

Getting Your Managers to Enhance Engagement

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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%

of employees
are engaged

GALLUP



2006



23,910 business units



Quarterly earnings vs. Quarterly engagement

Top Quartile for Engagement

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

Bottom Quartile for Engagement

- 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

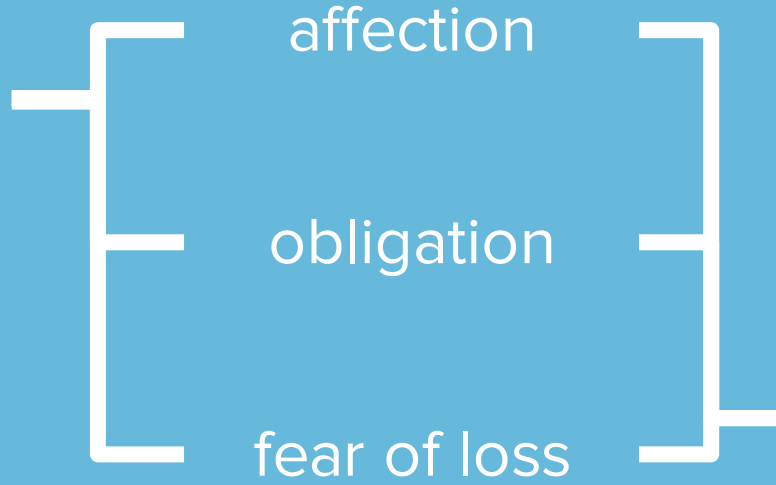


Understand how to empower managers to improve the engagement of their teams.

The background is a complex, low-poly geometric pattern in various shades of teal and green. The shapes are irregular polygons that fit together to fill the entire frame, creating a textured, crystalline effect. The colors range from a light, almost white-green to a deep, dark teal.

**What is
engagement?**



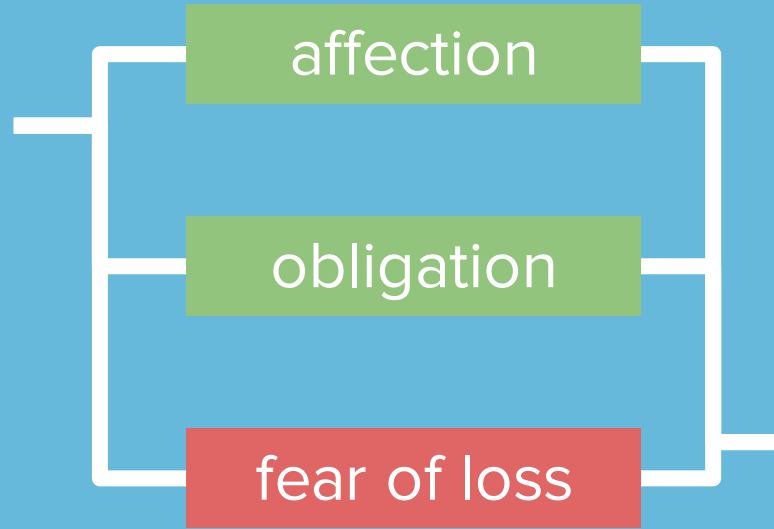


affection

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.**



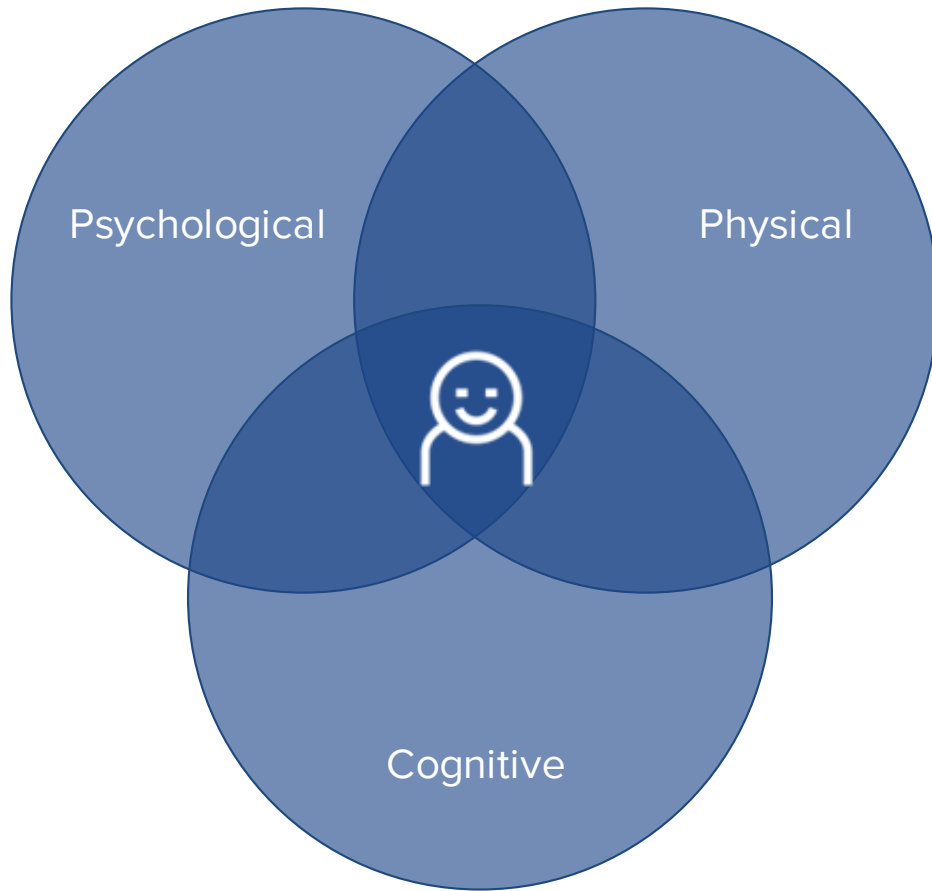
engagement

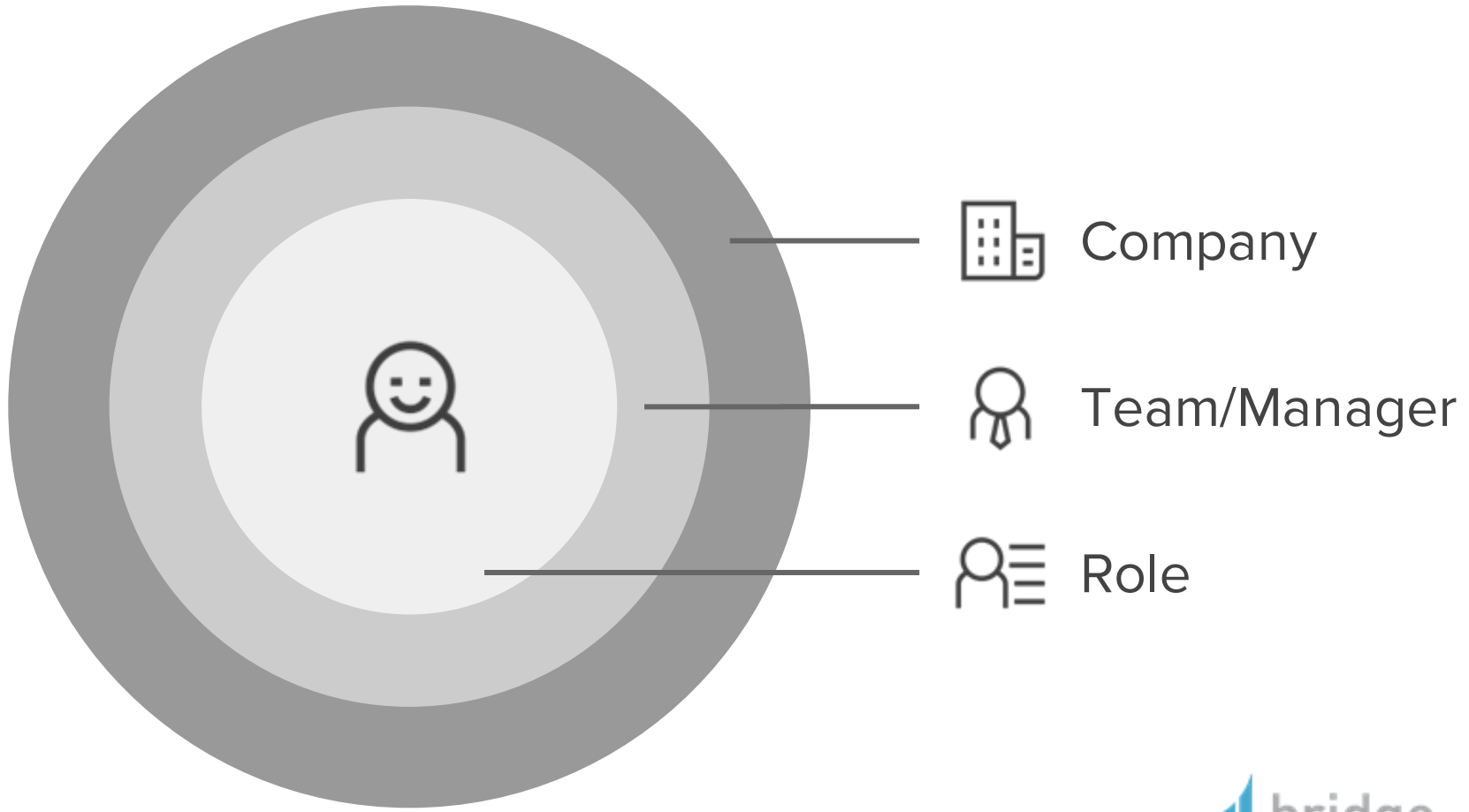
cognitive

emotional

psychological

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

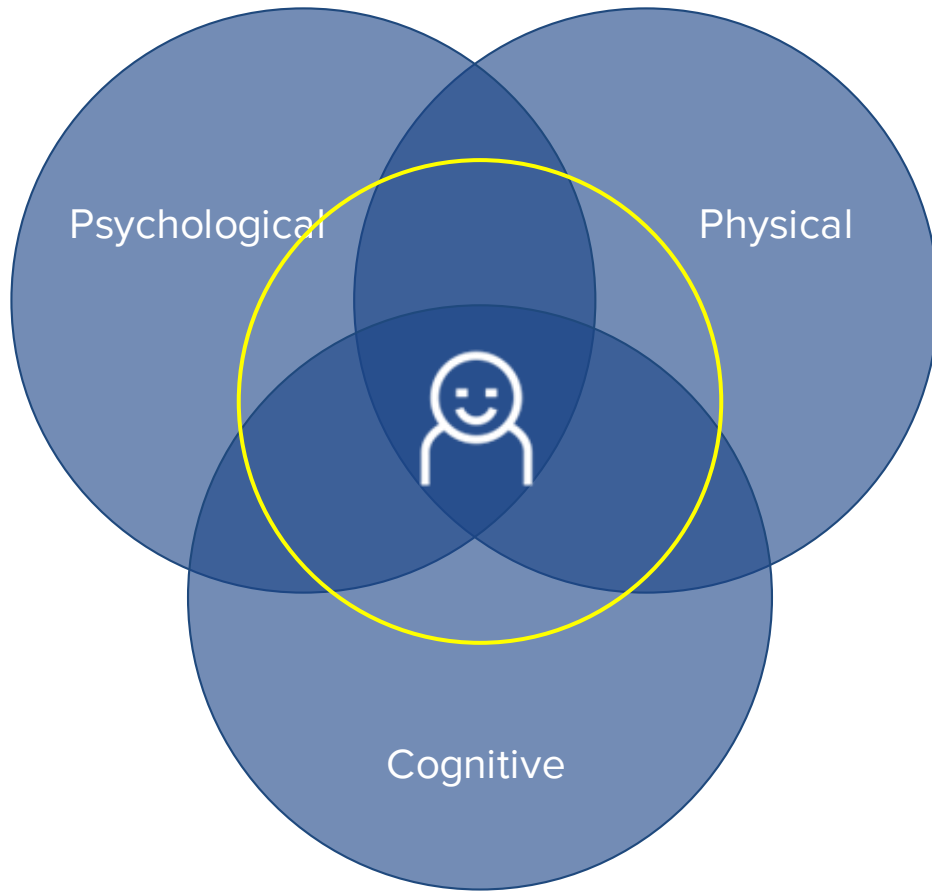
tl;dr:

Too long; Didn't Read:

Role Level

tl;dr:

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



50%

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

What we're *really* doing

Task Identity/Task
Significance

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

Role Fit

- Best practice interviewing and hiring practices
- Personalized development plans

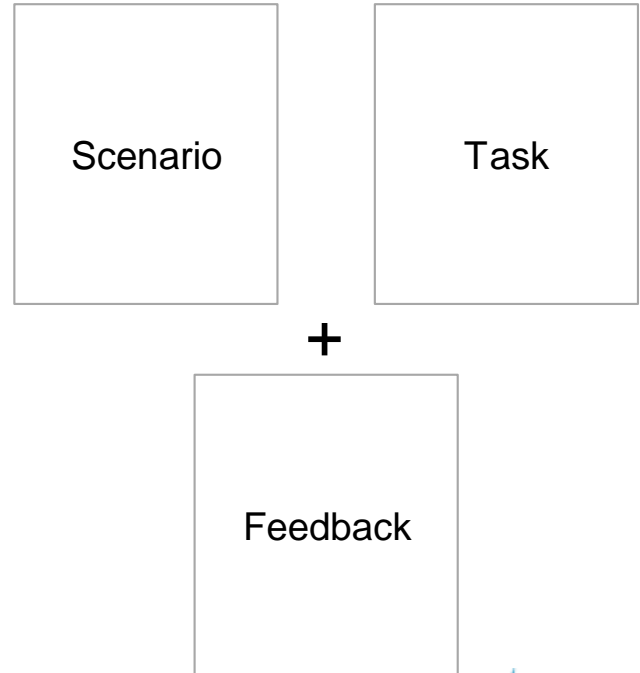
Autonomy/Job Control

- 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

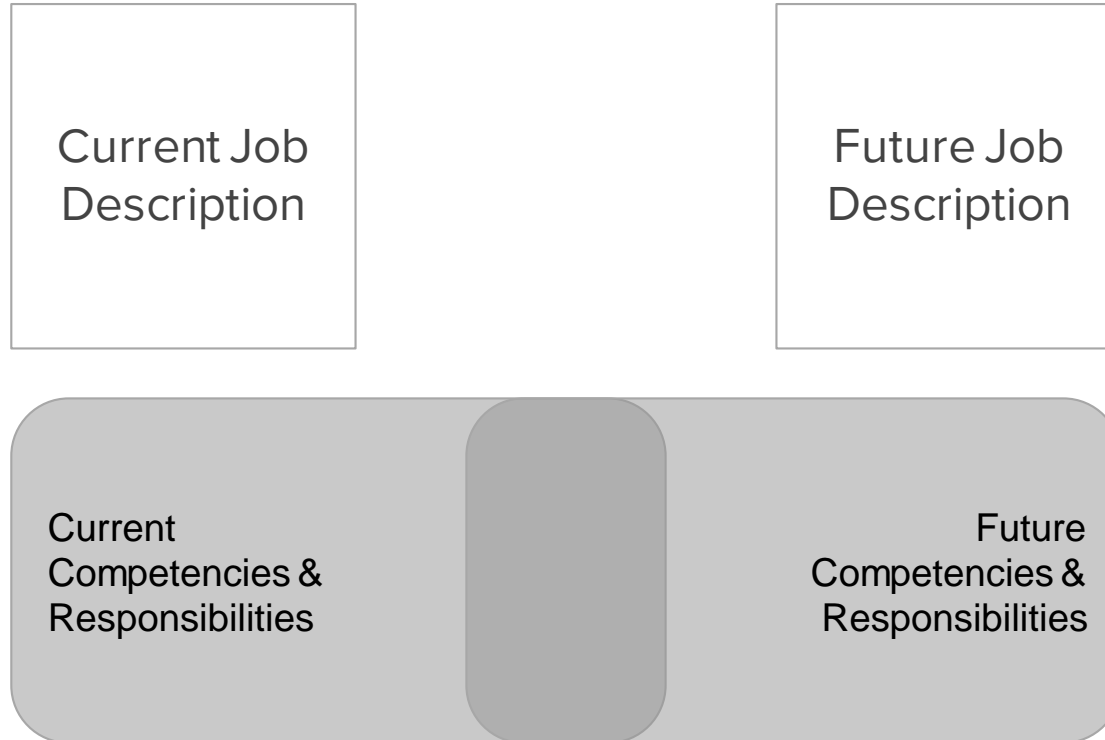
Organizational



“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





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

What we're *really* doing

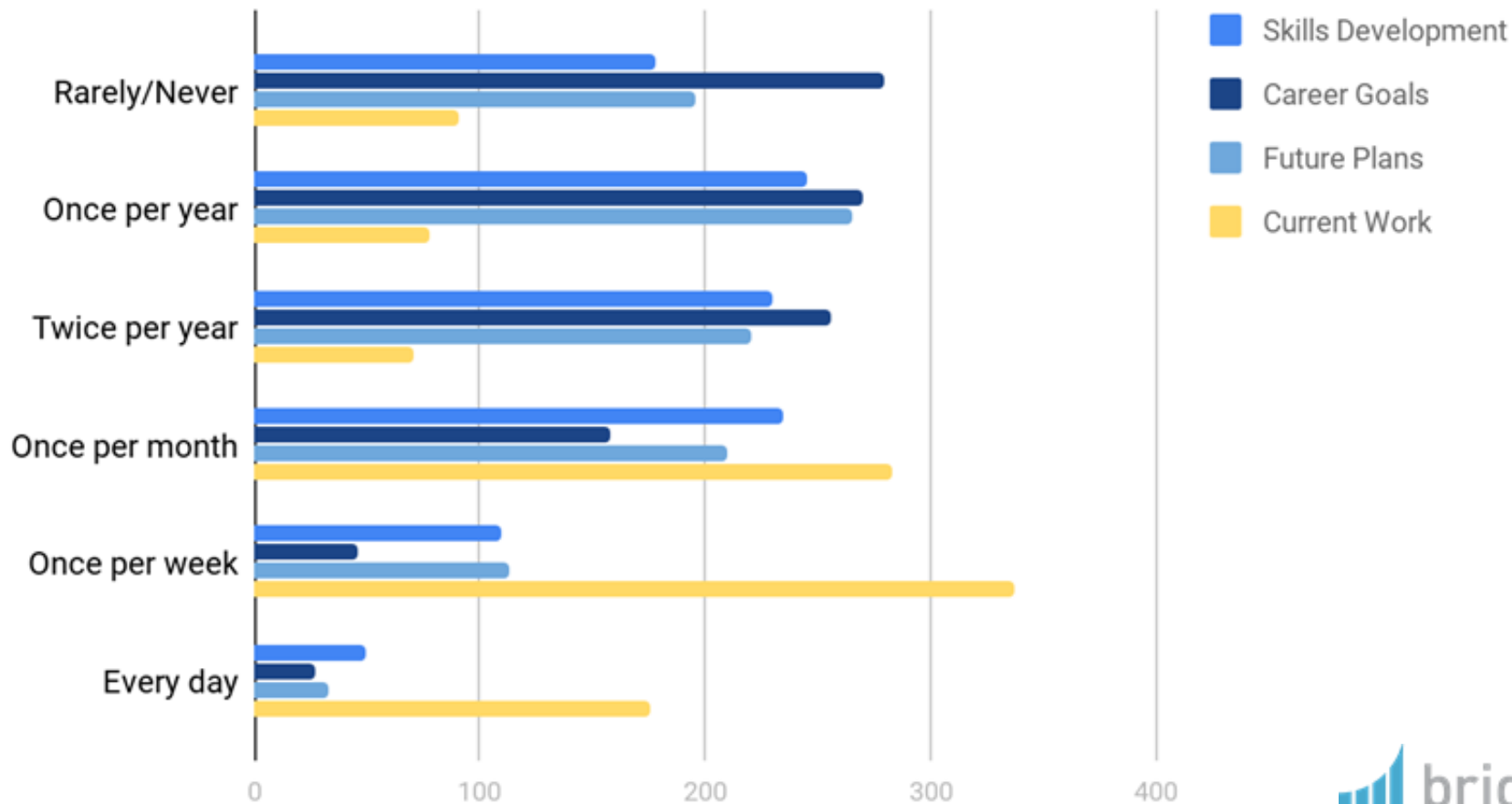
Supervisor Support

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

Supervisor Feedback

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

Frequency of Formal Discussion



Role Support (Predictability)

What we're doing

What we're *really* doing

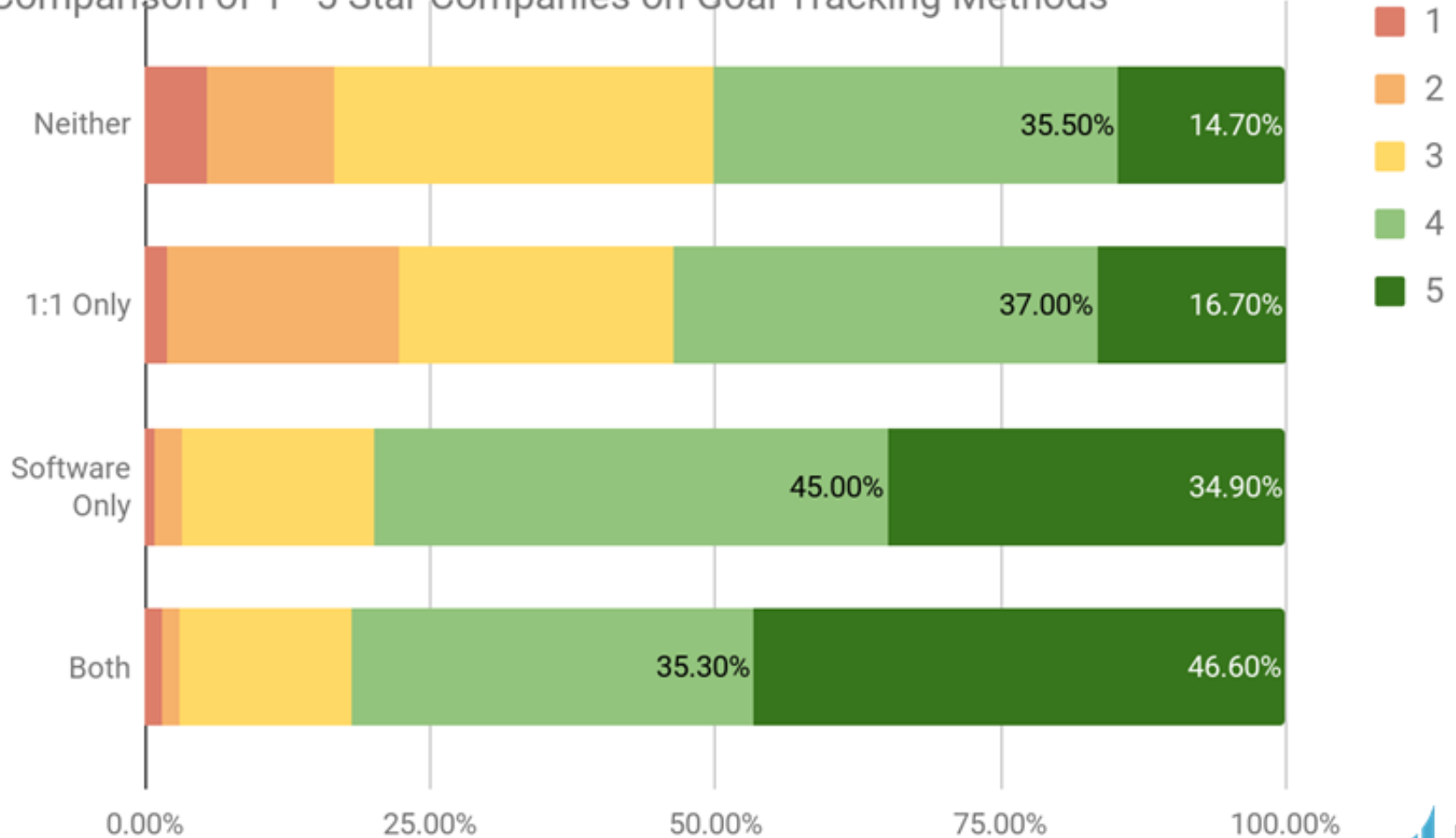
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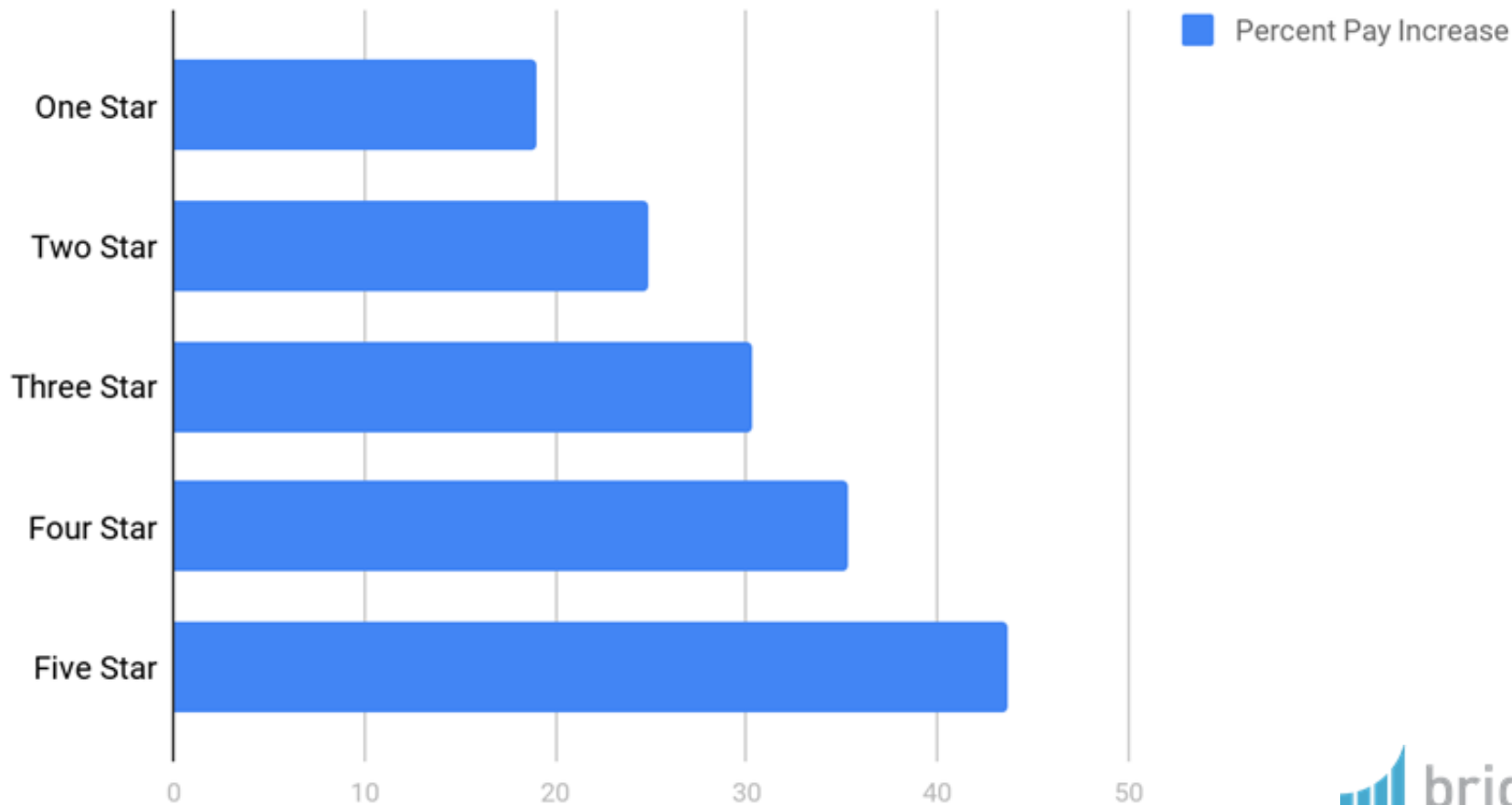
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-

Comparison of 1 - 5 Star Companies on Goal Tracking Methods



Opportunities for Advancement x % Pay Increase Required to Move



Role Support (Predictability)

What we're doing

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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

What we're *really* doing

Identity Crafting

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

Engagement Planning

- Seek participation
 - Build in feedback
 - Invest in managers
-

Performance and Award

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

Q01: I know what is expected of me at work.

Q02: I have the materials and equipment I need to do my work right.

Q03: At work, I have the opportunity to do what I do best every day.

Q04: In the last seven days, I have received recognition or praise for doing good work.

Q05: My supervisor, or someone at work, seems to care about me as a person.

Q06: There is someone at work who encourages my development.

Q07: At work, my opinions seem to count.

Q08: The mission or purpose of my company makes me feel my job is important.

Q09: My associates or fellow employees are committed to doing quality work.

Q10: I have a best friend at work.

Q11: In the last six months, someone at work has talked to me about my progress.

Q12: This last year, I have had opportunities at work to learn and grow.

Proficiency Definitions

Go To:

[Career Development Tool](#)



[Position Gap Analysis](#)



Proficiency	Analogy	
Expert	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>
Advanced	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>
Proficient	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>
Basic	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>
Aware	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

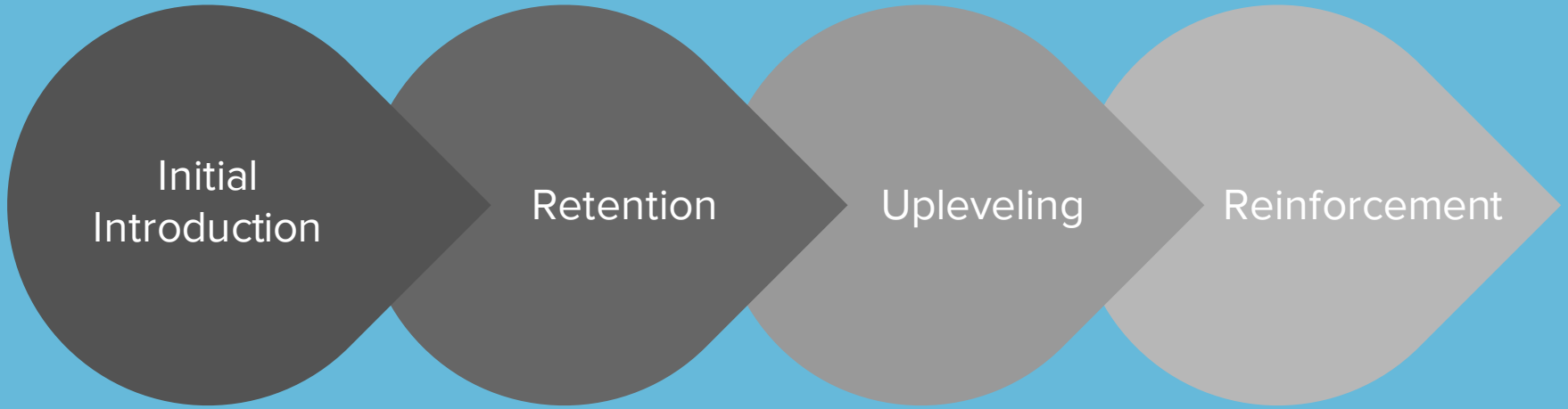
Soft Skills

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



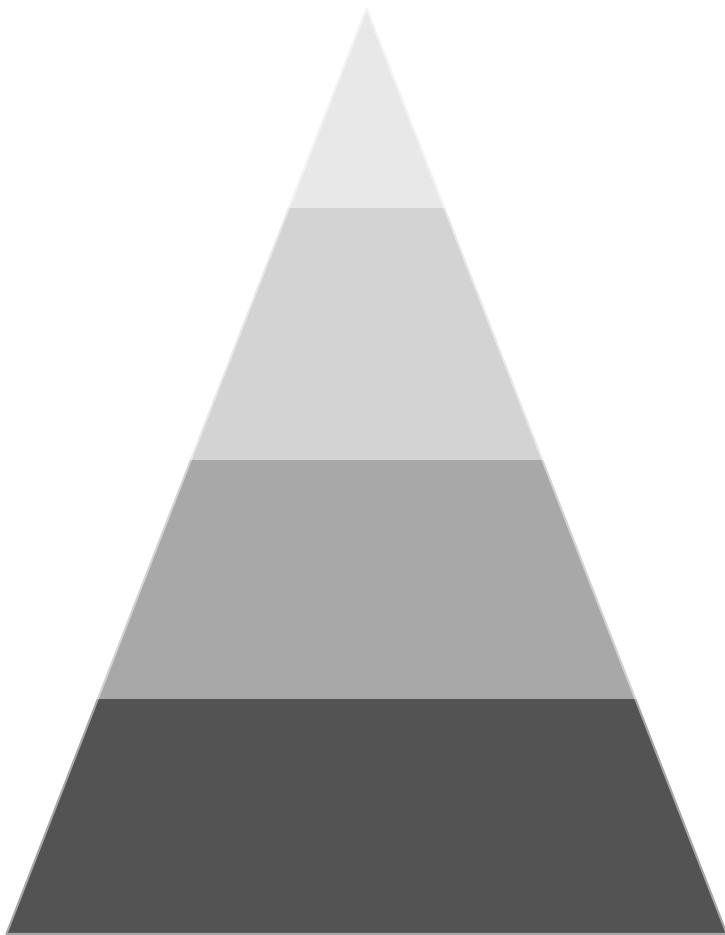
Executive Level

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

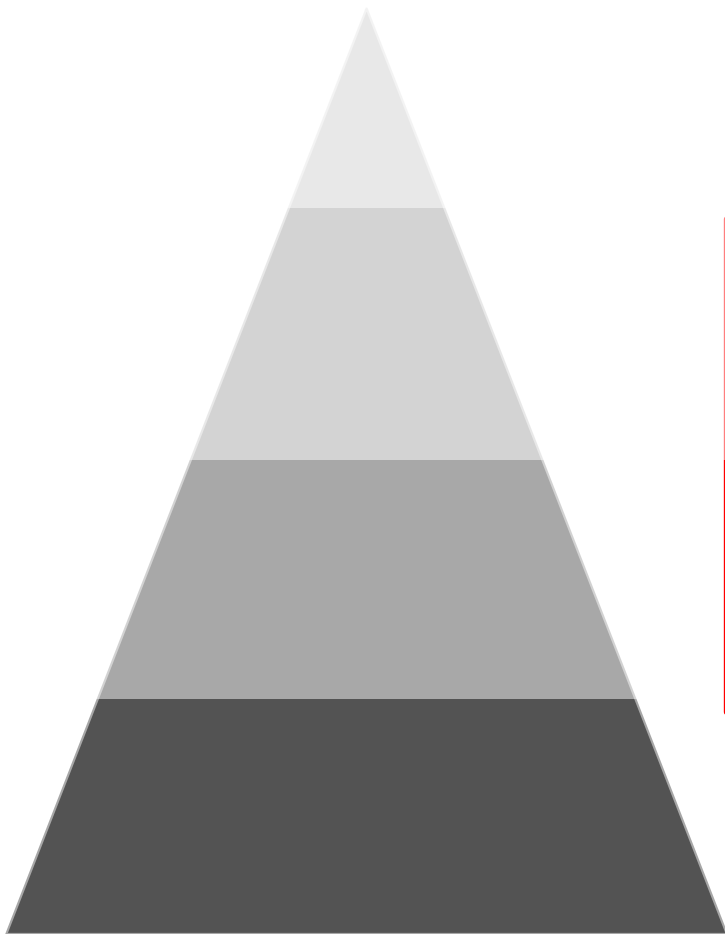
- Flextime

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



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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!

 **bridge**

Additional Citations

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