



SLCCC

Why Engagement Matters?



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Inquiring Minds Want to Know



The definition of engagement is....

I can tell when an employee *is* engaged because....

I can tell when an employee *is not* engaged because....

This reason engagement is important to my organization is...



Today

- **Leave understanding what engagement is and why it's important to your organization**
- **Take time to understand some models and best practices**
- **Discussion on retention**



First Things First

WHAT TODAY IS NOT

- “8 Essential” Steps to Engagement
- A Magic Formula
- Talking Points

WHAT TODAY IS

- Tools to use
- Framework
- Tips for conversations



How is Engagement Defined?

Definition: Commitment, emotional attachment, and behavioral outcomes that result from an employee's **connection** with their company








Five outcomes:

1. Intent to stay
2. Willingness to advocate
3. Discretionary effort
4. Job satisfaction
5. Pride

The Engagement Index

Many Business Outcomes are Linked to Engagement



- Lower Turnover¹ 
- Lower Costs¹ 
- Fewer Absences² 
- Fewer Mistakes³ 



-  Higher Productivity²
-  Increased Customer Satisfaction & Loyalty²
-  Improved Safety³
-  Higher Revenue & Market Share⁴

Sources: 1 *Employee Engagement: A Changing Marketplace*, Bersin & Associates / Stacey Harris, 2010; 2 *Business-Unit-Level Relationship Between Employee Satisfaction, Employee Engagement, and Business Outcomes: A Meta-Analysis*, *Journal of Applied Psychology* / James K. Harter, Frank L. Schmidt, and Theodore L. Hayes, 2002.; 3 *Employee Engagement: The Key to Realizing Competitive Advantage*, Development Dimension International / Richard S. Wellins, Paul Bernthal, and Mark Phelps, 2005; 4 *2015 Employee Trends Report*, Quantum Workplace / Natalie Hackbarth, Dan Harris, and Hilary Wright, 2015.



***Engagement
is not
something
we
outsource.***

*HR does NOT
own engagement.*



The Engagement Model – Draw This

Care and Concern

- Valued
- Fairness & Equity
- Pay & Benefits
- Work-Life Balance
- Inclusion
- Development

Clarity

- Role Clarity
- Infrastructure
- Matrix Structure



Connection

- Organization
- Leadership
- Team
- Work

Credibility

- Senior Leaders
- Managers
- Peers



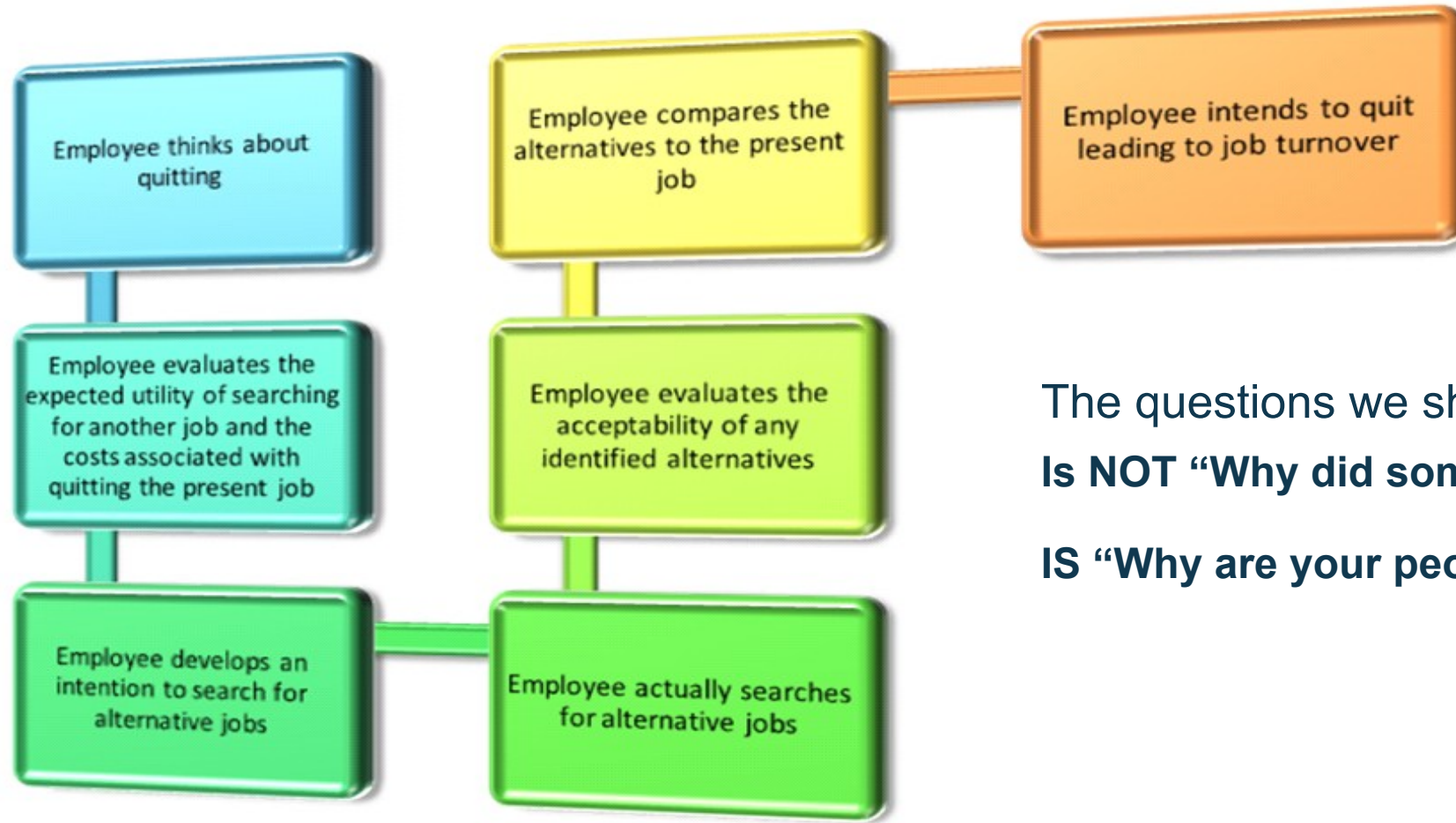
SO....

What surprises you?

Where's the "low hanging fruit" in your organization?

Where's the 800lbs gorilla that will be tough to tackle?

Intermediate Linkages in the Relationship between Job Satisfaction and Employee Turnover



The questions we should be asking
IS NOT “Why did someone leave?”
IS “Why are your people staying?”

(Mobley, 1977)

OBSERVED BEHAVIORS



Potential signs that a team member may be disengaged---
The Link is Weakening

- Arrive later, leave earlier and/or take longer lunches
- Higher absenteeism
- Lower quantity or quality of work (e.g., more mistakes or customer complaints)
- Take longer to complete routine tasks
- Lack of interest in development opportunities
- Less reliable attendance at meetings (more frequently late or 'no show')
- Difficulty concentrating / staying focused
- Slow or no response to email or voice mail

A Reflection on Attrition Data We Know – Not a Recipe

Tenure

- 0-1
- Less Than 5 Years

Age

- Under 35 – This is not a “millennial” thing
- Females Early in Career

Change in Performance Rating

- Shift down in performance rating (I.e. Very Strong to Strong)
- Not tied to actual dollar amount

Participation in Surveys

- Not completing L-180, pulse, etc

Tie to Location

- Connection to town (family, other family member’s employment)

Desired Skill Set in Market Place

- Role in High Demand vs Role That’s Abundantly Available

Linkage to Someone Who has Left

- Whether voluntary or involuntary
- Typically Passive, Not Active Recruitment

Job Embeddedness:

Why do people stay with their organizations?

Fit

- // Fit is the “perceived compatibility or comfort level” with the organization and the surrounding environment
- // Think of “Knowledge and Skills,” Career Goals
- // *“I get to do what I was paid to do.” “This is what I went to school for.”*

Link

- // Link is the number of connections that a person has within the organization and the surrounding environment
- // Link is also a connection to the mission and vision of the company
- // Think Employee Resource Groups, social activities, friendships
- // *“I love what our company stands for.” “Remember when we turned the company around?” “My community is here.”*

Sacrifice

- // Sacrifice is the “perceived cost of material or psychological benefits that may be forfeited from broken links”
- // Think leaving a pension plan, retention bonuses, job stability, cost of living
- // *“I don’t want to reinvent myself.” “It’s too risky for me to leave right now.” “I’ve got too much sitting in company stock.”*

Consider the Following

- **Identify Three Key Direct Reports**
- **Identify Three Key High Potential/High Impact of Departure Employees**
 - List what you know about their reasons to stay
 - Identify, if possible, if it's "Fit, Link, or Sacrifice" and explain specifically what you know
- If you don't know, what are you going to do to find out?
- If you do know, what do you need to do with that information?

Actions Around Engagement

- Conduct Stay Conversation
- Add Direct Reports
 - Mentoring
- Increase Responsibility – but not to the point of overwhelm
- +1 Conversations
- Focus on Individual Develop Plans
- Recognize Additional Effort
 - No Meeting Fridays, No Email Weekend
- Ensure Your Soliciting Ideas & Collecting Feedback (I trust You)

Money typically doesn't increase retention

Exit Interview vs. Stay Interview

Basically “autopsies” but not as scientific

Departing employees won't burn bridges; often hide real reasons

Cite “better opportunity” as reason to leave, offers no real solutions

HR managers say nothing gets done with results

Focuses on the current employees we want to retain

Removes the “middle man” so leaders hear directly how to keep employees

Employees hear: *We Want You To Stay*

Next steps are in a leaders hands vs. waiting on a program or corporate solution

	Do I know...	Conversation Suggestions
Clarity on Role as part of the transformation	<p>Do I know if this employee is concerned about their job being impacted?</p> <p>Do I know how the employee feels about their new role in context of the transformation?</p>	<p>I look forward to leveraging your skills and experience to support our transformation specifically in (projects).</p> <p>Do you have any questions for me in terms of your role in our transformation context?</p>
Managing Employee Relationships	<p>Do I maintain an open trusting, and mutually respectful relationship with this employee?</p> <p>Do I understand why this employee works here and not at another organization?</p>	<p>What do you like best about working at our company? What do you like least?</p> <p>Are there specific areas that I can further support you with to help you be more successful and satisfied working at Monsanto?</p>
Employee's Work-Life Balance Satisfaction	<p>Do I understand how well he or she is managing her workload?</p> <p>Do I know if this employee's attitude, physical health, and overall status have been healthy for the past six months?</p>	<p>What aspects of our work environment do you find most energizing? What parts do you find least energizing?</p> <p>How are you doing with regard to workload?</p>
Employee's Job-Interest Alignment	<p>Does this employee demonstrate passion and enthusiasm for their work?</p> <p>Do I know how satisfied my employee is with the aspects of the work situation (e.g. projects, training, coworkers)</p>	<p>What makes a great day at work?</p> <p>If you could change 3 things about your role what would they be?</p>
Employee's Career Goals	<p>Do I know if the employee's current work is aligned with their long term goals?</p> <p>Have I discussed different career choices with this employee as well as deepened the development conversations using 70:20:10 framework?</p>	<p>What are your long term career goals?</p> <p>What talents, interests or skills do you have that can be better utilized?</p> <p>What else do you need from me? How can I- or the company- help you develop?</p>



*You are what
you honor.*