



# Leader Influence on Employee Engagement

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# Your Facilitator



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The workplace environment is one that is continuously evolving and changing, with both challenges and triumphs. Today's workforce, which includes 5 generations working under the same roof, is currently tackling challenges never before experienced



# This is the Story about Don ...

When Don first started with his organization, he loved his job!

He went into work every day filled with purpose and passion, and he was excited about the difference he could make in his new role.



## This is the Story about Don ...

Three years later, however, it's hard to recognize him. Now, Don dreads going to work.

He feels as if his work is meaningless, he's always stressed, detached and aloof, and he calls in sick frequently.

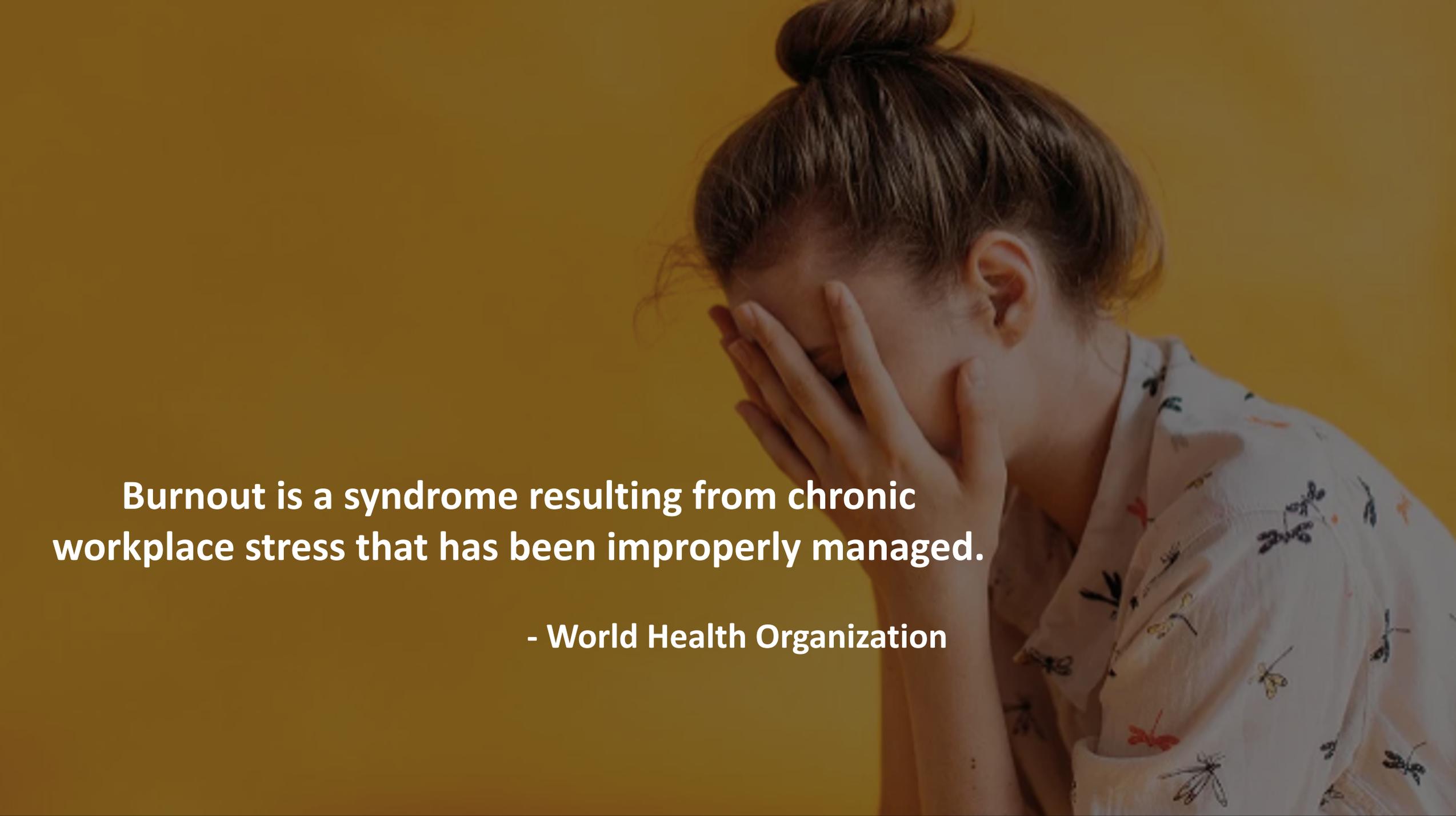
All of this has had a negative impact on his performance, which has led to a serious meeting with his manager.

What has happened to Don?



# Burnout



A woman with her hair in a bun is shown in profile, covering her face with both hands. She is wearing a white shirt with a small floral pattern. The background is a solid, warm yellow color. The overall mood is one of distress or exhaustion.

**Burnout is a syndrome resulting from chronic workplace stress that has been improperly managed.**

**- World Health Organization**





## Consequences of BURNOUT

- Emotions are blunted
- Produces helplessness and hopelessness
- Loss of motivation, ideals, and hope
- Leads to detachment and depression
- Primary damage is emotional
- Leads towards *lower engagement levels*



# Employee Engagement!

The extent to which employees feel passionate about their jobs, put discretionary effort into their work, and are committed to the organization.

# Three Types of Employees



**Same boat, different engagement.  
Some drive it, some sit and do nothing, some try to sink it.**

Complains

Gossips

Lacks  
Enthusiasm

Makes excuses

Know it all

Doesn't help others

No  
Questions

Irresponsible

No Growth

No initiative

Distracted

Independent

**12** Personality traits  
of a disengaged  
employee



## Why Do Employees Disengage

- They see no professional growth potential
- They don't like their manager
- They don't feel valued
- Co-worker conflict
- Problems outside of work
- They see no reason to change



# 4 Biggest Impacts of Disengagement

- ▶ *Customer experience*
- ▶ *Productivity*
- ▶ *Employee retention*
- ▶ *Profit*

# Employee Engagement Responsibility



# Keeping Employee Engagement Alive

- 01** Understand the key drivers of employee engagement.
- 02** Identify the problem areas.
- 03** Understand what each team member needs from work environment.
- 04** Create an EE Action Plan for team / each team member.



# Step 1: 12 Key Drivers of Employee Engagement



*Which key drivers of engagement would a manager have influence over?*

Team members know what is expected of them	Team members have the equipment and materials they need to do their work right	Team members have the opportunity to do what they do best every day
At least every 7 days, team members have received recognition or praise for doing good work	Team members have someone in a leadership role who seems to care about them as a person	Someone is encouraging their development
Team members feel their opinions are valued at work	Team members see how their work is connected to a deeper or bigger purpose	Team members feel their co-workers are committed to doing quality work
Team members have someone at work they are close with	At least every six months, someone has talked to them about their progress	Team members feel they have ample opportunities to learn and grow



## Step 2: Identify Problem Areas

	Statements to Answer	Strongly Disagree				Strongly Agree
1	I know what is expected of me at work.	1	2	3	4	5
2	I have the materials and equipment I need to do my work right.	1	2	3	4	5
3	At work, I have the opportunity to do what I do best every day.	1	2	3	4	5
4	In the last seven days, I have received recognition or praise for doing good work.	1	2	3	4	5
5	My manager, or someone at work, seems to care about me as a person.	1	2	3	4	5
6	There is someone at work who encourages my development.	1	2	3	4	5
7	At work, my opinion seems to count.	1	2	3	4	5
8	The mission or purpose of my company makes me feel my job is important.	1	2	3	4	5
9	My co-workers are committed to doing high quality work.	1	2	3	4	5
10	I have a close friend at work.	1	2	3	4	5
11	In the last six months, someone at work has talked to me about my progress.	1	2	3	4	5
12	This last year, I have had opportunities at work to learn and grow.	1	2	3	4	5

## Step 3: Employee Communication



# Conducting Effective Engagement Conversations



**Who:** Managers and their teams / team members

**What:** Discuss 12 Drivers of Engaged Employee (focus on one or two at a time)

**When:** Typically, once a month during 1-On-1 / team meeting (more powerful if team has completed EE survey)

**Why:** Shows you are interested in their well being and it's not all about "results at any cost"

**How:**

- Keep it simple
- Initiate dialogue by asking open ended questions
- Align on next steps

# Communication Plan

## 1. Identify a Team Performance Goal

Collaborate to identify the team's most important performance goal.

***What are the three to four most important performance goals we face today?***

***How would you prioritize these performance goals from most to least important to our team?***

***Which performance goal should we focus on as a team?***

## 3. Select the Engagement Item to Focus on and Actions to Take

Select the most relevant engagement item to focus on, and then brainstorm the actions and owners necessary for improvement.

***Which engagement item do you think we should focus on to help us reach our performance goal?***

***What actions do we need to take to have an effect on this engagement item?***

***What three to four immediate actions should we focus on first? Who can take ownership of these actions?***

## 2. Analyze Survey Results

Review your EE survey results. Distribute your latest report, and then ask your team the following questions.

***Do any of the results surprise you?***

***What areas of engagement are strong for our team? What are we doing that makes this a strong result?***

***What areas of engagement are opportunities for our team? What are we not doing that makes this an opportunity?***

## 4. Review and Recalibrate

Evaluate progress on the team's goal, and recalibrate as necessary.

Regularly lead a five- to 10-minute discussion about two things:

- ***Did we complete the actions we said we would?***
- ***Did completing them make a difference?***

Recalibrate as necessary



## **Step 4: Create An Action Plan To Improve Engagement**

Create an Action Plan



# 9 EMPLOYEE ENGAGEMENT IDEAS

YOUR TEAM WILL LOVE

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# 1. Help With Personal Growth



**Offer  
Coaching**



**Offer  
Courses**



**Encourage  
Development**

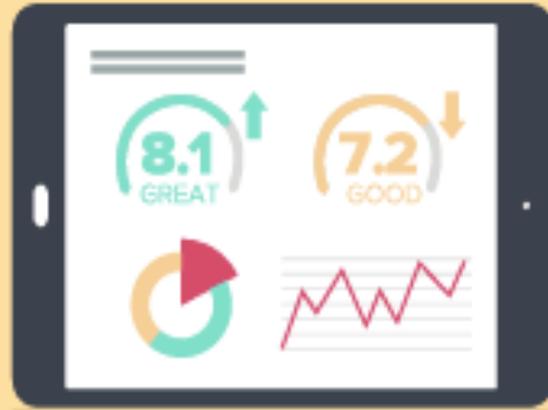
“Be not afraid of growing slowly; be afraid only of standing still.”

– Chinese Proverb

## 2. Implement Continuous Feedback



**Give  
Feedback**



**Collect  
Feedback**



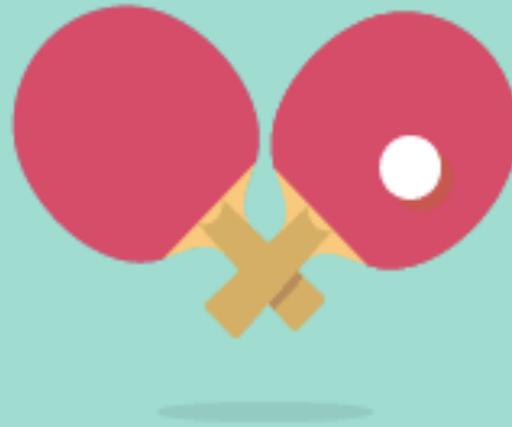
**Act on  
Feedback**

Research from Zenger/Folkman found that the problem is that most managers hate giving feedback, but employees desperately want it.

### 3. Make Work Fun



**Have Fun**



**Organize  
Team Building  
Activities**



**Plan an  
Event**

Having fun in the workplace improves communication, collaboration, and productivity.

## 4. Give Employees a Voice



**Have  
one-on-ones**



**Give Frequent  
Praise**



**Do Frequent  
Surveys**

You should give 5 times as much praise as you give constructive feedback.

## 5. Promote Wellness



**Give  
Gym Passes**



**Offer  
Healthy Food**



**Encourage  
Mindfulness**

47% of employees consider themselves STRESSED at work

## 6. Live Your Core Values



**Hire For  
Culture Fit**



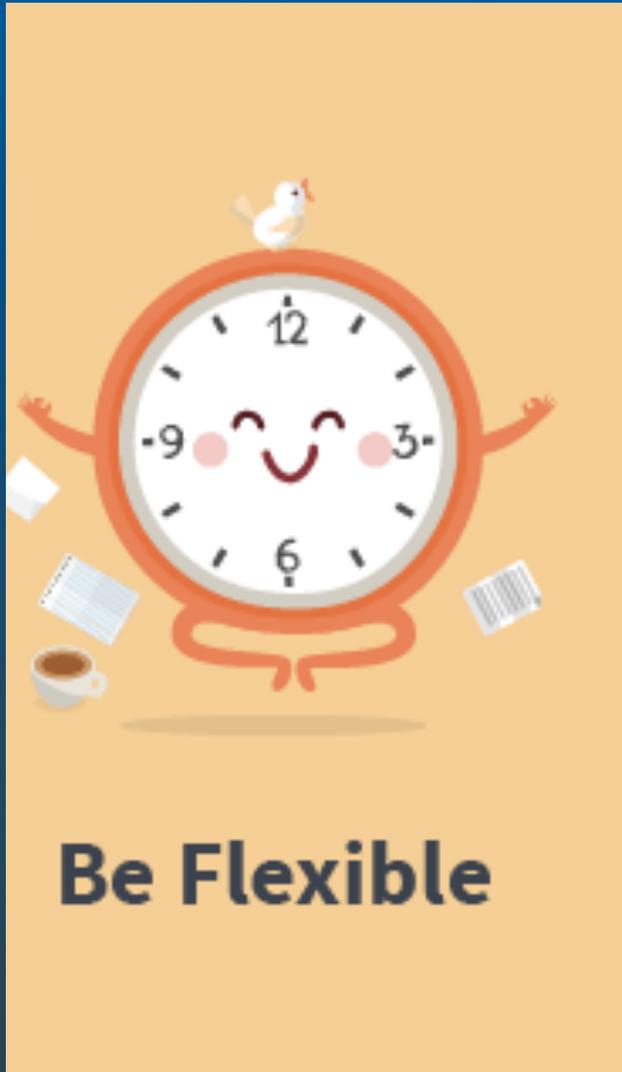
**Preach Core  
Values**



**Optimize  
Onboarding**

“People don’t buy what you do; they buy why you do it.” – Simon Sinek

## 7. Respect Your Employees



All employees really want is to feel like they matter and that they're treated like adults.

## 8. Encourage Experimentation



**Set Clear  
Goals**



**Celebrate  
Failure**



**Practice  
Transparency**

“If you’re not prepared to be wrong, you’ll never come up with anything original.”  
– Ken Robinson

## 9. Build Relationships At Work



**Involve  
Everyone**



**Encourage  
Collaboration**



**Tell People  
Not To Be Shy**

Let employees know that it's okay to express themselves, and that they won't get into trouble if they do



# Why People Resist Change

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## “The Culture Zones”

- Dead Zone
- Comfort Zone
- Panic Zone
- Stretch Zone

# Culture Zone: DEAD

# THE DEAD ZONE



## Coaching Strategy

- ⇒ Firm coaching
- ⇒ Clear Consequences
- ⇒ Dismissal

- ✓ Not actively interested in improving
- ✓ Takes no initiative to get better
- ✓ Resigned to things as they were
- ✓ Signs: late, unproductive, bully, insubordinate, poor attitude
- ✓ “They’ve checked out of the hotel but haven’t left the room yet.”

# Culture Zone: COMFORT



## Coaching Strategy

- ⇒ Test understanding of impact of action
- ⇒ Show value of changing or consequences of not changing

- ✓ Knows what to do
- ✓ Wants to be effective
- ✓ Has been successful in the past, sees no reason to change
- ✓ Fails to see that everything/one around them has changed
- ✓ Will change with the right motivation
- ✓ Signs: always asking “why”

# Culture Zone: PANIC

## PANIC ZONE



### Coaching Strategy

- ⇒ Have conversation to identify obstacle
- ⇒ Help remove obstacle
- ⇒ Show how

- ✓ Good employee; wants to be effective
- ✓ Overwhelmed
- ✓ Physical, mental, emotional stress
- ✓ Can't learn well or perform well
- ✓ Judgment is impaired; bad decisions
- ✓ Burnout
- ✓ Doesn't know what to do; may leave bank
- ✓ Blames organization

# Culture Zone: STRETCH



## Coaching Strategy

- ⇒ Reward
- ⇒ Coach / Guide
- ⇒ Encourage / Support
- ⇒ Get out of the way
- ⇒ Delegate

- ⇒ Great place to live and work
- ⇒ Actively involved in work and committed to developing themselves
- ⇒ Not threatened by change
- ⇒ Not perfect
- ⇒ People learn best in Stretch Zone

# Motivation



*When you understand what motivates an individual, you then have the power to influence them.*

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Motivation is defined as the desire to achieve a goal or a certain ***performance*** level, leading to goal-directed behavior.

# Motivation: Blue Ribbons

## 1. Blue Ribbons: Driven by the prize / the positive benefits to them

- \* How do “I” benefit
- \* Motivated by the prize / reward
- \* Rewards
- \* Loves the spotlight
- \* Says, “What’s In It For Me?”



Motivation strategy: Let them know how the change will impact **them**, either positively or negatively.

# Grizzly Bears



Motivation strategy: Let them know how the change will impact ***the team, the customer, the bank, or YOU!***

## Motivation

**Grizzly Bears:** Motivated by their need to avoid potential problems or feelings of uncertainty (**Avoid Pain and Stress**).

- Needs acceptance
- Fears letting others down
- Thrives on pleasing others
- Hates losing more than likes winning
- Will respond more to potential consequences vs. rewards
- Loves seeing others succeed

# Motivating the Different Generations



## BOOMERS 1945-1964

## GENX 1965-1979

## MILLENNIALS 1980-1994

## GENZ 1995-2015

### VALUES

- Working long hours
- Personal gratification
- Status / position

- Needing emotional security
- Wants casual and fun work environment
- Flexible work / life

- Entrepreneurial spirit
- Wants instant gratification
- “Everybody wins” attitude

- High expectations
- Strive for uniqueness

### BEHAVIORS

- Confident with new tasks if done their way
- Measure team’s work ethic based on hours worked

- More informal at work
- Independent
- Value work as a place to grow personally/profess.

- Likes starting a movement
- Self expression over self control
- Very dedicated to you

- Multi taskers
- Strong individual worker
- Self starter

### MOTIVATION

- More \$, bonus, raise
- Position with strong title
- Desire flexibility
- Mentor

- External recognition / praise
- Flexible schedule
- Opportunity to learn
- Autonomy (no micromanage)

- Provide opportunities for growth and development
- Provide a way to win daily
- Enjoyable workplace environment / experience

- Respect (hear them)
- Work has meaning
- Treat them equally
- Tell them they make a difference

# Own Your Own Engagement

## 8 Areas to Consider

1. Balanced life
2. Value
3. Challenged
4. Opportunity
5. Friends
6. Relationship with manager
7. Pride
8. Expectations



# Summary

## Your Role in Keeping Employee Engagement Alive

### AT A GLANCE

Managers have a significant influence on improving employee engagement. Here are eight ways to manage for engagement and eliminate burnout:

1. Emphasize the big picture
2. Set a good example by modeling desired behaviors
3. Lead State of the Team engagement conversations
4. Highlight successes
5. Encourage engaging conversations for teams
6. Connect with individuals
7. Discover and develop employees' strengths
8. Never stop learning



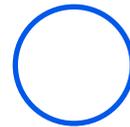
WHAT'S  
NEXT?

- Complete various assessments
- Determine action items to improve your own engagement
- Create your engagement communication plan
  - Get feedback from manager and/or peer
- Have a State of the Team engagement conversation
- Work on knowing your team members better
  - Identify Culture Zones (especially Panic)
  - Blue Ribbon or Grizzly Bear (develop motivation techniques for each)
- Make employee engagement a daily occurrence!

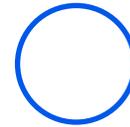


# Thank You For Attending

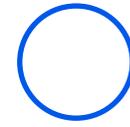
You can't have an engaged team without an engaged leader!



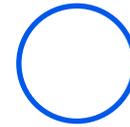
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