“It’s the Little Things!”

Employee Engagement Gameplan

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Respect your Team!

- Meet often! *Create a connection.*
- Develop a **Dept.Mission Statement** within the global Mission of the Organization
- Identify 5 **Goals** focused forward
- Align & Implement / Measure & Evolve
- Accountability to the HEAD COACH!

*Office Director / Archbishop*

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Why Worry About Performance?

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Performance...

- Equates to Mission Outcomes
- It is the tenet of our Organization’s culture
- Our TALENT Pool is MOBILE
- Perceptions of Career Development
  *(keeping ‘A’ Players)*
- Perceptions of Fairness
  *(legal protection)*
- RETENTION = ROI of Human Capitol

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US Dept. of Labor Says:

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Saratoga Institute Says:

- 89% of Managers believe employees leave for more money
- 11% of Managers believe employees leave for other reasons
- 12% of Employees leave for more money
- 88% of Employees leave for reasons OTHER than Money

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Gallup Study Says:

- **Organizations** whose Employees are ‘Engaged’ in their work compared to those who are in the bottom half:
  - 86% Higher Customer Satisfaction
  - 70% More Success in Turnover
  - 70% Higher Profitability
  - 78% Better Safety Records

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Peeling the Onion

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Some Processes for Performance Management

Margaret Morford, the HR Edge – SHRM National Conference
Very Detailed, 6 page analysis
• Managers tend to shun these for being too time-consuming
• May not ever get completed, or just “go through the motions”

GE / Boeing Corporation & other Engineering/Manufacturing Firms
“Toteming”
• Forced Ranking
• Problem – could ‘falsely’ create a lowest & highest of all “A” players
• De-motivating to those who fall in the lower quadrants of the distribution

Wayne Vicknair, Creative Compensation Solutions –
• A, A +
• Anything lower, “I don’t want to work for that Manager”!

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Why Coaching / Feedback is Important to Engagement & Retention

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Employees want to be able to answer 4 basic questions:

1. Where is the Organization going?

2. What’s the plan to get there?

3. How can I contribute to its success?
   - the CONNECTION

4. Will I be recognized for my contribution?
   (How am I doing? What’s in it for me? How is it meaningful to me?)

“The 7 Hidden Reasons Employees Leave”
- Leigh Branham

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Managers want:

1. Simplicity of process
2. Non-confrontational System
3. Organization’s support of the TIME it will take
4. Ability to fairly tie feedback to Employee rewards

“The 7 Hidden Reasons Employees Leave”
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The Bottom _____?

- It’s more important to have the Relationship
... than to have the “Event”
of the Performance Review session

“The 7 Hidden Reasons Employees Leave”
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for Employees:

- Provide intensive feedback to NEW hires
- Deliver continuous feedback & coaching (regular meetings)
- Ask them to contribute goals for self-development
- Have them monitor their own performance
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for **Managers:**

- **Provide Training** in Performance Coaching
- **Encourage** less Control, & **more of a Partnership** with Employees
- **Create** Accountability
- **Culture of Development** tied to results
When Coaching for Improvement...

• USE positive words & phrases in redirecting performance

• **Terminate** when coaching doesn’t deliver desired results over time
Rules of Engagement

- The **Manager** Needs to look at the **Employee**
  not as a problem to be solved, but...

- as

- a

- **Person**

- To be **Understood**!

  - Nigel Nicholson

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Trends in Performance Management & Employee Engagement

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Employees know the training track for promotability

Relies on pre-identified job descriptions

Gives core competencies for each ‘next step’

May include Certifications as the mark of excellence | Measurable
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1. At work have I had opportunities to learn and grow?

2. In the last 6 months have I talked with someone about my progress?

3. At work do my opinions seem to count?
4. Do I know what is expected of me at work?

5. Do I have the materials and equipment I need to do my work right?

5. At work do I have the opportunity to do what I do best every day.

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7. In the last seven days have I received recognition or praise for good work?

8. Does my supervisor, or someone at work, seem to care about me as a person?

9. Is there someone at work who encourages my development?
10. Does the mission/purpose of my company make me feel like my work is important?

11. Do I have a best friend at work?

12. Are my co-workers committed to doing quality work?
Summary

❖ Engage your Employees
  o **Enlist input**
    • Take Credit for the Coaching You Do
    • Build Development / Training into the Process
    • Be Professional
      – Timely
      – Engaged
      – Sincere
Vince Lombardi Says:

“They Call it coaching, but it is TEACHING!

You do not just tell them it is so, but you show them the REASONS WHY it is so… and you repeat, and repeat, and repeat until they are CONVINCED, until they KNOW!
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Thank You
for all You Do!

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