dangerously negative effect on the disengaged employees – approximately 55% to 60%

Actively Disengaged Employee

- Cost US companies over \$400B last year
- Ignoring actively disengaged employees is usually the wrong action plan
- Their lack of productivity and impact on the other employees is too great to ignore

The Engaged Employee

- Who are they?
 - They love what they do – job content is the key
 - They are leaders as well as team players
 - Positive attitude – always looking for new opportunities
 - Understand the importance of customer service
 - Committed and will go the extra mile
 - Less likely to leave the organization

The Impact – A True Story

- 18-20 staff
- Poor management
- Negativity
- Ostrich syndrome

Culture – Why Do We Need It?

- Most people don't know what their culture is really like – they are like fish – they are swimming in it but unaware of its presence
- Workplace culture establishes the norms of behaviour and shared values of an organization
- It is “how one gets along in the organization”
- So why is a culture important?

Culture – Why Do We Need It?

- Truly high performing cultures/sub-cultures have three compelling attributes:
 - Consistently produce outstanding results
 - Attract, motivate, and retain top talent
 - Successfully adapt to changing conditions
- So the business value for having a culture - a good culture has been established

What is a Mentoring Culture

- A culture that promotes further education and development – a learning environment
- Strengthens communication
- Assists with retention, leadership development and team building
- Knowledge sharing – knowledge transfer
- It becomes a way of life

Mentoring Culture “The Path”

- What is typically missing
 - Leadership
 - Ostrich Syndrome – leader not aware
 - Commitment of the staff – they helped create the problem – they need to help fix it
 - No champions of the culture – at all levels
 - Positive energy

Mentoring Culture

“The Path”

- The Challenges
 - First the disengaged employee
 - Contributes to the poison
 - Under the radar
 - Doesn't really care
 - Collect the pay cheque and go home
 - Will need some work to bring over to the other side
- The Cure
 - Need to show them what is in it for them

Mentoring Culture

“The Path”

- Encourage them to be part of the solution rather than being part of the problem
 - Look for reasons why they have become disengaged
 - Examine what challenges they are facing
- Second - The Actively Disengaged Employee
- Has poisoned the environment
 - Look for reasons why they have become so toxic
 - Sometimes they just need someone to talk to
 - Ultimately they may have to leave your organization

Mentoring Culture “The Path”

- What will a Mentor Culture do for us?
 - Your biggest challenges will be in taking away the influence that your actively disengaged and disengaged employees have
 - Remember that approximately 75% of the work force is disengaged – 15% of that group are actively disengaged
 - Your mentor culture focuses on the positive and will win over the disengaged worker

Mentoring Culture

“The Path”

- Your work place will become a positive place to be
- Learning and development organization
- Recruitment and retention will be enhanced
- Communication will improve throughout the organization
- Teamwork will foster
- Those that cannot survive in this type of work place will seek other cultures to work in
- Productivity will increase
- The organization will flourish overall!!!!!!

A Quote

- The bottom line is that there is a clear connection between organizational success and a strong mentoring culture.
- In a mentoring culture, knowledge is managed; relationships are built; growth and development are nurtured; and employees are continuously learning.
- Employees are better prepared to pull together, to harness and focus their energy to create momentum that raises the bar for everyone.
- When the bar is raised, productivity increases, and organizations - and individuals - achieve amazing results.
- Reference: Lois J. Zachary, Ed.D. , Leadership Development Services, LLC

Mentoring Culture

“The Path”

- The decision is yours – embrace the “power of mentoring” and take your organization to the next level
- Create an environment where your employees are engaged, empowered and accountable

Can you afford not to?



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