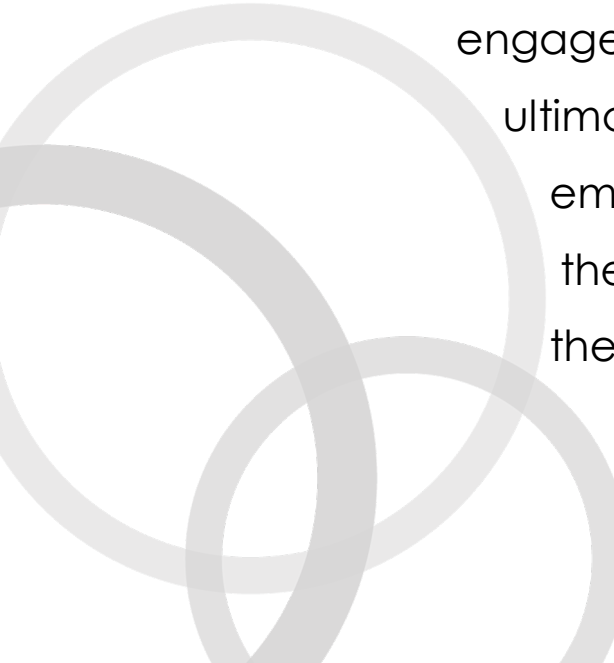# evolve.

EMPLOYEE ENGAGEMENT TOOLKIT

EVERYTHING YOU NEED TO GET STARTED

EMPLOYEE ENGAGEMENT IS MORE THAN JUST PIZZA PARTIES…

Employee engagement is the connection an employee has to the organization and its goals. Organizations with engaged employees are more productive and successful. This means, the more an employee feels engaged, the more successful the organization will be as a whole. In the fight for competitive advantage where employees are the differentiator, engaged employees are the ultimate goal. When employees care—when they are engaged—they use discretionary effort. Discretionary effort means an employee willingly puts forth more time and care into his or her work without external incentives. An employee's discretionary effort is the secret ingredient in the engagement profit chain:

- Employee engagement **increases customer service** because happy employees deal with customers more effectively.
- Employee engagement leads to **increased employee retention** because employees are happier.
- Employee engagement leads to **increased productivity** because employees are willing to devote discretionary effort to the organization.
- Increased service, retention, and productivity leads to **higher levels of customer satisfaction**, which leads to **higher customer loyalty**.
- Customer loyalty and high productivity are both drivers of **increased growth and profit**.

EMPLOYEE ENGAGEMENT IS NOT A MANIPULATION TOOL

You cannot work on engagement in a superficial way, hoping to get employees to devote their discretionary effort to the organization when the organization isn't giving anything back to them in return. Engagement isn't a task on a to-do list, it is something that must be embedded into the culture or fabric of the organization. There are some key components that exist in organizations with a high level of engagement.

Clear Sense of Purpose
Employees clearly understand what matters most in the organization

People-Focused Managers
Employees know that their manager cares about them as a person

Meaningful Connectedness
Employees feel a sense of belonging and connection to the organization

Active Voice of the Employee
Employees have opportunities to share ideas, express concerns, and provide input

Visible Integrity
Employees see organizational values reflected in day-to-day behavior

EMPLOYEE ENGAGEMENT DERAILERS

Misaligned Goals
Operating with unclear or misaligned goals and priorities

Leadership Matters
Underestimating the power that leaders have in shaping the organizational culture

Perception is Reality
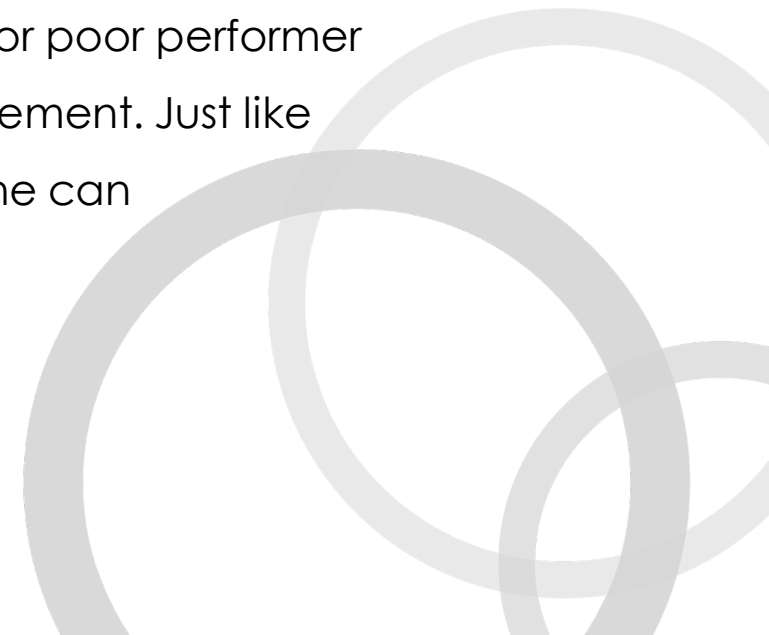Being inattentive to how employees interpret leader behaviors

Substandard Performance
Allowing substandard performance – at any level – can be toxic to engagement

Measuring Matters
Discounting the value of measuring engagement – or ignoring the data

There are some specific behaviors or organizational attributes that will get in the way of any employee engagement program, no matter how robust. As you are taking a hard look at your organization to see what might need to change, consider these derailers and see if any exist in your organization, even in pockets or small amounts. Just one toxic middle manager or poor performer can derail engagement. Just like a rotten apple, one can spoil the bunch.

10 WAYS TO ENHANCE EMPLOYEE ENGAGEMENT

1

START ON DAY 1 - OR BEFORE

Effective retention and engagement starts at the beginning of the recruitment cycle. Recruitment materials, interview questions, desired qualities, and the way applicants are treated should all be in alignment with the organizational culture and engagement strategy

89% of hiring failures are due to poor cultural fit

2

MODELING FROM LEADERSHIP

Leadership must be committed to not only saying engagement is important, but proving it daily through modeling the behaviors and setting the example

90% of leaders think an engagement strategy is a good idea. **Barely 25% have one**

3

TWO-WAY COMMUNICATIONS

Employees are not just vessels to be filled. By engaging employees in two-way conversations and valuing the input provided, it paves the way for increased trust and increased engagement.

27% Organizations that empower employees experience higher profits

25% Productivity improves by 20-25% in organizations with connected employees

4

EMPOWER THE EMPLOYEES

Encouraging independent thinking through job autonomy is key to engagement. Allowing the employee to practice job crafting to get to the desired result in a way that best fits the employee is key. Management should manage to the result, not the process to get there.

5

SET THEM UP FOR SUCCESS

Management should make sure employees have all of the resources needed to do their job effectively. This includes physical, material, financial, and informational resources.

1 in 4

1 in 4 employees identified making sure they had the resources needed to do their job as the top priority for front line managers.

6

DEVELOPMENT AND ADVANCEMENT OPPORTUNITIES

Help employees stay current/relevant and increase their knowledge base through providing opportunities for development and advancement. When employees know more about their jobs, their confidence increases, and so does their self-efficacy and commitment to the organization.

59% of employees say they can "grow and develop" at their organization

7

STRONG FEEDBACK SYSTEM

Feedback should incorporate formal annual or semi-annual formats as well as less-formal, real-time formats. The feedback should also be both ways – employees need both a mechanism to give _and_ receive feedback

27%

Employees want constructive, future-focused, meaningful feedback on a regular basis. Only 27% feel it should be conveyed as a rating or ranking.

8

MEASURE IT

Like it or not, what an organization measures drives behavior. Organizational performance metrics should be in alignment with the engagement goals (or at least not counter to them). Additionally, there should be a clear link between individual performance and incentives for the employees and supervisors.

9

ALIGNED CULTURE

A strong organizational culture is one where the cultural identity of the organization is aligned with the metrics and values and mission/vision of the organization. Its also important to make sure the values and culture are not just espoused traits, but in fact put into practice throughout the organization on a daily basis.

84% of leaders believe that culture is key to success. 51% also think a major cultural overhaul is needed.

10

FOCUS ON HIGH PERFORMERS

Whether it is because an organization is trying to treat everyone equally, is being dragged down by the heavy lift of documenting poor performance, or is just out of touch, most organizations do not focus on their top performers. By aligning engagement efforts to what your high performing employees want, you attract more high performing employees and reduce turnover of existing high performers.

25% of high potential employees intend to leave their organizations within the year

evolve.
YOUR PERFORMANCE

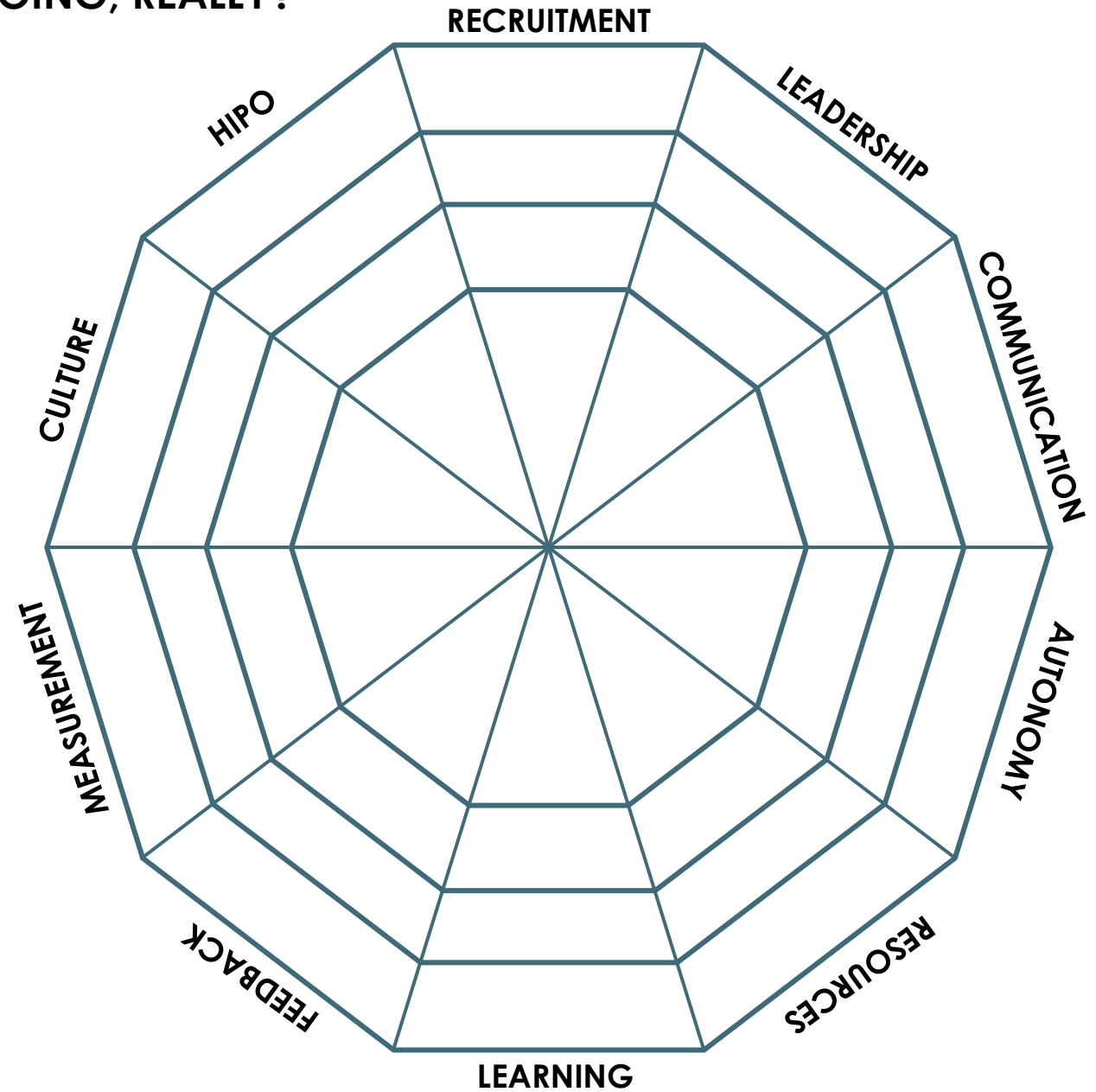EvolveYourPerformance.com
mary@evolveYourPerformance.com

Companies are beginning to understand the direct link between employee engagement and the organizational bottom line. Because of that, employee engagement has become a hot topic over the past few years. However, as with every subject as complex as employee engagement, organizations are having mixed results, with some leaders scoring high on the various engagement tools and others scoring low.

Above are ten tips showing how to enhance employee engagement. However, as you can see by the diversity of the tips, an engagement strategy can be all-encompassing. Evolve can help analyze your quantitative and qualitative data in the organization and work with leadership to customize a plan that will get results. Let your leaders focus on achieving business results while Evolve helps by developing a plan to incorporate engagement into the daily fabric of organizational life.

ENGAGEMENT SELF-ASSESSMENT – HOW ARE YOU DOING, REALLY?

In alignment with the one-pager, you can rate – and have your employees rate – the organization on these 10 elements. This is a great way to start a conversation with employees and solicit ideas on how to get even better.

Recruitment – Are your recruitment efforts strategically aligned to the actual culture?   1   2   3   4

Leadership – Does leadership model the behaviors and set the example for the workforce?   1   2   3   4

Communication – Are employees easily able to communicate up, in addition to get information from leadership?   1   2   3   4

Autonomy – Are employees empowered to do their work with the autonomy to define the best way to achieve outcomes?   1   2   3   4

Resources – Do employees have the resources they need to get their job done?   1   2   3   4

Learning – Are learning and development actively encouraged and resourced?   1   2   3   4

Feedback – Is feedback near real-time, meaningful, and delivered up and down?   1   2   3   4

Measurement – Is the engagement of the workforce measured at least annually?   1   2   3   4

Culture – Are the organizational and individual metrics and KPIs aligned with the espoused cultural traits?   1   2   3   4

HiPo – Are at least some engagement efforts specifically focused on High Potentials and top performers?   1   2   3   4

WE CAN HELP

Click below to request a free initial consultation to discuss options to support your organization

evolve.
YOUR PERFORMANCE

EvolveYourPerformance.com
mary@evolveYourPerformance.com

Yes! I want a free consultation