

# Engaged Employees Make a Difference

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Human Resources Consultant

# What if...

- You could build a feedback friendly culture?
- You could fill more positions internally?
- You could reduce employee turnover without increasing pay?
- You could increase productivity?
- You could spend less on training and still develop potential?
- You could determine who to develop into leaders for the future?



<http://head-light.co.uk/wp-content/uploads/2013/12/PS-Ten-actions-to-increase-employee-engagement.pdf>

# Minnesota Unemployment Rate

August 2016  
4.00%

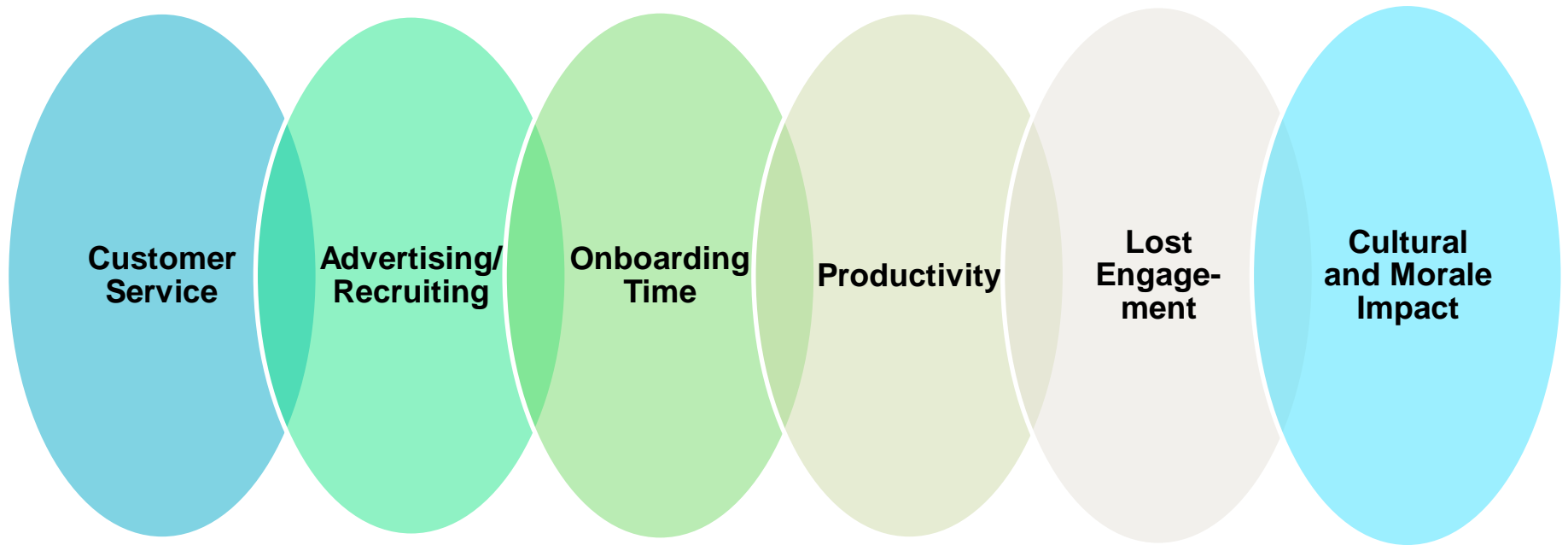
July 2016  
3.90%

August 2015  
3.60%

# War On Talent

- As we approach full employment, employees have more options and employers have less
  - Forbes Magazine, January 2015
- 2016 is the Year of the Candidate
  - LinkUp, April 2016
- Millennials are now the largest generation in the workforce and will make up 75% of the workplace by 2025
- Until 2029, Boomers will be turning 65 at a rate of about 8,000 a day (“Retirement Age”)

# COST OF TURNOVER





# **CURRENT STATE OF ENGAGEMENT**

# Employee Engagement

## What is it?

**“Employee engagement is a heightened emotional and intellectual connection that an employee has for the job, organization, manager or co-workers.”**



# Companies with engaged employees make a difference!



\* COMPANIES WITH  
**ENGAGED EMPLOYEES**  
OUTPERFORM THOSE WITHOUT BY UP TO **202%**

Source: Gallop  
Source: McKnights Long Term Care News  
Employee Engagement, August 2016

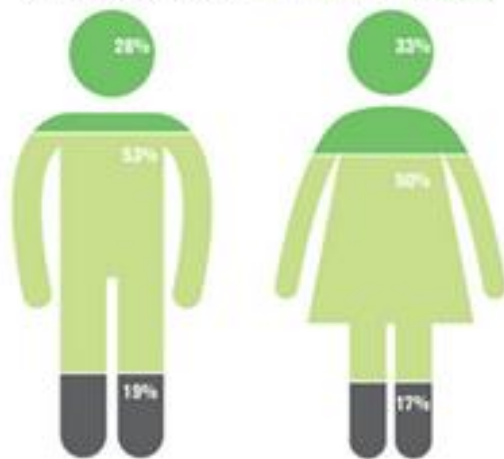


# STATE OF THE AMERICAN WORKPLACE

# 70%

OF AMERICAN WORKERS ARE "NOT ENGAGED" OR "ACTIVELY DISENGAGED."

ACTIVELY DISENGAGED NOT ENGAGED ENGAGED



## BUSINESS IMPACT OF HIGHLY ENGAGED EMPLOYEES

37% LESS ABSENTEEISM\*



28% HIGHER GROSS MARGINS



3.5X GREATER EARNINGS PER SHARE



19% INCREASE IN OPERATING INCOME OVER PREVIOUS YEAR

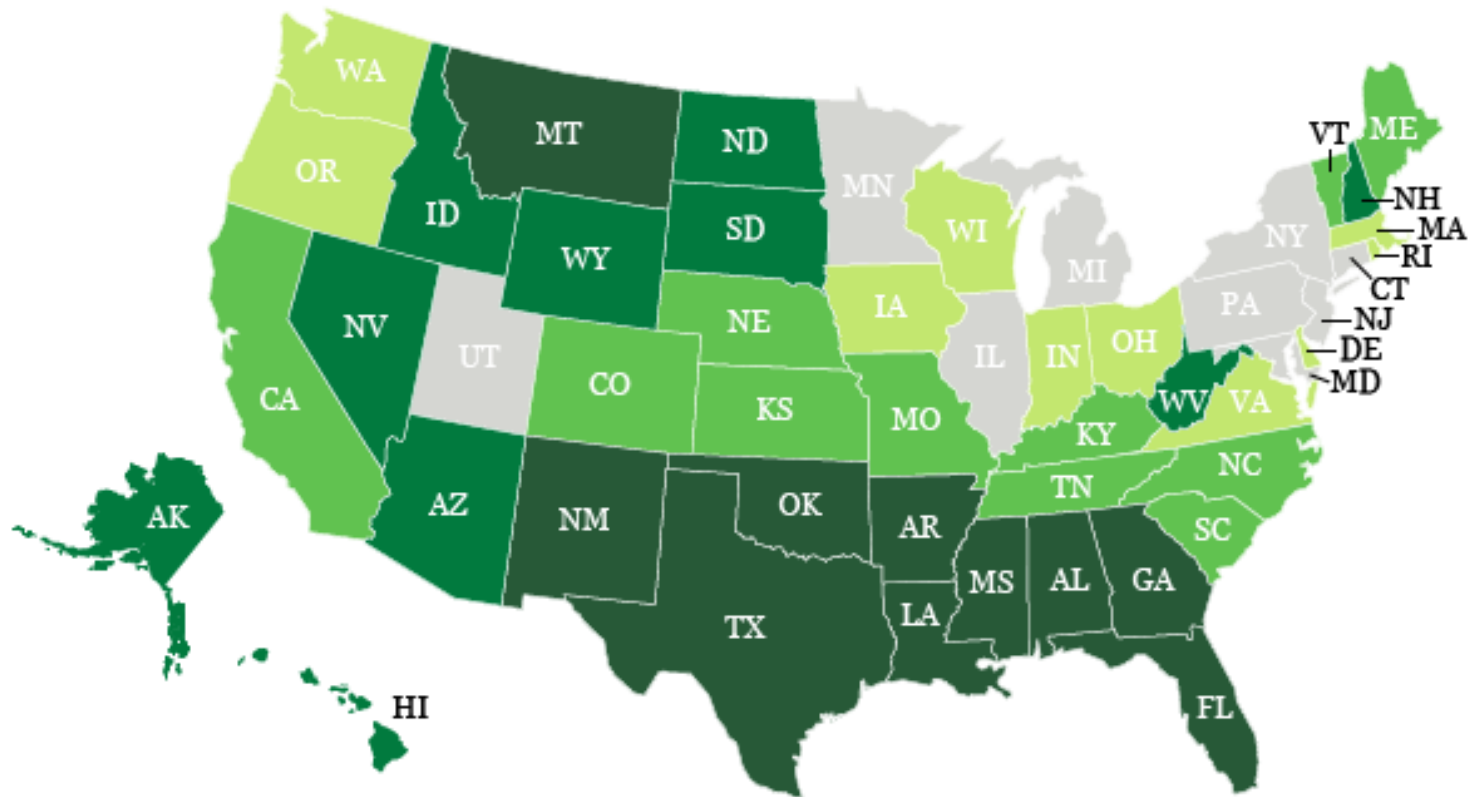
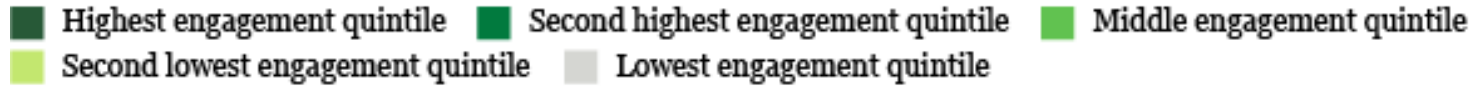


18% HIGHER PRODUCTIVITY



\*Companies in top quartile performance compared with those in bottom quartile.

# Employee Engagement Across the United States



GALLUP

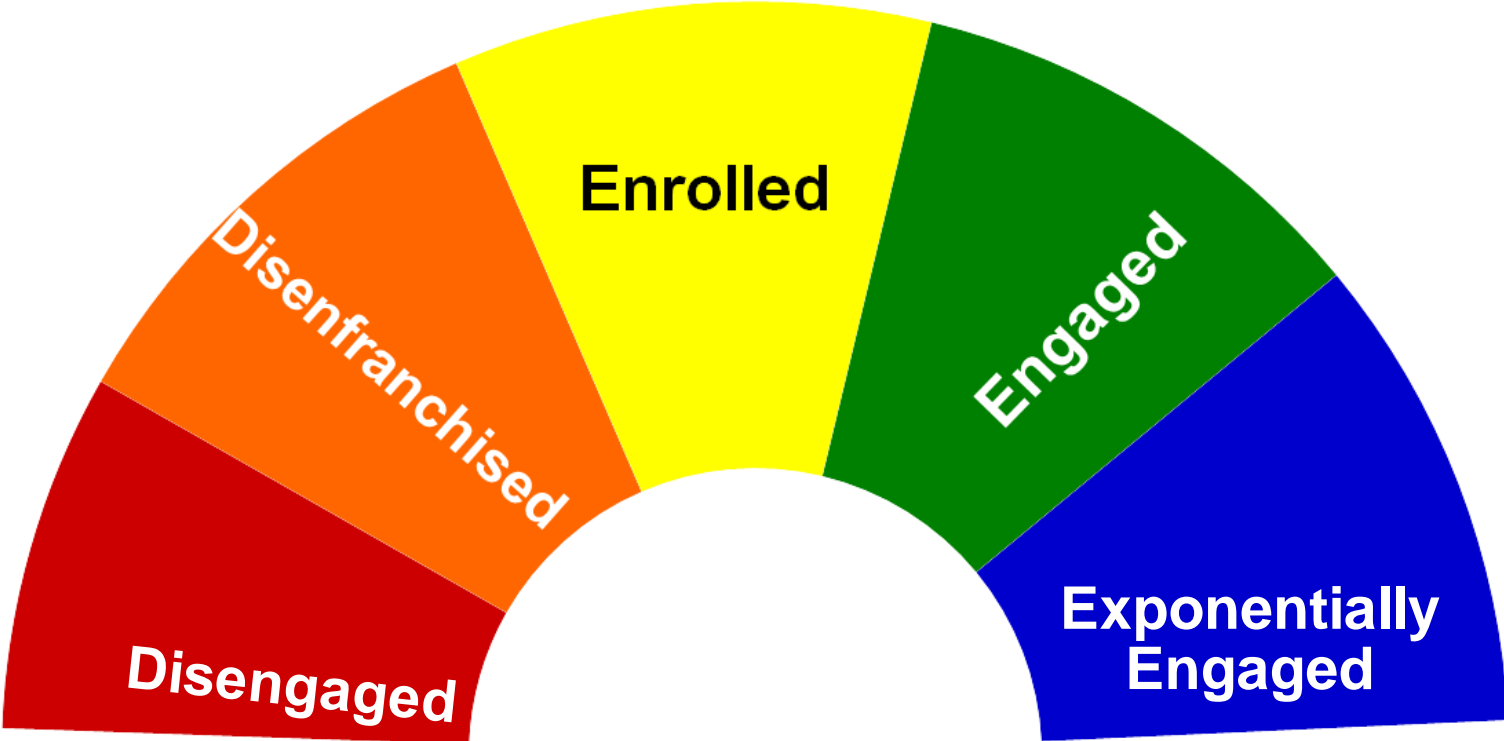
# DEFINING ENGAGEMENT

# What is an employer who offers a work culture and workplace environment that attracts and retains superior employees?



**employer  
of choice**

# Engagement Continuum





# What Happens When You're an Employer of Choice?



**HOW DO WE GET THERE?**

# Employer Of Choice

***“We cannot solve problems by using the same kind of thinking we used when we created them.” - Albert Einstein***



# Story

## The Two Janitors

Two janitors worked across the street from each other.

- Same money
- Same work
- Same company success

What was the difference?

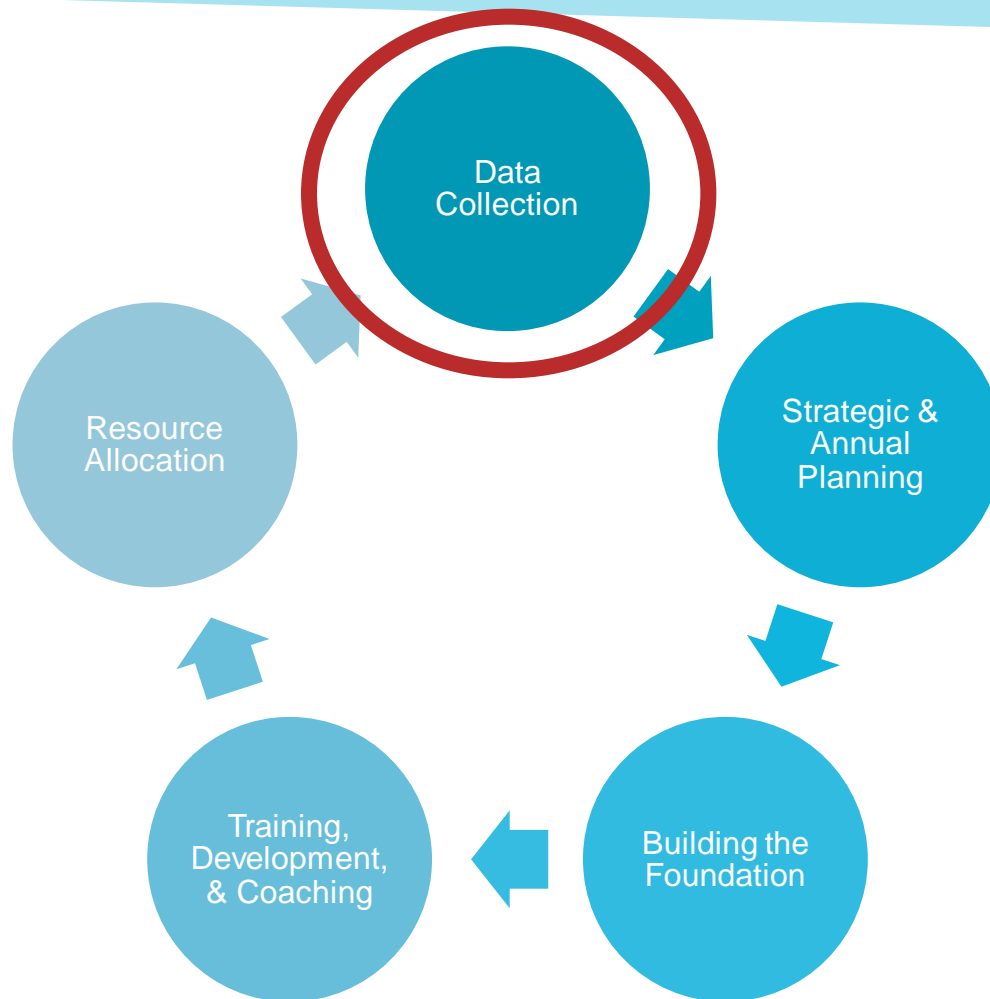
**THE MANAGER**



# Employee Well-being

- Career Well-Being
  - *How you occupy your time or simply liking what you do every day*
- Social Well-Being
  - *Having strong relationships and love in your life*
- Financial Well-Being
  - *Effectively managing your economic life*
- Physical Well-Being
  - *Having good health and enough energy to get things done on a daily basis*
- Community Well-Being
  - *Sense of engagement you have with the area where you live*

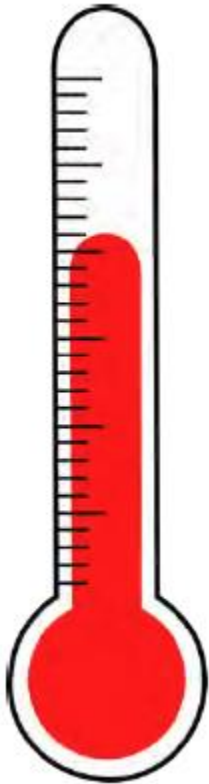




# 1. Data Collection

# Data Collection

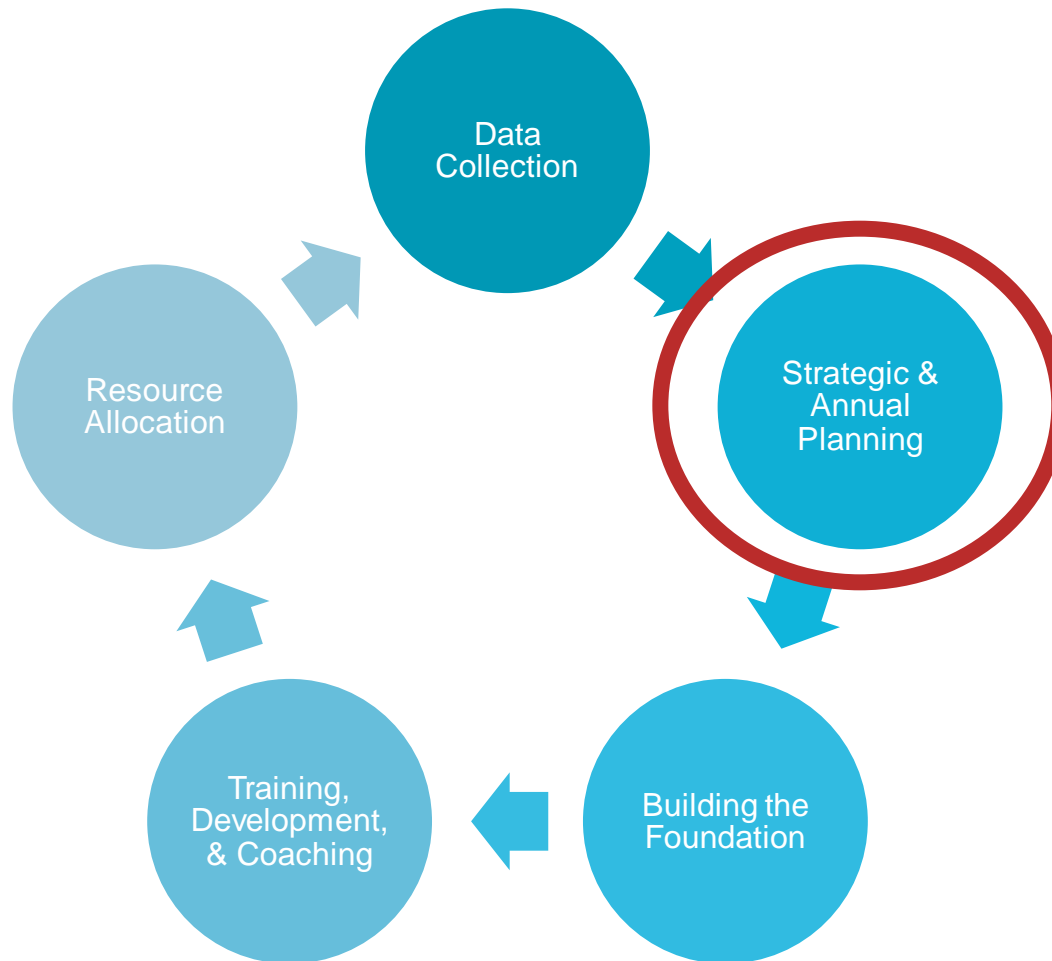
## Make Your Culture a Thermostat



# Data Collection

## Look at Available Sources





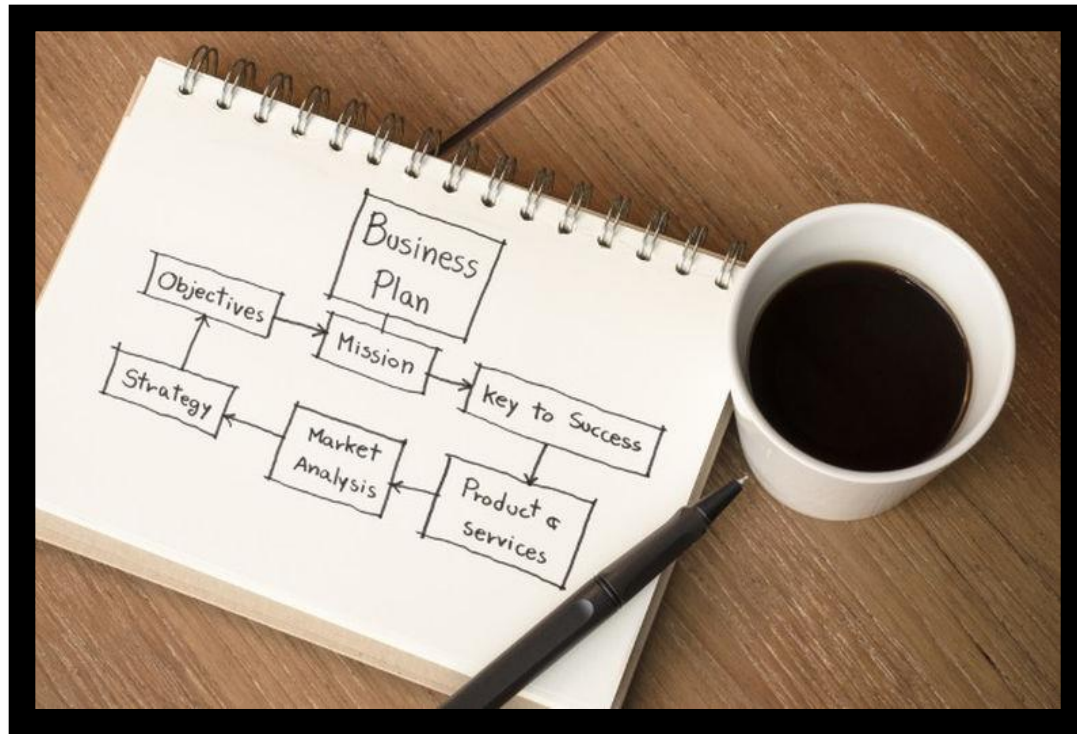
## 2. Strategic & Annual Planning



**Do something with the Data!**



# Strategic Plan



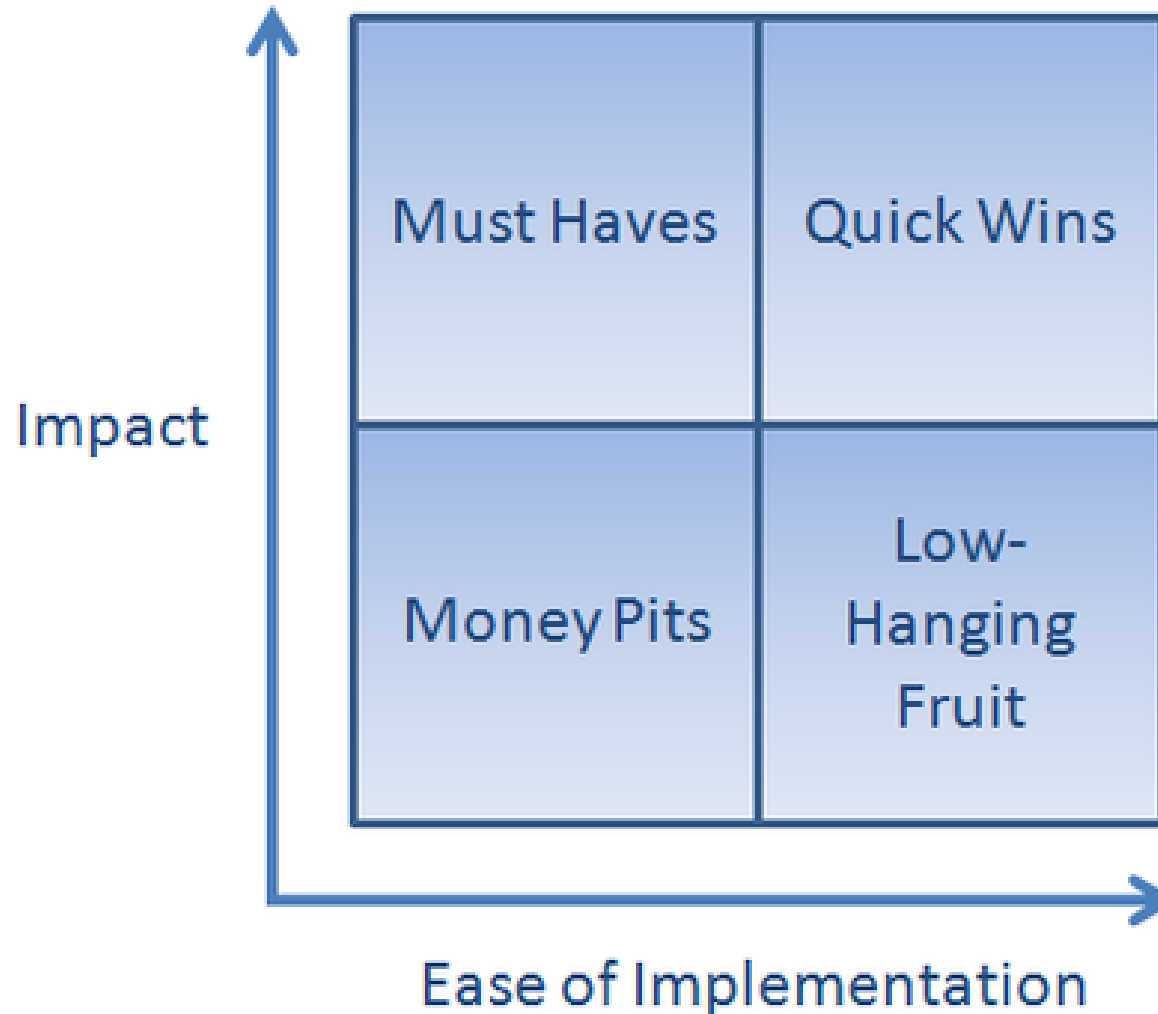
Option 4

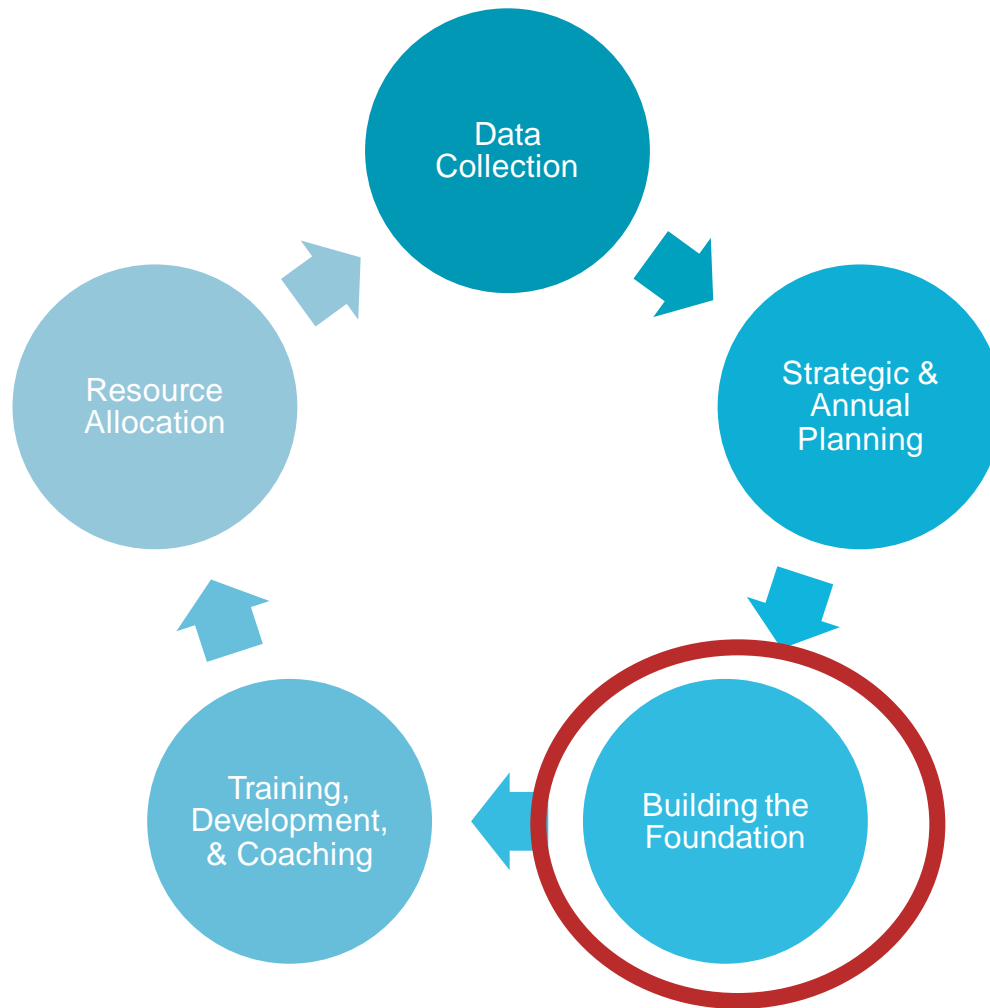


# Take Action

## What Can You Do?

Option 1 (didn't have others)

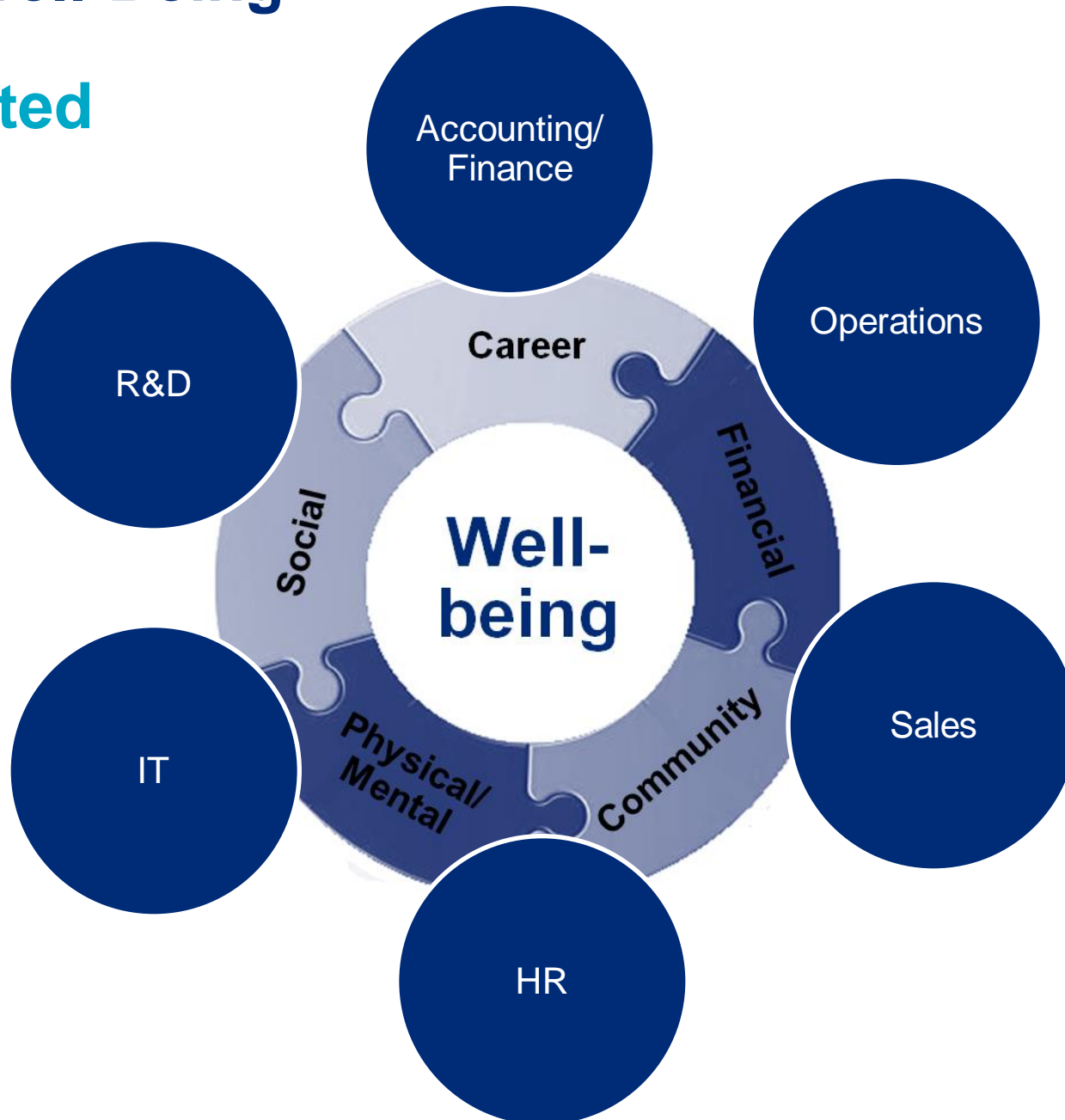




### 3. Building the Foundation

# Individual Well-Being 5 Universal, Interconnected Elements:

At home  
and on  
the job





If you hire people just because they can do a job, they'll work for your money. But if you hire people who believe what you believe, they'll work for you with blood, sweat, and tears.

— *Simon Sinek* —

**AZ QUOTES**



# Building the Foundation

## Hire Smart



- Top 4 Ways Millennials Hear About Companies
1. Friends
  2. Job Board
  3. On Campus
  4. Social Media

Source: CollegeFeed

Krystyna Keena, Lifestyle Corporation

# Hire the right people, the first time, **everytime.**



Option 2

# Interviewing

- Close ended vs. open ended
- Interview questions
- Probing techniques
- Legal vs. non-legal
  - Requirement for the job?
- Active listening
- Promote good will

## RULE OF THUMB



If you don't know  
if you should ask  
**DON'T!**

# Build Your Brand

- Employment/Recruitment Brand
- *“Benefits plans should be viewed by HR professionals as a vital tool in their retention and recruitment strategies”.*
  - SHRM
- Expanding your benefit platform
- What else?



The image shows a brochure from Marshall & McLennan Agency. At the top left is the company logo, a blue geometric shape next to the text 'MARSH & MCLENNAN AGENCY'. Below the logo is the headline 'IT ALL STARTS WITH A BALANCED YOU' in white text on a dark blue background. The main body of the brochure features a photograph of people in an office setting. Below the photo is a paragraph of text: 'Wellbeing is not limited to physical health and wellness. It's a balance of five essential wellbeing elements in your life: Career, Social, Financial, Physical, and Community. We help colleagues find balance by supporting each of these five areas. Below is a list of opportunities and benefits for you to find a MORE Balanced You.' The brochure is divided into three columns, each with a heading and a list of bullet points. The first column is 'CAREER WELLBEING', the second is 'SOCIAL WELLBEING', and the third is 'FINANCIAL WELLBEING'. Each column contains several bullet points describing various programs and benefits offered by the company.

**MARSH & MCLENNAN AGENCY**

IT ALL STARTS WITH A BALANCED YOU

Wellbeing is not limited to physical health and wellness. It's a balance of five essential wellbeing elements in your life: Career, Social, Financial, Physical, and Community. We help colleagues find balance by supporting each of these five areas. Below is a list of opportunities and benefits for you to find a MORE Balanced You.

**CAREER WELLBEING**

- Career Wellbeing focuses on how you occupy your time or what you like to do every day. We will work with you to find your niche or talent so you can thrive and feel good about working in our fast paced and passionate environment.
- Learning Organization – Managers help colleagues create personal education plans. MMA's CareerLink provides convenient continuing education online.
- Mentorship Program – Newer and more experienced colleagues are paired to share knowledge and further develop the career paths of both.
- Ongoing Corporate Communications – Colleagues have regular meetings with managers, and can attend monthly large-group information meetings and regular small group discussions with the CEO.

**SOCIAL WELLBEING**

- Social Wellbeing is about having strong relationships in your life. We work to help you find a balance between your personal and professional lives.
- PTO – Paid Time Off (PTO) can be used for anything from sickness to vacation.
- Summer hours – Friday half-days are offered to eligible colleagues in summer.
- MMA Cares Committee – This group coordinates colleague outings and events.
- Colleague-Sponsored Groups – These help colleagues get to know each other outside work, and include book clubs, volleyball leagues and more.
- Eat 'n' Greets – New colleagues are introduced to the office with breakfast at their desk.
- Medica Optum Employee Assistance Program (EAP) – A confidential third-party-administered employee assistance program through Medica Optum. Professionals help with life's most difficult problems, from counseling referrals to finding day care. Support is available 24/7.

**FINANCIAL WELLBEING**

- Effectively managing your economic life is part of your Financial Wellbeing. We help

# Think Outside the Box

## Why Do We Offer Benefits?

Well-being room

Free snacks

Newsletters

Recognition programs

Career Development & mentoring programs

Flex schedules

Paid time off to volunteer

Take your kids to work day

Performance reviews

Critical Illness Insurance

Travel insurance

EAP

Health Fairs

Blood mobile

Dry cleaning

Weight loss programs

Company outings

Lunch and learns

Sit/Stand desks

Accident insurance

Smoking cessation

Employee appreciation days

Professional membership

“Work spirit” week

Paid holidays/time off

Shift differential

Onsite gardens

Stock purchase plan

Legal Services

Flu vaccines

Referral bonuses

Onsite massages

Pets at work

Telecommuting

Parents to work

Employee Engagement Committees

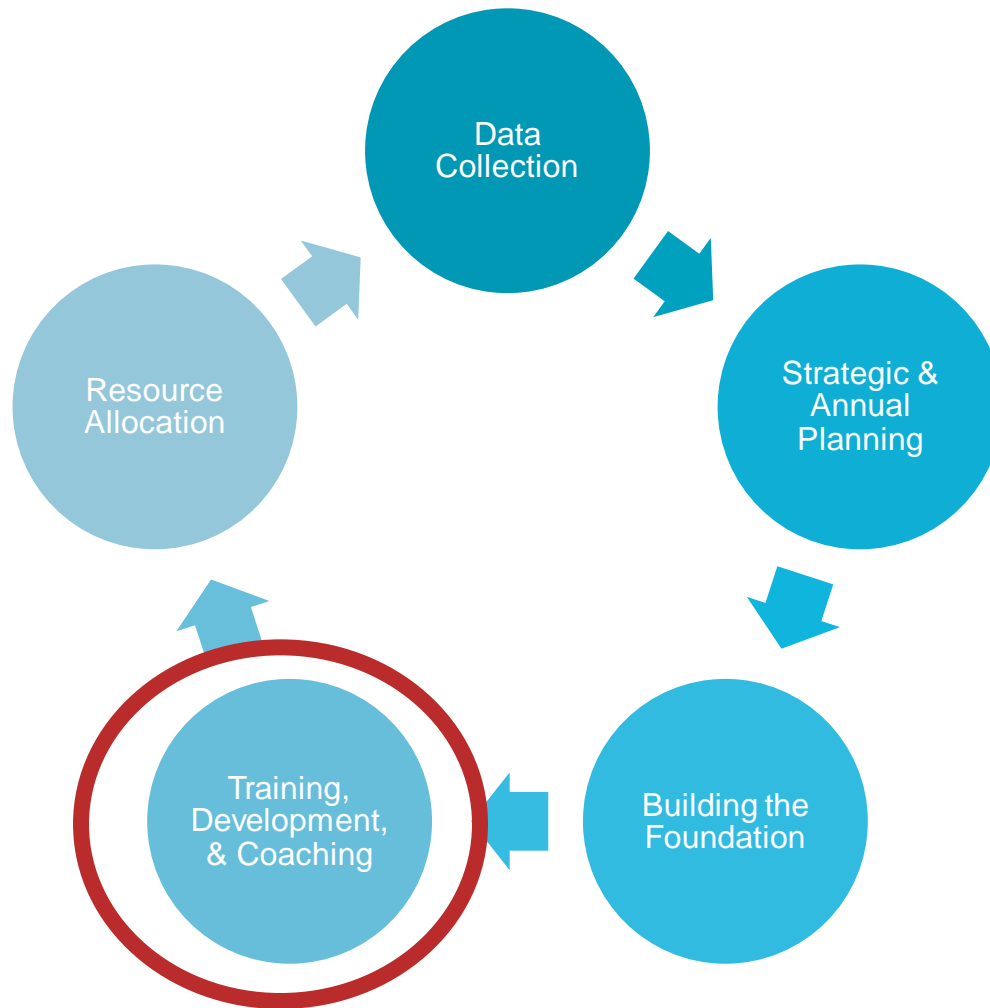
Financial planning

Discounts

Tuition Reimbursement

Charity drives

Parental/adoption assistance

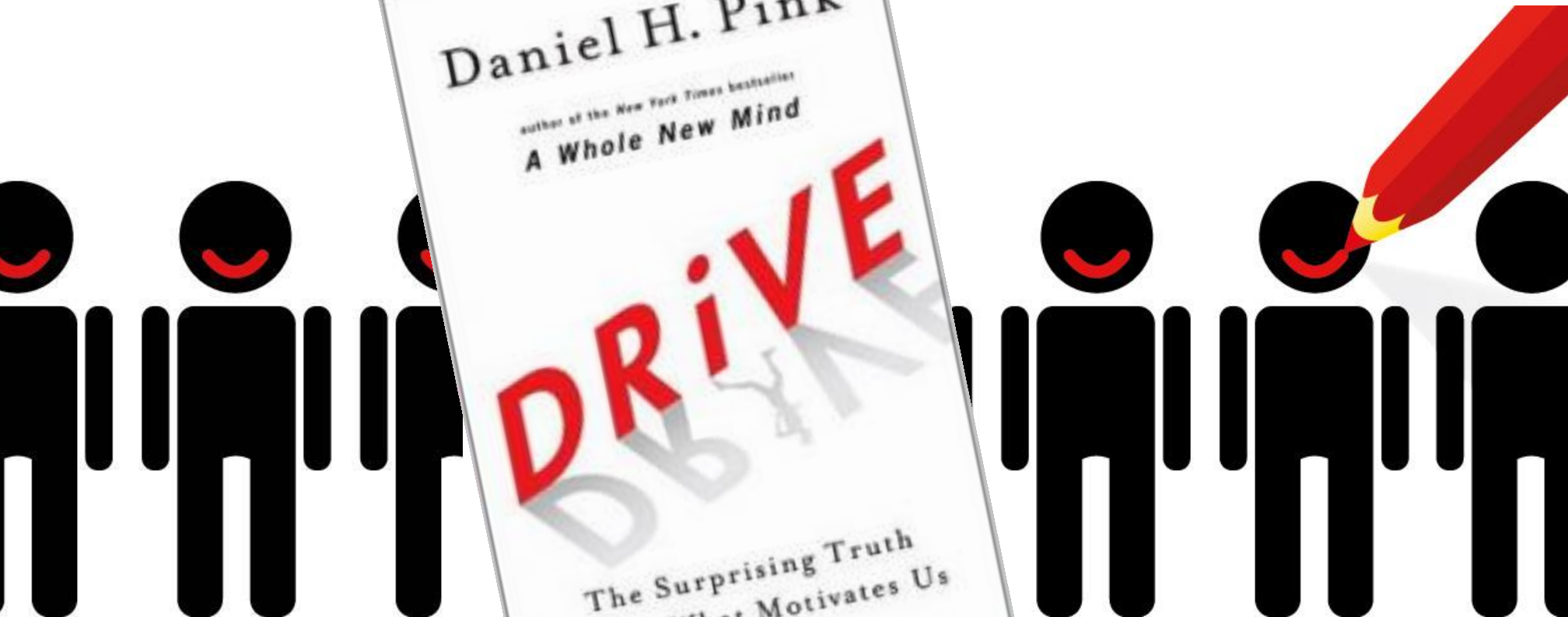
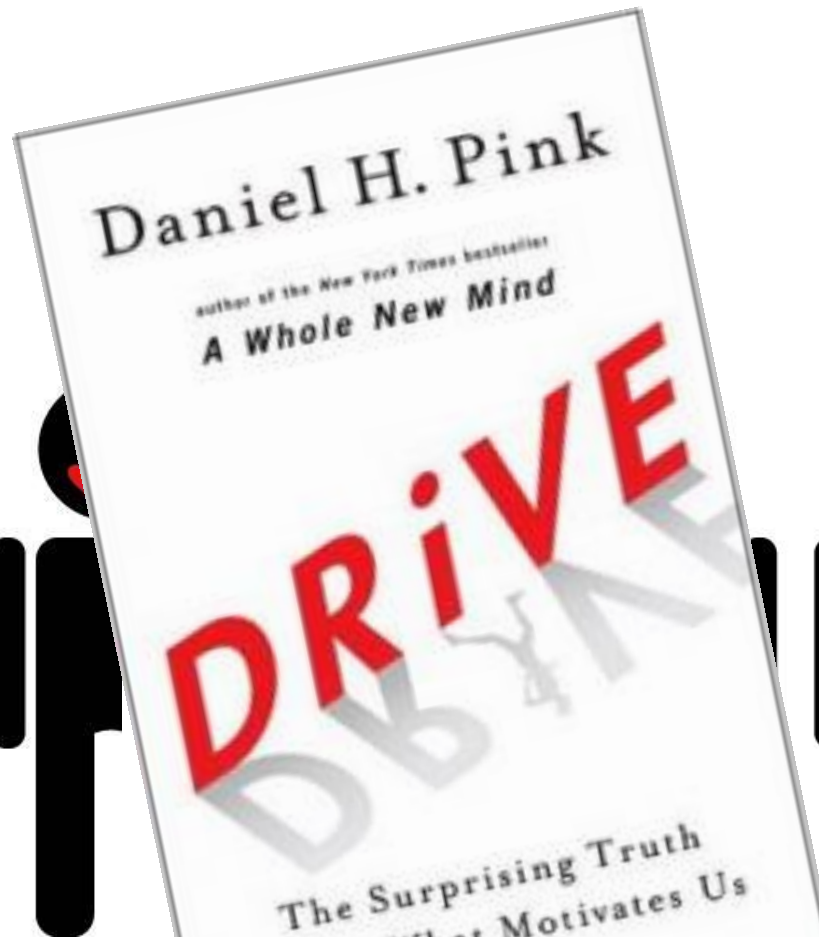


## 4. Training, Developing, & Coaching



# Training, Developing, & Coaching How Employees Are Motivated

- Energized by three fundamental things:
  - Autonomy
  - Mastery
  - Purpose



# What Motivates Us?

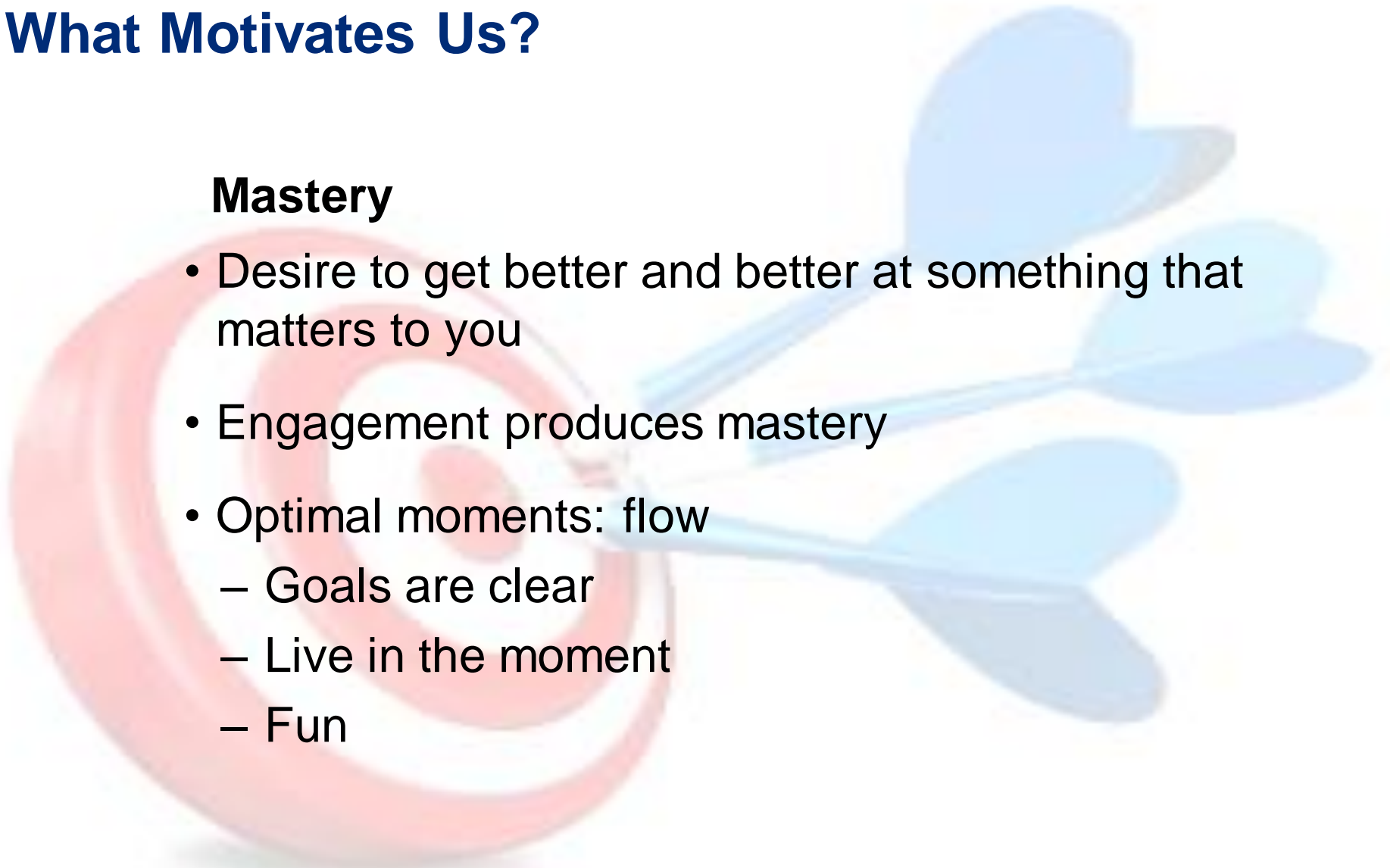


## Autonomy

- Self-driven
- Determine your best path to success
- Take initiative
- You're in the driver's seat
  - How you do the job
  - When you get it done
  - Who you work with

# What Motivates Us?

## **Mastery**

- Desire to get better and better at something that matters to you
  - Engagement produces mastery
  - Optimal moments: flow
    - Goals are clear
    - Live in the moment
    - Fun
- 
- A red target with a blue arrow hitting the bullseye. The target is on the left, and the arrow is on the right, pointing towards the center. The background is white with a faint blue floral pattern.

# What Motivates Us?

## Purpose

- The “why” behind what we do
- Having a life purpose can help you:
  - Live longer
  - Protect against heart disease
  - Have better relationships



# Employee Development

## Education Based

Formal & Informal Training
<ul style="list-style-type: none"> <li>• Internal/external training or assessments, including online courses</li> <li>• Workshops</li> <li>• Reading</li> <li>• Video</li> <li>• Knowledge transfer/awareness</li> <li>• Education</li> <li>• Affiliations</li> </ul>

10%

## Relationship Based

Role Modeling	Coaching & Feedback
<ul style="list-style-type: none"> <li>• Learn from observing others</li> <li>• Mirror a skill or behavior</li> <li>• Shadowing</li> <li>• Exposure to a higher level leader</li> <li>• Ride alongs</li> </ul>	<ul style="list-style-type: none"> <li>• Coaching by manager, mentor or external coach</li> <li>• 360 feedback</li> </ul>

20%

## Experience Based

On-the-Job: In Role Experience	
<ul style="list-style-type: none"> <li>• Special Projects</li> <li>• Taskforce</li> <li>• Job challenge</li> <li>• Job rotation</li> <li>• Temporary assignment</li> </ul>	<ul style="list-style-type: none"> <li>• Committee work/event leadership</li> <li>• Mentoring/ Training Others</li> <li>• Cross-functional move</li> </ul>

70%

# Employee Development

- **Self Directed Time:** Books or blogs, listening to podcasts or audio books, watching educational videos on TED or YouTube
- **Encourage Volunteering:** Build new skills and practice existing skills in a different setting from their day-to-day jobs.
- **Mentoring:** Participating in a mentoring program is mutually-beneficial for mentors and mentees as it allows employees to develop a variety of knowledge/skills
- **Creativity:** Allow employees to work on something that doesn't fall within the parameters of their day-to-day job for a specific amount of time—a dedicated “Innovation/Creativity Zone”.
- **Promote Social Networking:** Employees can collaborate with others using online tools to share knowledge, build relationships, and interact with content and with other members of the online community



# Allow Time For Innovation



Allow 10% of time to be used on projects employees want to do

# Add Variety To Work

- Mix it up!
  - Job rotation
  - Job sharing
  - Stretch assignments
  - Sabbatical
- People often end up doing jobs they've always done because they have proven they can do it.



# Mentoring

- In a world where it is sometimes easier or faster to “just do it myself,” it can be difficult to step back and take the time needed to give others the opportunity to learn and grow in their confidence and at a pace that is suitable for the learner.
- Even though mentoring isn’t easy, it will be worth it to have high-quality staff on board!
- 80% of employees said that they want to be Mentored at work



## During Regularly Scheduled Meetings, Managers Can Ask...

- What do you like about our company culture?
- Do you feel that we are team oriented or individually focused?
- Do you feel that our culture is cooperative or competitive?
- Do you feel that we conduct ourselves ethically and honestly?
- Do you feel that we offer a flexible work environment?
- Do you feel that the company lives the values ?
- How does the company view its employees?
- Do you feel like you have opportunities for career growth?

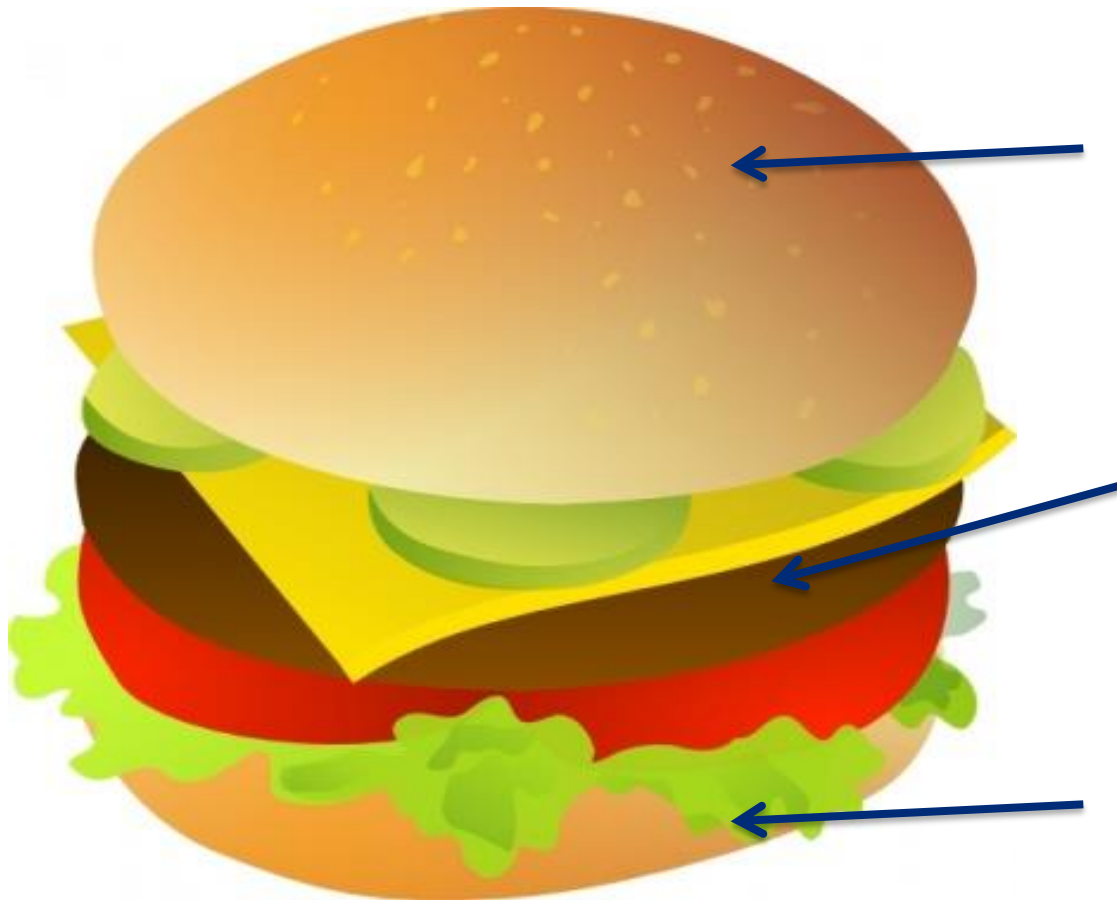
# Coaching



**Managers that place emphasis on employees' strengths have employees that have greater levels of employee engagement, well-being, team productivity and profitability.**



# Feedback Sandwich

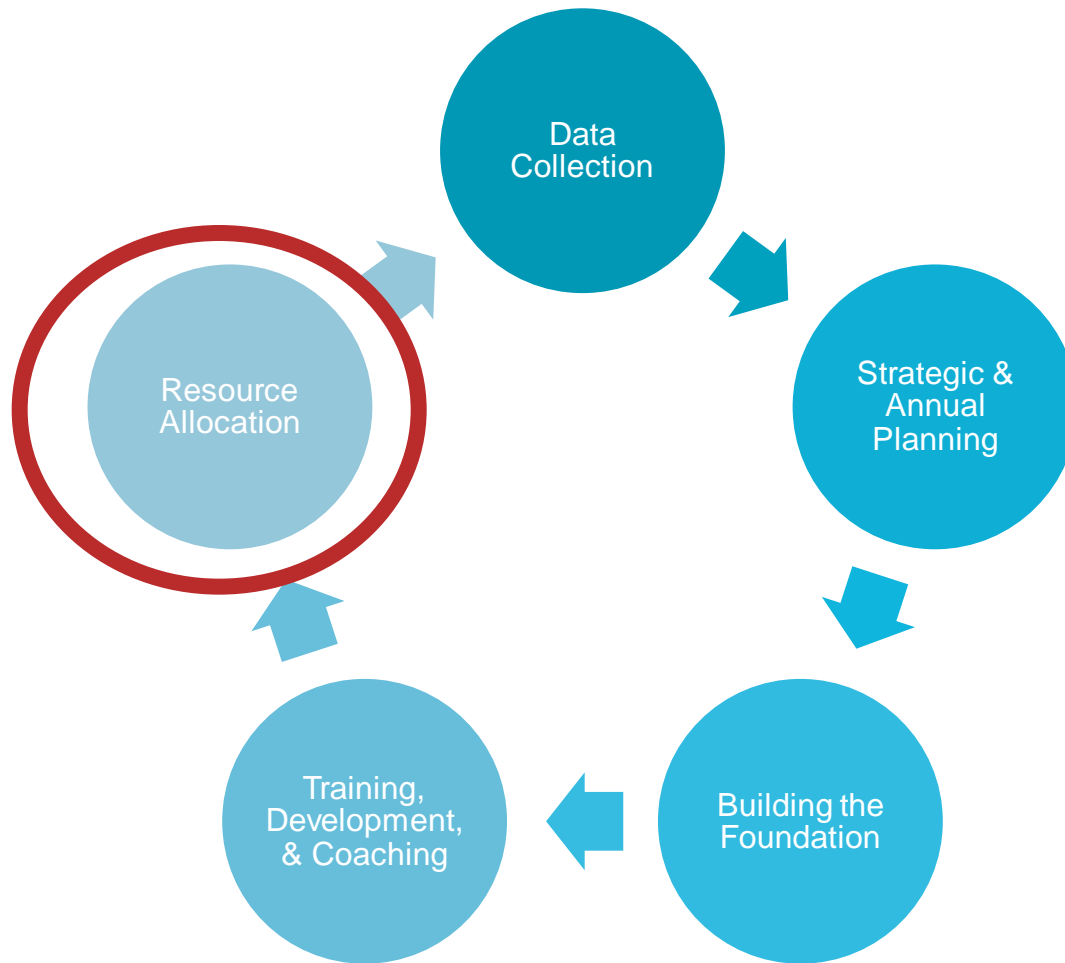


What was done that was good...What I like about what you did...

What needs or could be improved...  
A suggestion I have for you is to...

Overall positive statement





## 5. Resource Allocation

# Resource Allocation

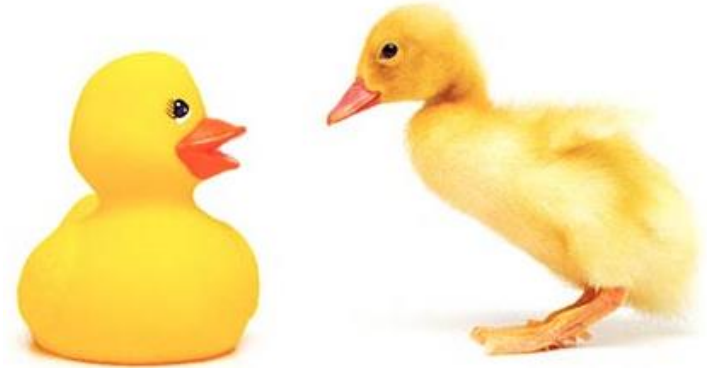
- Is there a committee?
- Did we assign a budget?
- Who's in charge of tracking progress?
- Are we measuring results?
- Are we effective at meeting the goals we set forth?



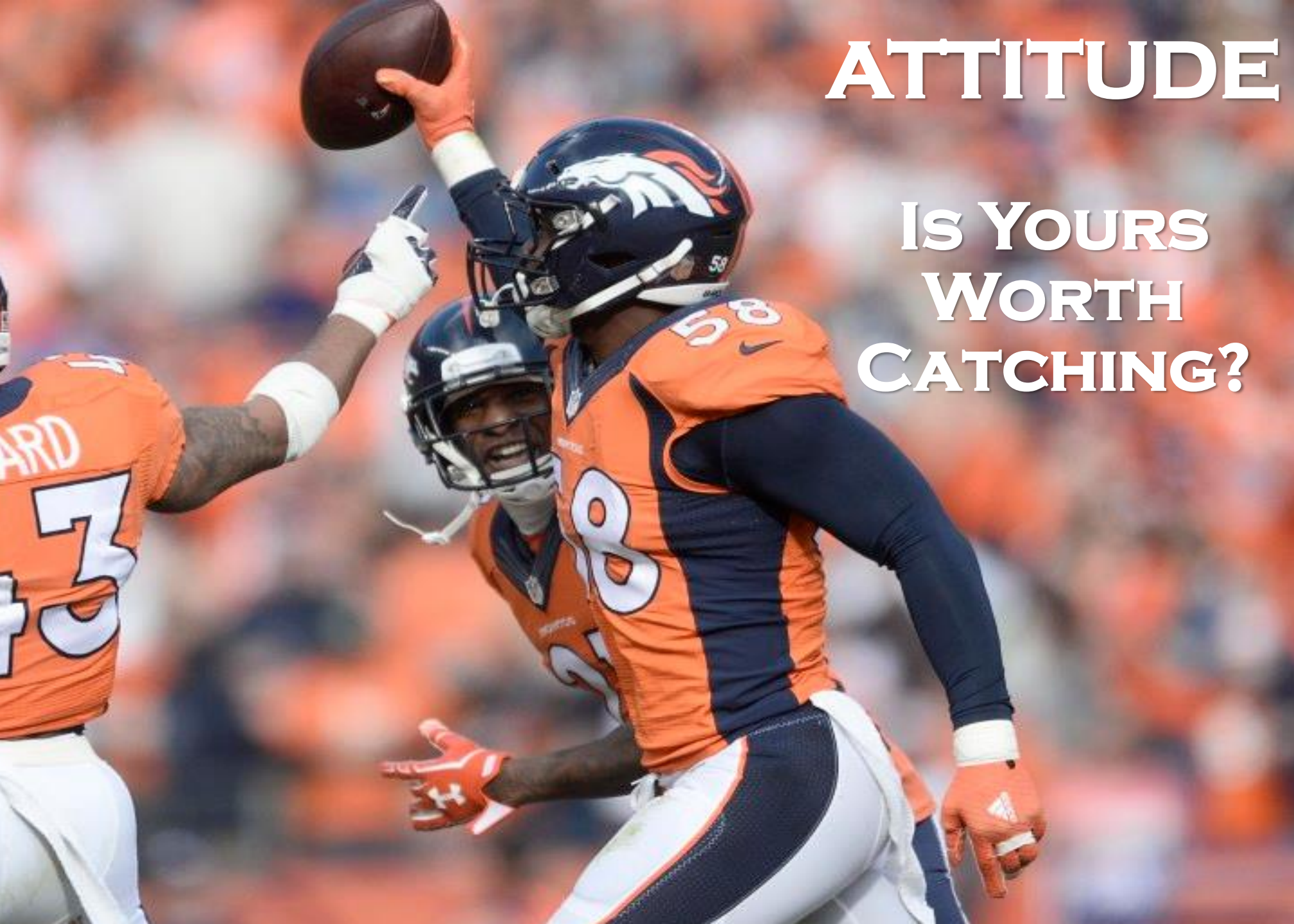
# SUMMARY

# Great Leaders are...

- Self aware and genuine
- Connect with employees
- Lead with their heart
- Walk the walk:
  - Follow the rules/procedures
  - Treat everyone with dignity and respect
  - Tell the truth
  - Never break a promise or commitment
  - Continually giving best effort
  - Consistently taking a stand for what is right



**“To thy own self be true”**



**ATTITUDE**

**IS YOURS  
WORTH  
CATCHING?**

# Focus on Your People

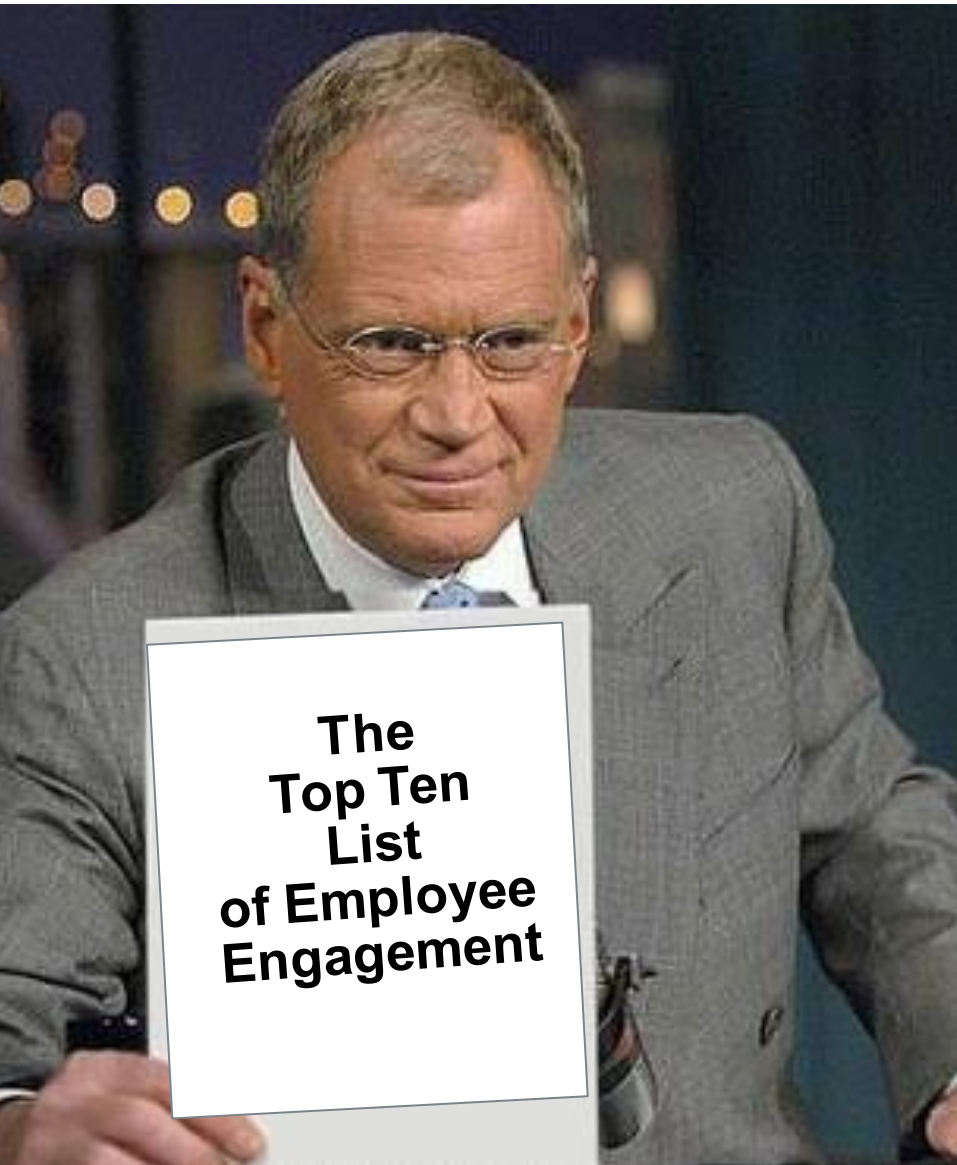
- Be present physically and mentally
- Be considerate of their needs
- Provide the training, tools, and resources
- Keep employees in the loop
- Help employees find balance between home and work
- Demonstrate respect for their time and talent AND them as individuals
- Solicit and listen to feedback, concerns, and ideas
- Help them grow and develop
- Apply policies consistently
- Fairly distribute the work (good and bad)



# Five Secrets to Engagement

- Be social
  - Encourage teamwork
- Keep it fresh
  - Don't let programs get stale
  - Inspire your staff
  - Live your mission
- Break the silos
- Enlist Employees
  - Recruit champions
  - Promote success stories
  - Show your team how much you appreciate their work





1. Brings new ideas to work
2. Is passionate and enthusiastic about work
3. Takes initiative
4. Actively seeks to improve self, others, and business
5. Consistently exceeds goals and expectations
6. Is curious and interested; asks questions
7. Encourages and supports team members
8. Is optimistic and positive; smiles
9. Overcomes obstacles and stays focused on tasks
10. Is committed to the organization

# The Ultimate Test



*we are*  
**family...**



Do employees say "THEY" or "WE" about the company?





**MARSH & MCLENNAN**  
**AGENCY**

Legal/regional regulatory statement to be added here if required.

# Engagement To-do's

- Tools and equipment
- Clear processes and policies in place
- Share the mission, strategy and values with everyone
- Be open and honest
- Carry out succession planning & promote internally
- Consult and involve employees in decision making
- Allow staff freedom, autonomy and give them responsibility
- Put people first and reward people for contribution and effort



# Engagement

## Would your employee's check this box?

- Give upwards feedback
- Innovate and help others
- Participate in projects, corporate initiatives and volunteer
- Enjoy their work; report high levels of interest, motivation and job satisfaction
- Recommend their organization as a good place to work
- Proactively solve problems and remove barriers
- Go the extra mile
- Collaborate and work more effectively with others
- Build positive and supportive relationships with colleagues
- Feel pride in their work and take responsibility



# Engagement

## Have you done any of the following?

- Scheduled time each week to recognize employees?
- Discussed career development with each employee?
- Asked each employee what excites them about their job?
- Asked what parts of their job are disengaging?
- Given direct reports clear expectations of job duties?

The Manager's Employee Engagement Checklist by Kevin Sheridan, May 2016