



# Employee Engagement: Learning & Development in the Driver's Seat



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# Today's Agenda

- Engagement Overview
  - What is Engagement?
  - How do we measure it? The Science of Surveys
  - Gallup's 12 Elements of Employee Engagement
  - Strategies for Engaging Employees – Best Practices
- Engagement in Practice
  - Panel Discussion with Organizational Leaders

# Engagement Defined



Let's start with an important question...

Why does engagement matter??







# People We Enjoy Being Around

1. Friends
2. Relatives
3. Significant Other

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**3<sup>rd</sup> from last: Customers**  
**2<sup>nd</sup> from last: Co-workers**  
**Dead last: Boss**

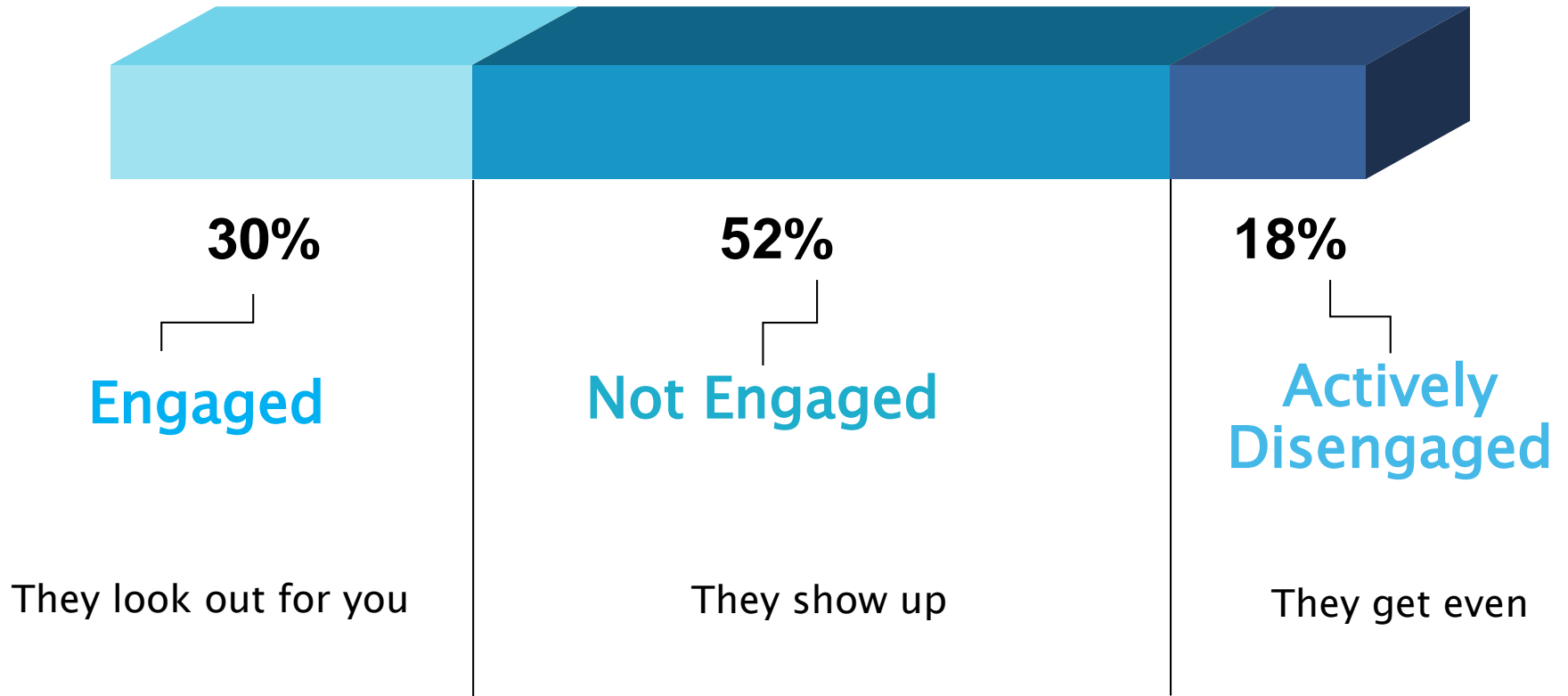
Source: Kahneman, D., et al. (2004). A Survey for Characterizing Daily Life Experience: The Day Reconstruction Method. Science. 306. 1776-1780.

# What is Engagement?

- ▶ What are the characteristics of an engaged employee?
- ▶ How is engagement different from satisfaction?

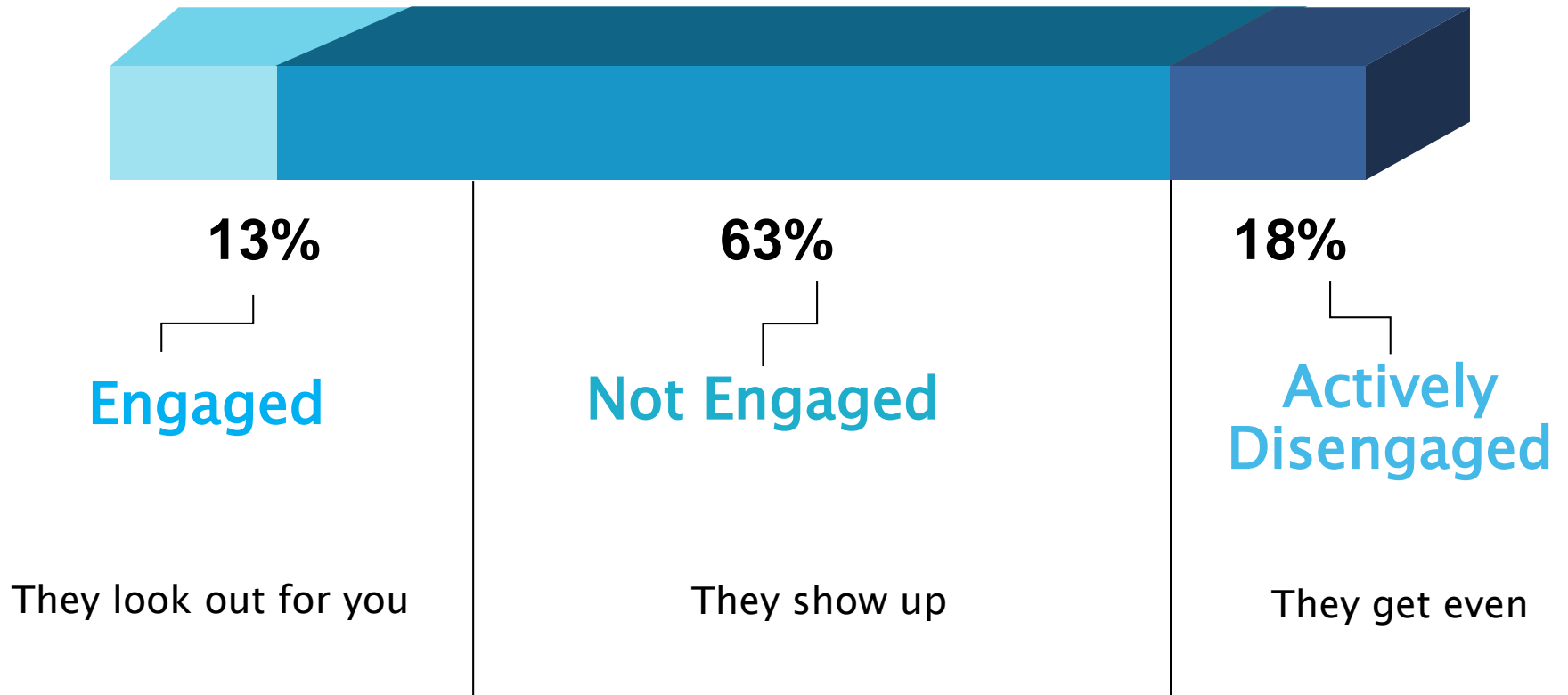


# The State of Engagement – 2014



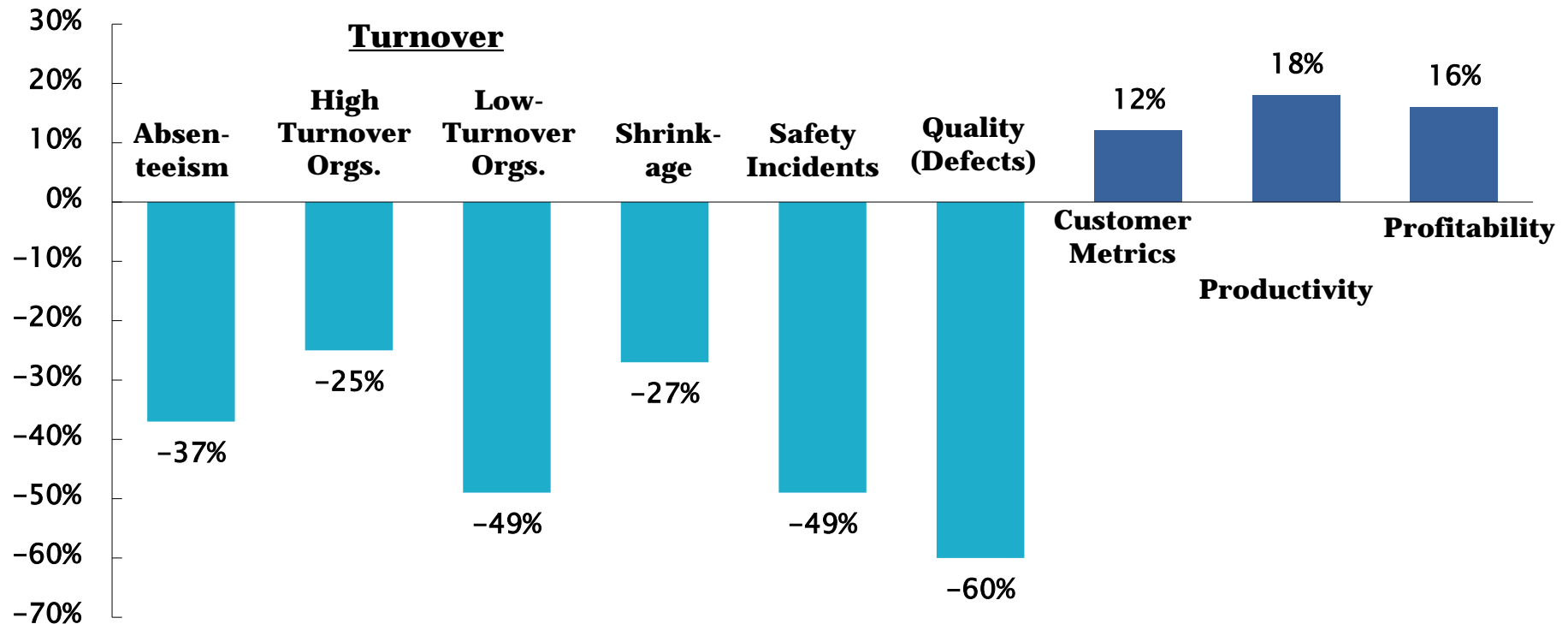
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# The State of Engagement – Global



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# What changes with higher engagement?



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# Measuring Engagement:

What makes a great place to work?



# The Research

1993 — Gallup interviewed human resources and organizational development personnel in Fortune 500<sup>®</sup> companies to find out how they create positive culture change:

- ▶ 80% do employee surveys
- ▶ average length — 150 items
- ▶ frequency — every one to two years

**60% reported being “worse off” after the survey!**

# Emotion *and* Productivity

Gallup studied factors common to highly productive workgroups

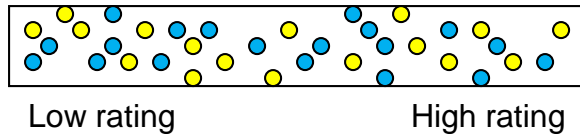
- Thousands of Questions
- Millions of Employees

Items had to be:

- focused
- important
- comparable
- locally influenced
- process vs. event
- actionable

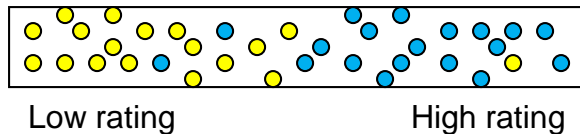
# The Sorting Effect

## Poor Question



“I feel I am paid the right amount.”

## Great Question



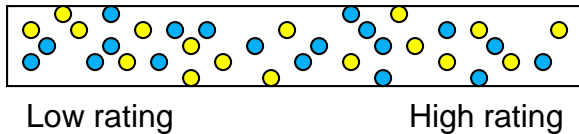
“I have a best friend at work.”

 More productive workgroups

 Less productive workgroups

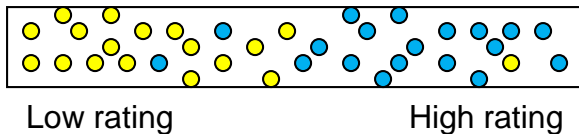
# The Sorting Effect

## Poor Question





“I receive recognition.”

## Great Question



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

-  More productive workgroups
-  Less productive workgroups



# The 12 Elements of an Engaged Workplace

1. I know what is expected of me at work.
2. I have the materials and equipment I need 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 or purpose of my organization 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.

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# So...Now What?

Success Strategies & Best Practices



# Key Success Strategies

- ▶ It's not about the data, it's about the dialogue...
- ▶ Identify *what matters most* to each person, and to the team
- ▶ It all starts with the **MANAGER!**

# The Manager's Influence

The “Fab Four” of Engagement Elements



# Best Practices – The Fab Four

- ▶ Focus on the “Fab Four:”
  - #1 – Clear expectations
  - #3 – Job & talent alignment
  - #5 – Someone cares about me as a person
  - #7 – My opinions count

# Best Practices – The Fab Four

## ▶ *Clear Expectations*

- Define each person's need for clarity
- How often to meet 1:1?
- Touching base vs. goal setting

## ▶ *Job & Talent Alignment*

- Identify strengths & talent (ask individual and ask team)
- Remove barriers to leveraging strengths
- Align project goals with talents/interests/business needs
- Highlight what's right

# Best Practices – The Fab Four

- ▶ *Someone Cares About Me as a Person*
  - Define “caring” for each person on your team
  - What is meaningful to one person may cross the line for another
  
- ▶ *My Opinions Count*
  - Do I feel heard?
  - Do I feel valued?
  - Do I feel included?
  - What “counts” – opinions heard or ideas implemented?

# Engagement in Practice

Panel Discussion





# Questions?

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*Effectiveness*