

# Introduction to Employee Engagement

Manager Training

# Objective and Agenda

***Maximize potential of our employees and increase performance by creating a work environment where employees are fully engaged***

## Employee Engagement

- Why is employee engagement important?
- How do we define engagement?

## Your Survey Results

- How do we measure engagement?
- How do I analyze my survey results?

## Action Planning

- How do I have a conversation with my team and create an Action Plan to drive employee engagement?



# Focus on Engagement

Managers have the greatest influence on our organization's success!

A focus on engagement

- Helps drive and sustain high levels of performance
- Gains the commitment and aspirations of employees
- Makes your job easier and more fulfilling



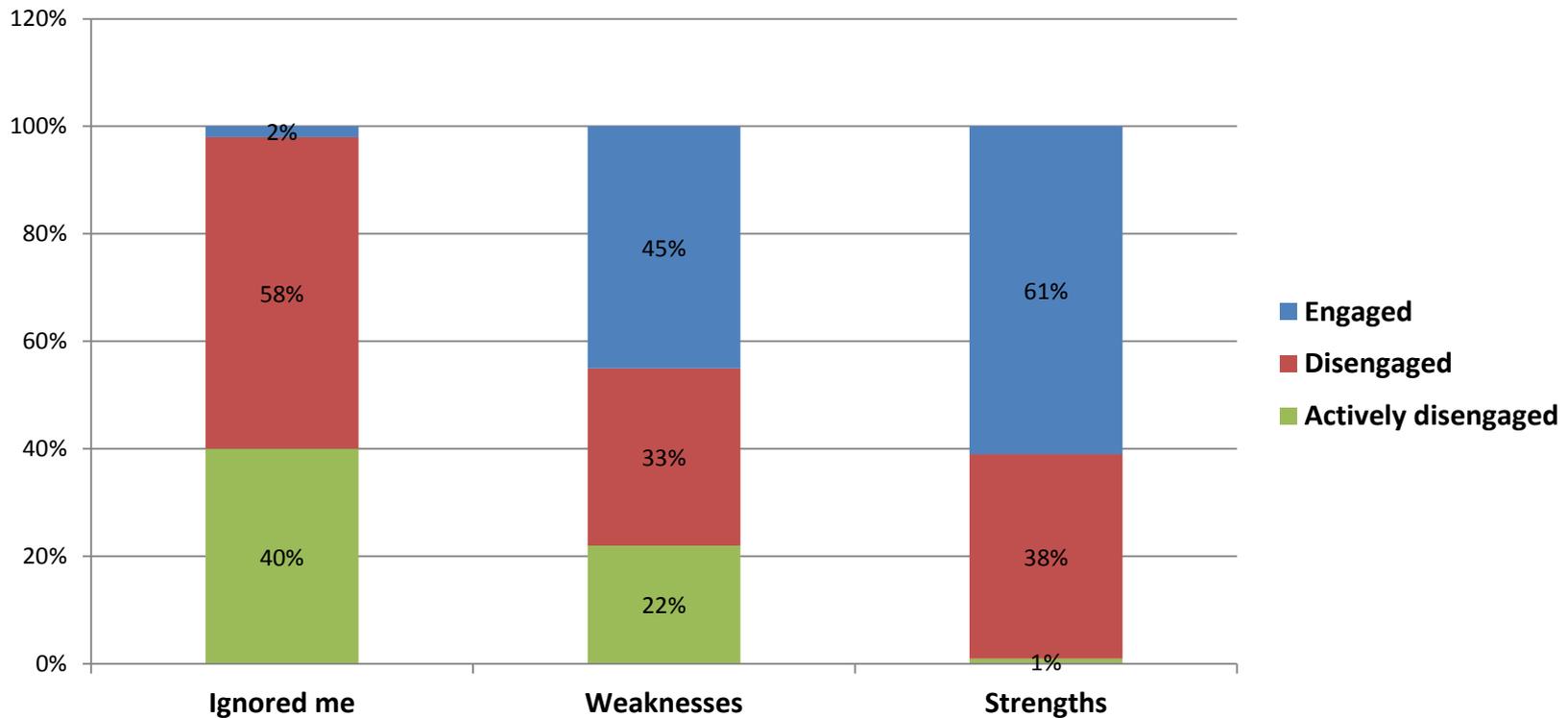
# Five Accountabilities of Managers

1. Recruitment/Talent Selection
2. Development
3. Employee Engagement
4. Performance Management
5. Promotion or Transition



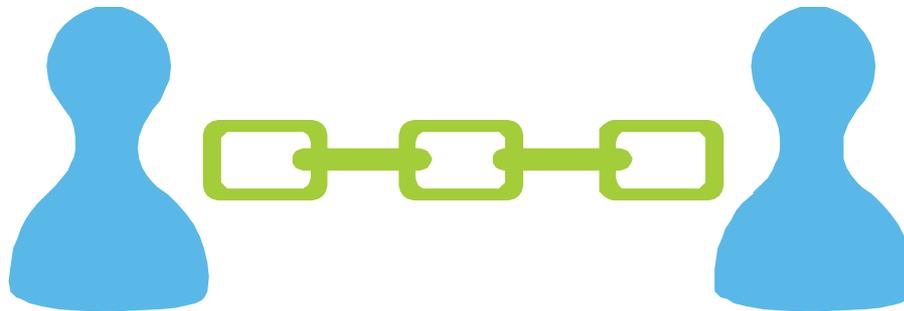
# The Business Case for Strengths

“In my most recent performance review my manager talked with me about...”



# Managers are the Critical Link

- Lead using a strengths-based approach
- Focus on the engagement of their employees and teams
- Demand increased levels of performance and results



# Employee Engagement Matters

**Q:** How does employee engagement impact business results?

**A:** It affects the following outcomes (among many others):

- Client Loyalty
- Sustainability
- Productivity
- Turnover

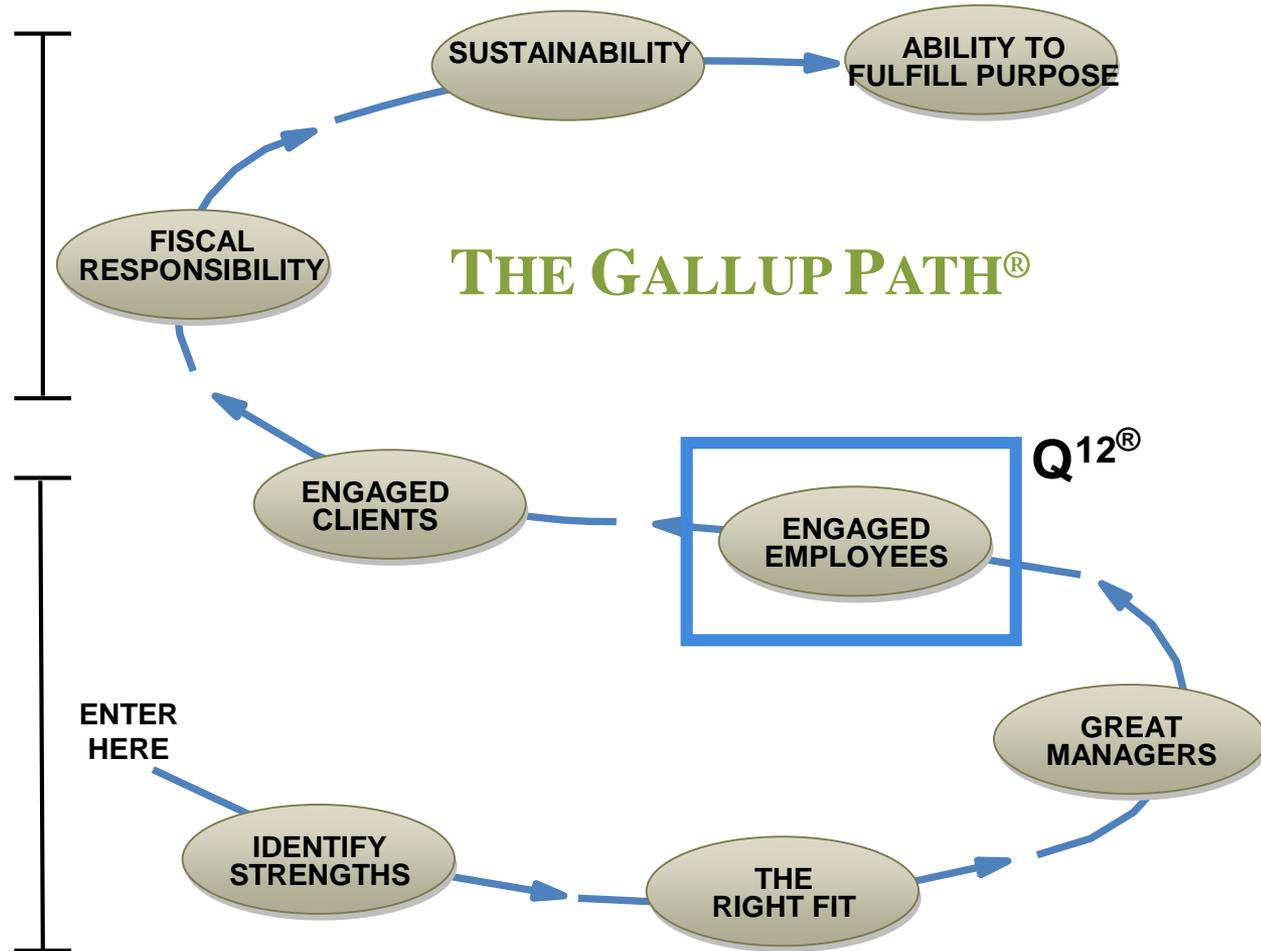
*Which outcome is most important to your team? Why?*



# The Gallup Path

To reliably influence these . . .

. . . these must be managed



# Engagement versus Satisfaction

## Satisfied

- May or may not be productive
- Put their time but not necessarily their energy into their work
- Take a wait-and-see attitude towards their job



## Engaged

- Work with passion
- Perform at consistently high levels
- Drive innovation and move their organization forward



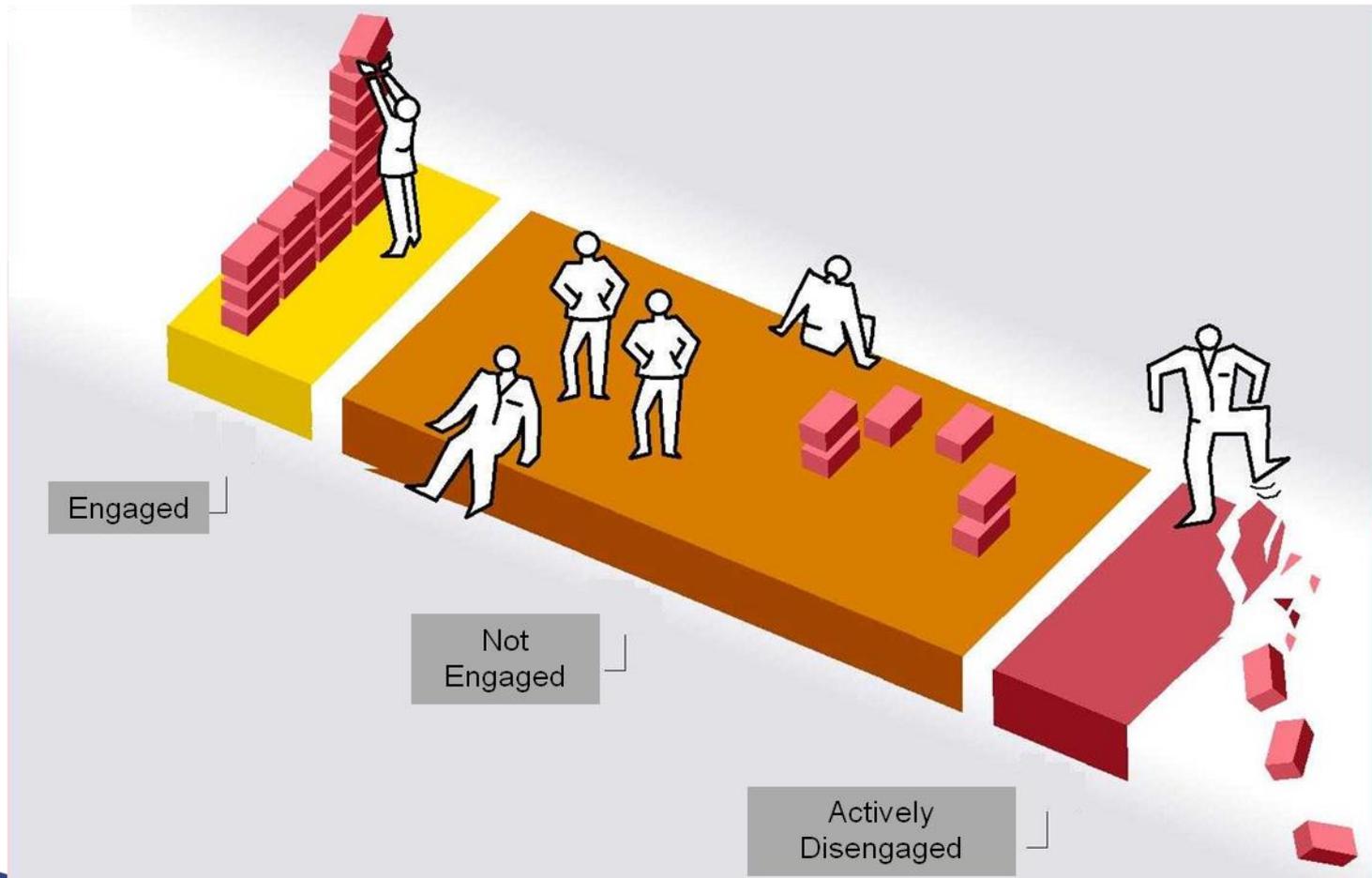
# A Great Day

What was your best day at work?

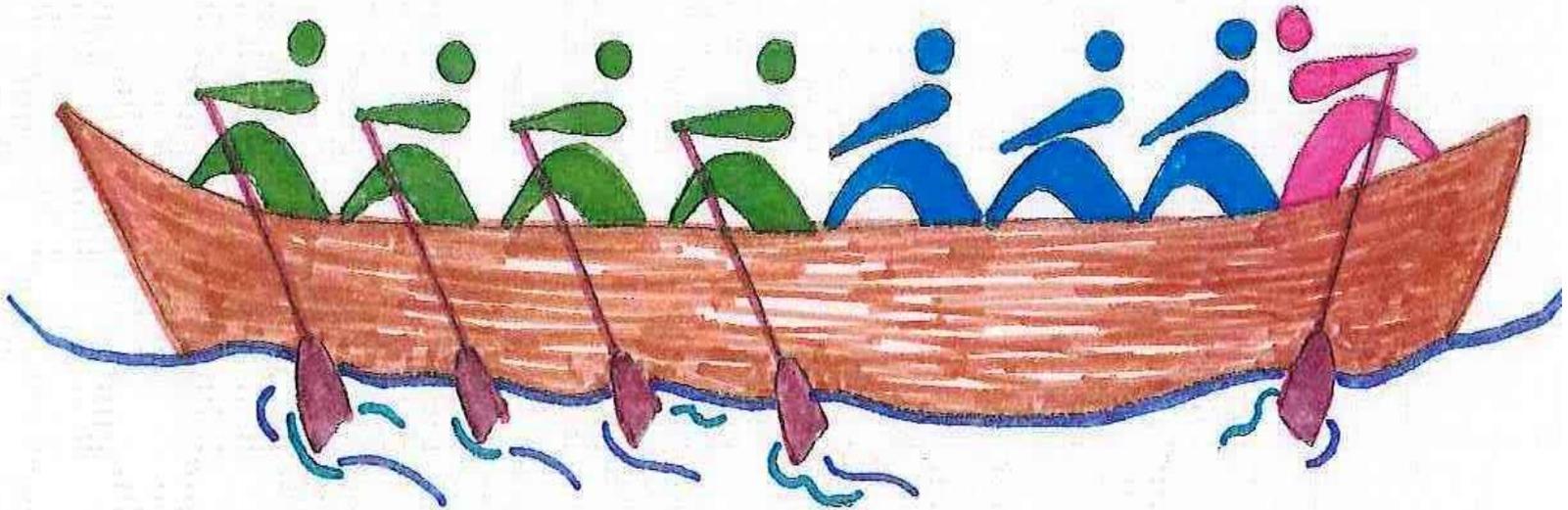
1. What was that day like?
2. What specifically made it a great day?
3. What would need to happen to have more days like this?



# Three Types of Employees



# What Does Engagement Look Like to You?



Kelly Ohaver



# Great Managers

“Great managers are an organization’s glue.  
They create and hold together scores of folks  
who power high performing companies.”

- Tom Peters



# The Gallup Engagement Model



# The Q 12<sup>®</sup>

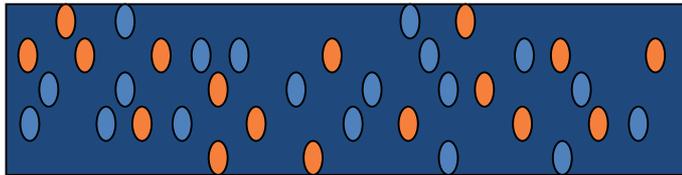
## Q12<sup>®</sup>

- Q01 I know what is expected of me at work.
- Q02 I have the materials and equipment I need to do my work right.
- Q03 At work, I have the opportunity to do what I do best every day.
- Q04 In the last seven days, I have received recognition or praise for good work.
- Q05 My supervisor, or someone at work, seems to care about me as a person.
- Q06 There is someone at work who encourages my development.
- Q07 At work, my opinions seem to count.
- Q08 The mission or purpose of my company makes me feel my job is important.
- Q09 My fellow employees are committed to doing quality work.
- Q10 I have a best friend at work.
- Q11 In the last six months, someone at work has talked with me about my progress.
- Q12 This last year, I have had opportunities at work to learn and grow.



# Why These Questions?

## Poor Item

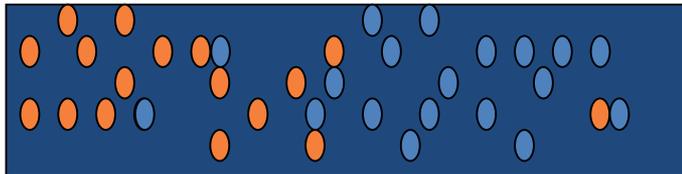


Low rating

High rating

“I feel I am paid the right amount.”

## Great Item



Low rating

High rating

“At work, I have the opportunity to do what I do best every day.”

- More productive units
- Less productive units



# The 12 Needs of Every Employee

## Basic Needs

### 1. Focus Me

Q01 - I know what is expected of me at work.

### 2. Free Me From Unnecessary Stress

Q02 - I have the materials and equipment I need to do my work right.



# The 12 Needs of Every Employee

## Individual

### 3. Know Me

Q03 - At work, I have the opportunity to do what I do best every day.

### 4. Help Me See My Value

Q04 - In the last seven days, I have received recognition or praise for good work.

### 5. Care About Me

Q05 - My supervisor, or someone at work, seems to care about me as a person.

### 6. Help Me Grow

Q06 - There is someone at work who encourages my development.



# The 12 Needs of Every Employee

## Teamwork

### 7. Hear Me

Q07 - At work, my opinions seem to count.

### 8. Help Me See My Importance

Q08 - The mission or purpose of my company makes me feel my job is important.

### 9. Help Me Feel Proud

Q09 - My fellow employees are committed to doing quality work.

### 10. Help Me Build Mutual Trust

Q10 - I have a best friend at work.



# The 12 Needs of Every Employee

## Growth

11. Help Me Review My Contributions

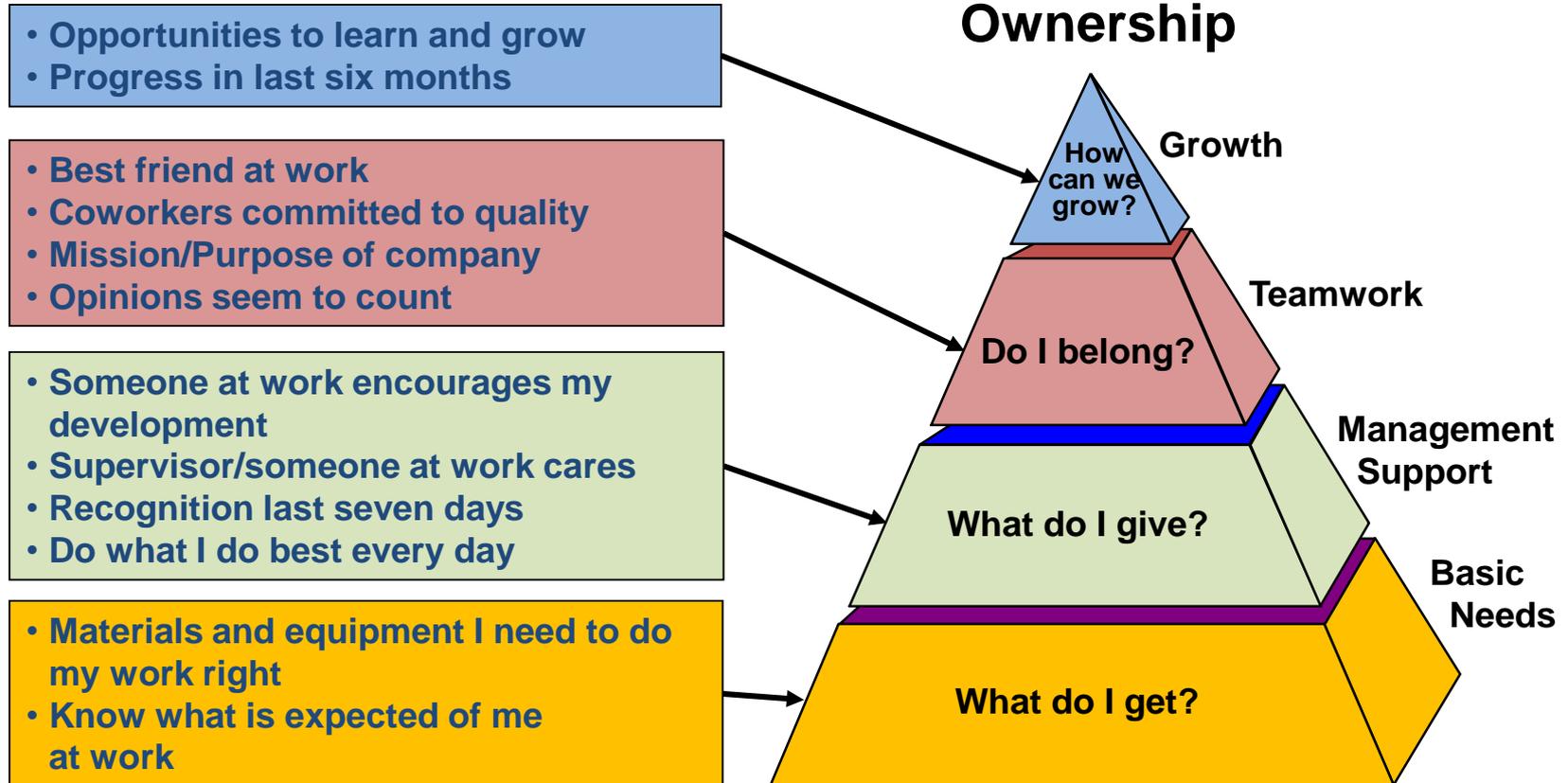
Q11 - In the last six months, someone at work has talked with me about my progress.

12. Challenge Me

Q12 - This last year, I have had opportunities at work to learn and grow.



# Engagement Hierarchy



# Are Your Workplace Needs Being Met?

## Q12<sup>®</sup>

- Q01 I know what is expected of me at work.
- Q02 I have the materials and equipment I need to do my work right.
- Q03 At work, I have the opportunity to do what I do best every day.
- Q04 In the last seven days, I have received recognition or praise for good work.
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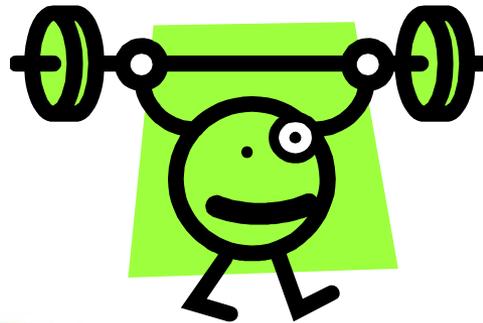
# High Performing Managers...

- Understand and appreciate the unwritten social contract between employee and employer
- Recognize the importance of the 12 engagement items and the power of the specific language of the items
- Distinguish the importance of each of the 12 engagement items and their links to the four stages of engagement
- Commit to focusing on the first six items to build a solid foundation
- Tackle the higher items once the team has established a solid foundation



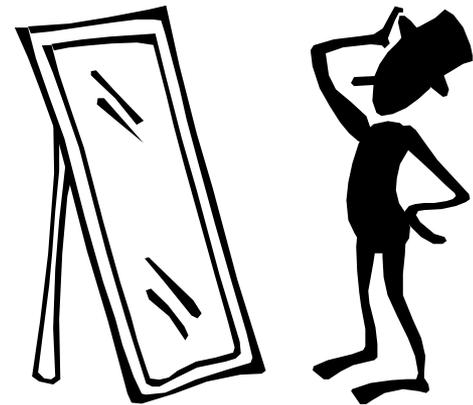
# Engagement Starts With You

- Use your strengths everyday
- Expand your relationship with your direct manager
- Opt into more social time with the people and teams you enjoy being around at work



# High Performing Managers...

- Know that engagement starts with them
- Are serious when it comes to taking control of their own engagement
- Identify strategies that help them shift gears when their engagement is in reverse or stuck in neutral



# What's Next?

- Launch survey
- Get results
- Roll out results
- Action planning



# Managing Engagement Through Action Planning

Manager Training

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# Your Survey Results



## 2016 City of Centennial Employee Engagement Survey | Overall

Percentile range in Gallup Database ■ < 33 | ■ 33-66 | ■ > 66

\*Item data not shown if sample size is less than 4. Workgroup data not shown to protect confidentiality.

### ENGAGEMENT INDEX

■ Engaged

Past



Current



Percent Engaged available when N ≥ 30.  
All categories available when N ≥ 100.

PAST



CURRENT



		Past Score (Respondents)	Change	Current Score (Respondents)	Gallup Database Percentile Rank
<b>Q00</b>	<b>Overall Satisfaction</b> How satisfied are you with your organization as a place to work?	4.35 (49)	▲	4.58 (57)	98
<b>Q01</b>	<b>Know What's Expected</b> I know what is expected of me at work.	4.61 (49)	▼	4.60 (58)	92
<b>Q02</b>	<b>Materials and Equipment</b> I have the materials and equipment I need to do my work right.	4.33 (49)	▲	4.66 (58)	99
<b>Q03</b>	<b>Opportunity to do Best</b> At work, I have the opportunity to do what I do best every day.	4.44 (48)	▲	4.59 (58)	99
<b>Q04</b>	<b>Recognition</b> In the last seven days, I have received recognition or praise for doing good work.	4.35 (48)	▲	4.61 (57)	99
<b>Q05</b>	<b>Cares About Me</b> My supervisor, or someone at work, seems to care about me as a person.	4.80 (49)	▼	4.79 (58)	99
<b>Q06</b>	<b>Development</b> There is someone at work who encourages my development.	4.65 (49)	▲	4.77 (57)	99
<b>Q07</b>	<b>Opinions Count</b> At work, my opinions seem to count.	4.37 (49)	▲	4.55 (58)	99
<b>Q08</b>	<b>Mission/Purpose</b> The mission or purpose of my organization makes me feel my job is important.	4.43 (47)	▲	4.55 (58)	96
<b>Q09</b>	<b>Committed to Quality</b> My coworkers are committed to doing quality work.	4.67 (48)	▲	4.82 (57)	99
<b>Q10</b>	<b>Best Friend</b> I have a best friend at work.	3.86 (49)	▲	4.26 (57)	95
<b>Q11</b>	<b>Progress</b> In the last six months, someone at work has talked to me about my progress.	4.79 (48)	▼	4.74 (57)	99
<b>Q12</b>	<b>Learn and Grow</b> This last year, I have had opportunities at work to learn and grow.	4.73 (49)	▲	4.79 (58)	99

# The Importance of Action Planning

Action Planning Following 2008 Administration Drives Engagement in 2009 Overall



# Planning for Your Team Meeting

- Select a date, time and location
- Allow about an hour for the first meeting
- Give a copy of the survey to each participant

**THIS IS A TEAM EFFORT!**



# Planning for Your Team Meeting

- The key steps to action planning are:
  - Introduce employee engagement
  - Review and discuss results
  - Select priority item
  - Discuss priority item
  - Create action plan
  - Follow up



# Experiencing Engagement

*Think about the activities you and your team did around engagement over the last year*

1. What were the activities?
2. How did you feel about them?
3. What impact did the activities have on your engagement?
4. How did feeling engaged affect your job performance?



# Focus on the Team

- What was your best team experience in the last year?
- What made it your best experience? What did it look and feel like?



# Option #1 - Five Questions

1. How do we define each of the Q12 items in our workgroup? For example, how do we define “materials and equipment” for our team?
2. Now that we have defined each of the Q12 items for our workgroup, what would the ideal look like for each of them?



# #1 - Five Questions

3. What is the difference between where we are now and that ideal?
4. As we think about our action plan, which items have the greatest impact on our culture of performance?
5. What is every person on the team willing to do about engagement?



# Option #2 - State of the Team Conversation

- Analyze Q12 survey results
  - Distribute results
  - Ask
    - Do any of the results surprise you?
    - What areas of engagement are strong for our team?
    - What areas of engagement are opportunities for our team?
    - What are we not doing that makes this an opportunity?



## #2 - Identify a Team Performance Goal

- What are the three or four most important performance goals we have today?
- How would you prioritize these goals from most important to least important for our team?
- Which performance goal should we focus on as a team?



## #2 - Select an Engagement Item

- 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 affect on this engagement item?
- What three or four immediate actions should we focus on first? Who can take ownership of these items?



# Option #3 - Refresh with Strengths

- Individual Tool – *Understand and Appreciate Strengths*
- One : one coaching with Paula or Elisha
- Team sessions
- Find ways to apply Strengths in a team setting to achieve common goals
- Be a strengths scout and encourage your employees to do the same



# #3 - Refresh with Strengths

- Incorporate strengths into all your performance discussions
- Help your employees align their strengths and talents to expectations and responsibilities of their roles
- When assigning work, ask your employees to be mindful of their individual talents and strengths



# Option #4 - Connect with Customers

- Centennial's Quality Service Guidelines apply to external AND internal "customers"
  - ONE Centennial
    - Ownership
    - Integrity
    - Responsiveness
  - Also important -
    - Ease of Doing Business



# #4 - Connect with Customers

- Meeting guides and surveys

The screenshot shows the Centennial cNet intranet interface. At the top, the Centennial logo and 'cNet' are displayed. A navigation bar contains links for Intranet Home, Human Resources, How to..., Connect, Strengths, Departments, Staff Directory, A to Z Forms, and Manager Portal. Below this, a breadcrumb trail reads 'Home > Intranet > Departments > Customer Experience'. On the left, a vertical menu lists various departments, with 'Customer Experience' highlighted. The main content area features a large graphic with the text 'ome Centennial' in yellow and blue, and the tagline 'Ownership • Integrity • Responsiveness' below it.



# Option # 5 - Foster Facility with Change and Transition

## *Ending*

**D**ismantle  
**R**edefine  
**O**rganize  
**P**repare

## *Neutral Zone*

**C**ontrol  
**U**nderstanding  
**S**upport  
**P**urpose

## *New Beginning*

**S**hape  
**O**ptimize  
**A**lign  
**R**ealize

# # 5 - Foster Facility with Change and Transition

- Revisit a recent transition (i.e. building remodel)
- What worked for the team?
- What were stress points?
- In what ways did the team and individuals demonstrate resilience?
- How might the team do even better during the next change?



# # 5 - Foster Facility with Change and Transition

- Refresh on the Bridges model.
- How did the team take advantage of the creative space in the Neutral Zone?
- What innovations will the team implement?
- What will the team intentionally do to launch New Beginnings?



# Review and Recalibrate

- Regularly lead a five to ten minute discussion about two things:
  - Did we complete the actions we said we would?
  - Did completing them make a difference?
- Recalibrate as needed
- Select new items as ones are completed



# Speak Our Language, Tell Stories

- Strong cultures have rituals, stories and heroes. They also have a vernacular.
  - Strengths
  - Engagement
  - Transitions
  - ONE Centennial



# Engaging Individuals

- Three engagement conversations to have with your employees:
  - Understand and Appreciate Strengths
  - Build Engagement and Collaboration
  - Drive Performance



# Make Engagement a Priority...

...and constantly focus on it

- Hold your team accountable
- Carve out time to connect with your employees
- Monitor your own engagement
- Post progress on action goals and send updates.
- Raise the bar and regularly set new goals
- Review monthly how engagement has affected team performance



# Ten Habits for Meaningful Conversations

- Be available
- Integrate with current processes
- Structure and Direction
- Listen
- Encourage
- Empathize
- Ask questions
- Paraphrase
- Close with momentum
- Follow-up



# Resources

- Introduction to Employee Engagement
- State of the Team meeting guide
- Three Conversations guides
  - Understand and Appreciate Strengths
  - Build Engagement and Collaboration
  - Drive Performance
- Paula



# Resources



cNet

[Intranet Home](#) [Human Resources](#) [How to...](#) [Connect](#) [Strengths](#) [Departments](#) [Staff Directory](#) [A to Z Forms](#) [Manager Portal](#)

[Home](#) > [Intranet](#) > [Manager Portal](#) > [Engagement](#)

[Recruitment](#)

[Performance Reviews](#)

[Engagement](#)

[Forms](#)

## Engagement

Gallup has proven during decades of research and consulting experience that managing with a focus on employee engagement helps managers:

- Drive and sustain high levels of performance
- Earn the commitment of their employees
- Make their own jobs easier and more fulfilling

Every employee plays a critical role in the journey toward an engaged workplace. Managers are no exception. By using the Gallup Q12 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 Gallup Q12 results 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.

The materials in this section will provide you with resources to help you engage your employees and drive performance



# Resources

## Customer Experience



Ownership • Integrity • Responsiveness

The City of Centennial is believed to be one of the only local government agencies in the U.S. with a strong emphasis on customer experience. It is also believed to be one of the only municipal agencies with staff resources dedicated to helping the organization move toward delivering more transformative customer experiences, as opposed to simply providing ordinary transactional customer service.

Customer experience efforts at the City encompass a broad range of topics from our three Quality Service Guidelines (Ownership, Integrity and Responsiveness), custom service skills training for staff, monthly tips for staff, customer feedback, satisfaction surveys, analysis of qualitative and quantitative data and process improvement recommendations.



# Questions?

