

Engagement Factors

Engagement Factors

- Workplace culture

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- Workplace culture
- Organizational communication

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- Workplace culture
- Organizational communication
- Managerial styles

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- Workplace culture
- Organizational communication
- Managerial styles
- Leadership

Engagement Factors

- Workplace culture
- Organizational communication
- Managerial styles
- Leadership
- Company reputation

Engagement Factors (cont.)

- Access to training and career opportunities

Engagement Factors (cont.)

- Access to training and career opportunities
- Work/Life balance

Engagement Factors (cont.)

- Access to training and career opportunities
- Work/Life balance
- Personal empowerment

Employee Engagement

- Physical dimension

Employee Engagement

- Physical dimension
 - Levels of energy or effort

Employee Engagement

- Physical dimension
 - Levels of energy or effort
 - Persistence

Employee Engagement

- Emotional dimension

Employee Engagement

- Emotional dimension
 - Enthusiasm and inspiration

Employee Engagement

- Emotional dimension
 - Enthusiasm and inspiration
 - Sense of significance, pride, and challenge

Employee Engagement

- Emotional dimension
 - Enthusiasm and inspiration
 - Sense of significance, pride, and challenge
 - Feelings about job, supervisor, management, organization

Employee Engagement

- Intellectual dimension

Employee Engagement

- Intellectual dimension
 - Mental focus

Employee Engagement

- Intellectual dimension
 - Mental focus
 - Level of concentration

Employee Engagement

- Intellectual dimension
 - Mental focus
 - Level of concentration
 - Absorption in tasks

Employee Engagement

- Intellectual dimension
 - Mental focus
 - Level of concentration
 - Absorption in tasks
 - Beliefs about organization, leaders, workplace culture

Levels of Engagement

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- Engaged

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- Engaged
 - Work with passion

Levels of Engagement

- Engaged
 - Work with passion
 - Feel connected to work, employer

Levels of Engagement

- Engaged

- Work with passion
- Feel connected to work, employer
- Drive innovation

Levels of Engagement

- Engaged

- Work with passion
- Feel connected to work, employer
- Drive innovation
- 29 percent of employees

Levels of Engagement

- Not engaged

Levels of Engagement

- Not engaged
 - “Checked out” or “retired on the job”

Levels of Engagement

- Not engaged
 - “Checked out” or “retired on the job”
 - Putting in their time, not their energy

Levels of Engagement

- Not engaged
 - “Checked out” or “retired on the job”
 - Putting in their time, not their energy
 - 56 percent of employees

Levels of Engagement

- Actively disengaged

Levels of Engagement

- Actively disengaged
 - Interfere with others' productivity

Levels of Engagement

- Actively disengaged
 - Interfere with others' productivity
 - 15 percent of employees

Engaged Behavior

Engaged Behavior

- High levels of effort

Engaged Behavior

- High levels of effort
- Persistence at difficult tasks

Engaged Behavior

- High levels of effort
- Persistence at difficult tasks
- Providing assistance to others

Engaged Behavior

- High levels of effort
- Persistence at difficult tasks
- Providing assistance to others
- Going “above and beyond”

Engaged Behavior

- High levels of effort
- Persistence at difficult tasks
- Providing assistance to others
- Going “above and beyond”
- Making recommendations

Engaged Behavior

- High levels of effort
- Persistence at difficult tasks
- Providing assistance to others
- Going “above and beyond”
- Making recommendations
- Expanding personal role

Engaged Behavior

- High levels of effort
- Persistence at difficult tasks
- Providing assistance to others
- Going “above and beyond”
- Making recommendations
- Expanding personal role
- Adapting to change

Determining Engagement

1. Do you know what is expected of you at work?

Determining Engagement

2. Do you have the materials and equipment you need to do your work right?

Determining Engagement

3. At work, do you have the opportunity to do what you do best every day?

Determining Engagement

4. In the last seven days, have you received recognition or praise for doing good work?

Determining Engagement

5. Does your supervisor, or someone at work, seem to care about you as a person?

Determining Engagement

6. Is there someone at work who encourages your development?

Determining Engagement

7. At work, do your opinions seem to count?

Determining Engagement

8. Does the mission/purpose of your company make you feel your job is important?

Determining Engagement

9. Are your associates (fellow employees) committed to doing quality work?

Determining Engagement

10. Do you have a best friend at work?

Determining Engagement

11. In the last six months, has someone at work talked to you about your progress?

Determining Engagement

12. In the past year, have you had opportunities at work to learn and grow?

Leveraging Engagement

Leveraging Engagement

- Job and task design

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- Recruitment and selection

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- Job and task design
- Recruitment and selection
- Training and development

Leveraging Engagement

- Job and task design
- Recruitment and selection
- Training and development
- Performance management

Leveraging Engagement

- Job and task design
- Recruitment and selection
- Training and development
- Performance management
- Compensation

Leveraging Engagement

- Job and task design

Leveraging Engagement

- Job and task design
 - Motivational characteristics of work
 - Skill variety
 - Task significance
 - Autonomy
 - Performance feedback

Leveraging Engagement

- Job and task design
 - Social characteristics of work
 - Interdependence of job roles
 - Feedback from others
 - Advice and support of co-workers.

Leveraging Engagement

- Recruitment and selection
 - Target recruitment
 - Choose best-suited candidates

Leveraging Engagement

- Training and development
 - Employee orientation
 - Knowledge and skills training

Leveraging Engagement

- Performance management
 - Set challenging goals
 - Provide positive feedback and recognition for accomplishments
 - Resolve performance problems

Leveraging Engagement

- Compensation
 - Incentive pay
 - Flexible benefits

Leveraging Engagement

- Manager's behavior

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 - Commitment to diversity

Leveraging Engagement

- Manager's behavior
 - Commitment to diversity
 - Responsible for success/failure

Leveraging Engagement

- Manager's behavior
 - Commitment to diversity
 - Responsible for success/failure
 - Honesty and integrity

Leveraging Engagement

- Manager's behavior
 - Commitment to diversity
 - Responsible for success/failure
 - Honesty and integrity
 - Problem solving assistance

Leveraging Engagement

- Manager's behavior (cont.)
 - Respect for employees

Leveraging Engagement

- Manager's behavior (cont.)
 - Respect for employees
 - Setting realistic expectations

Leveraging Engagement

- Manager's behavior (cont.)
 - Respect for employees
 - Setting realistic expectations
 - Passion for success

Leveraging Engagement

- Manager's behavior (cont.)
 - Respect for employees
 - Setting realistic expectations
 - Passion for success
 - Defending employees

Barriers to Engagement

Barriers to Engagement

- Outside of local control

Barriers to Engagement

- Outside of local control
- Damaging to employees and customers

Barriers to Engagement

- Outside of local control
- Damaging to employees and customers
- Emphasize control of employee behavior

Barriers to Engagement

- Outside of local control
- Damaging to employees and customers
- Emphasize control of employee behavior
- Barriers can be removed

Barriers to Engagement

- Root causes:

Barriers to Engagement

- Root causes:
 - Fear

Barriers to Engagement

- Root causes:
 - Fear
 - Flow of information

Barriers to Engagement

- Root causes:
 - Fear
 - Flow of information
 - Organizational alignment

Barriers to Engagement

- Root causes:
 - Fear
 - Flow of information
 - Organizational alignment
 - Reward system

Barriers to Engagement

- Root causes:
 - Fear
 - Flow of information
 - Organizational alignment
 - Reward system
 - Short-term focus

Increasing Engagement

- Communicate organizational goals and objectives

Increasing Engagement

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- Promote employee engagement culture

Increasing Engagement

- Communicate organizational goals and objectives
- Promote employee engagement culture
- Align day-to-day work with organizational goals

Increasing Engagement (cont.)

- Maintain open dialogue

Increasing Engagement (cont.)

- Maintain open dialogue
- Reward supportive behavior

Increasing Engagement (cont.)

- Maintain open dialogue
- Reward supportive behavior
- Listen to employees

Increasing Engagement (cont.)

- Maintain open dialogue
- Reward supportive behavior
- Listen to employees
- Provide challenges and opportunities

Increasing Engagement (cont.)

- Maintain open dialogue
- Reward supportive behavior
- Listen to employees
- Provide challenges and opportunities
- Do a “pulse check”

Increasing Engagement (cont.)

- Hold managers accountable

Increasing Engagement (cont.)

- Hold managers accountable
- Let employees know how they can contribute

Increasing Engagement (cont.)

- Hold managers accountable
- Let employees know how they can contribute
- Genuinely thank employees