

# EMPLOYEE ENGAGEMENT EQUATION



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# WHAT IS ENGAGEMENT?

**We define engagement as maximum satisfaction and maximum contribution – the outcomes both parties are respectively seeking out of this relationship we call the job.**

- Nearly 89% ask about career development, goal-setting and feedback, recognition and non-monetary rewards, and training and development in their surveys, suggesting that these aspects of work are the most common drivers of engagement.
- To be truly engaged, people need to be satisfied with their immediate work and their career opportunities.
- Employees become satisfied because they accomplish results and know their contribution is recognised and adding value.
- Compensation is an effective tool for attracting talent and retaining talent.
- Compensation, beyond certain level matters little.
- Engagement is about getting work done.
- Engagement is a shared responsibility and must be made daily priority.
- Everyone owns a piece of the engagement equation.
- Millenials expects – Autonomy, Purpose and Mastery.

# FIVE LEVELS OF ENGAGEMENT

Engagement is hardly static.

- **The Engaged** – more great days at work – MAXIMUM SATISFACTION/CONTRIBUTION
- **The Disengaged** – minimum satisfaction, minimum contribution – negative impact. They may perform well in new roles. ROAD WARRIORS.
- **The Honeymooners & Hamsters.** High satisfaction, low contribution
- **The Crash and Burners.** Low satisfaction, High Contribution may be temporary like Honeymooners.
- **The Almost Engaged** – relatively high satisfaction and contribution. They can be lured away – highly employable.
- ✓ Employees close to customers are likely to be more engaged.

# EMPLOYEE

- Engagement is fundamentally an individualized equation. There are many variables that can impact any one person's engagement.
- Since employees approach their work from a wide variety of personal situations and unique blend of values, talents, interests and ambitions, they must ultimately be responsible for their own engagement.
- If they don't know what they want, hate their work or make bad career moves, they can't expect their managers or organisations to fix it.
- Employees must be clear about their core values and goals and the talents that power their contribution to be fully engaged.

# MANAGERS

Managers are perfectly positioned to influence engagement by:

- Helping employees clarify and then satisfy their personal drivers and aspirations at work.
- Aligning organizational goals with each employee's interests and talents.
- Coaching and developing their teams.
- Creating team environment that supports maximum satisfaction and contribution.
- Engagement is a managerial issue, so the behavior of managers is critical.
- Managers need to take control of their own engagement.
- Hire and promote managers with proven people skills.
- Set expectations and hold managers accountable for results and engagement.
- Employees leave managers not organization.

# EXECUTIVES

- Setting the overall tone – culture.
- Vision, Mission & Values.
- Executives also need to manage their own engagement.
- Changing organization is hard work.
- Start at the top and work your way down – modeling the behaviours at each step of the way.
- The physical and emotional demands of executives are extraordinary and unforgiving.
- Role of Purpose – this quest for meaning is what will sustain you.
- You have to get up every morning with the sense that you can both savor and save the world.
- When executives spin out of control – he will start to drift “A fish rots from the head down”.
- If you find yourself drifting – you either find a way to recommit or get out of the way.
- Leadership at the top is a bubble – you need to listen carefully instead of reacting to the observations shared.
- Reflect – your personal definition of success – be crystal clear.

# ORGANISATION

- A strong culture has a unique absorptive power to congregate people.
- Organisational practices and policies.
- Rewards and recognitions.
- Performance management can have wide reaching effects on engagement levels.
- When you get the culture right, it creates a foundation for high engagement that provides competitive edge and can sustain your work force through good times and bad.



Measuring the strength of a work place can be simplified to **Twelve questions.**

They measure the core elements needed to attract, focus and keep the most talented employees.

# 1. DO I KNOW WHAT IS EXPECTED OF ME WORK?

- a) Employee needs to understand what is expected of him/her – more than a job description.
  - Compare and confirm your understanding of your job with your manager. How it fits in a team and works.  
Eg. (Aircraft Carrier)
- b) Manager set individual expectations and recognise achievements.
  - You only get what you inspect, not what you expect.

## 2. DO I HAVE THE MATERIALS AND EQUIPMENT I NEED TO DO MY WORK RIGHT?

- a) Employee needs materials and equipment to do his/her work right.
  - The one who knows what he needs is the one doing the job.
- b) Manager must provide tools and equipment required to do the job right.



[Video 2](#)

### 3. AT WORK, DO I HAVE THE OPPORTUNITY TO DO WHAT I DO BEST EVERY DAY?

- a) Identify your strengths and weaknesses, confirm with your manager and colleagues and use your strengths to achieve full potential.
  - Determine your preferred job condition where you can do your best.
- b) Manager must understand the employee satisfaction drivers – more great days at work.
  - Matching the job is essential – Innate Talents.

# 4. IN THE LAST 7 DAYS, HAVE I RECEIVED RECOGNITION OR PRAISE FOR GOOD WORK?

- a) Discuss aspects of your job that you would like to maintain or change.
  - Talk about ways to leverage your strengths.
  - Don't attempt to fix every weakness – Talent/Skill & Knowledge.
  - Find ways to stay on the course.
  - Understand your job three work priorities.
- b) Manager must know what type of recognition suits each employee.
  - Recognise employee's contributions to make them feel valued and appreciated.
  - Positive words activate dopamine giving satisfaction (excitement).
  - Make people to repeat behavior company needs.



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

- a) Employee expects the manager or someone to recognise him/her as a person and tap on the shoulder for good work and guide the next move.
- Assess skills required for success.
  - Understand how the work must be done by manager's expectations.
  - Understand your manager's priorities.
- b) The more employees feel they know their managers, the more engaged they are likely to be.
- Connect outside the work – Make them feel they are more than a number.



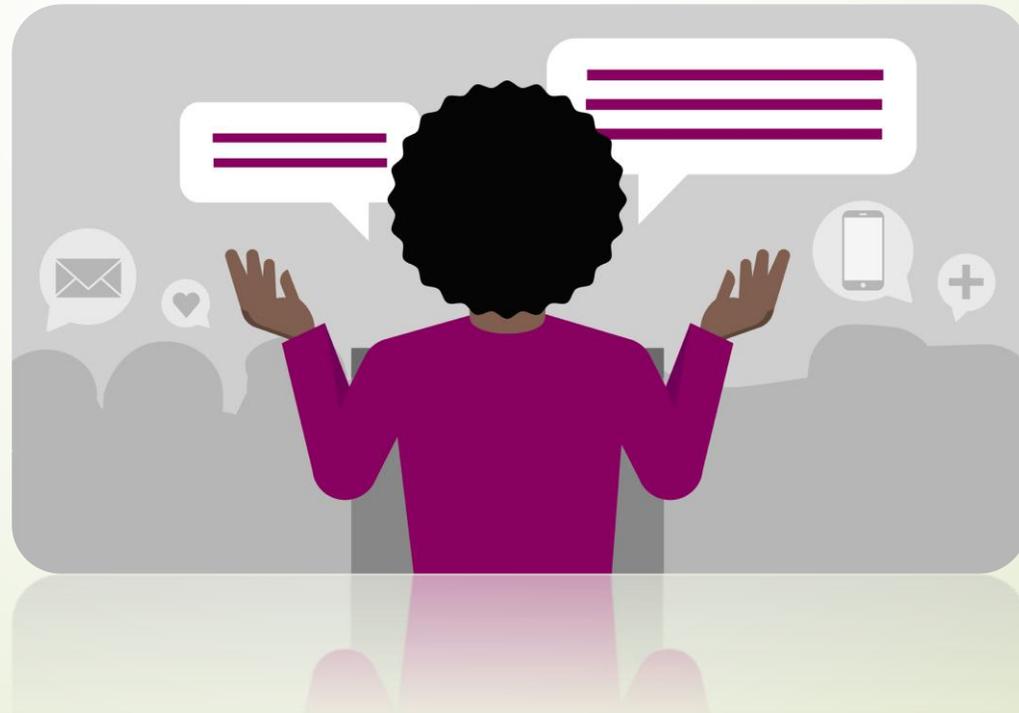
## 6. IS THERE SOMEONE AT WORK WHO ENCOURAGES MY DEVELOPMENT?

- a) Employee expects acquisition of knowledge and skills.
  - New challenges and experiences.
  - There is a future in the organization.
- b) Manager must provide development opportunities to build talents.
  - Become a mentor. Human see, Human do. Be a Role Model.

Video 6

# 7. AT WORK, DO MY OPINIONS SEEM TO COUNT?

- a) Act on things that you can influence or control.
- b) Consider employee opinion to make them creative. Treat them with respect.



# 8. DOES THE MISSION/PURPOSE OF MY COMPANY MAKE ME FEEL LIKE MY WORK IS IMPORTANT?

- a) Clarify your personal values – what each value means to you.
  - Understand your job connection to organization's strategy and mission.
  - Identify how you can change your behavior to better satisfy your values.
  - Decide to be more engaged.
  - Connect to meaningful work.
- b) Managers must help employees with clarification of the job and alignment with strategy and mission.
  - Align employee's interest and talents with organizational goals.
  - Reinforce culture of dialogue and engagement as a daily priority.

## 9. ARE MY CO-WORKERS COMMITTED TO DOING QUALITY WORK?

- a) - I do not like to babysit co-workers who have no regard for their work.  
- No one wants to take responsibility for anything.

**Audience Feedback.**

- b) - Whoever is the lowest sets your standard.

**Audience Feedback.**



## 10. DO I HAVE A BEST FRIEND AT WORK?

- a) - If you strongly disagree with this statement, you are lonely at work.
  - People with friends at work are happier at work. Coming to office to have coffee.
- b) Manage has to create team environment.
  - They should know what the organization needs and what the individual team member can and wants to do.

# 11. IN THE LAST 6 MONTHS, HAVE I TALKED TO SOMEONE ABOUT MY PROGRESS?

- a) Employees expects feedback and development ideas daily. Hold up the mirror.
- Brainstorm development ideas.
  - Discuss how best to work together.
  - Gain commitment and commit to your actions.
  - (Audience Feedback)**
- b) Manager need to understand employee's aspirations, interests and talents.
- Keep the dialogue going, providing feedback and course corrections to ensure maximum satisfaction and contribution.
  - (Audience Feedback)**

# 12. AT WORK, HAVE I HAD THE OPPORTUNITY TO LEARN AND GROW?

- a) Consider your interests and long-term goals.
  - Which skill to develop and what experience to gain.
  - (Audience Feedback)**
- b) Train Managers to be effective coaches.
  - Remove barriers to people development.
  - When employees feel they are learning and growing, they work harder and more efficiently.
  - (Audience Feedback)**



**ENGAGEMENT IS FUNDAMENTALLY AN  
INDIVIDUALIZED EQUATION.**

**ARE YOU AN ENGAGED EMPLOYEE OR  
MANAGER OR EXECUTIVE? IF YOU ARE  
NOT ENGAGED, FIND ANOTHER JOB TO  
GET ENGAGED.**

**THANK YOU**