


Supervisory Leadership Certificate Series: Session 3


EMPLOYEE ENGAGEMENT:

The Key to Motivation and Excellence




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TODAY'S PRESENTER




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A BRIEF REVIEW OF KOUZES & POSNER'S "THE LEADERSHIP CHALLENGE"

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POMS LEADERSHIP & MANAGEMENT

MANAGING is the ability to effectively mobilize the organization’s resources through planning, organizing, staffing, leading, controlling & coordinating, and re-planning to meet goals and objectives, and to assume roles as required:

technical, interpersonal, informational, decision-making, coach

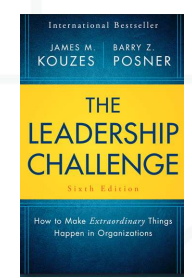


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POMS DEFINITIONS OF LEADERSHIP

- **LEADERSHIP** is the art of mobilizing others to want to struggle for shared aspirations.
- When people see you doing what you say, then they have the evidence that you mean it. Otherwise, it’s just words. Your actions send the loudest signals about what other people should be doing.
- True leaders are able to turn values into action, visions into realities, obstacles into innovations, separateness into solidarity, and risks into rewards.

• James Kouzes & Barry Posner
• “The Leadership Challenge”



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POMS THE FIVE PRACTICES AND TEN COMMITMENTS OF EFFECTIVE LEADERSHIP

Model the Way	<ul style="list-style-type: none"> • Clarify Values • Set the Example
Inspire a Shared Vision	<ul style="list-style-type: none"> • Envision the Future • Enlist Others
Challenge the Process	<ul style="list-style-type: none"> • Search for Opportunities • Experiment and Take Risks
Enable Others to Act	<ul style="list-style-type: none"> • Foster Collaboration • Strengthen Others
Encourage the Heart	<ul style="list-style-type: none"> • Recognize Contributions • Celebrate the Value and Victories


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POMS THINGS GREAT MANAGERS AND LEADERS DO - CORE BEHAVIORS:

- Give credit for good work that is being done
- Have people take responsibility rather than making excuses
- Information is shared rather than restricted
- People collaborate on important issues
- Talk in terms of “we” rather than “us & them”
- Focus on big picture issues
- Respect organizational structures and roles and do not use them as weapons
- Value each others' backgrounds and experience
- Concerns, criticisms and conflict are openly voiced
- Speak positively about work
- Trust the employees, and invest in them

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POMS 4 ESSENTIAL PRE-REQUISITES OF LEADERS



1. Honest in all respects
2. Forward Looking to anticipate future trends
3. Inspiring to others
4. Competent to do own job

From Kouzes' and Posner's research in The Leadership Challenge


TRUST & RESPECT > CREDIBILITY
Via Integrity, Respectfulness, Dynamism, Expertise

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POMS GREAT THINGS SUPERVISOR-LEADERS DO

1. Give credit for good work that is being done
2. Have people take responsibility rather than making excuses
3. Information is shared rather than restricted
4. People collaborate on important issues
5. Talk in terms of “we” rather than “us & them”
6. Focus on big picture issues
7. Respect organizational structures and roles and do not use them as weapons
8. Value each others' backgrounds and experience
9. Concerns, criticisms and conflict are openly voiced
10. Speak positively about work
11. Trust the employees, and invest in them

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POMS UNDERSTANDING HUMAN MOTIVATION

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POMS WHAT IS MOTIVATION?

- Motivation involves the biological, emotional, social and cognitive forces that activate behavior.
- Motivation is concerned with understanding ‘why people do what they do - why do people chose a particular course of action and persist with it , even in the face of difficulties and problems?’
- Motivation is the process that initiates, guides, and maintains goal-oriented behaviors. Motivation is what causes us to act ... and we are all different.
- In the workplace, some employees like repeating the same tasks and don't like too much change. Others need variety to stay motivated.

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POMS WHAT IS MOTIVATION?


- As a manager and leader, there are actions you can take which will increase the odds of you having a motivated, performing workforce.
- Understand what is motivation and how you can motivate not just on an individual basis, but also at a team level.
- Anyone who has ever had a goal (like wanting to lose ten pounds) realizes that simply having the desire to accomplish something is not enough.
 - Achieving such a goal requires the ability to persist through obstacles and endurance to keep going in spite of difficulties.

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POMS WHAT IS MOTIVATION?

There are three major components to motivation:

1. Direction
2. Persistence, and
3. Intensity.



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POMS WHAT IS MOTIVATION?

DIRECTION involves the decision to make the effort to initiate a behavior, such as taking on an assigned project, to benefit the organization.

PERSISTENCE is the continued effort toward a goal even though obstacles may exist.

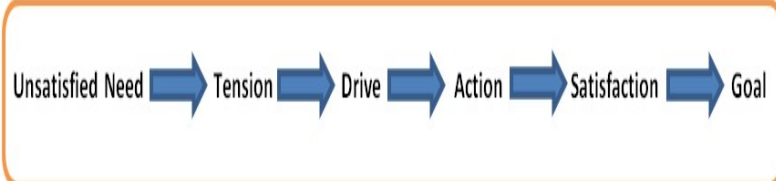
INTENSITY is the level of effort, concentration and vigor that goes into pursuing a goal.

It is important to remember that motivation models predict effort, not outcome.

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POMS WHAT IS MOTIVATION?

Motivation is the driving force to satisfy an unmet need by achieving a goal



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graph LR; A[Unsatisfied Need] --> B[Tension]; B --> C[Drive]; C --> D[Action]; D --> E[Satisfaction]; E --> F[Goal]
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POMS MOTIVATION AND PERFORMANCE

Traditional Definition:
Performance = Ability x Motivation

Alternative Definition 1:
Performance = Ability x Motivation x Environment

Alternative Definition 2:
Performance = Ability x Motivation x Environment x Clarity x Opportunity

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POMS MOTIVATION IS RESPONSIBLE FOR:

1. The selection and preference for activity
2. The persistence at the activity
3. The intensity and effort put into performance
4. How well or how badly a person will perform.

- The more motivated an employee is, the harder he/she will work at it, and the more likely they are to succeed in achieving the desired goal.
- There are two types of motivation: Intrinsic and Extrinsic

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POMS MOTIVATION AND PERFORMANCE

Extrinsic - ‘tangible rewards’ (e.g., salary, benefits, security, contracts etc.) - *largely outside of manager’s direct control*

Intrinsic - ‘psychological’ rewards (e.g., being appreciated, doing challenging work, positive recognition, using one’s ability etc.) - *can be heavily influenced by manager’s behavior and actions*

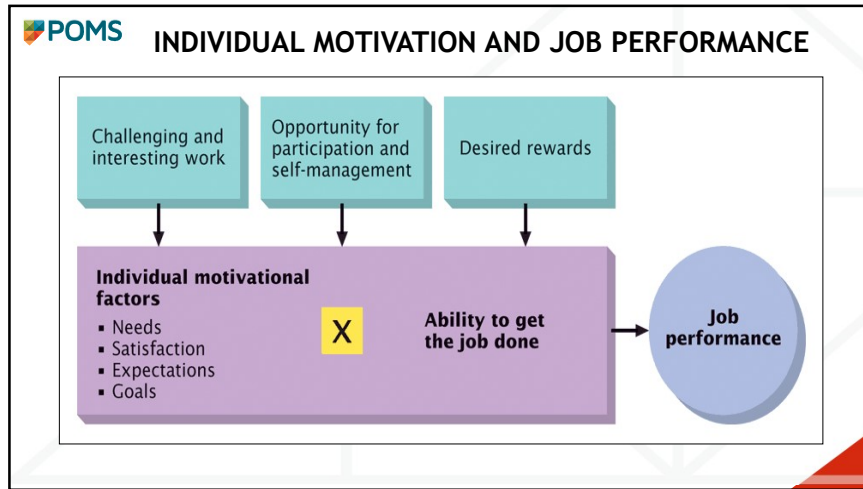
You don’t motivate individuals - you create the environment to enable self motivation - that is management’s primary role.

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POMS MOTIVATION AND PERFORMANCE

Intrinsic value > extrinsic rewards

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MASLOW'S HIERARCHY OF NEEDS THEORY

- Human beings have wants and desires which influence their behavior; only unsatisfied needs can influence behavior, satisfied needs cannot.
- Since needs are many, they are arranged in order of importance, from the basic to the complex.
- The person advances to the next level of needs only after the lower-level need is at least minimally satisfied.
- The further the progress up the hierarchy, the more individuality, humanness and psychological health a person will show.
- This theory assumes that there is a hierarchy of five needs within each individual. The urgency of these needs varies based on situation & circumstances.

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MASLOW'S HIERARCHY OF NEEDS- The Five Needs:

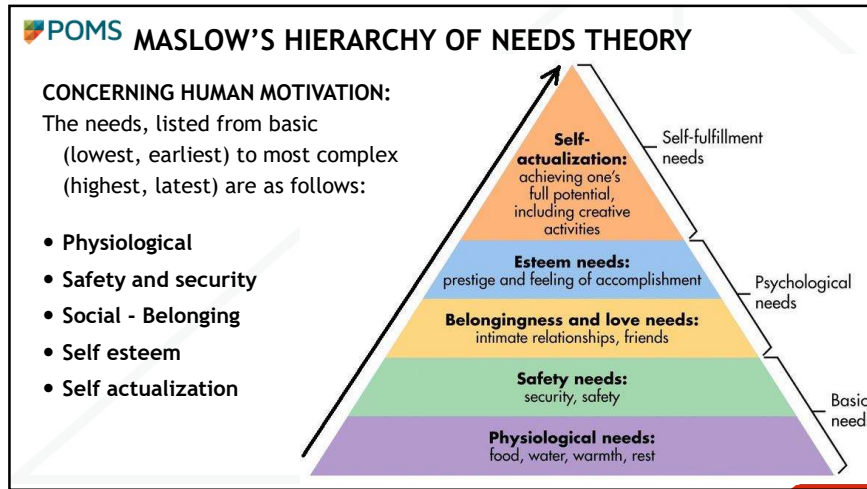
1. **Physiological needs-** These are the basic needs of air, water, food, clothing and shelter. In other words, physiological needs are the needs for basic amenities of life.
2. **Safety needs-** Safety needs include physical, environmental and emotional safety and protection. For instance- Job security, financial security, protection from animals, family security, health security, etc.
3. **Social needs-** Social needs include the need for love, affection, care, belongingness, and friendship.

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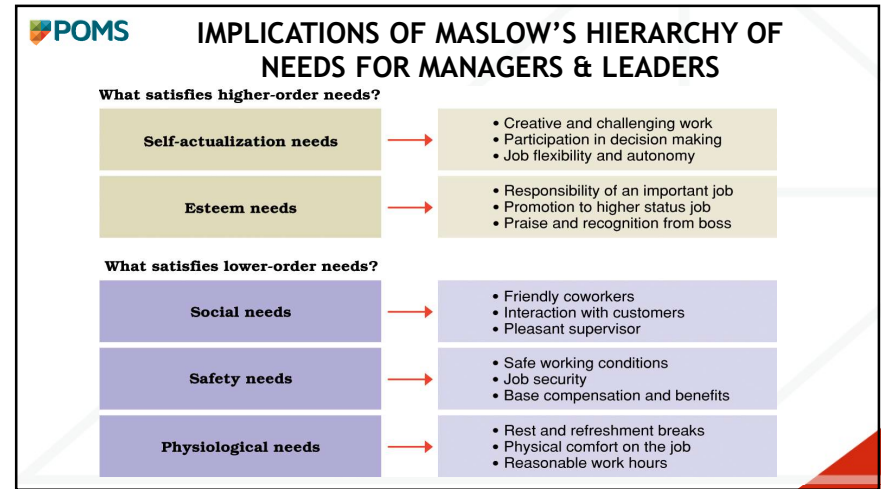
MASLOW'S HIERARCHY OF NEEDS- The Five Needs:

4. **Esteem needs-** Esteem needs are of two types: internal esteem needs (self- respect, confidence, competence, achievement and freedom) and external esteem needs (recognition, power, status, attention and admiration).
5. **Self-actualization need-** This include the urge to become what you are capable of becoming / what you have the potential to become. It includes the need for growth and self-contentment. It also includes desire for gaining more knowledge, social-service, creativity and being aesthetic. The self- actualization needs are never fully satiable. As an individual grows psychologically, opportunities keep cropping up to continue growing.

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POMS IMPLICATIONS OF MASLOW'S HIERARCHY OF NEEDS FOR MANAGERS & LEADERS

Identify and monitor the need level the employee is at, and then those needs can be utilized as incentive for motivation.

1. **Physiological Needs** - ensure that employees are given appropriate salaries to purchase the basic necessities of life. Breaks and eating opportunities should be given to employees.
2. **Safety Needs** - provide the employees job security, safe and hygienic work environment, and retirement benefits so as to retain them. Proper security measures should be taken for the facility.
3. **Social/Belonging Needs** - encourage teamwork, collaboration, and build relationships e.g., organize social events.

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POMS IMPLICATIONS OF MASLOW'S HIERARCHY OF NEEDS FOR MANAGERS & LEADERS

4. **Esteem Needs** - appreciate and reward employees on accomplishing and exceeding their targets. Management can give the deserved employee increased responsibility or higher job rank / position in the organization.
5. **Self-actualization Needs** - give the employees challenging jobs in which the employees' skills and competencies are fully utilized. Moreover, growth opportunities can be given to them so that they can reach the peak

• *Note that not all employees are governed by same set of needs, nor is an individual governed by the same needs at all times. It is always the most powerful unsatisfied need that motivates an individual.*

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POMS HERZBERG'S 2-FACTOR THEORY OF MOTIVATION

According to the Two Factor Theory of Frederick Herzberg (1959), people are influenced by two factors:

- **Hygiene factors (Maintenance)** are needed to ensure an employee does not become dissatisfied. They do not lead to higher levels of motivation, but without them, or if they are taken away there is dissatisfaction and de-motivation.
- **Motivation factors** are needed in order to motivate an employee into higher performance.

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POMS HERZBERG'S 2-FACTOR THEORY OF MOTIVATION

Hygiene factors - Hygiene factors are those job factors which are pre-requisite for motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent / if these factors are non-existent at workplace, then they lead to dissatisfaction.

- Hygiene factors are those factors which when adequate or reasonable in a job, pacify the employees and do not make them dissatisfied.
- These factors are extrinsic to work.
- Hygiene factors are also called as dissatisfiers or maintenance factors as they are required to avoid dissatisfaction. These factors describe the job environment/climate.
- The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled.

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POMS HERZBERG'S 2-FACTOR THEORY OF MOTIVATION

Hygiene factors include:

- **Pay** - The pay or salary structure should be appropriate, fair, and reasonable. It must be equal and competitive to those in the same industry in the same domain.
- **Company Policies and administrative policies** - The company policies should not be too rigid. They should be fair, clear, and should include flexible working hours, dress code, breaks, vacation, etc.
- **Fringe benefits** - The employees should be offered health & welfare benefits (health, dental, etc.) and time-off benefits.
- **Physical Working conditions** - The working conditions should be safe, clean and hygienic, and equipment should be updated and well-maintained.
- **Interpersonal relations** - The relationship of the employees with peers, superiors and subordinates should be appropriate and acceptable.
- **Job Security** - The organization must provide job security to the employees.

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POMS HERZBERG'S 2-FACTOR THEORY OF MOTIVATION

Motivational factors -

- The motivational factors yield positive satisfaction.
- These factors are inherent to work.
- These factors motivate the employees for a superior performance.
- These factors are called satisfiers. These are factors involved in performing the job.
- Employees find these factors intrinsically rewarding and motivating.
- The motivators symbolized the psychological needs that were perceived as an additional benefit.

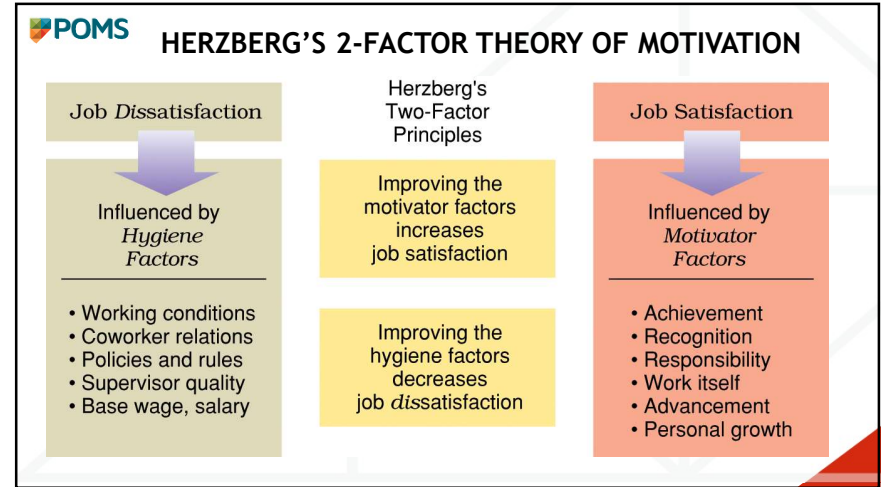
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POMS HERZBERG'S 2-FACTOR THEORY OF MOTIVATION

Motivational factors include:

- **Recognition** - The employees should be praised and recognized for their accomplishments by the managers.
- **Sense of achievement** - The employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job.
- **Growth and promotional opportunities** - There must be growth and advancement opportunities in an organization to motivate the employees to perform well.
- **Responsibility** - The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability.
- **Meaningfulness of the work** - The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.

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POMS HERZBERG'S 2-FACTOR THEORY OF MOTIVATION

Combining the hygiene and motivation factors results in four scenarios:

1. **High Hygiene + High Motivation:** The ideal situation where employees are highly motivated and have few complaints.
2. **High Hygiene + Low Motivation:** Employees have few complaints but are not highly motivated. The job is perceived as a paycheck.
3. **Low Hygiene + High Motivation:** Employees are motivated but have a lot of complaints. A situation where the job is exciting and challenging but salaries and work conditions are not up to par.
4. **Low Hygiene + Low Motivation:** The worst situation. Unmotivated employees with lots of complaints.

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POMS IMPLICATIONS OF HERZBERG'S 2-FACTOR THEORY FOR MANAGERS & LEADERS

- The Two-Factor theory implies that the managers/leaders must stress upon guaranteeing the adequacy of the hygiene factors to avoid employee dissatisfaction.
- Also, the managers/leaders must make sure that the work is stimulating and rewarding so that the employees are motivated to work and perform harder and better.
- This theory emphasizes job-enrichment so as to motivate the employees.
- The job must utilize the employee's skills and competencies to the maximum.
- Focusing on the motivational factors can improve work-quality and performance.

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SOME ADDITIONAL THOUGHTS ON EMPLOYEE MOTIVATION

POMS

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POMS WHAT DO WORKERS WANT FROM WORK?

Job Rewards	Rank Order
Good working conditions	
Feeling of being in on things	
Tactful discipline	
Full appreciation of work done	
Personal loyalty to employees	
Good wages	
Promotion and growth	
Sympathetic support for personal issues	
Job security	
Interesting work	

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POMS WHAT DO YOU WANT FROM WORK?

Job Rewards	Rank Order
Good working conditions	
Feeling of being in on things	
Tactful discipline	
Full appreciation of work done	
Personal loyalty to employees	
Good wages	
Promotion and growth	
Sympathetic support for personal issues	
Job security	
Interesting work	

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POMS ACTUAL RANKINGS IN RESEARCH

Job Rewards	Rank By Supervisors	Rank By Employees
Good working conditions	4	9
Feeling of being in on things	10	2
Tactful discipline	7	10
Full appreciation of work done	8	1
Personal loyalty to employees	6	8
Good wages	1	5
Promotion and growth	3	7
Sympathetic support for personal issues	9	3
Job security	2	4
Interesting work	5	6

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POMS WHY THEY JOINED, STAYED OR LEFT

"The War for Talent," Ed Michaels, Helen Handfield-Jones, Beth Axelrod (2001)

70%	Values and culture absolutely essential
62%	Freedom and autonomy in work
58%	Good management and leaders*
55%	Feel strong connection with organizational mission and purpose
52%	Exciting challenges in work
45%	Training & professional/personal development
44%	Greatness is expected, mediocrity not tolerated
20%	Good total compensation

*... managerial talent is some combination of a sharp strategic mind, leadership ability, emotional maturity, communications skills, the ability to attract and inspire other talented people, entrepreneurial instincts, functional skills, and the ability to deliver results. (p. xii)

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POMS HRM and the Climate for Motivation: Laying the Foundation

“Climate for motivation”: the opportunities for workers to find motivation at work, which is determined by the range of human resource management policies and practices

- Leaders and Managers can establish a general climate for worker motivation
 - Competitive salaries and wages
 - Relevant benefits
 - Building supportive relationships with individuals and teams
 - Meaningful rewards and recognition
 - Opportunities for challenge and training
 - Friendly and cooperative workplace relations
 - Assignments that allow for making meaningful contributions to society
 - Feedback that provides recognition and opportunity for development
 - Meaningful control over their work environment
 - Minimize the demotivating effect of rules and regulations

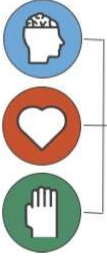
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POMS WHAT IS EMPLOYEE ENGAGEMENT?

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POMS WHAT IS EMPLOYEE ENGAGEMENT?

Employee Engagement is



An employee's intellectual (**head**) and emotional (**heart**) connection with an employer, demonstrated by motivation and commitment (**hands**) to positively impact the company vision and goals.


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POMS WHAT IS EMPLOYEE ENGAGEMENT?

- Today, many people value culture far more than compensation. So, employee engagement isn't about showering employees with pay and perks to make them happier.
- Engagement involves appealing to individuals' deep-seated motivations – the drivers that make them want to work harder, perform better, and take the company further.
- As a leader, you need to gain a strong understanding of:
 - What it means to engage employees and
 - How employee engagement differs from employee satisfaction.
- We define employee engagement as:
 - *An employee's emotional and intellectual connection with an employer, demonstrated by motivation and commitment to positively impacting the company vision and goals.*

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POMS ENGAGED EMPLOYEES ARE ...



Committed

Wanting to stay with the organization and feeling passionate about its mission


Stay longer



Contributing

Motivated to help the organization succeed

Are better "corporate citizens"



Captivated

Feeling energized and looking forward to coming to work

Have more innovative ideas

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POMS WHAT DOES EMPLOYEE ENGAGEMENT LOOK LIKE?

- Engaged employees** work with passion and feel a profound to their company. They drive innovation and move the organization forward.
- Not engaged employees** are essentially "checked out". They're sleepwalking through their work day, putting time-not energy or passion-into their work.
- Actively disengaged employees** aren't just unhappy at work: they're busy acting out their unhappiness. Every day, these workers undermine what their engaged co-workers accomplish.

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POMS KEY DRIVERS OF EMPLOYEE ENGAGEMENT

- Employees’ relationships with their direct managers: 80% of employees who were dissatisfied with their direct manager were disengaged.
- Employees’ belief in senior leadership: 70% of employees who lack confidence in the abilities of senior leadership are not fully engaged.
- Employees’ pride in working for the company: 54% of employees who are proud of their company’s contributions to society are engaged.

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POMS ENGAGED EMPLOYEES MAKE A DIFFERENCE

- Organizations with high and sustainable levels of employee engagement tend to have three times higher operating efficiencies and profit margins than companies with low and unstable engagement.
- A Gallup study has also concluded that organizations with highly engaged employees experience 21% greater profitability besides which they have 59% less turnover.
- Highly engaged employees seek regular feedback with 40% of them saying that they receive feedback at least once a week
- A study of 64 organizations further revealed that organizations with highly engaged employees achieve 2 times the annual net income as compared to organizations that lag behind in employee engagement.

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POMS 7 TRAITS OF HIGHLY ENGAGED EMPLOYEES

- 1. A FOCUSED APPROACH**
 - Employees with higher engagement levels are known to have a more focused approach towards completing all the tasks and responsibilities assigned to them. Such employees pay great attention to every little detail and are keen to accomplish the goals set for them in the most efficient and timely manner.
 - They show an eagerness to learn new skills, are constantly seeking new ways to solve problems and overcome the challenges in the path of completing their tasks.
- 2. COLLABORATIVE OUTLOOK**
 - Truly engaged employees tend to have a collaborative outlook and often choose to voluntarily extend their help and support to their colleagues. They understand the significance of working together for fulfilling organizational goals effectively.
 - They show an eagerness to share their knowledge and expertise with the other team members and thus contribute towards creating a positive work environment. They constantly work towards attaining the greater goal that will ensure better growth and profitability for their organization.

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POMS 7 TRAITS OF HIGHLY ENGAGED EMPLOYEES

- 3. SUPPORT NEW EMPLOYEES**
 - Employees having higher engagement levels tend to be extremely supportive of the new employees joining the organization. They make every effort to make the new joiners feel comfortable in their new environment.
 - At the same time, they provide them with the necessary help and guidance to start working in a productive manner at the earliest. They tend to proactively boost the morale and employee motivation levels of their lesser engaged coworkers as well as any new recruits.
- 4. FOLLOW A DISCIPLINED ROUTINE**
 - One of the biggest qualities of engaged employees is that they work in a completely disciplined manner. This does not mean that these employees never socialize at work or have fun with their peers. However, they take care not to indulge in these activities at the cost of ignoring their work.
 - Rather they make sure that all these activities prove beneficial for them in completing their tasks more effectively and without compromising their performance and efficiency.

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POMS 7 TRAITS OF HIGHLY ENGAGED EMPLOYEES

5. GREAT COMMUNICATION SKILLS

- Members of the workforce with higher engagement levels generally possess great communication skills. They have the ability of expressing their ideas and opinions in a clear and precise manner, besides having great listening skills.
- They pay attention to what others have to say and communicate effectively with their peers and their superiors. Their effective communication skills minimize the possibilities of running into conflict situations with other team members due to miscommunication.

6. FLEXIBILITY TO ADAPT

- Employees with higher engagement levels are generally quite flexible with their approach and can adapt easily to changing business circumstances. They are well aware of the fact that businesses evolve continually, and these changes impact the working of the organization.
- Rather than making a fuss about it and spreading discord among other employees about the change, engaged employees simply adapt to the new situation.

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POMS 7 TRAITS OF HIGHLY ENGAGED EMPLOYEES

7. CONSISTENT EFFICIENCY AND PRODUCTIVITY

- The most engaged employees are often the most efficient and productive members of the workforce. They feel naturally motivated to give their best to every task assigned to them and do not shy away from seeking the help and support of their coworkers and superiors for the same.
- This improves the overall employee productivity consistently and eventually the top-line and the bottom-line of the organization.

THE BOTTOM-LINE FOR YOU AS A LEADER

- Knowing the traits of highly engaged employees in an organization is important. Identifying and rewarding them is key to promoting such behavior among other employees.

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POMS SO WHY IS EMPLOYEE ENGAGEMENT IMPORTANT?

Key Reasons for Investing in Employee Engagement

- 1**
Reduction in Employee Turnover
- 2**
Improves Organizational Culture
- 3**
Lower Absenteeism within the Workforce
- 4**
Boosts Workforce Productivity
- 5**
Drives Innovation and Creativity

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FIRST, BREAK ALL THE RULES

WHAT THE WORLD'S GREATEST MANAGERS DO DIFFERENTLY

BASED ON IN-DEPTH INTERVIEWS BY THE GALLUP ORGANIZATION OF OVER 80,000 MANAGERS IN OVER 400 COMPANIES—THE LARGEST STUDY OF ITS KIND EVER UNDERTAKEN

MARCUS BUCKINGHAM & CURT COFFMAN

POMS FIRST, BREAK ALL THE RULES

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CENTRAL FINDING FROM THEIR RESEARCH...

- *Successful organizations require a workplace culture that fosters engaged and committed employees.*
- *The largest single factor that makes or breaks employee engagement and top performance is to have excellent front line managers and leaders ...*
- *who walk the talk of listening to and supporting workers to achieve stretch goals of productivity and customer service.*

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REMEMBER THE LESSONS: WHAT PEOPLE WANT FROM WORK:

- Commitment and motivation come from involvement and from how people are treated
 - Give credit for good work that is being done
 - People collaborate on important issues
 - Trust the employees, and invest in them
- Distribute information across the organization and permit people to make rapid local adjustments and adaptations without always going up a chain of command
- Use ideas, insights, and wisdom of the people who do the work every day to help you become more productive and efficient

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THE RESEARCH: “FIRST, BREAK ALL THE RULES”

- **Key business outcomes:** productivity, profit/efficiency, effectiveness, retention, & customer service
- **Finding:** the line manager - not pay, benefits, perks or a charismatic corporate leader - was the critical player in building a strong workplace
- **Finding:** There are twelve key questions with four different stages that are key to effective line managers and leaders ...
- Looking for “Employee Engagement”

Buckingham, M. & Coffman, C. (1999). *First, Break All the Rules: What the World's Greatest Managers Do Differently*. NY: Simon & Schuster.

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THE MEASURING STICK OF GREAT LEADERSHIP:


THE 12 KEY QUESTIONS

1. Do I know what is expected of me at work?
2. Do I have the materials I need to do my work right?
3. Do I have the opportunity to do what I do best every day?
4. In the past 7 days, have I received recognition for good work?
5. Does my supervisor or someone care about me as a person?
6. Is there someone at work that encourages my development?



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POMS THE MEASURING STICK OF GREAT LEADERSHIP: THE 12 KEY QUESTIONS



7. At work, do my opinions seem to count?
8. Does the org mission make me feel my work is important?
9. Are my co-workers committed to quality?
10. Do I have a best friend at work?
11. In last 6 months, have I talked with someone about my progress?
12. At work, have I had opportunities to learn and grow?

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FIRST. BREAK ALL THE RULES. THE MEASURING STICK OF GREAT MANAGEMENT AND LEADERSHIP

- Score the questionnaire for yourself.
- Score the questionnaire as you think your employee would.
- Use the questionnaire with your employees to begin discussions about improvement.

Question	Very True	Partly True	Partly False	Very False
1. I know what is expected of me at work.				
2. I have the materials and equipment to do my work right.				
3. At work, I have the opportunity to do what I do best every day.				
4. In the last seven 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/purpose of my company makes me feel my job is important.				
9. My co-workers are committed to doing quality work.				
10. I have a best friend at work.				
11. In the last six months, someone at work has talked to me about my progress.				
12. This last year, I have had opportunities at work to learn and grow.				

What are the implications for you as a supervisor, manager, and leader?

POMS LET'S TALK ABOUT HOW YOU SCORED THESE QUESTIONS

1. Score For Yourself
2. Score Survey As You Think Your Team Would Score You as a Leader
3. Distribute it to your people and discuss the results – see how you can improve your leadership skills.

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POMS EMPLOYEE ENGAGEMENT FRAMEWORK

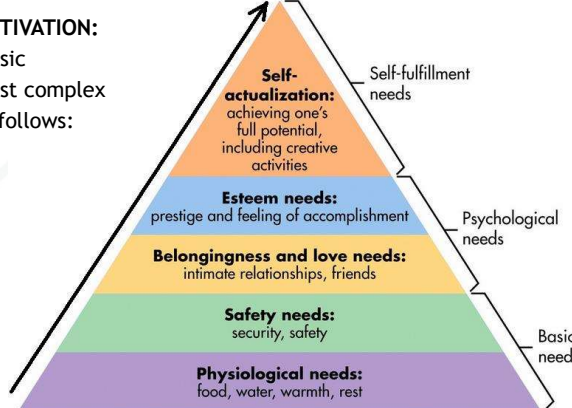
- The employee engagement framework is based on a hierarchy of employees' development needs (based on Maslow's Hierarchy of Needs)
- Each of the employee engagement survey question items fits into one of the four levels within that hierarchy.
- True employee growth begins when they have good coaching conversations with their manager, who knows how to ask the right questions.

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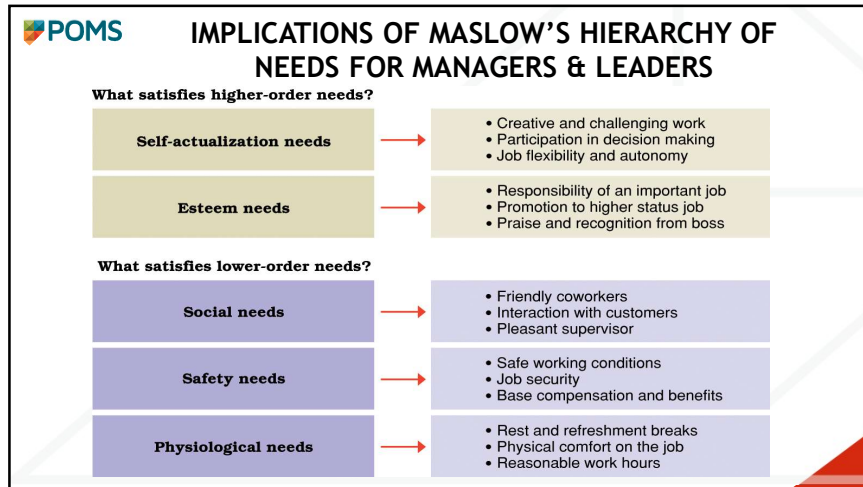
POMS MASLOW'S HIERARCHY OF NEEDS THEORY

CONCERNING HUMAN MOTIVATION:
The needs, listed from basic (lowest, earliest) to most complex (highest, latest) are as follows:

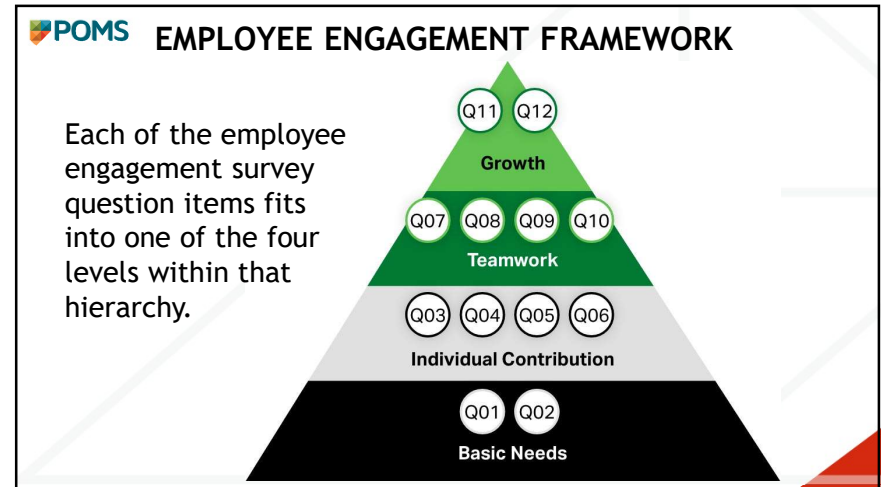
- Physiological
- Safety and security
- Social - Belonging
- Self esteem
- Self actualization



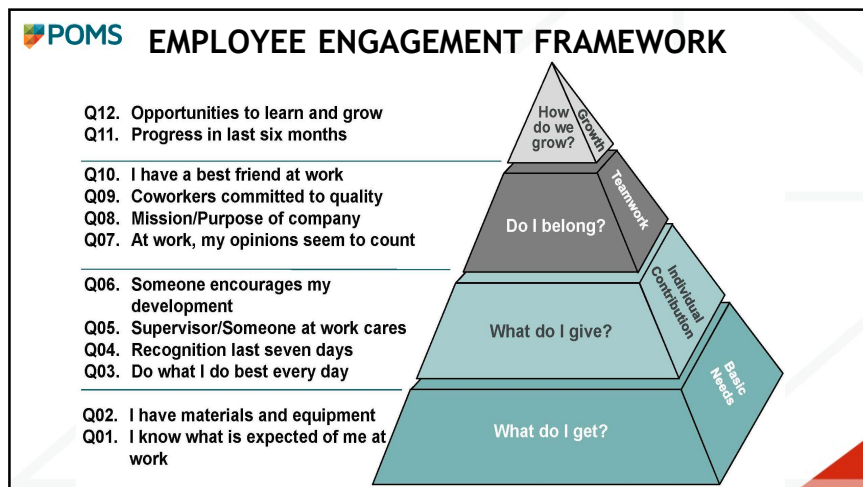
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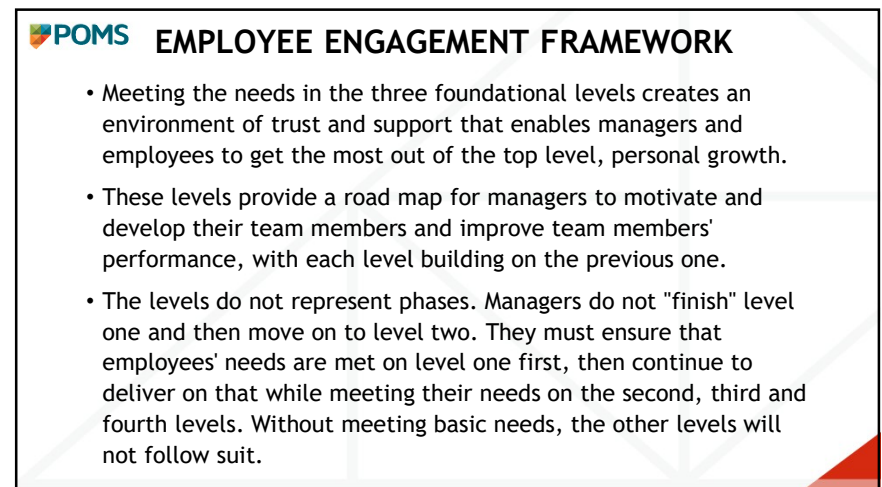
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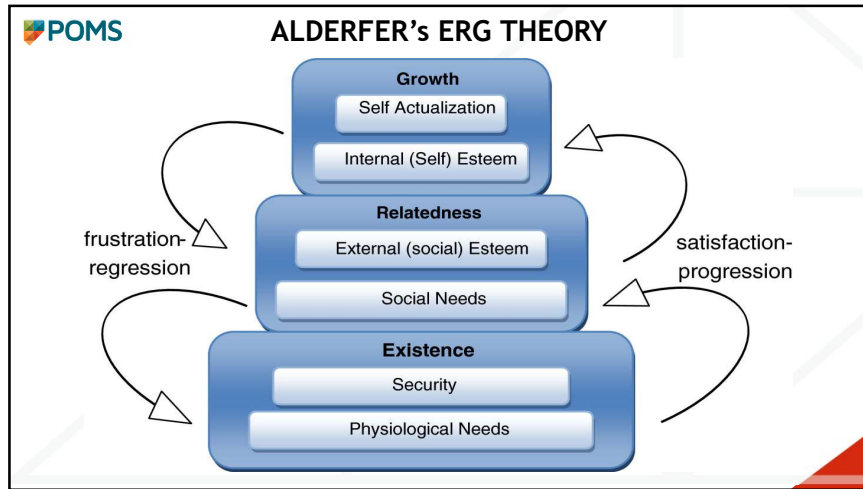
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Q12. Opportunities to learn and grow
Q11. Progress in last six months

Q10. I have a best friend at work
Q09. Coworkers committed to quality
Q08. Mission/Purpose of company
Q07. At work, my opinions seem to count

Q06. Someone encourages my development
Q05. Supervisor/Someone at work cares
Q04. Recognition last seven days
Q03. Do what I do best every day

Q02. I have materials and equipment
Q01. I know what is expected of me at work

How do we grow? (Growth)
Do I belong? (Teamwork, Individual Contribution)
What do I give? (Basic Needs)
What do I get? (Basic Needs)

POMS PUTTING THE GALLUP 12Q TO WORK

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POMS REVIEW AND REFLECT ON YOUR RESULTS

WHAT ARE YOUR perceptions of your department's employee engagement needs as related to the 12 elements?

WHAT POTENTIAL engagement challenges does your team currently face in their work environment?

WHAT ARE SOME things within your control that you can immediately act on to help alleviate those workplace challenges?

WHAT ARE SOME current engagement successes your team can celebrate?

WHAT WOULD YOU like your team's engagement to look like in the next six months? Year?

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POMS REVIEW AND REFLECT ON YOUR RESULTS

WHICH Q12 ELEMENTS scored the highest? Identify at least one strength to build on.

WHICH Q12 ELEMENTS scored the lowest? Identify at least one opportunity to develop.

ARE THERE OPPORTUNITIES to develop Q12 elements 1-2 which are foundational for engagement?

WHAT SURPRISED you about the survey results? Why?

WHAT IMPORTANT variables may be shaping your employee's workplace experience and potentially link to the results?

ARE THERE ANY of the Q12 elements you would like to know more about via internal focus groups, interviews, etc?

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POMS SHARE AND DISCUSS RESULTS WITH YOUR TEAM

- No matter what approach you determine is best for your department, remember that the best way to achieve more awesome is to use your survey results to ask engaging questions about your story.
- Reiterating the importance of why engagement is important and recognizing current work in the area is key.
- Reserve your own time for personal reflection on what you've learned, important insights and specific actions you can take to engage and support the team.
- Talk about engagement routinely and engage your team in a meeting to look at the Q12 instrument.
 - The purpose of this team conversation is to assess the team's current state of engagement.
 - Listen to your team, learn about the factors influencing their engagement, and lead the team to take the actions necessary to realize their performance goals.
 - As a team, answer each set of questions. Record your team's plan of action.

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POMS SHARE AND DISCUSS RESULTS WITH YOUR TEAM

1. ANALYZE GALLUP Q12™ SURVEY RESULTS

Review your department level Gallup Q12™ survey results and ask your team the following questions.

- Do any of the results surprise you?
- What elements of engagement are strengths? What are we doing that makes this a strong result?
- What areas of engagement are opportunities? What are we not doing that makes this an opportunity?
- What would a “Very True” look like on these elements?

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POMS SHARE AND DISCUSS RESULTS WITH YOUR TEAM

2. IDENTIFY A DEPARTMENTAL PERFORMANCE GOAL

Collaboratively identify the most important performance goal.

- What are the three or four most important performance goals we face today?
- How would you prioritize these performance goals from most to least important to our team?
- Which performance goal should we focus on as a team?

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POMS SHARE AND DISCUSS RESULTS WITH YOUR TEAM

3. SELECT TWO ENGAGEMENT ITEMS TO FOCUS ON AND ACTIONS TO TAKE

Select the most relevant engagement items to focus on and then brainstorm the actions and owners necessary for improvement.

- Which engagement items do you think we should focus on to help us reach our performance goal?
- What actions do we need to take to have an effect on these engagement items?
- What three or four immediate actions should we focus on first? Who can take ownership of these actions?

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POMS SHARE AND DISCUSS RESULTS WITH YOUR TEAM

4. REVIEW AND RECALIBRATE

Evaluate progress on the team’s goals and recalibrate as necessary.

- Regularly lead a 5- to 10-minute discussion about two things:
 - Did we complete the actions we said we would?
 - Did completing them make a difference?
- Recalibrate as necessary.

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POMS TEAM PERFORMANCE GOAL:

ENGAGEMENT ITEM:

ACTION IDEAS:	IMMEDIATE ACTIONS TO TAKE:	REVIEW AND RECALIBRATE:
	Action Owner Date	

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POMS PRIORITIZE: ENGAGEMENT PRIORITY AREAS

WHAT ARE THE OVERARCHING elements for engagement that you will focus on?

GOAL 1: _____

GOAL 2: _____

Opportunity Element: GOAL:	Strength Element: GOAL:
WHY IS THIS engagement element important?	WHY IS THIS engagement element important?
TACTICS TO ACHIEVE GOAL 1:	TACTICS TO ACHIEVE GOAL 2:
Action Item A:	Action Item A:
Who are the stakeholders?	Who are the stakeholders?
Date to be started:	Date to be started:

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POMS

TACTICS TO ACHIEVE GOAL 1:	TACTICS TO ACHIEVE GOAL 2:
Action Item B:	Action Item B:
Who are the stakeholders?	Who are the stakeholders?
Date to be started:	Date to be started:
Action Item C:	Action Item C:
Who are the stakeholders?	Who are the stakeholders?
Date to be started:	Date to be started:
Action Item D:	Action Item D:
Who are the stakeholders?	Who are the stakeholders?
Date to be started:	Date to be started:

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POMS FOLLOW UP: GOAL PROGRESS

NOW THAT YOU'VE had time to action plan around two Q12 elements of engagement (one opportunity element and one strength element), take a moment to reflect on the challenges and success so far:

1. OPPORTUNITY ELEMENT: _____

- What has been accomplished related to action planning on this engagement element?
- What actions have been most successful? Why?
- Which areas need more attention? Why?
- Have you noticed any changes in experiences, beliefs, or behaviors since implementing the engagement strategies? What were they and what do you think caused this change?
- Do you feel other elements were affected by your interventions? If so, were they impacted positively or negatively and how?
- What steps will you take to continue developing this engagement element?
- What tools do you need to make this engagement element stronger?
- Are there other engagement elements you are interested in further developing?

2. STRENGTH ELEMENT: _____

- What has been accomplished related to action planning in this engagement element?
- What actions have been most successful? Why?
- Which areas need more attention? Why?
- Have you noticed any changes in experiences, beliefs, or behaviors since implementing the engagement strategies? What were they and what do you think caused this change?
- Do you feel other elements were affected by your interventions? If so, were they impacted positively or negatively and how?
- What steps will you take to continue developing this engagement element?
- What tools do you need to make this engagement element stronger?
- Are there other engagement elements you are interested in further developing?

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POMS 17 DRIVERS OF EMPLOYEE ENGAGEMENT

Each of these 17 factors can be influenced by managers and supervisors through effective leadership practices, to positively impact engagement.

1. Autonomy

This driver plays a particularly important role in inspiring employees to do their best work. The antithesis of micromanagement, having autonomy at work means employees are trusted to make decisions about how best to do their jobs. When given the freedom to choose how to manage their time and where to apply their expertise, employees are far more prone to feel invested in the company and its mission.

2. Capacity

This often overlooked (but highly important) driver refers to how comfortable workers feel when it comes to getting work done. Employees must feel capable of putting physical, intellectual, and emotional energy into their work. For that to happen, it's imperative that they can quickly and easily access the resources needed to do their job – and do it well.

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POMS 17 DRIVERS OF EMPLOYEE ENGAGEMENT

3. Coworker Relationships

This driver refers to an employee's relationships with coworkers. When team members have mutual respect, the result is positive relationships instilled with trust. Coworker relationships are especially important when colleagues collaborate closely and can be nurtured by a company culture that's largely supportive.

4. Fairness

It's not just relationships with coworkers that impact engagement. How fairly employees feel they (and others) are treated within the organization is also critical. This driver reflects a range of important indicators: how employees feel about the work they're asked to do, what they think of the compensation they receive, and how they gauge the level of respect they're given by managers and colleagues. Leaders, be mindful: Employees are constantly comparing their work situations to others', so it's important to set clear expectations and have a consistent process around rewards.

5. Feedback

Receiving adequate and helpful feedback helps employees understand whether or not they're meeting expectations, where they're having the most success, and how they can improve. Constructive feedback not only impacts engagement but can also strengthen employee-manager relationships.

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 **17 DRIVERS OF EMPLOYEE ENGAGEMENT**

6. Goal Support

Do employees have the resources they need to achieve their goals? Or are distractions and a lack of support preventing them from hitting important milestones? These questions and others like them are answered by measuring goal support, which identifies whether or not employees are getting the support they need to excel at their jobs.

7. Leader Availability

This driver gauges how approachable, visible, accessible, and readily available its leaders are. If employees don't feel leadership is connecting with people at work or making themselves available, they may begin to doubt intentions and question high-level business decisions.

8. Leader Integrity

This driver measures whether or not employees feel their leaders are committed to doing what's best for the company, and how well they are following through on those commitments. Integrity, in this context, refers to employees' sense that leadership is dependable and reliable, and will follow through with what they say they are going to do.

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 **17 DRIVERS OF EMPLOYEE ENGAGEMENT**

9. Meaning

Finding meaning at work is one of the most important aspects of employee engagement. When this driver is at play, employees believe being immersed in work gives them value. Sometimes that means they feel a sense of purpose. Other times they derive meaning from factors such as status, compensation, or influence. How or why, one finds meaning in their work is unique to each individual but has a big impact on every employee's level of engagement.

10. Professional Development

This driver refers to the presence of opportunities for growth, provided by managers and leaders who support employees' professional development. It's important to not only offer the right resources, but also to encourage teams to take advantage of those opportunities.

11. Psychological Safety

Employees need to trust that their work can be pursued without fear of negative consequences to self-image, status, or career. When employees are working in an environment where psychological safety is not present, they can become so caught up in managing impressions and negativity that they don't make meaningful contributions to the business.

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 **17 DRIVERS OF EMPLOYEE ENGAGEMENT**

12. Purpose

Having a clear company vision and mission gives your people something to connect to and can improve employees' feelings of purpose at work. This driver is an important one because its presence means an employee understands why the business exists, beyond making a profit.

13. Role Clarity

When employees are clear on what their roles entail, they're able to clearly connect how their daily tasks impact the business. Providing employees with adequate role clarity will ensure they are consistently working with focus and intention.

14. Relationship With Manager/Supervisor

Managers/Supervisors play a huge role in how people feel about their jobs, which makes the employee-manager relationship a critical dynamic. This engagement driver encompasses a broad assessment of the relationship between an employee and his or her manager that looks at respect, feedback, fairness, development, and advocacy.

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 **17 DRIVERS OF EMPLOYEE ENGAGEMENT**

15. Rest

Having paid time off as part of your benefits package is one thing, but employees must also have a sense they can actually take that time off when needed. If employees feel guilty for taking breaks or feel the need to be "always on" and available outside regular work hours, engagement can suffer. Rest must be something leaders value and encourage employees to get.

16. Shared Values

Having shared values at work means employees share common work attitudes and principles with their colleagues. This can help build a feeling of camaraderie and mutual interest in success. This driver also indicates how well an employee's personal values align with the organization and the work they're performing.

17. Utilization

This driver refers to how well employees feel an organization is using their abilities. The degree to which employees feel their daily work tasks put their knowledge and skills to good use has a direct impact on engagement levels. For managers, it's important to regularly evaluate roles and responsibilities to ensure employees are being properly utilized, particularly as they grow and develop new skill sets.

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POMS LEADERS CAN IMPROVE ENGAGEMENT

- Motivating a workforce to innovate while ensuring productivity and collaboration is the key to *“helping your people to be successful”* in their jobs
- Leaders create an environment and culture that encourages employees to do well in their role,
 - This is the key to having an engaged, purpose-driven, and satisfied organization.
- Giving meaning to work and allowing for autonomy also creates a valuable sense of ownership and helps employees, leaders, and teams grow with your organization instead of growing out.
- The added benefits of retaining top talent are countless from reduced turnover costs to employee well-being. If your organization is planning for growth, employee engagement is the investment you need to make.

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POMS WAYS LEADERS CAN IMPROVE ENGAGEMENT

1 - SET CLEAR EXPECTATIONS.

- Whether working in person or remotely, employees still need defined values, goals and objectives and a clear understanding of what is expected of them in their role, department and the organization as whole.
- Working towards a widely held set of business goals and values as well as personal objectives and milestones in individual roles gives meaning to the sometimes-mundane tasks it takes to achieve them.
- Clarity, purpose and vision are the pillars of organizational success, and they are keys to motivation at all levels of your business.

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POMS WAYS LEADERS CAN IMPROVE ENGAGEMENT

2 - STAY CONNECTED.

- Effective communication and collaboration whether through in-person meetings or through video calls, it is important to help employees to work together on projects.
- Don't forget the importance of checking in to see how colleagues are doing both professionally and personally and provide support when and where you can.
- Don't forget to develop professional relationships, and a simple *“how are you doing?”* can make all the difference to the people in your network.

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POMS WAYS LEADERS CAN IMPROVE ENGAGEMENT

3 - TRUST YOUR PEOPLE.

- With a change in the routine of everyday work, it is important to uphold an atmosphere of mutual trust within your organization.
- Keeping the lines of communication open often and early will not only create a more effective workforce, but it also helps create an environment where people flourish and grow on both an individual and organizational level.
- You have defined the expectation and vision for success, communicated openly about individual contributions and objectives and developed professional relationships that demonstrate organizational culture and values, now it's time to trust.
- Believing in your employee's ability to follow through aligns culture and practices for your people and fosters mutual respect and trust through accountability effectively eliminating the need for micromanagement.

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POMS WAYS LEADERS CAN IMPROVE ENGAGEMENT

4 - MANAGE ACCOMPLISHMENTS, NOT ACTIVITY.

- Waiting to give feedback on the key project milestones of your employee's efforts is far more efficient than managing every little task along the way.
- The specific steps it takes to get there is easily managed and developed by competent members of your team, and furthermore the employees immersed in these tasks have more focus and understanding for the intricacies than you.
- Developing trust in any employee-leader relationship starts with giving up control of the small stuff to allow employees the freedom, creativity and innovation to successfully reach their goals.

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POMS WAYS LEADERS CAN IMPROVE ENGAGEMENT

5 - ENCOURAGE GROWTH AND LEARNING.

- Creating a culture of learning and development in your organization shows employees that you appreciate their investment in you and in turn are invested in them.
- When employees are confident in their leadership's support to learn new skills and grow within their role, it only further motivates them to achieve more.
- This is a cyclical process of listening to employee needs, understanding and valuing their individual skills and contributions and offering them opportunities to grow through professional development so they will continue to help grow your business.

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POMS WAYS LEADERS CAN IMPROVE ENGAGEMENT

6 - GIVE AND RECEIVE FEEDBACK.

- Giving periodic feedback and checking in with employees is a managerial must-have but it is also an excellent opportunity to receive feedback and give credence to their opinion of your performance.
- An "open-door" policy for honest and constructive conversation gives employees the ability to develop assertiveness and independence and taking action on their ideas and feedback gives them confidence and trust in you.

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POMS WAYS LEADERS CAN IMPROVE ENGAGEMENT

7 - TAKE BREAKS (AND DEEP BREATHS).

- Remind yourself and your employees that you/they are not on call 24/7 just because you can be reached at all times and are likely nearby your computer outside normal hours.
- Let your people know that it's okay - and sometimes much needed - to take breaks from working throughout the day too.
- Taking a moment away from the screen and standing up from your desk can help provide perspective and clarity when things are busy or overwhelming leading to more efficient work once you return.

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POMS WAYS LEADERS CAN IMPROVE ENGAGEMENT

8 - EMPHASIZE WORKPLACE CULTURE.

- Accentuating organizational culture motivates employees towards a shared vision and goal through best practices, group norms and values.
- Giving consistent and thoughtful recognition to those who have accomplished goals shows leadership's commitment to employees, and meeting with the purpose of transparency and inclusion only further strengthens trust throughout the organization.
- Encourage employees to do the same for their colleagues and teams whenever possible and watch your company culture flourish.

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POMS WAYS LEADERS CAN IMPROVE ENGAGEMENT

9 - ENCOURAGE VOLUNTEERING.

- Looking beyond our own needs and feelings is critical for emotional intelligence at both an individual and organizational level.
- Working together to achieve socially responsible goals brings about an increase in teamwork, comradery, and togetherness.
- Promoting the achievement of these goals across all levels is a great way to showcase your organizational empathy and helps you attract and retain employees who want to work for an organization that cares.

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POMS WAYS LEADERS CAN IMPROVE ENGAGEMENT

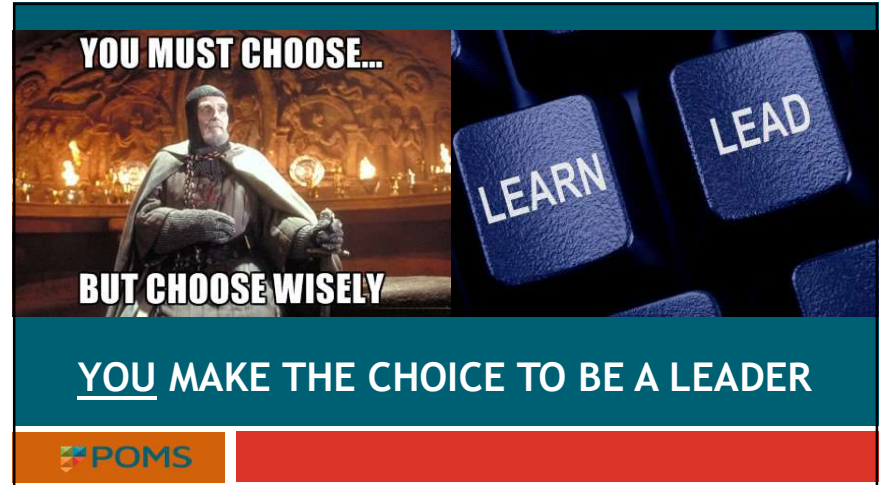
10 - CELEBRATE PEOPLE.

- Employees are the driving force behind every successful organization, so don't forget the human side of your business.
- Celebrate accomplishments, birthdays, retirements, newcomers, etc. Make their important moments matter to the company and show it through recognition, a kind gesture, or even a small celebration.
- Not only is this good for morale, but it also helps us remember to relax and enjoy the time we have when working with each other.
- At the end of the day, it is of the utmost importance to remember that your colleagues, leaders and employees are all human-beings and individuals with a multitude of perspectives, emotions and stressors.
- Showing empathy to one another, working together as a team, and understanding that there are bound to be circumstances beyond our personal locus of control are the keys to having an emotionally intelligent organization.


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 **QUESTIONS**


- This is the chance to address issues that may not have been covered to your satisfaction; or
 - To expand a point; or
 - To clarify a point.
- If there are any further questions which we were not able to get to today, please feel free to contact the instructor(s).

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