

Employee Engagement

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Carol Rovello

“But I like to think that a lot of managers and executives trying to solve problems miss the forest for the trees by forgetting to look at their people -- not at how much more they can get from their people or how they can more effectively manage their people.

I think they need to look a little more closely at what it's like for their people to come to work there every day.”

**Gordon Bethune,
Continental Airlines**

Today's Objectives

- Better understand employee engagement and the factors that impact it, positively and negatively
- Build a business case for addressing employee engagement
- Develop practical strategies for improving employee engagement within your organizations

What Do We Mean by Engagement?

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- The extent to which employees think, feel, and act in ways that represent high levels of commitment to their organization.
- Engaged employees:
 - Contribute 100% of competencies
 - Care deeply about the company
 - Regularly have peak experiences at work

Employee Engagement: A Brief Introduction, Sirota Survey Intelligence

Engagement vs. Disengagement

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- **Gallup Organization Research** – 17 million employees over 30 years
 - More than 50% of employees are not engaged in their work
 - Nearly 20% are actively disengaged
 - This means just 30% of employees are engaged
 - In world class organizations, the ratio of engaged to disengaged workers is almost 10:1
 - In average organizations, the ratio of engaged to disengaged workers is almost 2:1

Dr. Craig Dowden, *The Hidden Letter in Motivation: "Why?" Canadian Manager*, Summer 2011
<http://www.gallup.com/poll/150383/Majority-American-Workers-Not-Engaged-Jobs.aspx>

More on Disengagement

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- Mercer research on motivation and engagement
 - The percentage of workers seriously considering leaving their organization increased from 23% in 2005 to 32% in 2011
 - Despite the economic uncertainty, more employees would consider leaving today for a better opportunity

Stephen H. Miller, CEBS, *Nonfinancial Factors Seen as Key to Improving Motivation*, SHRM website, 10/31/11

Mercer 's October 2011 *What's Working* Survey Report

The Business Case

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- Estimated annual cost of disengagement to corporate America is \$300 billion in lost productivity
- The less engaged employees are with their work and organization, the more likely they are to leave.*1

- Engaged employees offer much higher levels of service to customers
- Engaged managers are more likely to create a work environment that is collaborative, creative, and stimulating*2

*1 <http://www.gallup.com/poll/150383/Majority-American-Workers-Not-Engaged-Jobs.aspx>

*2 *Employee Engagement: A Brief Introduction*, Sirota Survey Intelligence

The Business Case

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- Organizations with higher levels of employee engagement had higher productivity and profitability
- Engaged work groups have fewer safety incidents and lower absenteeism.
- Increasing employee engagement correlates directly with a positive impact on key business indicators.
 - ✦ For example, “engaged” organizations have 3.9 times the earnings per share compared with organizations having lower engagement in their same industry

<http://www.gallup.com/poll/150383/Majority-American-Workers-Not-Engaged-Jobs.aspx>

What Floats your Boat?

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Activities you like to do

Activities you don't like to do

Why?

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- When you think about the things you like and don't like to do, what reasons come to mind? Why do some activities show up on your "like to do" list and other activities show up on your "don't like to do" list?
- With your group, identify the common factors that cause you to select one activity over another.

Common Motivators – Engagement Factors

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Achievement*

- Importance
- Challenge
- Autonomy
- Sense of Accomplishment
- Recognition

Camaraderie*

- Relationships
- Enjoyment

Equity*

- Relationships

* *Employee Engagement: A Brief Introduction*, Sirota Survey Intelligence

Three Core Beliefs for Sustained Engagement

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- I'm making a difference.
- My company has my back.
- We're in this together.

Rebecca R. Hastings, SPHR, Study Explores Mysteries of Employee Engagement, SHRM website,
10/28/11

Study performed by Accenture Institute for High Performance, published June 2011

The “Meaning” of Engagement

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- Adam Grant, Wharton School of Business, Call Center Case Study
 - Personal Benefit
 - ✦ Same amount as before the intervention
 - Task Significance
 - ✦ Earned more than twice the number of weekly pledges
 - ✦ Earned more than twice the amount of weekly donation money
 - Control
 - ✦ Same amount as before the intervention

Dr. Craig Dowden, *The Hidden Letter in Motivation: “Why?”* Canadian Manager, Summer 2011

Job, Career, or Calling

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- Job: for the paycheck
- Career: for development and advancement
- Calling: for a sense of purpose
- Employees with a sense of calling demonstrate:
 - Higher levels of trust and confidence in management
 - Higher levels of commitment to the organization
 - Less conflict
 - More satisfactory relationships with coworkers
 - Higher levels of satisfaction with the tasks themselves

Dr. Craig Dowden, *The Hidden Letter in Motivation: "Why?"* Canadian Manager, Summer 2011

Job, Career, or Calling

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2010 study by Ottawa branch of Andre Filion & Associates

- Job

- No one reported feeling always engaged in their workplace
- 26.5% said they were never engaged

- Career

- 24% said they were always engaged in their workplace

- Calling

- 76.2 said they were always engaged in their workplace

Dr. Craig Dowden, *The Hidden Letter in Motivation: "Why?" Canadian Manager*, Summer 2011

The sense of purpose/importance is very powerful

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- A study of custodians working on an oncology ward cleaning up after patients who had lost control of their bodily functions provided evidence that “calling” crosses industries and jobs. One staff member who was interviewed as part of the study said:

“My job is as important as the physician. I help these people feel human. At their lowest and most vulnerable point, I help them maintain their dignity.”

Dr. Craig Dowden, *The Hidden Letter in Motivation: “Why?”* Canadian Manager, Summer 2011

What about Money?

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- Social and economic research constantly refutes the idea that financial incentives drive our work behavior.*1
- Nonfinancial factors play a prominent role in influencing employee motivation and engagement*2
 - Being treated with respect
 - Work-life balance
 - The quality of leadership
 - Working in an environment where you can provide good service to others
 - The type of work that you do
 - The quality of the people you work with
 - Base pay

*1 Dr. Craig Dowden, *The Hidden Letter in Motivation: "Why?" Canadian Manager*, Summer 2011

*2 Mercer 's October 2011 *What's Working* Survey Report

Consider the Factors We Discussed

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- What do you think is the most important factor?
- What could you do to positively impact that factor within your organization and increase the number of employees who are engaged?

1.

2.

3.

Thanks for participating!

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