Slide 1

POMS — RISK CONTROL & INSURANCE. SMARTER INSURANCE FOR SMARTER BUSINESS.

EMPLOYEE MOTIVATION AND ENGAGEMENT:

Methods and Techniques for Managers & Supervisors

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TODAY'S PRESENTER

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UNDERSTANDING HUMAN MOTIVATION

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POMS WHAT IS MOTIVATION?

- 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 initiates, guides, and maintains goal-oriented behaviors. Motivation is what causes us to act … and we are all different.

- 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.

- 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.

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POMS WHAT IS MOTIVATION?

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

Unsatisfied Need ➡ Tension ➡ Drive ➡ Action ➡ Satisfaction ➡ Goal

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Slide 7

POMS WHAT IS MOTIVATION?

There are three major components to motivation:

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

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

3. **INTENSITY** is the level of effort, concentration and vigor that goes into pursuing a goal.
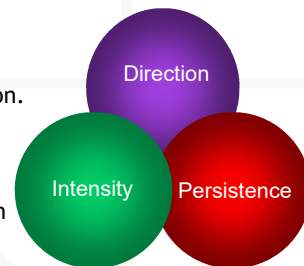
It is important to remember that motivation models predict effort, not outcome.

Direction

Intensity   Persistence

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POMS MOTIVATION AND PERFORMANCE

'You don't motivate individuals – you create the environment to enable self-motivation – that is the leader's prime role'

Performance = Ability x Environment x Clarity x Opportunity x *Motivation*

<u>Extrinsic</u> – 'tangible rewards' (*e.g., wages, benefits, security, contracts etc.*)
- *Largely outside of manager's or supervisor's direct control*
- *Extrinsic motivation is doing something for external rewards or to avoid punishment.*

<u>Intrinsic</u> – 'psychological rewards' (*e.g., being appreciated, doing challenging work, positive recognition, using one's ability etc.*)
- *Heavily influenced by supervisor's behavior and actions – "Boss" v. "Leader"*
- Intrinsic motivation is taking an action for its inherent satisfaction; doing something because you're interested in it.

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POMS — MOTIVATION AND PERFORMANCE

INTRINSIC VS. EXTRINSIC MOTIVATION: WHY WE DO WHAT WE DO

Because of the interest and enjoyment in the task itself

- Enjoyment
- Purpose
- Growth
- Curiosity
- Passion
- Self-expression
- Fun
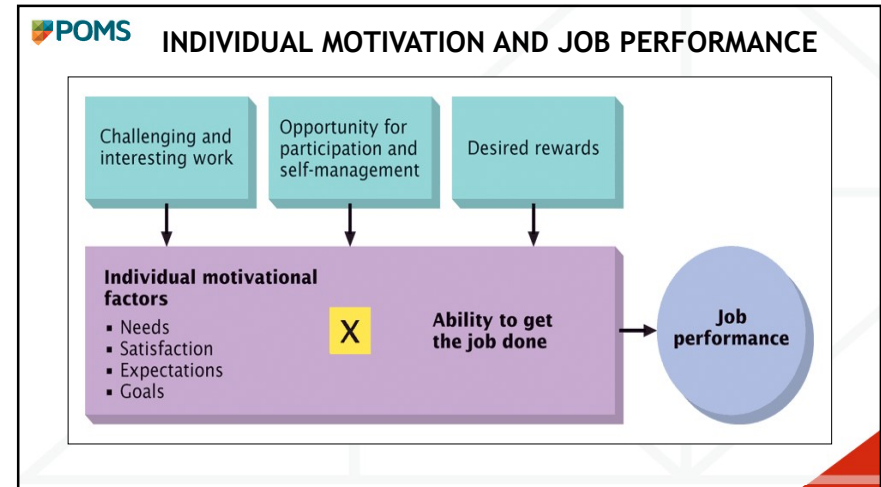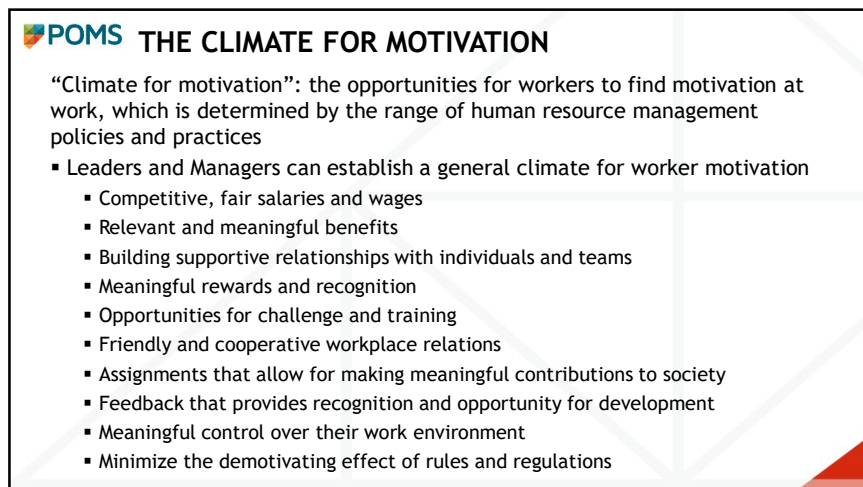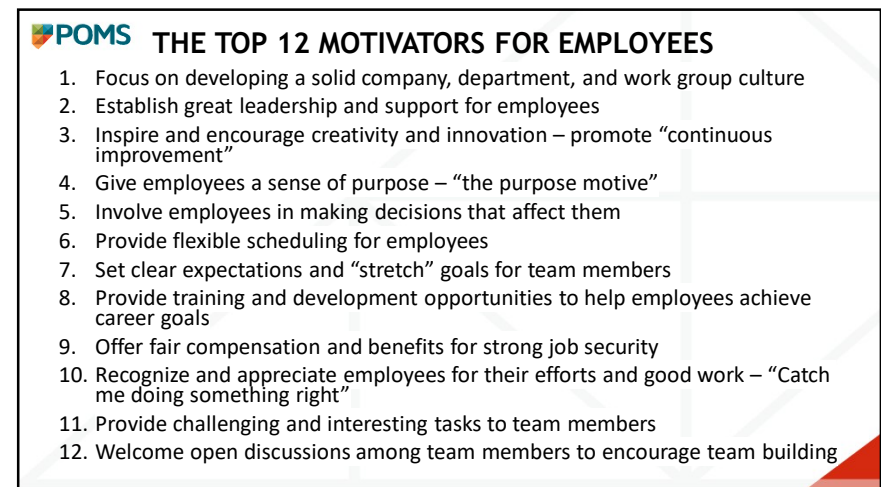
Intrinsic

Extrinsic

Because of the outcome that will result by doing the task

- Promotions
- Pay raises
- Bonuses
- Benefits
- Prizes
- Winning
- Perks

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POMS — INDIVIDUAL MOTIVATION AND JOB PERFORMANCE

Challenging and interesting work

Opportunity for participation and self-management

Desired rewards

Individual motivational factors
- Needs
- Satisfaction
- Expectations
- Goals

X

Ability to get the job done

Job performance

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POMS — THE CLIMATE FOR MOTIVATION

"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, fair salaries and wages
  - Relevant and meaningful 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 — THE TOP 12 MOTIVATORS FOR EMPLOYEES

1. Focus on developing a solid company, department, and work group culture
2. Establish great leadership and support for employees
3. Inspire and encourage creativity and innovation – promote "continuous improvement"
4. Give employees a sense of purpose – "the purpose motive"
5. Involve employees in making decisions that affect them
6. Provide flexible scheduling for employees
7. Set clear expectations and "stretch" goals for team members
8. Provide training and development opportunities to help employees achieve career goals
9. Offer fair compensation and benefits for strong job security
10. Recognize and appreciate employees for their efforts and good work – "Catch me doing something right"
11. Provide challenging and interesting tasks to team members
12. Welcome open discussions among team members to encourage team building

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MOTIVATION FOR REMOTE EMPLOYEES

- **Communication**: Regular communication with remote employees can help them feel heard, appreciated, and connected. Check in regularly.
- **Feedback**: Frequent feedback, including constructive criticism, can help remote employees perform their best.
- **Growth mindset**: A growth mindset can help employees improve their skills and strengthen the company culture.
- **Team building activities**: Team building activities can help remote workers who balance work and personal needs feel good about themselves.
- **Recognition**: Recognize employees' efforts.
- **Trust**: Invest time in building trust.
- **Health**: Encourage health and wellness, as remote work can lead to blurred boundaries between work and personal life
- **Dedicated workspace**: Provide team members with support and a budget to set up a private workspace at home, or to get proper equipment – noise-cancelling headphones, ergonomic chair, etc.
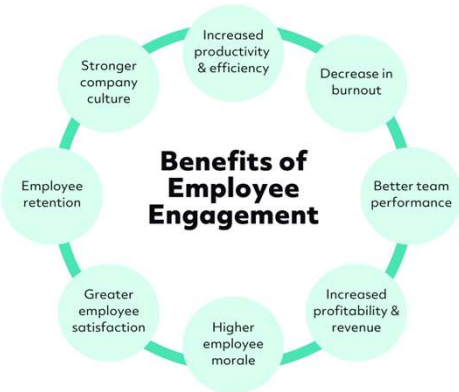
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WHAT IS EMPLOYEE ENGAGEMENT?

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SO WHY IS EMPLOYEE ENGAGEMENT IMPORTANT?

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BENEFITS OF EMPLOYEE ENGAGEMENT

1. Engaged Employees Are More Productive companies with higher levels of employee engagement saw a 21 percent increase in productivity.

2. Engaged Employees Lead to Higher Profits
Employee disengagement costs the U.S. economy between $483 to $605 billion annually in lost productivity. Engaged employees are more valuable to your company.

3. Engaged Employees Stick Around Longer
Engaged employees are 87 percent less likely to leave their current employer. While more than half of disengaged employees would consider leaving their job for another offer, that number drops to just 25 percent among engaged employees.

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POMS   WHAT IS EMPLOYEE ENGAGEMENT?

- Employee engagement describes how much an employee is committed to helping their organization achieve its goals, and how enthusiastic and dedicated an employee is to their job.
- It's demonstrated by how employees think, feel, and act, as well as the emotional connection employees, feel towards their organization, their work, and their team.
- According to a Gallup meta analysis, companies with higher levels of employee engagement see a 21% increase in productivity.

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POMS   WHAT IS EMPLOYEE ENGAGEMENT?

We define employee engagement as:

- *An employee's emotional and intellectual connection with an employer, demonstrated by <u>motivation and commitment to positively impacting the company vision and goals.</u>*

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POMS   WHAT IS EMPLOYEE ENGAGEMENT?

- Today, 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.

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POMS   KEY DRIVERS OF EMPLOYEE ENGAGEMENT

1. **Employees' relationships with their direct managers**: 80% of employees who were dissatisfied with their direct manager were disengaged.

2. **Employees' belief in senior leadership**: 70% of employees who lack confidence in the abilities of senior leadership are not fully engaged.

3. **Employees' pride in working for the company**: 54% of employees who are proud of their company's contributions to society are engaged.

Relationship with Direct Manager → Belief in Senior Leadership → Pride in the Company

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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 LEADERS CAN IMPROVE ENGAGEMENT

- **Lack of engagement isn't about lack of motivation.** The difference between an engaged and disengaged person is not a lack of motivation, but the quality of their motivation.
- **The key to long-term engagement** is the day-to-day shift to optimal motivation, when employees' work is
  - **aligned** (linked to a significant value),
  - **integrated** (linked to an important purpose or issue), or
  - **inherent** (naturally enjoyable, compelling, or interesting).

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POMS LEADERS CAN IMPROVE ENGAGEMENT

- **Relational engagement is as important as work engagement.**
  - A leader's investment in work relationships is a critical and unique aspect of employee engagement.
  - A leader is engaged in multiple relationships at work — with peers, employees, stakeholders, and customers.
  - Relational engagement is the degree to which a leader is energized, enthusiastic, and absorbed in working with others.
- **Career development boosts engagement.**
  - Studies have repeatedly shown that organizations with high employee engagement and motivation, with high satisfaction and retention rates, demonstrated consistently different talent management practices than those with low engagement.
  - Talent development processes were key differentiators.

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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

MAKING EMPLOYEE ENGAGEMENT PART OF YOUR CULTURE

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POMS SUCCESSFUL ORGANIZATIONS …

- *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 …*
- *who walk the talk of listening to and supporting workers to achieve stretch goals of productivity and customer service.*

Marcus Buckingham & Curt Coffman: First Break All The Rules, p 40

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POMS THE RESEARCH: "FIRST, BREAK ALL THE RULES"

- Four business outcomes: productivity, profit (or efficiency in public sector), 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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POMS THE MEASURING STICK OF GREAT LEADERSHIP:
THE 12 KEY QUESTIONS OF EMPLOYEE ENGAGEMENT

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 everyday?
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 OF EMPLOYEE ENGAGEMENT

7. At work, do my opinions seem to count?
8. Does the organization's mission make me feel that my work is important?
9. Are my co-workers committed to quality?
10. Do I have a "best friend" (positive affiliations with team members) 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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POMS Q1: I KNOW WHAT IS EXPECTED OF ME AT WORK.

Knowing what's expected means that you are clear about what you need to do and when you need to do it. You gain a better understanding of your contributions to your team and the valuable role you play in the organization when you have clarity of your job expectations.

Things to consider when responding to this question:
- Do you know what your job responsibilities are?
- Have you discussed with your manager what is expected of you?
- Do you know what excellence looks like in your job?
- Do you get ongoing feedback from your manager to clarify expectations?
- Are there established goals and objectives defined between you and your manager?

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POMS Q2: I HAVE THE MATERIALS AND EQUIPMENT I NEED TO DO MY WORK RIGHT.

It is important to have the necessary resources to do your job effectively. For this reason, you should know and discuss with your manager the types of materials and equipment available to you in your role.

Things to consider when responding to this question:
- Do you have access to tools and equipment (e.g. computer) you need to be successful?
- Do you have access to software systems and applications that help you perform effectively?
- Have you discussed with your manager the tools and information you need to perform your job effectively?
- Do you have regular opportunities to follow up with your manager regarding your resource needs?

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POMS Q3: AT WORK, I HAVE THE OPPORTUNITY TO DO WHAT I DO BEST EVERY DAY.

Knowing what you do best and having an opportunity to do your best every day means applying your talent, skills and knowledge to the work you do. You are empowered and act with confidence, direction, and hope when given an opportunity to perform at your best.

Things to consider when responding to this question:
- Do you know what part of your job you enjoy the most?
- Do you know your strengths?
- Have you discussed with your manager what you would like to do more of in your role?
- Do you receive feedback and guidance from your manager to identify specific ways to apply your talents to workplace performance?
- Do you know what distracts you from being as productive as you want to be?

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POMS Q4: IN THE LAST 7 DAYS, I HAVE RECEIVED RECOGNITION OR PRAISE FOR DOING GOOD WORK.

Receiving recognition for doing good work has a significant effect on your performance. Recognition comes in lots of forms – verbal, email message, written notes, during meetings, etc. It can also come from different people – manager, co-worker, subordinate, customer, etc. It can motivate, give you a sense of accomplishment, make you feel appreciated for your work, and help you understand what success looks like.

Things to consider when responding to this question:
- How do you like to receive recognition for doing good work?
- Do you know what type of recognition motivates you?
- Do you know who your biggest cheerleaders are at work and who helps you believe in your success?
- Do you recognize your coworkers for doing good work?
- Do you spend enough time celebrating successes at work as a team?

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POMS Q5: MY SUPERVISOR, OR SOMEONE AT WORK, SEEMS TO CARE ABOUT ME AS A PERSON.

Knowing that someone is concerned about you as a person creates a supportive and safe work environment. You will find it easier to collaborate with others, experiment with new ideas, share information, and support coworkers personally and professionally.

Things to consider when responding to this question:

- Do you know what you need to feel safe and cared about at work?
- Do you know who cares most about your success at work?
- Have you talked with your manager about ways you can feel better understood and appreciated?
- Do you express appreciation for your coworkers' help, collaboration and contributions?
- Have you discussed as a team ideas for fostering a caring work environment?

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POMS Q6: THERE IS SOMEONE AT WORK WHO ENCOURAGES MY DEVELOPMENT.

Knowing who encourages and supports your performance will help you successfully navigate your career. For this reason, you should identify a supportive coworker or manager who provides coaching, advice, or mentoring to help you learn, develop, and maximize your contributions.

Things to consider when responding to this question:

- How do you challenge yourself to learn and develop in your role?
- Do you know which development opportunities you want to pursue to help you achieve your goals?
- Have you discussed with your manager your performance goals and opportunities for development?
- Do you ask for feedback on your performance?
- Do you celebrate your personal best with people who encourage your development?

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POMS Q7: AT WORK, MY OPINIONS SEEM TO COUNT.

Feeling valued at work comes from knowing that your input is important and that you are making a significant contribution and difference. You will feel a greater sense of inclusion and self-worth when others take time to listen to and understand your thoughts and ideas.

Things to consider when responding to this question:

- Do you know what makes you feel valued at work?
- Do you share your opinions with your manager?
- Have you determined who the best person is to listen to your thoughts and opinions?
- Are you open to feedback after you share ideas or opinions?
- Do you contribute to a safe work environment by demonstrating appreciation when others share their opinion?

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POMS Q8: THE MISSION OR PURPOSE OF MY COMPANY MAKES ME FEEL MY JOB IS IMPORTANT.

Meaningful work that you believe in and look forward to doing every day is a strong motivator. You will feel a connection between the work you do and your personal mission. This makes you more likely to stay with the institution and feel like you are an integral part of something bigger than yourself.

Things to consider when responding to this question:

- Do you understand your institution's mission and purpose?
- Do you know what is most meaningful to you about the work you do?
- Have you identified how you contribute to your team's success each day?
- Have you talked to your manager about how your work contributes to the mission?
- Have customers, co-workers or your supervisor told you that you make a difference?

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Q09. MY ASSOCIATES OR FELLOW EMPLOYEES ARE COMMITTED TO DOING QUALITY WORK.

Knowing that your coworkers share a commitment to quality creates an environment where there is mutual trust and respect for one another's efforts and results. When everyone is pitching in to get the job done, this makes it easier to focus on serving customers, sharing concerns, collaborating on projects, and improving productivity.

Things to consider when responding to this question:

- Do you know what "quality" means to you?
- Have you discussed as a team what "quality" and "commitment to quality" look like?
- Have you identified barriers that could get in your or your team's way of doing quality work?
- Do you recognize when team members demonstrate a commitment to excellence?
- Have you talked to your manager about ways you can help your team produce higher quality work?

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Q10. I HAVE A BEST FRIEND AT WORK.

Having valuable, respectful and trusted friendships on the job helps you feel that you have someone who supports you and looks out for you. Making decisions, taking risks, and being more productive is easier when you have a friend or colleague to help you celebrate successes, lean on during challenging times, and offer encouragement.

Things to consider when responding to this question:

- How are you building trusting relationships at work?
- Do you know which team members you can count on and trust?
- Have you identified how your relationships affect your performance at work?
- How do you connect with coworkers on a personal level?
- Have you discussed as a team how you can create a positive and supportive work environment?

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Q11. IN THE LAST 6 MONTHS, SOMEONE AT WORK HAS TALKED TO ME ABOUT MY PROGRESS.

Asking for and receiving feedback will help you gain perspective on how your contributions make a difference to the institution. When other's share honest, positive and constructive performance feedback, you will understand how you are doing, how others perceive the quality of your work, and how best to achieve your goals.

Things to consider when responding to this question:

- Have you set short- and long-term goals for yourself?
- Do you have a system to track and evaluate your performance?
- Do you know what areas you have made the most progress in over the past three months?
- Do you ask for feedback from your coworkers and manager?
- Have you talked with your manager about how you would like to receive feedback about your performance and work progress?

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Q12. THIS LAST YEAR, I HAVE HAD OPPORTUNITIES TO LEARN AND GROW.

The desire to learn and grow is basic human need. In addition, an organization's growth depends on its employees' capacity to learn, develop, and grow. When you have a chance to learn something new, you feel encouraged and motivated to strive to find better, more productive ways to work. This type of environment sparks innovation and positive results. It is also one in which you view yourself employed in a career, not "just a job."

Things to consider when responding to this question:

- Do you know what you need to learn to do your job better?
- Do you have an individualized professional development plan that aligns with your career goals?
- Have you identified experiences and "stretch goals" that will challenge you this year?
- Does your manager know your goals?
- Have you talked with your manager about new opportunities for development at work?

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HOW TO USE THIS QUESTIONNAIRE:

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?

1. Score for yourself vis a vis your supervisor
2. Score survey as you think your team would score you as a leader
3. Distribute it to your people and have them score the survey.
4. Discuss the results – see how you can improve your leadership skills.

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KEY DRIVERS OF EMPLOYEE ENGAGEMENT

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CARING LEADERSHIP:
A KEY DRIVER OF EMPLOYEE ENGAGEMENT

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Leadership all about attitude toward their people, one that is caring and focused on filling the needs of others.

People do not care how much you know until they know how much you care.

When employees feel valued, supported, and heard, they are more engaged and satisfied with their work. This leads to increased loyalty, motivation, and a sense of belonging, which in turn contributes to better organizational outcomes.

Caring leadership can lead to many benefits, including:

- Higher employee satisfaction,
- Stronger employee engagement and sense of belonging,
- Heightened productivity and performance,
- Lower stress and staff turnover, and
- Enhanced communication and teamwork.

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17 DRIVERS OF EMPLOYEE ENGAGEMENT

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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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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.

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17 DRIVERS OF EMPLOYEE ENGAGEMENT

5. Feedback – Regular, Specific

- 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.

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 employees are getting the support they need to excel at their jobs.

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17 DRIVERS OF EMPLOYEE ENGAGEMENT

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 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.

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17 DRIVERS OF EMPLOYEE ENGAGEMENT

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.

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.

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17 DRIVERS OF EMPLOYEE ENGAGEMENT

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.

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17 DRIVERS OF EMPLOYEE ENGAGEMENT

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.

| The Value of Listening | Displaying a Caring Nature | Recognizing the Value of People | Trusting the Team | Showing Humility |

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WAYS TO IMPROVE EMPLOYEE ENGAGEMENT

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LEADERS USE EQ TO INCREASE 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 workforce.
- 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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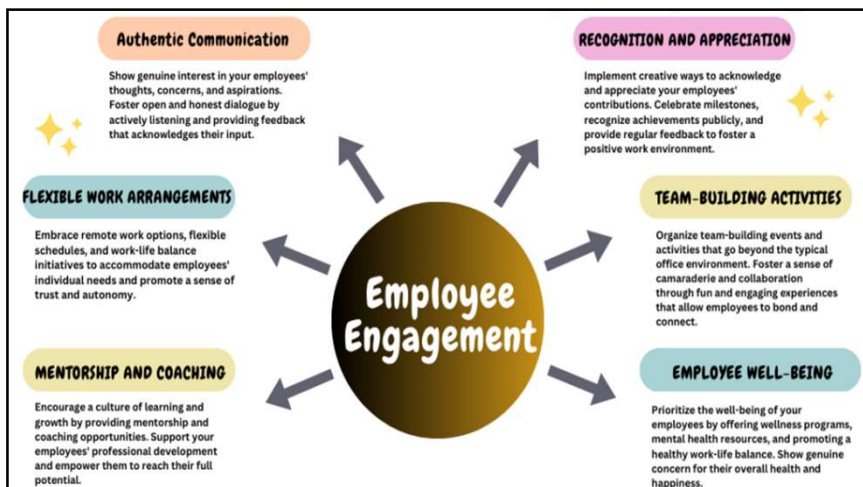
WAYS LEADERS CAN IMPROVE ENGAGEMENT

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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WAYS LEADERS CAN IMPROVE ENGAGEMENT

POMS

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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**POMS** **WAYS TO IMPROVE EMPLOYEE MOTIVATION**

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10 PROVEN WAYS TO MOTIVATE EMPLOYEES

POMS

A recent study published in Psychology Today looked at the issue of motivation, and how to get employees to give maximum effort in the workplace. The survey involved over 200,000 employees in more than 500 organizations. The specific question the survey asked was: "What motivates you to excel and go the extra mile at your organization?"

Interestingly, money – often simply assumed to be the major motivator – was seventh on the list, well back in the pack. The results were as follows:

- Camaraderie, peer motivation (20%)
- Intrinsic desire to a good job (17%)
- Feeling encouraged and recognized (13%)
- Having a real impact (10%)
- Growing professionally (8%)
- Meeting client/customer needs (8%)
- Money and benefits (7%)
- Positive supervisor/senior management (4%)
- Believe in the company/product (4%)
- Other (9%)

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10 PROVEN WAYS TO MOTIVATE EMPLOYEES
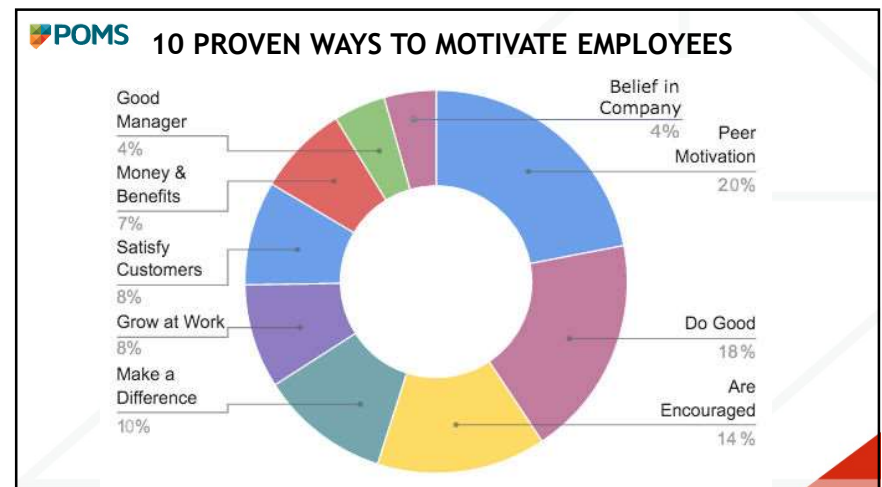
POMS

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POMS — 10 PROVEN WAYS TO MOTIVATE EMPLOYEES

Corporate Culture Counts:

- In addition to "**camaraderie,**" "**feeling encouraged and recognized,**" "**having a real impact**" and "**growing professionally,**" describe the level of positive feelings employees have about working in a particular environment – in short, their attitude toward their corporate culture.

- Is the culture encouraging and supportive? Does it foster growth? Do employees feel they can make a difference? Remember that it is the role of leadership in management that plays the crucial role in shaping a company's culture.

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POMS — 10 PROVEN WAYS TO MOTIVATE EMPLOYEES

1. Make your business a pleasant place to be

- No one wants to stand around in a dingy, boring space for hours on end. Having an aesthetically pleasing, well-lit, functional, and fun space makes work a lot more pleasant.

- The first step is to make sure things are well-kept and that you have updated, working equipment. This means switching out that Cold War–era back-office computer, your glacial-paced point-of-sale system, or generally anything that people might want to throw out the window in frustration.

- It also means keeping things clean and nice looking. Sprucing up your space doesn't have to be expensive. Try featuring local artists or picking up interesting furniture pieces at a flea market. All these little touches will make things a lot more enjoyable for your employees (and by proxy, your customers).

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POMS — 10 PROVEN WAYS TO MOTIVATE EMPLOYEES

2. Be a respectful, honest, and supportive manager

- This may seem like a no-brainer, but bad management is one of the top reasons employees run for the hills.
  - *"People don't leave jobs … they leave bosses and culture."*
- Things like respect, honesty, support, and clear communication are the foundations here. But there's a lot more you can do to be a great leader and mentor.
- Get to know your people, and develop your leadership skills, and your emotional intelligence – the result will be improved relationships.
- The long and short of it: if you're a good person to work for, your employees will be more loyal.

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POMS — 10 PROVEN WAYS TO MOTIVATE EMPLOYEES

3. Offer employee rewards and perks

- People will stay with your business if they have a reason to.
- So, if you want to keep your good people and keep them motivated, it's worth starting an incentive program. Maybe it's a quarterly bonus. Maybe it's a set of perks. Maybe it's offering to foot the bill for additional credentials. If people know they'll be rewarded for a job well done, they'll be 1) more likely to do a good job, and 2) stay to see things through.
- **Employee perks** can make a positive impact while requiring little financial investment. Group mindfulness and yoga sessions throughout the week is an affordable way to keep your workers feeling physically and mentally limber. Also, offering flexible working hours and work-from-home days can save money.

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POMS 10 PROVEN WAYS TO MOTIVATE EMPLOYEES

3. Offer employee rewards and perks *(CONTINUED)*

- **Salary sacrifice programs** - employees to agree to certain amounts of their salary being replaced by, for example, funds to lease a low-emission car. The benefit here is that both the employee and employer receive and pay less in taxable salaries.
- **Monthly lunches** - Cultures throughout history have bonded over lunch. It's no different in business culture. It's a great opportunity to both show your employees you value and reward them, while strengthening their relationships with each other.
- **Discounts on local restaurants** - Who doesn't enjoy going out for food? It's something that your employees are most likely doing anyway, so why not help them make it a bit cheaper! Offering discounts to nearby businesses is a great perk and helps to stretch salaries.
- **Mental wellbeing support -** mental wellbeing is increasingly important to your workforce, both from your employees' personal perspective and your financial one too. Employee Assistance Programs are a great way to offer this to your employees; you can look at regular group meditation and mindfulness sessions.
- **Offering free/discounted services** – such as on-site car washes, massages, auto insurance discounts, movie tickets, etc.

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POMS 10 PROVEN WAYS TO MOTIVATE EMPLOYEES

4. Give them room to grow

- Giving your employees room to grow within the company is a huge motivator.
- There's the dangling carrot of more money, yes, but there's also the psychological factor of feeling like they're trusted and respected for their work.
- If you're opening up a second location, think about which of your employees might be a good fit for a management role there.
- If there's someone who's doing a particularly good job with inventory, consider grooming that person to take over vendor relations completely.
- When you give your best employees growth opportunities, it shifts their thinking from "this is just a side job" to "this could be a full-fledged career."

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POMS 10 PROVEN WAYS TO MOTIVATE EMPLOYEES

5. Share Positive Feedback.

- It's great to feel fulfilled by your work. In fact, it's one of the key job satisfaction factors.
- Satisfaction in your work can come from a variety of places — from knowing you made the perfect cup of coffee to saving a house by removing a menacing tree.
- And if your customers express appreciation for these things, be sure to share that feedback with your employees.
- Letting your employees know they made someone's day (or more) makes them feel good — and gives them a deeper connection to your business.

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POMS 10 PROVEN WAYS TO MOTIVATE EMPLOYEES

6. Recognize their achievements. *Catch me doing something right.*

- Often, all people want is some recognition for a job well done. Effective leaders give credit, they don't take credit.
- If an employee has been putting in a lot of time working on a project, or they went out of their way to help out a coworker, do not hesitate to praise them.
- It's not just about the act of recognition, but the principle: If people feel that their efforts are appreciated, they will feel compelled to continue working hard.
- Employees whose achievements were recognized also have reported that they experience higher levels of enjoyment out of the work they do. But if they feel like their long hours and personal sacrifices were for naught, it's unlikely that they will go out of their way for the company again.
- So, whether it's noting their contributions in a meeting, recognizing them in a staff email, or just thanking them privately, it's imperative that you show hardworking employees your gratitude.
- **Employee recognition programs** – don't limit recognition to the "*employee of the month.*"

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POMS — 10 PROVEN WAYS TO MOTIVATE EMPLOYEES

7. Offer flexible scheduling

- Technology has changed the way businesses operate, and it has also changed the way we work-or the way we can work.
- If employees are able (and expected) to check work email on their phones or finish projects on their laptops at home, it's reasonable for them to want a similar flexibility from their employers when it comes to scheduling.
- In a Forbes study, 46 percent of respondents said that flexibility is the most important factor when it comes to job searching.
- The same study found that 86 percent of companies on Forbes 2019 "Best Companies to Work For" offered some type of flexible schedule.
- So, whether it's a work-from-home opportunity or flex time, offer various scheduling options if you want to be viewed as a progressive employer and attract top talent.

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POMS — 10 PROVEN WAYS TO MOTIVATE EMPLOYEES

8. Foster Open Communication

- Having open communication with your staff is crucial to maintaining employee motivation. No one wants to work under a boss they feel uncomfortable approaching.
- Applying methods of establishing effective communication with your team will do wonders for your staff's motivation.
  - **Show them you care -** A staff member that is invested in their work will naturally have questions, comments, or concerns. Having an open-door policy and creating consistently accessible lines of communication will help your staff to feel as though their input matters (which it should!).
  - **Always follow up -** Following up with your employees regarding their input is equally important as asking them for it. Following up at least demonstrates to employees that you took the time to consider their remarks, rather than ignoring them or sending them on to someone else. Your staff will know that you're listening to them and that you care about them.

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POMS — 10 PROVEN WAYS TO MOTIVATE EMPLOYEES

9. Be someone you'd want to work for

Almost all of us have had that one manager who made work a living nightmare. Even if you love what you do, having a miserable manager can spoil a dream job. Being someone who you'd want to work for is integral to keeping your staff motivated.

- **Stay positive -** Smiles are contagious, so if you remain positive and enthused to be at work each day, your staff will follow your lead – they will be happy to work for you and will be more motivated to do good work.
- **Be understanding -** As a manager, being understanding of the fact that your employees are human beings is necessary to keeping them motivated. An employee that is afraid to admit to her manager when she makes a mistake is not going to be comfortable in her position. On the other hand, if that same employee knows that her manager will be sympathetic to the situation, she will be happy to get her work done, knowing that someone is there to support her whenever she needs it.
- **Get to know your team -** Having a one-on-one relationship with your staff members will help you better understand your team to find what it is that motivates each person individually. When your staff members feel they you care about them, and have a personal connection with you, they will be motivated to not let you down.

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POMS — 10 PROVEN WAYS TO MOTIVATE EMPLOYEES

10. Make work fun and meaningful

- Help employees to relax and have fun
  - Start a book club
  - Organize a talent show
  - Hold potlucks
- Celebrate successes of your employees, and your team!
  - On-the-spot recognition – "bonus bucks program"
- Many employers have implemented a strategy called "gamification," which involves applying game-like concepts to ordinary work tasks in order to generate enthusiasm and create friendly competition in the workplace.
  - Scavenger Hunt in new employee orientation
  - Departments hosting monthly "themed lunches"
  - "Bingo cards" for open enrollment
- Community service events – "giving back."

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POMS — OH HECK … WHY STOP AT TEN?

11. Lead with vision

Everyone wants to know that their efforts are driving towards something. What's the next step? What does success look like for the company? A destination helps to motivate the journey, so make sure the vision for the company is clear.

12. Make sure everyone understands the 'why'

Your employees will know what needs to be done, but you need to explain further; you need to communicate the 'why' of each task. The why is the company's overall mission. If everyone knows how their individual actions can personally add to the overall goal of the company, it brings much-needed intrinsic motivation to even the most simple task.

13. Set frequent clear targets

You obviously have big targets that you want to hit as a company, but smaller goals are the key to motivation. All goals should add to the overall target, but breaking this into more attainable chunks feels less overwhelming. If employees are frequently hitting targets, the feeling of satisfaction grows and will act as a great motivator to continue on to the next set of goals.

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POMS — OH HECK … WHY STOP AT TEN?

14. Give your team autonomy

Time is precious. So when we don't feel in control of our time and energy, motivation levels can really drop. Allowing for some elements of freedom in the workplace, whether that's flexible working hours or unlimited time off, demonstrates trust from leaders to employees. This adds motivation, as the satisfaction of a job well done comes with the feeling that they were in control and did it on their terms.

15. Create a welcoming workplace environment

No one wants to sit in a gloomy office and desperately wait for home time every day. If workplaces create a friendly culture, with areas for rest and play, employees will look forward to coming into work. The saying 'work hard, play hard' is important here. As motivation and mood go hand in hand, a poor mood can affect the ability to concentrate and will lower the feeling of energy in the workplace.

16. Encourage teamwork

Collaboration between teams in the company allows ideas to be developed further. Working with those with different skill sets will, in turn, create more innovative results. In teams, there's power in numbers and anyone experiencing a lack of motivation should be boosted by those around them.

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POMS — OH HECK … WHY STOP AT TEN?

17. Coach the leaders in your organization

- Whoever is managing you has a huge impact on how engaged you are at the workplace. Everyone can imagine the big role management plays in company culture and with that, employee engagement.
- First of all: make sure your managers are engaged. If the one leading the team isn't there just yet, you can't expect them to get their employees to that point. Employee engagement is really a team effort.
- Then, give your leaders the time and resources they need to improve employee engagement. Have open and frequent conversations about the culture in the workplace and the developments regarding employee engagement.

18. Free up time to work on pet projects

- Everyone has different things they're passionate about and would love to spend more time on. Allow employees time to work on internal projects they might be passionate about.
- This will get them engaged in the project and be excited about how they could be helping the wider company. These projects should contribute to the overall goal of your organization but be independently managed by one or a small group of your employees.

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POMS — OH HECK … WHY STOP AT TEN?

19. Actively ask employees for advice—even if it's outside their current field of work

- If you know that Sarah from HR has years of experience in the event industry, don't hesitate to ask her to sit in on a meeting about your upcoming fundraiser night. She will most likely not feel like she's doing something outside her job description, but rather feel appreciated for her knowledge and skills.
- Every single member of your team has unique strengths—so use them. As a manager, by asking an employee for help, it shows that you acknowledge their strengths and appreciate them. You will make them feel more engaged, valued and included in the business by showing them that you feel they have something to offer that no one else can.

20. Ask employees how they prefer to be recognized

- Employees need to know that leaders see and recognize a job well done. We are all busy and every so often it can feel that you don't get the recognition you deserve for the hard work you put in.
- For managers, it can be hard to find an adequate response to a job well done. You need to reward everyone equally, but not everyone appreciates the same rewards. Now what?
- Just ask. Your employees will be pleasantly surprised to find out you want to find a fitting reward for their hard work, rather than just making it about "the gesture".

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POMS OH HECK … WHY STOP AT TEN?

21. Don't Micromanage

- If you really want to improve motivation, don't micromanage. Instead, give your team an assignment and a deadline, and then turn them loose. This gives your employees the freedom to work when their motivation is at its highest.
- For some, early in the workday might be their most productive time. For others, it may be closer to the end of the day. For yet others, it may be overnight or on weekends.
- When you allow your employees to decide when and how they will work, you establish a framework for improved efficiency and motivation.

22. Be clear about what you expect

- To improve motivation in the workplace, be very clear about what you want done. A journey of a thousand miles starts with a single step.
- So focus on that first step, be clear about what it is and how it can be completed, and then set your team to the task.
- A clear and concise mission can light a fire of motivation under any team.

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POMS OH HECK … WHY STOP AT TEN?

23. Provide regular training

- Training can be inspiring and shows an understanding of the importance of employee motivation. It shows an employer is dedicated to helping their employees to learn as much as they can about their job and how to do it better.
- Training outside of roles can also be a great motivator. For example, offering first-aid, budget management or computer training can motivate employees to expand their skills. Mentoring is also a way to motivate as it offers guidance when someone is new to a role and can build their confidence.

24. Appropriate allocation of work

- One misconception many employees and managers as well hold is that taking on a large workload shows sincerity, hard work, enthusiasm as well as skill.
- However, taking on too much work will bog you down, drain your energy, create confusion and will prevent you from giving your best, which serves as a de-motivator ultimately.
- Being unable to finish all the work or finishing it in a less than optimal manner would make one feel like they are not very adept and cause severe de-motivation.

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POMS OH HECK … WHY STOP AT TEN?

25. Establish rules that employees can trust

- Organizations require discipline and a proper structure to follow. Corporations should learn the art of developing behavioral norms and regulations to manage their expanding activities while maintaining their culture.
- Systematization, however, does not automatically lead to bureaucracy as long as people understand why the rules exist and believe they are valid, _and enforced fairly_.
- So should establish frameworks, rules, and procedures that employees can trust.

26. Streamline the information flow in the organization

- Organizations should facilitate the flow of authentic and honest information in this volatile environment. A transparent working structure enables employees to think more strategically and provides insight into their job responsibilities.
- In this era of social media, where data gets unleashed easily, organizations should not spin information. Companies that encourage deep-seated honesty, candid work environments, and clear structure are more likely to be trusted and heard by their employees and customers.

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POMS OH HECK … WHY STOP AT TEN?

27. Celebrate wins regularly

- "Work hard, play hard" doesn't have to stop at the office door. Gratitude and appreciation can go far, but don't forget to take the moment to celebrate your success.
  - E.g., celebrations as small as a team lunch or monthly breakfast social, to share successes and recognize individual and team accomplishments.
- This will motivate your team to reach goals and engage in challenging initiatives, and will also help create momentum rolling into the next project. Gathering with friends and colleagues is deeply fulfilling and is sure to keep your team's motivation buzzing.

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OH HECK … WHY STOP AT TEN?

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27. Champion friendly competition

- Emphasis is on the friendly here. Competition can be a great motivator but if you let it get out of hand, conflict will rise as you see morale and teamwork deteriorate.
- The challenge is not to get your top performers to perform better, it is also to train them to pull up everyone around them and build a well-oiled machine.
- Although individual successes can be hugely rewarding, often team wins can have an even bigger impact. It's important to find the right balance when incentivizing your team – a mix of individual and group goals along with clear rules that promote collaboration over sabotage are essential to long-term success."

28. Lead with a vision

- Employees need to know that all their efforts are driving towards something. They need to know that there's a destination they are working toward.
- Employee motivation and engagement is driven by a clearly communicated mission and vision. Without transparent goals that demonstrate to your people how their work contributes to company objectives, you will find it difficult to truly engage your workforce.
- Facilitate a department meeting to establish your mission, vision, and values. Engage in collaborative planning, and regularly revisit your progress toward your goals. Encourage team members to add to it. Their participation in this process will give them a sense of ownership and help ingrain the vision into their daily activities

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YOU MAKE THE CHOICE TO BE A LEADER

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QUESTIONS

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➢ 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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