Our mission is to build a better world by increasing the effectiveness of nonprofit leaders and the impact of the organization they serve.
Coaching
Leadership Roundtables

Consulting
Strategic Planning
Succession Planning
Executive Transition Management

Training & Facilitation
Skills-Based Workshops
Team Building
Objectives

- Define the three types of employee engagement
- Review a tool to measure employee engagement
- Identify strategies to improve engagement
Opening Exercise

- What word would you use to describe your best days at work?
- What is something you do really well and love to do at work?
- How does your organization recognize a job well done?
How Do You Define Engagement?

IT'S SUPPOSED TO MAKE YOU FEEL "ENGAGED."

WHAT ARE YOU GOING TO DO TO CONTRIBUTE TO MAKING THIS COMPANY EVEN MORE SUCCESSFUL?

COME TO WORK

I ♥ my Job
Gallup’s Definition of Engagement:

“engaged employees are those who are involved in, enthusiastic about and committed to their work and workplace.”
Engagement is NOT Satisfaction

**SATISFIED**
- May or may not be productive
- Puts in time not necessarily energy
- Wait and see attitude about work

**ENGAGED**
- Works with passion and is productive
- Performs at high levels
- Drives innovation and moves work place forward
How Engaged Are We?

After 1 year on the job....

70% of U.S employees are NOT engaged at work.
3 Types of Engagement

- **Engaged Employee**: “I love this job!”
- **Not Engaged Employee**: “I’m kind of busy.”
- **Actively Disengaged Employee**: “Will this day ever end?”

Photo Credit: Pixabay
Levels of Engagement

What does “Engaged” look like?

These employees are:

- loyal
- psychologically committed
- more productive
- more likely to stay with their company for at least a year
- less likely to have accidents on the job
- less likely to steal.
- Having performance-related workplace needs met.
Engagement’s NOT a “Buzzword”. It Fuels Results!

- Turnover decreases by 24%
- Absenteeism decreases by 41%
- Defects/errors decrease by 40%
- Safety incidents decrease by 70%
- Profits increase by 20%
Levels of Engagement

What does “Not Engaged” look like?

These employees:
• may be productive but they are not psychologically connected
• are more likely to miss workdays
• are more likely to leave
• have some of their performance-related workplace needs met but have many needs unmet
On average, about 50% of workers are not completely clear about what they are supposed to do at work!
Levels of Engagement

What does “Actively Disengaged” look like?

These employees are:
• **physically present** ... but psychologically absent
• unhappy with their work situation
• insistent upon sharing that unhappiness with their colleagues.
• Are not having performance-related workplace needs unmet
Only 20% of employees agree that they like what they do each day.
Engaged, Not Engaged, or Actively Disengaged

1. I do my job.
2. My manager and I set realistic goals and I look forward to achieving them.
3. I like spending time talking to my co-worker unrelated work issues.
4. I am proud of my self for completing that project on time and saving money.
5. Did you see what Bob (manager) said in that email ....geez how dumb!
6. If a better opportunity came along ...I’m gone.
How Do You Measure Engagement?
1. Conduct an Assessment

2. Analyze Data

3. Create a Plan

4. Individual Conversations

5. Evaluation
The Q12 Assessment

- It is a simple online assessment
- There are only 12 questions – reducing the amount of time invested
- The questions are on a 1-5 scale to show areas for improvement
- It’s cost effective!!
Why the Q12?

- 30 years of in-depth behavioral economic research involving more than 25 million employees

- Links key business outcomes and employee and team performance.

- 12 core elements make it easy to see where you can directly improve.
Q12

1. I know what is expected of me at work.

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

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

4. In the last 7 days, I have received recognition or praise for doing good work.

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

6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.
• Growth
• Teamwork
• Individual
• Basic Needs
Q12. Opportunities to learn and grow
Q11. Progress in last six months
Q10. I have a best friend at work
Q09. Coworkers committed to quality
Q08. Mission/Purpose of company
Q07. At work, my opinions seem to count

Q06. Someone at work encourages my development
Q05. Supervisor/Someone at work cares
Q04. Recognition last seven days
Q03. Do what I do best every day
Q02. Materials and equipment
Q01. I know what is expected
<table>
<thead>
<tr>
<th>The 12 Items that measure employee engagement</th>
<th>Employees Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1 Knowing What’s Expected</td>
<td>Focus Me</td>
</tr>
<tr>
<td>Q2 Materials and Equipment</td>
<td>Free Me From Unnecessary Stress</td>
</tr>
<tr>
<td>Q3 Opportunity to Do Best</td>
<td>Know Me</td>
</tr>
<tr>
<td>Q4 Recognition and Praise</td>
<td>Help Me See My Value</td>
</tr>
<tr>
<td>Q5 Someone at Work Cares</td>
<td>Care About Me</td>
</tr>
<tr>
<td>Q6 Someone at Work Encourages Development</td>
<td>Help Me Grow</td>
</tr>
<tr>
<td>Q7 Opinions Count</td>
<td>Hear Me</td>
</tr>
<tr>
<td>Q8 Connection to the Company Mission</td>
<td>Help Me See My Importance</td>
</tr>
<tr>
<td>Q9 Committed to Quality Work</td>
<td>Help Me Feel Proud</td>
</tr>
<tr>
<td>Q10 Best Friend at Work</td>
<td>Help Me Build Trust</td>
</tr>
<tr>
<td>Q11 Talking About Progress</td>
<td>Help Me Review My Contribution</td>
</tr>
<tr>
<td>Q12 Opportunities to Learn and Grow</td>
<td>Challenge Me</td>
</tr>
</tbody>
</table>
1. Conduct an Assessment
2. Analyze Data
3. Create a Plan
4. Individual Conversations
5. Evaluation
## Your Company Engagement Survey | Your Group

**Percentile Range in Gallup Database**
- <33
- 33-66
- >66

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

### Your Company

<table>
<thead>
<tr>
<th>Question</th>
<th>Score (Respondents)</th>
<th>Gallup Database Percentile Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q01</td>
<td>Know What's Expected</td>
<td>3.82 (407)</td>
</tr>
<tr>
<td>Q02</td>
<td>Materials and Equipment</td>
<td>3.51 (454)</td>
</tr>
<tr>
<td>Q03</td>
<td>Opportunity to Do Best</td>
<td>2.92 (403)</td>
</tr>
<tr>
<td>Q04</td>
<td>Recognition</td>
<td>2.76 (455)</td>
</tr>
<tr>
<td>Q05</td>
<td>Cares About Me</td>
<td>4.10 (447)</td>
</tr>
<tr>
<td>Q06</td>
<td>Development</td>
<td>3.88 (455)</td>
</tr>
<tr>
<td>Q07</td>
<td>Opinions Count</td>
<td>4.20 (454)</td>
</tr>
<tr>
<td>Q08</td>
<td>Mission/Purpose</td>
<td>4.62 (420)</td>
</tr>
<tr>
<td>Q09</td>
<td>Committed to Quality</td>
<td>4.44 (457)</td>
</tr>
<tr>
<td>Q10</td>
<td>Best Friend</td>
<td>3.76 (457)</td>
</tr>
<tr>
<td>Q11</td>
<td>Progress</td>
<td>3.63 (455)</td>
</tr>
<tr>
<td>Q12</td>
<td>Learn and Grow</td>
<td>3.47 (406)</td>
</tr>
</tbody>
</table>

### Your Group

<table>
<thead>
<tr>
<th>Question</th>
<th>Score (Respondents)</th>
<th>Gallup Database Percentile Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q01</td>
<td>Know What's Expected</td>
<td>4.00 (14)</td>
</tr>
<tr>
<td>Q02</td>
<td>Materials and Equipment</td>
<td>4.64 (14)</td>
</tr>
<tr>
<td>Q03</td>
<td>Opportunity to Do Best</td>
<td>4.86 (14)</td>
</tr>
<tr>
<td>Q04</td>
<td>Recognition</td>
<td>4.57 (14)</td>
</tr>
<tr>
<td>Q05</td>
<td>Cares About Me</td>
<td>4.86 (14)</td>
</tr>
<tr>
<td>Q06</td>
<td>Development</td>
<td>4.00 (14)</td>
</tr>
<tr>
<td>Q07</td>
<td>Opinions Count</td>
<td>4.14 (14)</td>
</tr>
<tr>
<td>Q08</td>
<td>Mission/Purpose</td>
<td>4.58 (14)</td>
</tr>
<tr>
<td>Q09</td>
<td>Committed to Quality</td>
<td>*</td>
</tr>
<tr>
<td>Q10</td>
<td>Best Friend</td>
<td>4.21 (14)</td>
</tr>
<tr>
<td>Q11</td>
<td>Progress</td>
<td>3.46 (14)</td>
</tr>
<tr>
<td>Q12</td>
<td>Learn and Grow</td>
<td>3.52 (14)</td>
</tr>
</tbody>
</table>
Outside Perspective

Photo Credit: Pixabay
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Once You Have Data, Align It With Goals

Photo Credit Pixabay
Four Stages of Impact Planning

Discuss → Select → Plan → Follow Up
<table>
<thead>
<tr>
<th>Select</th>
<th>Plan</th>
<th>Follow Up 1</th>
<th>Follow Up 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit Name:</td>
<td>This is what we’ll do:</td>
<td>This is the progress we have made:</td>
<td>This is the progress we have made:</td>
</tr>
<tr>
<td>Q12 Item:</td>
<td>This is what success will look like:</td>
<td>We have made this additional commitment:</td>
<td>We have made this additional commitment:</td>
</tr>
<tr>
<td>Strength or Opportunity</td>
<td>These people will be involved:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business objectives we hope to impact:</td>
<td>We should see clear progress by this date:</td>
<td>We will review progress on this date:</td>
<td></td>
</tr>
</tbody>
</table>
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Individual Conversations

Photo Credit Pixabay
Sample Manager Questions

- Of all the things you do well, what do you do best?
- Tell me about the best day you have ever had at work. What made it a great day?
- Are there times when you feel conflicted about priorities?
- What do you think I expect of you this year?
- What are you looking forward to this year?
Employees who are engaged in goal setting are 70% less likely to be disengaged.
Most Challenging Areas

Q7. At work, my opinion seems to matter. (31%)
Q4. In the last seven days, I have received recognition or praise for doing good work. (33%)
Q6. There is someone at work who encourages my development. (38%)
Q2. I have the materials and equipment I need to do my work right (38%)
1. Assessment
2. Analyze
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Final Questions?
What 1-2 things will you do differently or share with your coworkers?
The Partnership Wants Your Feedback!

Please be sure to complete the evaluation for this session online, via the CAPCON18 Event App.

Thanks in Advance for your Cooperation!
Thank you for the opportunity to be of service!

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