

Leader Influence on Employee Engagement



Learner Log

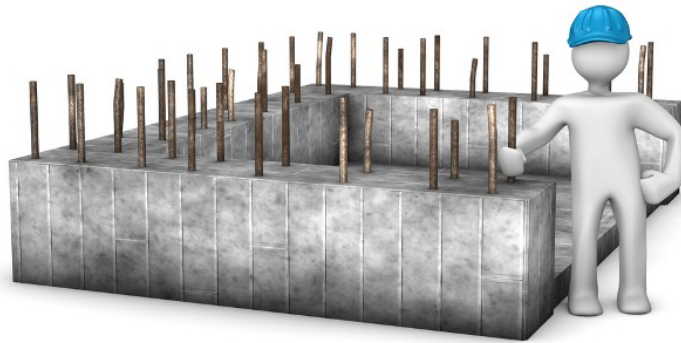
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NOTES

Topic	Notes
Key Takeaways	
Actions I will take to build a highly engaged team	
My personal pitfalls to avoid	

Building a Foundation for Change



Today, most organizations experience change that comes too often and too fast, and growth that comes too slow. As a leader, you are working hard to ensure you communicate exciting strategies to propel the organization forward in the context of opportunity and growth.

The dilemma for many of you as leaders is that your team members have been through—and continue to go through—so much change and upheaval that they are questioning whether they have the energy to engage in helping to drive your department - and the organization - forward. To be successful, it's imperative that leaders create a culture of new energy and excitement—**engagement**—within the organization.

*“Engagement levels tend to fluctuate substantially from team to team and from person to person within the same team ... **Unless every employee assumes some measure of responsibility for their own engagement, the efforts of their organizations, leaders, managers and teams may have a limited effect on improving engagement.**”*

What Is the Leader's Role?

When focusing on engagement, it's important to understand who in the organization is really ready and who may need some help moving forward. During times like these, a certain pattern of behavior sets into many organizations. Generally, the executive leaders creating strategy are living in the future, concentrated on trends six months out. They are looking at the next quarter's time frame. Workers primarily function in the present, concentrated on accomplishing the key tactics of the day-to-day. Many workers find it difficult to shift into the mindset of future strategy and need time to process.

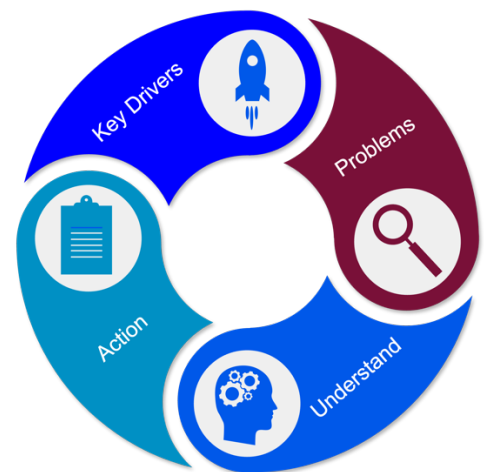
As a team leader, it is your job to educate your team by clearly identifying the path ahead. The challenge is to continue to move forward, with your team members feeling more than just clear and confident about the strategy and direction, but also excited and invigorated about the potential. As a team leader in today's business environment, you are in the energy business—the human energy business. You are called to build a sense of engagement, helping employees realize the growth potential for the **organization, the team, and themselves**.

It's important to understand what is meant by engagement. **Energy**, not time, is the currency of engagement. Engagement is the combination of the perception of changes and events happening around you, and the level of energy experienced. So, **highly engaged people have a positive perception of changes going on around them and they put a high level of energy into their work and everything else they do.**

“As a leader in today's banking environment, you are in the energy business—the human energy business.”

Keeping Employee Engagement Alive

1. Understand key drivers of employee engagement
2. Identify the problem areas
3. Understand what each team member needs from working environment
4. Create EE action plan team / team member



Key Drivers of Employee Engagement



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

Improving Leader Engagement



Increase Your Own Engagement

It's been over twenty years since the dismal results of the Gallup employee engagement study were first reported. Since then, the term "employee engagement" has become common place. With such a strong focus on its importance and over 2 decades to address the issues, it would be reasonable to expect improvement.

But the news is not good. Current surveys indicate that 63% of the US workforce is either detached or actively disengaged.

Being a manager, these numbers should alarm you. By now you've probably had discussions about the results with your team.

But before you focus further on your employees, it's a good idea to take a step back and shine the light on yourself. What about you as a leader? How engaged are you?

It's difficult to engage your employees if you yourself are not engaged.

To build a successful team, leading by example is one of the cornerstones of both Trust and Respect. If you want to build an engaged, you lead the way by being engaged yourself so team members can mirror your characteristics.

If you would like to take responsibility to engage yourself and experience more satisfaction in your work, here are eight questions to think about and take action on:

1. Do you have a balanced life?

If you're a workaholic, you're not necessarily engaged. Engagement is about *discretionary* time, not about *all* of your time. Don't let your life revolve totally around work. Find other interests you enjoy. Learn to relax without having to fill every moment. The more engaged you are with life, the more engaged you will be with your work.

2. Do you see how your work is worthwhile and makes a difference?

Uncover the purpose of your work. Consider the difference in engagement between the construction worker who saw his job as *laying bricks* and the worker who saw his job as *building a cathedral*. It's nice when others see your job as worthwhile, but regardless, you can determine this for yourself. How could you see yourself as *building a cathedral*?

How does your work contribute to the overall goals of the bank? How do your co-workers and customers benefit from your actions? If you're not sure, ask your boss or co-workers to help you find the line of sight between your work and the value it provides.

3. Is your job mentally stimulating? Are you challenged or are you bored?

All jobs include activities that are not interesting but still need to be done. As discussed in #2, it is possible to get satisfaction from even these tasks when we see how they serve a larger purpose.

4. Do you see opportunities for growth and career advancement?

There might be opportunities you're not aware of. Let your manager and people in other departments know about your interests and skills. If there are no opportunities for advancement, look for opportunities to increase skills that will help you with your current job. Don't shy away from challenging assignments.

5. Do you like your co-workers?

You don't need to like everyone, but it makes a big difference to have at least a few people you enjoy and who you feel comfortable and relaxed with. If you have isolated yourself, pick someone who you think might be interesting and reach out. Ask them questions about what they are interested in. You might be surprised to find commonalities you hadn't anticipated. Avoid participating in "complaining sessions" as they perpetuate an unpleasant atmosphere for everyone.

6. Do you value your relationship with your manager?

Develop a positive relationship with your manager. If you forge ties with your manager based on mutual respect and understanding, both of you will be more effective.

7. Are you proud to work for the bank?

Do you feel a personal connection with your bank's vision and values?

8. Do you clearly understand what is expected of you?

Expectations are a critical piece of any successfully engaged organization.

CURRENT LEVEL OF ENGAGEMENT ACTIVITY

Rate your current level of engagement.

strongly disagree
disagree
somewhat agree
agree
strongly agree

Balance	I have a balanced life	1	2	3	4	5
Value	I see how my work is worthwhile and makes a difference	1	2	3	4	5
Challenge	My job is mentally stimulating (I am challenged and seldom bored).	1	2	3	4	5
Opportunity	I see opportunities for growth and advancement.	1	2	3	4	5
Friends	I truly like my co-workers.	1	2	3	4	5
Relationship	I value my relationship with my manager.	1	2	3	4	5
Pride	I am proud to work for my bank.	1	2	3	4	5
Expectations	I clearly understand what is expected of me.	1	2	3	4	5

Instructions:

- Circle the number that best represents your current level of engagement for that particular category.
- Add the numbers up and then divide by 8 to get your average score.
- If your average score or any individual score is below a 4 then there is some work to do to improve your engagement level.

Improving Employee Engagement Through Effective Communication



Measuring engagement is important, but measurement alone does not bring about improvement. It is what happens after the survey that will help to improve employee engagement and organizational outcomes.

The best managers know the importance of connecting with each of their employees. Studies have shown that companies that have leaders who are effective communicators improve productivity in disengaged employees, resulting in **47% higher total returns**. The depth and authenticity of these ongoing conversations will help determine the managers' ability to create high levels of engagement and sustained business success over time.

Employee Perception



Perception is what you think of the world around you and vice versa. It is usually just an idea of truth or reality and can differ from person to person.

Due to its subjective nature, perceptions can prove to be quite dangerous, if not controlled or clarified. If you are a manager, it can be very harmful for your team, department, and your brand image if your employees do not understand your values and culture.

In leading a team, perception is a major factor. Most of the time, it is formed by organizational roles, styles of leadership, styles of communication at the workplace, etc. and so it is very important that the organization be able to form the correct perception in the minds of its employees. Thus, effective communication is required to prevent employees from having a wrong understanding.

Communication is the Key

For anything to be a success, communication is an important aspect. Anything that we do will not make any sense if it is not communicated well to the target audience. One important step in reaching out to employees in the right way is to foster a culture of transparency.

When employees know what the organization is doing, it is easier for them to understand their roles and how they can best contribute to the bigger picture. Moreover, when there's a lack of transparency, that can foster fear and lead to rumors that inhibit engagement and productivity among employees. For example, employees would be more engaged if they found that department / bank practices were more motivated by the organization's concern for high-quality service and employee well-being rather than finding out that the practices are motivated by a desire to reduce costs and exploit employees.

Change and Adult Learning

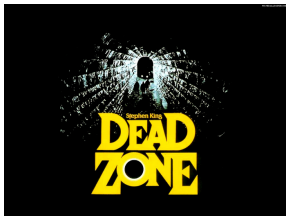
EMPLOYEE CULTURE ZONES

When people think about their jobs, they often think in terms of roles, skills, and competencies. Although these things are all very important in understanding what people do, it is essential to stop and take a look at how people approach their jobs and also their lives. One way to take a step back and find out why people don't like change is to understand the *culture zones* a person is living in.

There are four defined culture zones: the Dead Zone, the Comfort Zone, the Stretch Zone, and the Panic Zone. Most people live and work – in that order -- predominantly in *one* zone. This is why change is so hard to accept. No one wants to move from one zone to another.

Let's get inside each of these four zones to understand where learning happens best.

The Dead Zone



People who live here are not actively interested in improving. They have quit trying. They not only take no initiative to get better, but they try to bring other people down with them. They have, as they say, “checked out of the hotel room but aren't leaving until they are kicked out”.

Coaching Strategy: *Firm coaching, ultimatum, dismissal.*

The Comfort Zone



In contrast to people in the Dead Zone, people in the Comfort Zone *want* to be effective. They have been successful in the past and want to continue to be so, so they do the same old things that worked before.

They don't see the value in changing. If they did, they would change. This zone can be dangerous to the improvement of your team because if everyone else is changing, the Comfort Zone person could cause a divide.

Coaching Strategy: *Test impact of not changing; communicate benefits of changing or consequences of not changing.*

The Panic Zone



A lot of people spend a lot of time here. This is the zone of reactive adjustment. Team members here care very much or they wouldn't panic. But because they feel panicked, they can't learn well or perform well here. Their judgment is impaired. They do not make good decisions. Burnout happens here. Quality suffers. People here sometimes don't feel competent to handle what is before them. People in the Panic Zone know things aren't working but they don't know what to do about it. They often blame the bank, not themselves.

Coaching Strategy: Initiate a conversation to identify obstacle and help remove.

The Stretch Zone



The Stretch Zone is entirely different from any other Zone. It is a good place to live and work. People in the Stretch Zone are actively involved in their work and are committed to developing themselves. They say to themselves, "Although I have been successful, I will intentionally do things differently to at least stay in sync with change." Unlike other zones, people in this zone do not feel threatened by change.

Coaching Strategy: Reward, recognize, guide, encourage, support, delegate, get out of the way.

Why aren't more people in the Stretch Zone? The problem is that in the Stretch Zone it is hard to be there all the time, especially all alone. That's why being part of a team is so important when it comes to change. The deal among team members is that they will help each other around their blinders. The space needed for the Stretch Zone is a space of support, not fear. A coach can be the catalyst to change the zone from Comfort to Stretch.

The question to ask yourself is what zone are your team members in? If not in Stretch, you can move toward Stretch by changing how you work with each of your team members.

NOTE: New employees are very likely to get into the Panic Zone because they want to impress their manager / team members so much that they won't speak up when they get overwhelmed. Also, be careful how much you delegate to your Stretch Zone team member. They will keep accepting whatever you throw their way and won't tell you when it's too much, which is a direct route to the Panic Zone.

Motivating Team Members

Smart leaders know that there's a direct link between motivating team members to be successful in their assignments and the success of the organization, department, or team. Want a good example of why you should be one of these smart leaders?

Let's imagine that your best team member has just resigned. How much will it cost – directly and indirectly – to find, hire, train and get that replacement up to the productivity level of your former team member? The answer is months; maybe never. Scary, huh? Now ask yourself if you could be in jeopardy of losing good team members merely because they aren't motivated

There are many ways to successfully motivate team members and all of them require leaders to focus on the human beings with whom they work, and who desires to find their own success. Expectancy theory states that humans are motivated "based on the value of the reward to them, and their assumption that they will be able to achieve the reward without undue risk or effort".

Team members are motivated to take action in two ways:

1. Blue Ribbons – Driven by positive benefits (Reward).
2. Grizzly Bears – Motivated by their need to avoid potential problems and feelings of uncertainty (Fear).



We take it a step further. While some people are motivated to run fast toward Blue Ribbons ("What's my reward for doing this?"; "What's in it for me?"), many others will run even faster from Grizzly Bears ("What happens if I don't do this?"; "I don't want to let others down." "Will this negatively impact my team/customer?). To simplify, your team members will be motivated either by the positive benefits to them of doing what you ask (Blue Ribbon), or their need to avoid potential problems or feelings of uncertainty/guilt/anxiety (Grizzly Bear).

Coaching plays a critical role in helping team members develop their skills in such a way that they will be able to achieve their "rewards" or escape potential problems.

KEY: *It's possible to have both Blue Ribbon and Grizzly Bear motivational tendencies, but one is typically more dominant than the other. To get these team members to change, you would just communicate how the change would impact the employee (Blue Ribbon) as well as the team/bank/customer (Grizzly Bear).*

Motivating the Different Generations

★	BOOMERS 1945-1964	GENX 1965-1979	MILLENNIALS 1980-1994	GENZ 1995-2015
VALUES	<ul style="list-style-type: none"> Working long hours Personal gratification Status / position 	<ul style="list-style-type: none"> Needing emotional security Wants casual and fun work environment Flexible work / life 	<ul style="list-style-type: none"> Entrepreneurial spirit Wants instant gratification "Everybody wins" attitude 	<ul style="list-style-type: none"> High expectations Strive for uniqueness
BEHAVIORS	<ul style="list-style-type: none"> Confident with new tasks if done their way Measure team's work ethic based on hours worked 	<ul style="list-style-type: none"> More informal at work Independent Value work as a place to grow personally/profess. 	<ul style="list-style-type: none"> Likes starting a movement Self expression over self control Very dedicated to you 	<ul style="list-style-type: none"> Multi taskers Strong individual worker Self starter
MOTIVATION	<ul style="list-style-type: none"> More \$, bonus, raise Position with strong title Desire flexibility Mentor 	<ul style="list-style-type: none"> External recognition / praise Flexible schedule Opportunity to learn Autonomy (no micromanage) 	<ul style="list-style-type: none"> Provide opportunities for growth and development Provide a way to win daily Enjoyable workplace environment / experience 	<ul style="list-style-type: none"> Respect (hear them) Work has meaning Treat them equally Tell them they make a difference

How Well Do You Know Your Team Members?

Team Member	Communication Style	Culture Zone: Why?	Blue Ribbon or Grizzly Bear: Why?



EMPLOYEE ENGAGEMENT COMMUNICATION PLAN

Employee Engagement Survey Communication Plan

Measuring engagement alone does not bring about improvement. It is what happens after the survey that will help to improve employee engagement and organizational outcomes.

Conducting a State of the Team conversation is one important step in creating transformational change in your bank after completing the engagement survey.

The purpose of this conversation is to assess the team's current state of engagement. It is the manager's job to listen to his or her employees, learn about the factors influencing their engagement, and lead the team to take actions necessary to realize their performance goals.

Before distributing and discussing the survey results, it is a good idea to review the big picture with your team. Remind employees of the reasoning behind your bank's decision to focus on improving employee engagement (focus on benefits to employees and customers), beginning with the engagement survey. Stress the overall goal of becoming a highly engaged workplace, and the value of doing so.

Use these objectives and suggestions to help you create your after-survey communication plan.

	OBJECTIVES	COMMUNICATION PLAN
After The Survey	<p>Let your employees know you appreciate their participation.</p> <p>Establish dates and accountability for team meetings and State of the Team conversations.</p> <p>Share the results: Invite your employees to team meetings to discuss findings and conduct State of the Team conversations.</p>	<p>Communication 1: Thank employees via email for participating.</p> <p>Communication 2: Remind employees of the next step in the process: discussing results and forming action items in team meetings.</p> <p>Communication 3: Send an invite to a team meeting to discuss the survey results.</p>

STATE OF THE TEAM CONVERSATION OUTLINE

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?***

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?***

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?***

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

STEPS TO CHECK

- ✓ Remember that the survey is just the beginning: Applying the survey results during the State of the Team conversation and regularly conducting engaging team and individual discussions is what will lead to improved engagement, growth, and performance.
- ✓ Remember, when leading the State of the Team conversation, you should facilitate discussion and collaboration, actively listening to team members and allowing them to own the process.

ELEVATING EMPLOYEE ENGAGEMENT ACTIVITY

Action items to raise the engagement level of your teams.

DIRECTIONS

- ▶ Select the three lowest scores from your EE survey.
- ▶ As a leader, what are 3-5 things you / the bank can do to help improve the engagement level for your team / team members.
- ▶ Have these action items ready to discuss during your engagement conversation(s) with your team / team members.

EE Survey Question	Possible Action Items to Improve Score

SUMMARY – YOUR ROLE IN KEEPING THE ENGAGEMENT JOURNEY ALIVE

Every employee plays a critical role in the journey toward an engaged workplace. Managers are no exception. By using the EE survey to listen to your employees, you have taken the first step toward being a great manager.

But the best managers — managers who lead their teams to higher engagement — go beyond listening to their employees. They use the survey results, and / or team/team member conversations, to guide their teams to improved performance. They make engagement a part of daily conversations and never stop learning tactics for increasing team and individual engagement.

AT A GLANCE

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

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

STEPS TO CHECK

- √ The best practice for building engagement is for **managers to hold regular, ongoing engagement conversations with individuals and with their team.**
- √ **Connect with each of employee.** The depth and authenticity of the conversations will significantly affect the ability to create high levels of engagement and sustained business success over time.
- √ Remember the 80/20 rule: **Listen 80% of the time and talk 20% of the time.** Encourage collaboration
- √ Use the key questions to help guide discussion in team and individual engagement conversations.



ASSESSMENTS

Assessment: Checking Yourself for Burnout

Instructions

For each question, circle the number in the column that most applies. Answer questions as you actually are (rather than how you think you should be), and don't worry if some questions seem to score in the "wrong direction." Then add up your score and check your result using the scoring table below.

	Statements to Answer	Not at All	Rarely	Sometimes	Often	Very Often
1	I feel run down and drained of physical or emotional energy.	1	2	3	4	5
2	I have negative thoughts about my job.	1	2	3	4	5
3	I am harder and less sympathetic with people than perhaps they deserve.	1	2	3	4	5
4	I am easily irritated by small problems, or by my co-workers and team.	1	2	3	4	5
5	I feel misunderstood or unappreciated by my co-workers.	1	2	3	4	5
6	I feel that I have no one to talk to.	1	2	3	4	5
7	I feel that I am achieving less than I should.	1	2	3	4	5
8	I feel under an unpleasant level of pressure to succeed.	1	2	3	4	5
9	I feel that I am not getting what I want out of my job.	1	2	3	4	5
10	I feel that I am in the wrong organization or the wrong profession.	1	2	3	4	5
11	I am frustrated with parts of my job.	1	2	3	4	5
12	I feel that organizational politics or bureaucracy frustrate my ability to do a good job.	1	2	3	4	5
13	I feel that there is more work to do than I practically have the ability to do.	1	2	3	4	5
14	I feel that I do not have time to do many of the things that are important to doing a good quality job.	1	2	3	4	5
15	I find that I do not have time to plan as much as I would like to.	1	2	3	4	5

Total _____

15-18 No sign of burnout here.

19-32 Little sign of burnout here unless some factors are particularly severe.

33-49 Be careful – you may be at risk of burnout, particularly if several scores are high.

50-59 You are at severe risk of burnout – do something about this urgently.

60-75 You are at very severe risk of burnout – do something about this urgently

Do You Have Disengaged Employees?

Disengagement when passionate, committed people become deeply disillusioned with a job or career from which they have previously derived much of their identity and meaning. This tool can help you look at the 12 Drivers of Engagement from your team members perspective so that you can get a feel for whether any of key elements to a highly engaged employee is missing.

Instructions

For each question, circle the number in the column that most applies. Answer questions truthfully as you see them (rather than how you think they should be). Add each number circled and divide by 12. Any individual score of 3 or less should be addressed. If your average is less than 4, you may have some disengaged team members.

Statements to Answer		Strongly Disagree			Strongly Agree	
1	Each of my team members knows exactly what is expected of them.	1	2	3	4	5
2	My team has the materials and equipment they need to do their work right.	1	2	3	4	5
3	My team has the opportunity to do what they do best every day.	1	2	3	4	5
4	In the last seven days, I have given recognition or praise to each team member for doing good work.	1	2	3	4	5
5	My team members know I care about them as a person, not just as an employee.	1	2	3	4	5
6	I consistently encourage the development of my team members.	1	2	3	4	5
7	My team members know that their opinion counts.	1	2	3	4	5
8	My team members feel their job is important based on the mission or purpose of the bank.	1	2	3	4	5
9	Every one of my team members is committed to doing high quality work.	1	2	3	4	5
10	Each team member has a close friend at work.	1	2	3	4	5
11	In the last six months, I have talked to each of my team members about their progress.	1	2	3	4	5
12	I provide my team members with the opportunity to learn and grow at work..	1	2	3	4	5

Employee Engagement Survey

Instructions

For each question, circle the number in the column that most applies. Answer questions truthfully as you see them (rather than how you think they should be).

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	