

Employee Engagement Specialist Certification

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Welcome

Welcome to the first session of the Employee Engagement Specialist Certification!

- Housekeeping
 - Emergency exits
 - Restrooms
 - Beverages, food
 - Name cards

- Introduction to The Employee Engagement Group
 - Bob Kelleher, CEO Founder
 - Focus on helping companies with engagement culture and initiatives
 - Believe in the ‘teach a man to fish’ model





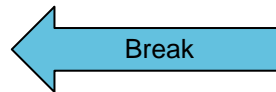
Agenda

8:00 – 9:00

- Introductions
- Overview of Engagement Specialist program

9:00 – 11:30

- Foundations of Engagement
- Engagement Business Case
- Engagement in your Organization



11:30 – 12:00

- Your Engagement Action Plan
- Review
- Assignments and pre-work for Session 2
- Preview of next session

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Icebreaker - Introductions

Something
unique...

Your name

A little
about
you

Years of
experience
dealing with
people
complexities

Company

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Overview of Program



Page Intro - 1

- Ten sessions \neq *Ten Steps of Engagement*
 - Program does not follow the book *Louder than Words*
- Session schedule
 - 3rd Friday of each month (except August and December)
 - Working session
 - Assignments and pre-work for next session
- On-demand check-in
- Format of the sessions



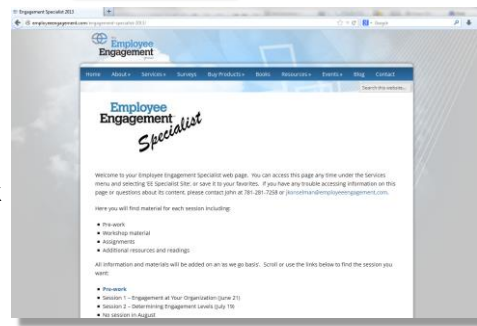
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Overview of Program (continued)

- Material
 - Workbook
 - Worksheets
 - Exercises
 - Assignments
- Engagement Specialist web site
 - All material from current sessions
 - All assignments and pre-work due for the next session
 - Contact information



- Exercise
- Discussion
- Workbook
- Tool
- Key idea



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Objectives



Page Intro - 2

By the end of the program, you will:

- Be able to define engagement and discuss its benefits with members of senior leadership
- Recognize and apply the key components of an engagement survey
- Develop, communicate, and promote an employment value proposition (EVP)
- Create and implement a communication protocol process
- Manage the requirements necessary to evolve your organizational culture
- Evaluate and help first line leaders support and implement engagement

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Objectives *(continued)*



Page Intro - 2

By the end of the program, you will:

- Drive key best practices for working with different generations, especially Generation Y
- Identify key motivators for yourself and others in your organization
- Develop feedback mechanisms that support an engaged culture
- Evaluate and update your reward and recognition process
- Identify and apply the behaviors and traits that make employees successful in your organization
- Develop an extensive Engagement Action Plan for creating an engaged culture within your organization

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Expectations of Each Other



Page Intro - 3

- Confidentiality
 - Participation
 - Application
 - Attendance
 - Attend at least 7 of 10 sessions
 - Complete all assignments
 - Notify if you cannot make a session (contact Allan or John)
- In order to receive your certificate*

What do you expect of each other?

What do you expect from us, your facilitators?

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Foundations of Employee Engagement

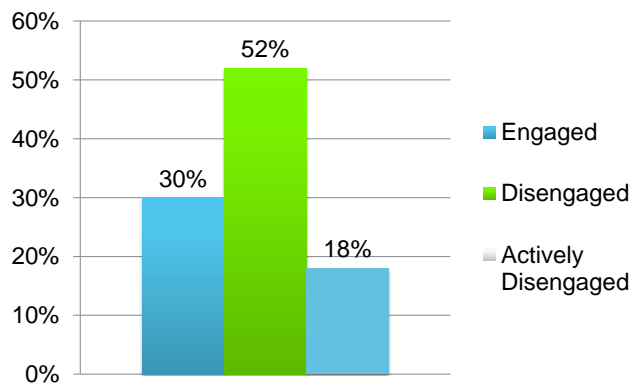
from potential to performance 

Just Imagine



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Engagement numbers



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Gallup 2013:
State of the American Workplace Report
based on interviews with 15,000
employees



Definition of Engagement

Discussion

- From your pre-work, what did you come up with as a definition of engagement?

Definition of Engagement



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Lets first talk about successful marriages

Definition of Engagement

- It is about a mutual commitment



*We Want
you to reach
your
potential*

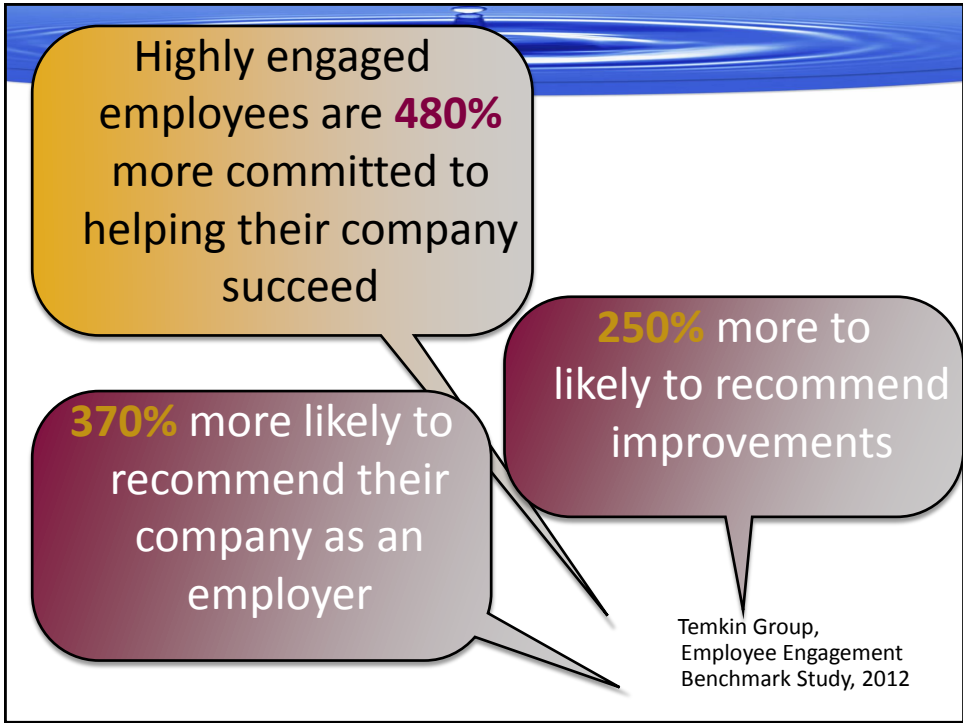


*We want the
Company to
be
successful*


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**Lets talk about
Discretionary Effort**

from potential to performance 



Discretionary Effort


Page 1 - 2

Discussion

- What does 'discretionary effort' look like in your organization?
- What are your employees doing to demonstrate discretionary effort?

The Facts

In God we Trust,

*all others we
require data*



from potential to performance 



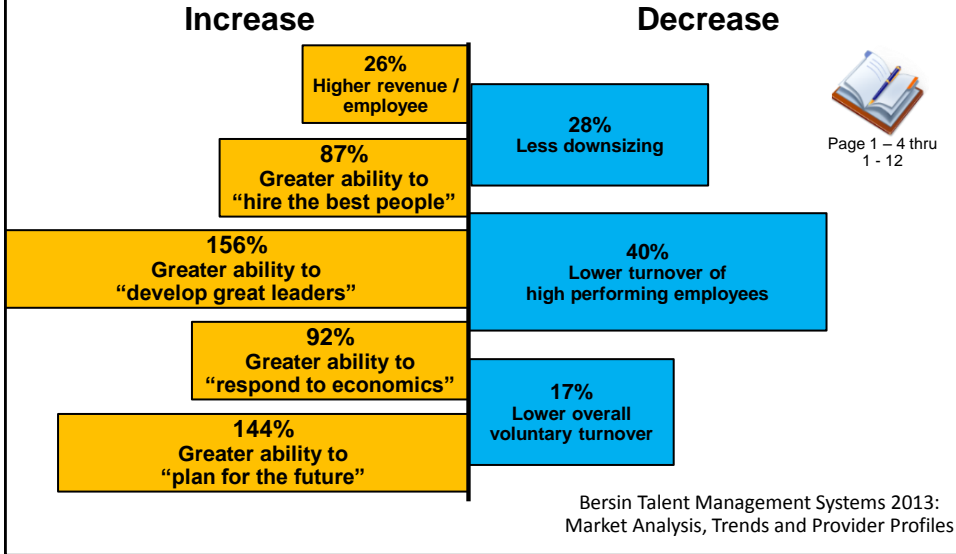
Engagement Articles



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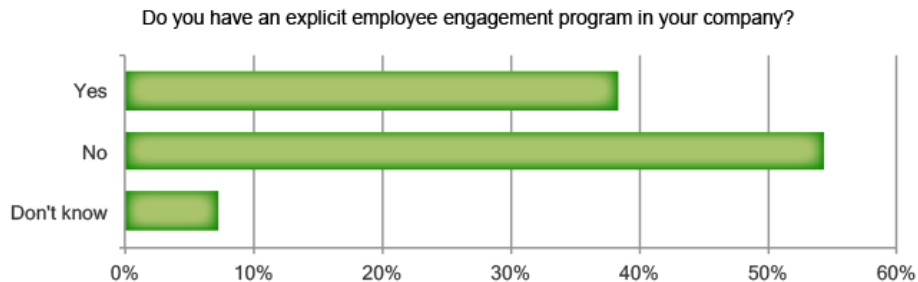
- In groups of 3 – 4
- Discuss the assigned article(s)
- Note the key aspects of what you learned from reading the article
 - Discuss how you might apply this information to your organization
- Be prepared to report back
 - 3 – 5 'ah-ha' or 'I think I've heard that...' information'
 - How can you apply this to your organization?

Engagement Drives Business Results



Page 1 – 4 thru
1 - 12

Less than 40% companies focus on Employee Engagement

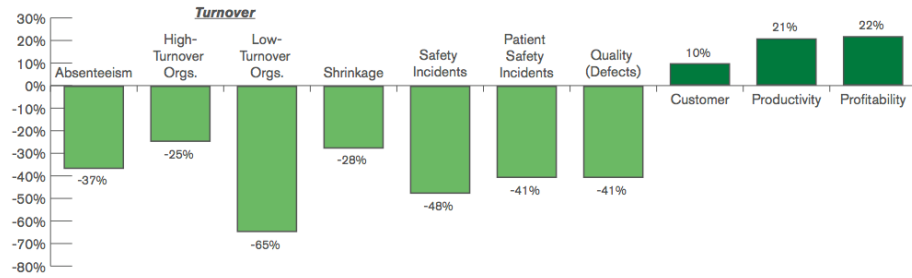


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SilkRoad 2013 Survey
Employee Engagement Research
Creating a High-Performance Work Environment

Difference between high and low performers

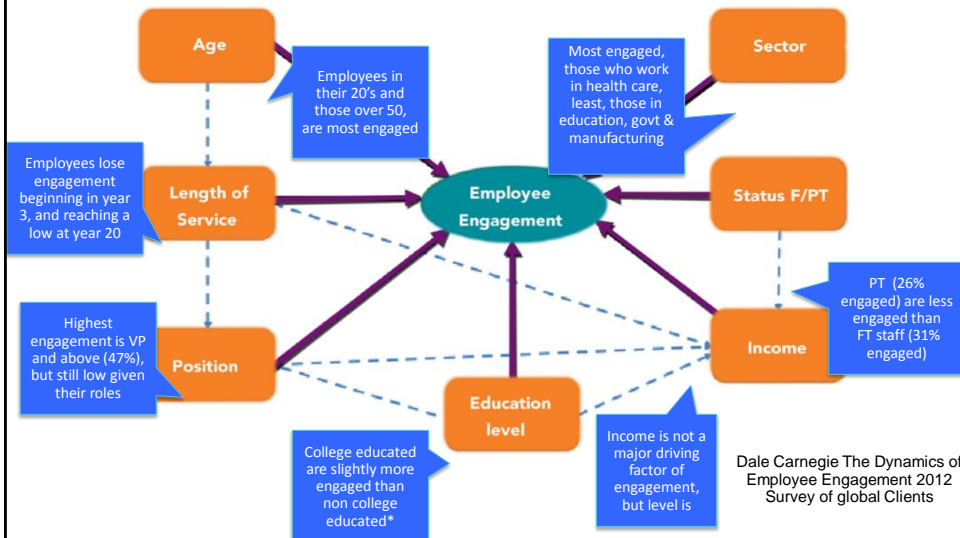
Difference between top and bottom engagement quartiles



Gallup Study: ENGAGEMENT AT WORK: ITS EFFECT ON PERFORMANCE CONTINUES IN TOUGH ECONOMIC TIMES
 KEY FINDINGS FROM GALLUP'S Q12 META-ANALYSIS OF 1.4 MILLION EMPLOYEES

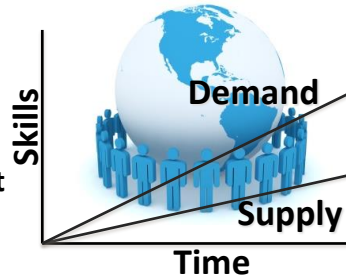
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Key Demographics Impacting Engagement



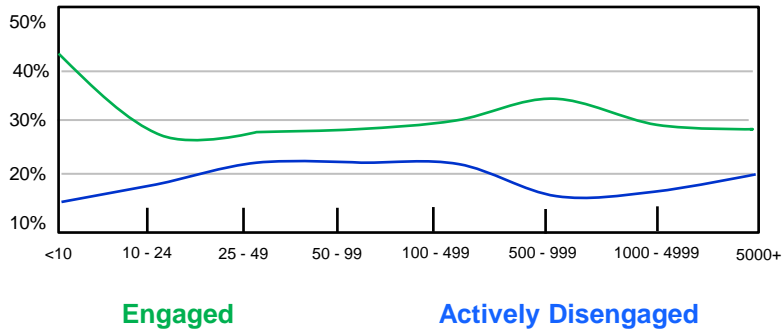
World around us requires engagement!

- **Loyalty is dying**
- **Workforce is virtual and global**
- **Budgets** are tight; businesses want productivity
- Workforces are **younger** and **contingent**
- Young people want to know their lives have **meaning**; they want to influence and contribute
- 40 percent of the U.S. workforce works **part-time** or on **contract**
- 30% of Japanese university recruits **leave within 3 years**



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Engagement and Company Size



Gallup's 2013 STATE OF THE AMERICAN WORKPLACE
 EMPLOYEE ENGAGEMENT INSIGHTS FOR U.S. BUSINESS LEADERS
 Based on survey of 25 million survey respondents

What Can Leaders Do?

from potential to performance 

Best Ways to Foster Engagement

In your opinion, what are the best mechanisms to foster employee engagement?
Please check your top three.



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SilkRoad 2013 Survey
Employee Engagement Research
Creating a High-Performance Work Environment

Build Trust

Competence? **69%**

Integrity? **78%**

**Show Concern About
The Well Being
Of People**

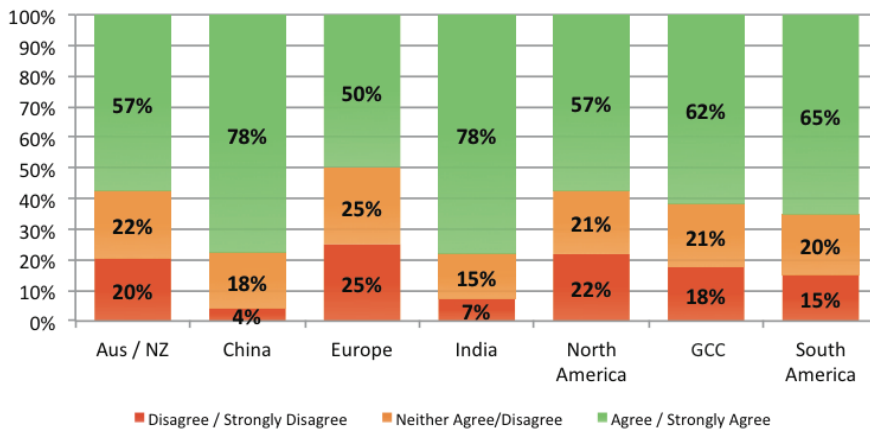


Kenexa 2013 Employee Engagement Index Scores
WorkForce Trends Report
33,000 Global Employees in 28 Countries

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“I Trust Leadership”




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2013 Blessing White Global
Employee Engagement
Research Update

The Role Of The Boss

from potential to performance 



*Disengaged managers
are **3 times** more likely
to have disengaged
employees**

* 2009 Sirota Intelligence Study

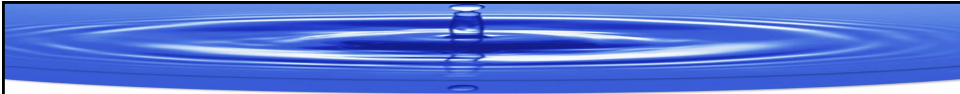


Engagement and Bad Managers

*Bad managers are creating active disengagement costing the U.S. an estimated **\$450 billion to \$550 billion** annually*

Gallup's 2013 STATE OF THE AMERICAN WORKPLACE
EMPLOYEE ENGAGEMENT INSIGHTS FOR U.S. BUSINESS LEADERS
Based on survey of 25 million survey respondents

Where are we heading?



35% of U.S. workers said they'd willingly forgo a substantial pay raise in exchange for seeing their direct supervisor fired.

2012 Poll by Parade Magazine

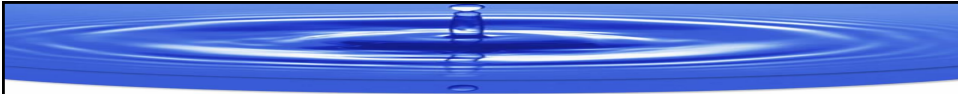
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Disengaged employees cost the US economy \$370 billion annually.

May 2013 Forbes.com Article
Employee Engagement: Every
Leader's Imperative

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Employees with lower engagement are 4 times more likely to leave their jobs than those who are highly engaged.

Driving Performance And Retention
Through Employee Engagement –
Corporate Leadership Council 2012

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Highly engaged employees were 87 percent less likely to leave their companies than their disengaged counterparts.

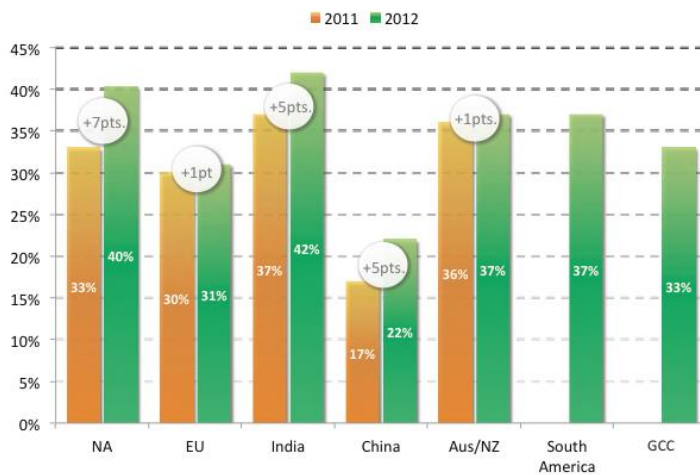
Driving Performance And Retention
Through Employee Engagement –
Corporate Leadership Council 2012

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Engagement and Globalization

from potential to performance 

Engagement Across the Globe



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Employee Engagement
Research Update

Engagement, Organizational Level, and Professions

from potential to performance 

Engagement by Level

Level in the Organization	% Engaged	% Disengaged
Executive (Vice President or above)	59%	9%
Director	41%	12%
Team Leader/Tech Lead/Project Manager	39%	14%
Manager/Supervisor	39%	12%
Consultant	33%	16%
Specialist/Professional/Engineer	29%	20%
Administrative/Clerical	27%	21%

	Engaged 2009	Engaged 2012	Not Engaged 2012	Actively Disengaged 2012
Managers and execs	26%	36%	51%	13%
Doctors	*	34%	57%	9%
Nurses	*	33%	52%	15%
Teachers	*	31%	56%	13%
Other Professional	*	30%	55%	15%
Clerical and office workers	27%	30%	51%	19%
Construction / Mining	29%	30%	52%	18%
Government worker	28%	29%	53%	18%
Sales	24%	29%	51%	20%
Installation or Repair	25%	29%	51%	20%
Service Workers	32%	29%	50%	22%
Transportation Workers	21%	25%	47%	28%
Manufacturing- Production	18%	24%	50%	26%

Gallup's 2013 STATE OF THE AMERICAN WORKPLACE
EMPLOYEE ENGAGEMENT INSIGHTS FOR U.S. BUSINESS LEADERS
Based on survey of 25 million survey respondents

Engagement and Branding

from potential to performance 



Engagement and Branding

Only 41% of employees felt that they know what their company stands for and what makes its brand different from its competitors' brands.

Gallup's 2013 STATE OF THE AMERICAN WORKPLACE
EMPLOYEE ENGAGEMENT INSIGHTS FOR U.S. BUSINESS LEADERS
Based on survey of 25 million survey respondents

What should scare you



Global Workforce Insights

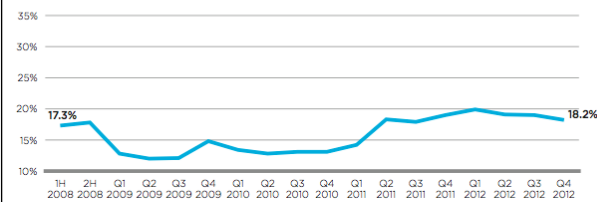
Quarterly Report

A View of Q4 2012 Workforce Trends

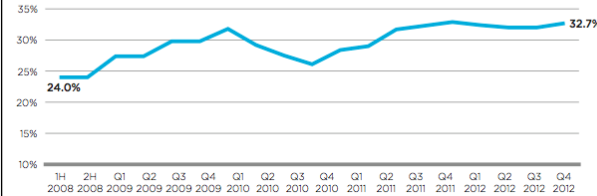
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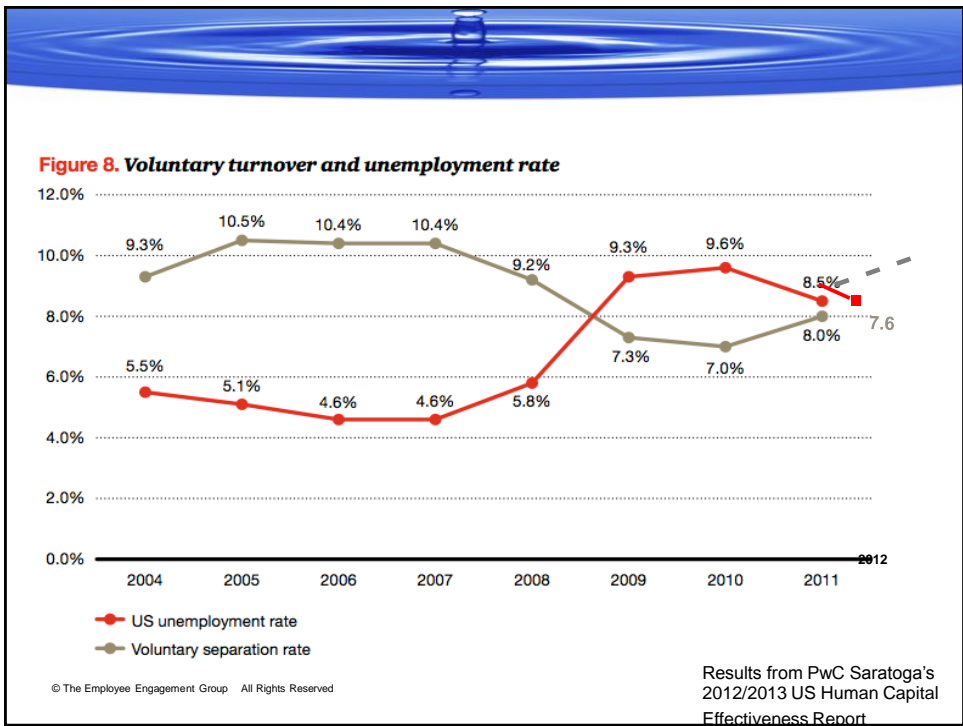
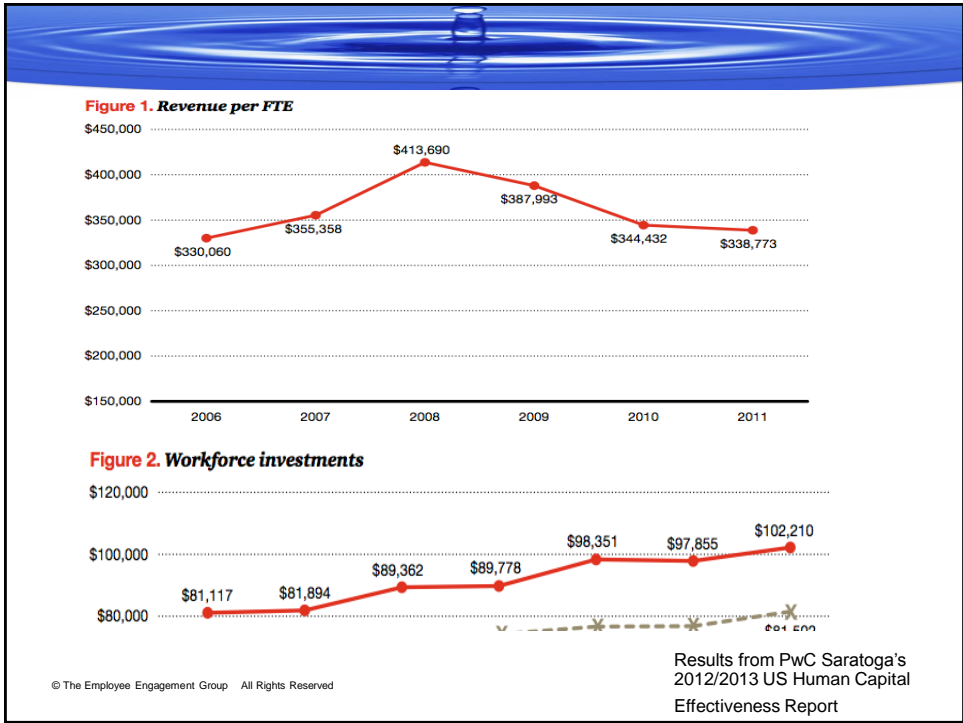
EMPLOYEES SHOW STRONG JOB ATTACHMENT BUT LESS EFFORT

Percentage of Employees Globally with High Levels of Discretionary Effort

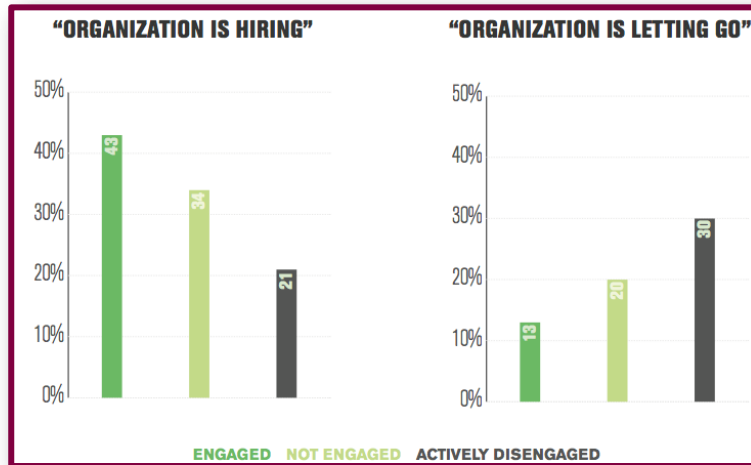


Percentage of Employees Globally with High Levels of Intent to Stay





Grow or Die



Gallup's 2013 STATE OF THE AMERICAN WORKPLACE
EMPLOYEE ENGAGEMENT INSIGHTS FOR U.S. BUSINESS LEADERS

Based on survey of 25 million survey respondents

Engagement and "Stuff"

Stuff vs. Engagement



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Engagement is not about:

- Things
- Having the best of every amenity
- Avoiding making tough decisions
- Pleasing all the people all the time
- A “catch-phrase” for all HR programs

Engagement is about:

- People
- Relationships
- Alignment
- Shared responsibility for creating the future together
 - Business success
 - Work environment
- Continuous communication
- Opportunities for performers
- Staff Development

Discussion

In your pre-work, when you thought what would make employees more engaged, which list would they have picked? Is there a gap?

Making a Business Case



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What drives employee engagement

The Three Drivers of Employee Engagement



(Dale Carnegie "What Drives Employee Engagement" 2012 Survey of 1,500 global employees)

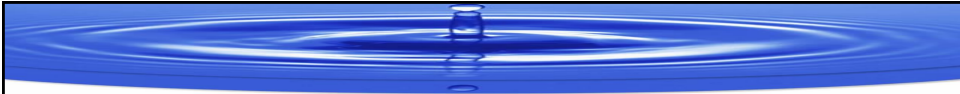
Source: DCT/MSW Research, June 2012

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Engagement and Purpose



*...and it's no longer
just **what** you do, it's
now **why** you do it*

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***There's no right way to do
a wrong thing.***

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Engagement and Purpose

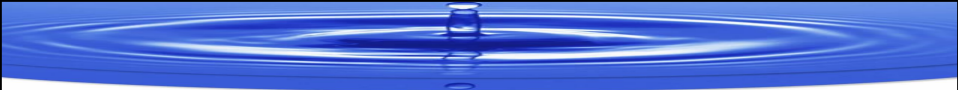
Discussion

- What are the ‘purpose-driven’ aspects of your organization?
 - Do you support specific organizations or causes
 - Who selected those causes? Employees? Leadership?



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*Organizations driven by
purpose and values
outperformed comparison
companies **6 X***

Research by Jim Collins and Jerry Porras

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*Engagement levels are twice as high
(**54% vs. 25%**) among those who say
they are proud of contributions their
organization has made to the
community.*

Dale Carnegie 2012 Statistics and Corporate Social Responsibility (Dale Carnegie
Employee Engagement 2012 Survey of global Clients

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Employee Engagement at Your Organization

from potential to performance 

Engagement in your Organization

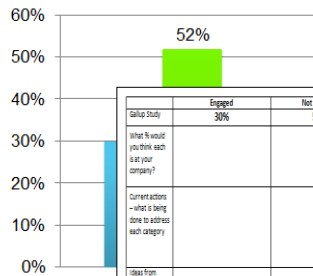
- The next few exercises are designed to help you think about your organization as it stands right now
 - Your employee distribution of engagement (engaged, disengaged, actively disengaged (pre-work))
 - The engagement levels of your organization
 - Your engagement change agents and adversaries (pre-work)
- As a result, you will begin to craft your Engagement Action Plan

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Engagement in your Organization

– Gallup’s study of 192 organizations:

- Engaged – 30%
- Not engaged – 52%
- Actively disengaged – 18%



Discussion – Your Organization

– From your pre-work

- Where did you estimate your organization falls in these categories?
- What are you doing now to engage the disengaged and keep engaged employees engaged?

– Note ideas in your workbook from other participants



Gallup Study	Engaged 30%	Not Engaged 52%	Actively Disengaged 18%
What % would you think each had your company?			
Current actions – what's being done to address each category?			
Ideas from discussion			



Engagement in your Organization

– Using the evaluation in your workbook, evaluate your organization

– Rate on a scale of 1 – 10 each key components of engagement

– Note your results and the key areas that need to be addressed

– Be prepared to discuss your results

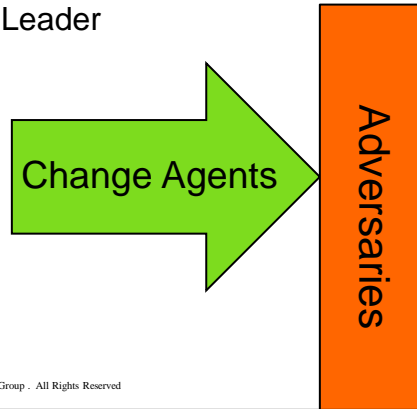


Engagement in your Organization Evaluation	
Thinking about your organization, rate each of the following key engagement components on a scale of 1 – 10:	
• 1 being the lowest rating	
• 10 being the highest rating	
Key Engagement Component	Rate your organization 1 = lowest, 10 = highest
1. Our Leadership supports making changes necessary to have an engaged culture.	1 2 3 4 5 6 7 8 9 10
2. We conduct regular surveys to identify how our employees are feeling and thinking	1 2 3 4 5 6 7 8 9 10
3. Our organization has a purpose for being in business over and above making money	1 2 3 4 5 6 7 8 9 10
4. We use interviewing techniques to identify behaviors and traits of potential employees, not just experience and skills	1 2 3 4 5 6 7 8 9 10
5. We listen to our employees' feedback and take action to implement good ideas	1 2 3 4 5 6 7 8 9 10
6. We know why employees want to work for us	1 2 3 4 5 6 7 8 9 10
7. Our employees speak highly of our company; they seem to be proud to be a part of this organization	1 2 3 4 5 6 7 8 9 10
8. Our customers/clients speak highly of our company	1 2 3 4 5 6 7 8 9 10
9. We have a process for embracing and managing change within the organization	1 2 3 4 5 6 7 8 9 10
10. Our first-line leaders are fully engaged in the business	1 2 3 4 5 6 7 8 9 10
11. Our first-line leaders represent leadership in a positive manner to employees	1 2 3 4 5 6 7 8 9 10
12. We have a structured process for communicating important information to all employees	1 2 3 4 5 6 7 8 9 10
13. We proactively use social media tools to communicate with our employees, e.g., Twitter, Yammer, and Facebook	1 2 3 4 5 6 7 8 9 10



Engagement in your Organization

- Engagement Change Agents and Adversaries
 - Influential people in the organization
 - CEO, CFO, EVP, VP, Director, Department or Business Line Leader



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Support for Your Engagement Efforts

- Based on your pre-work exercise, who are your:
 - Engagement Change Agents
 - Engagement Adversaries
- In your workbook, rate each of your Engagement Change Agents and Engagement Adversaries on:
 - Understanding – how much you think he/she understands the concept of engagement and what is required
 - Influence – how much influence does he/she have on the organization? What is his/her ability to **help** or **hinder** your efforts?



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Note: Uncomfortable using names? Use position or initials

Name		Low																		High
Director of Finance	Understanding:	[Hand-drawn blue scribbles across the scale]																		
	Influence:	[Hand-drawn blue scribbles across the scale]																		

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Your Engagement Action Plan

from potential to performance 



Develop Your Action Plan

- Spend the next 10 – 15 minutes and develop your action plan on the Engagement Action Plan
 - Business drivers that are most important to your organization
 - Ideas to increase your focus on purpose
 - Key improvement areas

Engagement Action Plan 

1. What are the key business drivers of engagement you want to share with your senior leadership to help them understand the benefits of implementing an engagement culture?

2. From our discussion of Purpose, what are 3 ideas that might help your organization improve its focus on purpose? Review your notes on what others have done and be prepared to ask individuals for more clarification.

3. Based on your Engagement Organization Evaluation, what are 3 – 5 areas that, if improved, would increase your engagement levels? In the right-hand column, write the actions you could take to begin the improvement process.

Improvement Area	Actions to Make Improvements

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Assignments and Pre-work

from potential to performance 

Assignments and Pre-work

Assignments

- Using your Engagement Action Plan as a guide:
 - Discuss employee engagement with at least 3 leaders
 - This can be as a group or individually
 - Take notes on your Action Plan and be prepared to report back the results of your discussions
- Look at your list of Engagement Adversaries
 - Create a strategy you will use to influence each to support your engagement efforts
 - Use codes and pseudonyms

Make a copy of your documentation to turn in next month

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Assignments and Pre-work

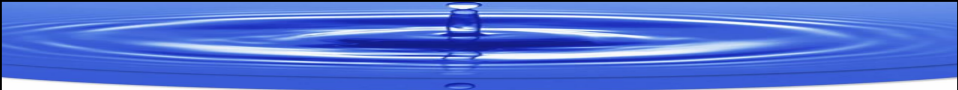
Pre-work

- Identify feedback tools you have used in your organization
 - Surveys
 - Town hall meetings
 - 360 evaluations
 - Suggestion box
 - Other
- Document what changed as a result as well as what didn't change and should have
- Read the 4 articles on the Specialist web site

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Preview of Session 2

from potential to performance 



Assessing and Acting *Your Engagement Baseline*

- Tools for determining engagement levels
- How to evaluate feedback from employees about engagement
- Evaluating areas of concern and prioritizing for taking action
- The importance of taking action and action planning for engagement

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**See you on
July 19!**

from potential to performance 