Creating Engaged Employees

By

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MEET THE PRESENTERS
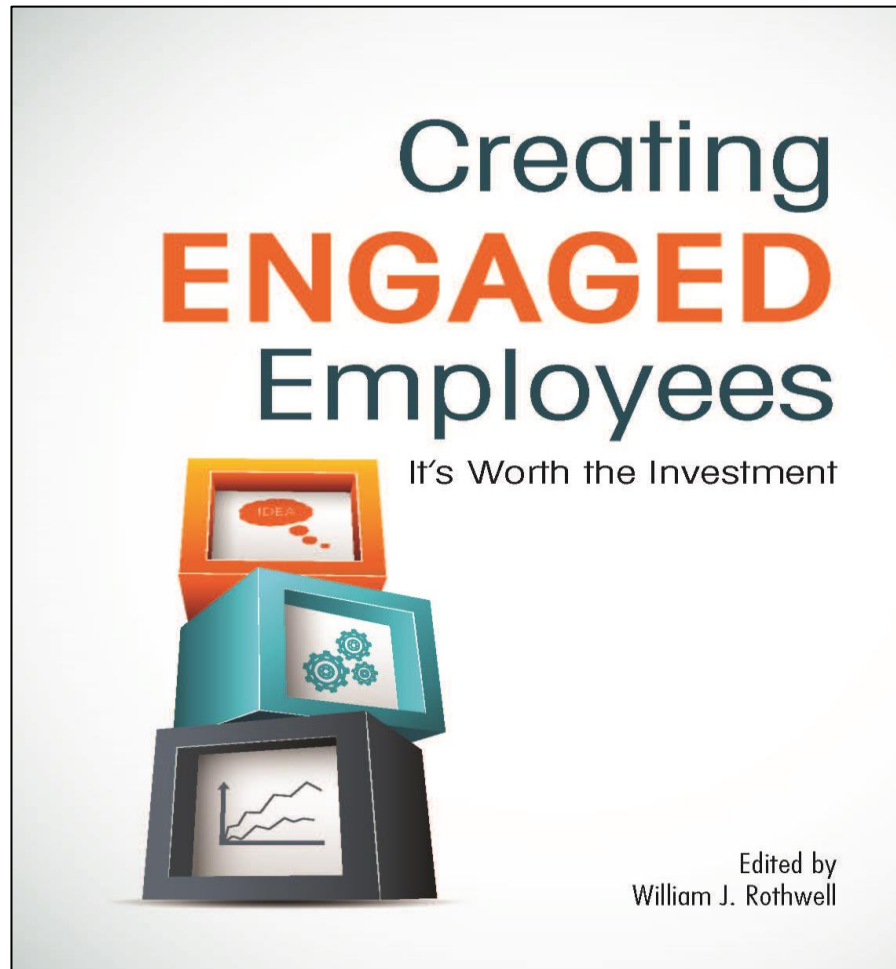
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ABOUT THE PRESENTERS

Some of the authors of a book relevant to this session:

Opening Poll 1

How many of you (show of hands for as many responses below that apply):

- Have a *long-term (strategic) framework* to guide employee engagement in your organization?

- Have a *daily (tactical) framework* to guide what managers should do daily to engaged talent?

- Have an *integrated approach* to strategic and tactical employee engagement?

Opening Poll 2

How many of you (show of hands for as many responses below that apply):

- Can *confidently* define the word *engagement*?

- Have an engagement program or effort in your organization?

- Have successfully applied engagement as a part of a talent management program in your organization?

Part I:
Introduction

Overview

The word "engagement" evokes different impressions from different people.

• What does the word mean?

• Why should anyone care about engagement?

• How can an organization create and sustain a culture of engagement?

This presentation will answer these simple, yet profound questions.

Objectives

Upon completing this one-hour session, participants should be able to:

- Define the word *engagement*

- Explain how to make the case for engagement with leaders and key decision-makers

- Build an organizational culture of engagement and sustain it

Brief Outline

I.   **Introduction**

II.   **Defining Terms and Explaining the Importance of Engagement**

- What does the term *engagement* mean?
- How is engagement related to job satisfaction, job burnout, and workaholism?
- How is engagement related to talent management?
- How can the case be made for engagement with skeptical managers and workers?

III.   **Building an Engagement Culture**

- What model can guide engagement?
- How can the model be applied to building an engagement culture? (Activity)
- Activity debrief

IV.   **Questions and Answers**

Part II:
Defining Terms and Explaining the Importance of Engagement

Overview of Part II

Part II focuses on addressing these questions:

- What does the term *engagement* mean?
- How is engagement related to job satisfaction?
- How is engagement related to job burnout and workaholism?
- How is engagement related to talent management?
- How can the case be made for engagement with skeptical managers and workers?

What Does the Term *Engagement* Mean?

The word *engagement* means _____
[*Fill in the blank*]

What Does the Term *Engagement* Mean?

Engagement has been linked to:

- Involvement

- An emotional connection

- Passion

- Enthusiasm

- *What else?*

How Is Engagement Related to Job Satisfaction?

- Engagement implies passion and enthusiasm for work and for the organization. It's an *emotional* attachment.

- Job satisfaction implies contentment with one's work. Not necessarily emotional.
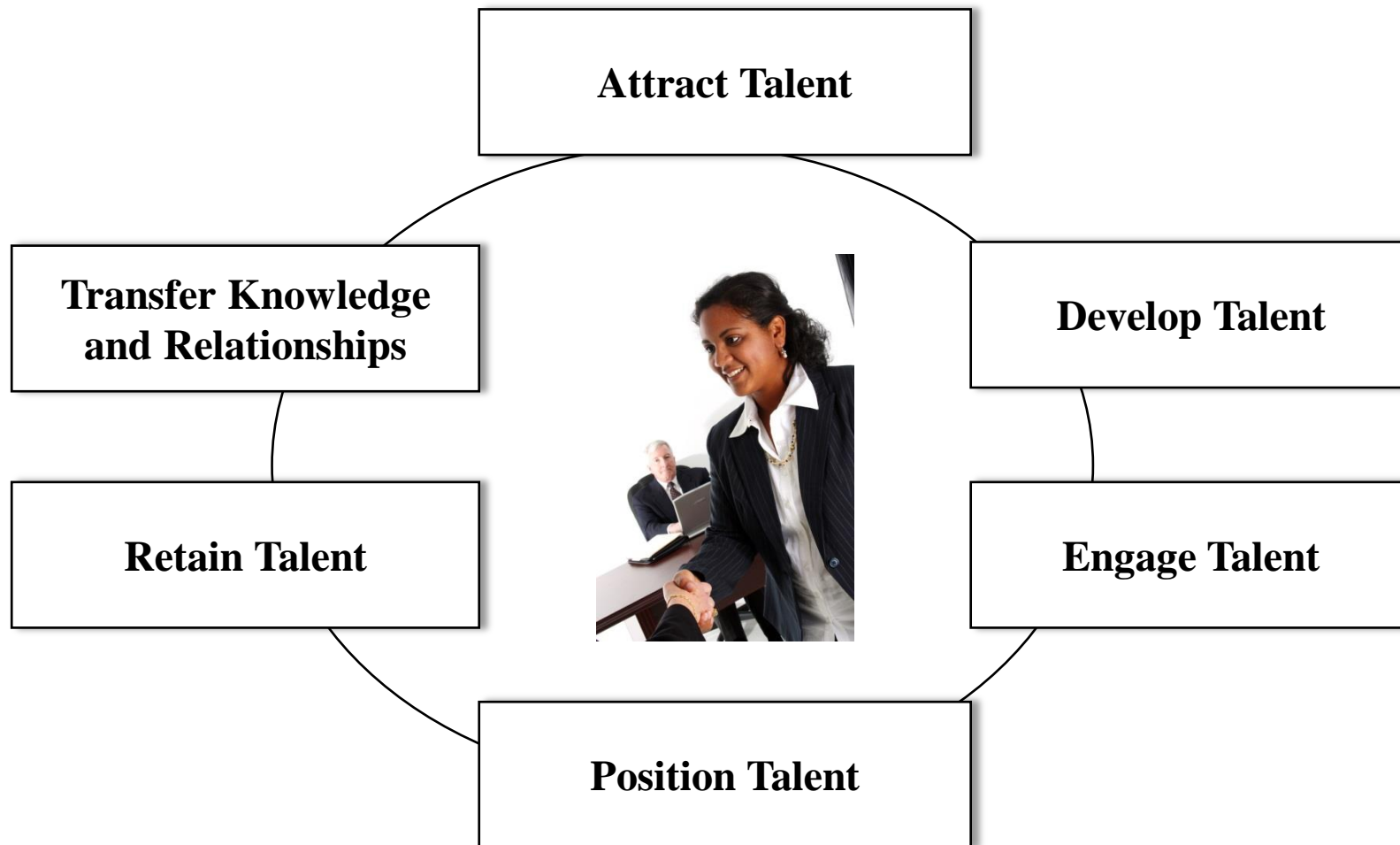
How Is Engagement Related to Job Burnout and Workaholism?

- Employee engagement – individuals demonstrate energy, involvement, and efficacy

- Burnout—one goes through a long-term exhaustion, diminished interest in work and reduced efficacy

- Workaholism—who "work hard, rather than smart"

How Is Engagement Related to Talent Management?

Attract Talent

Develop Talent

Engage Talent

Position Talent

Retain Talent

Transfer Knowledge and Relationships

How Can the Case Be Made for Engagement with Skeptical Managers and Workers?

A 2012 Gallup survey found that companies in the top quartile on employee engagement had:

- 22 percent higher profitability
- 10 percent higher customer ratings
- 28 percent fewer thefts, and
- 48 percent fewer problems with safety
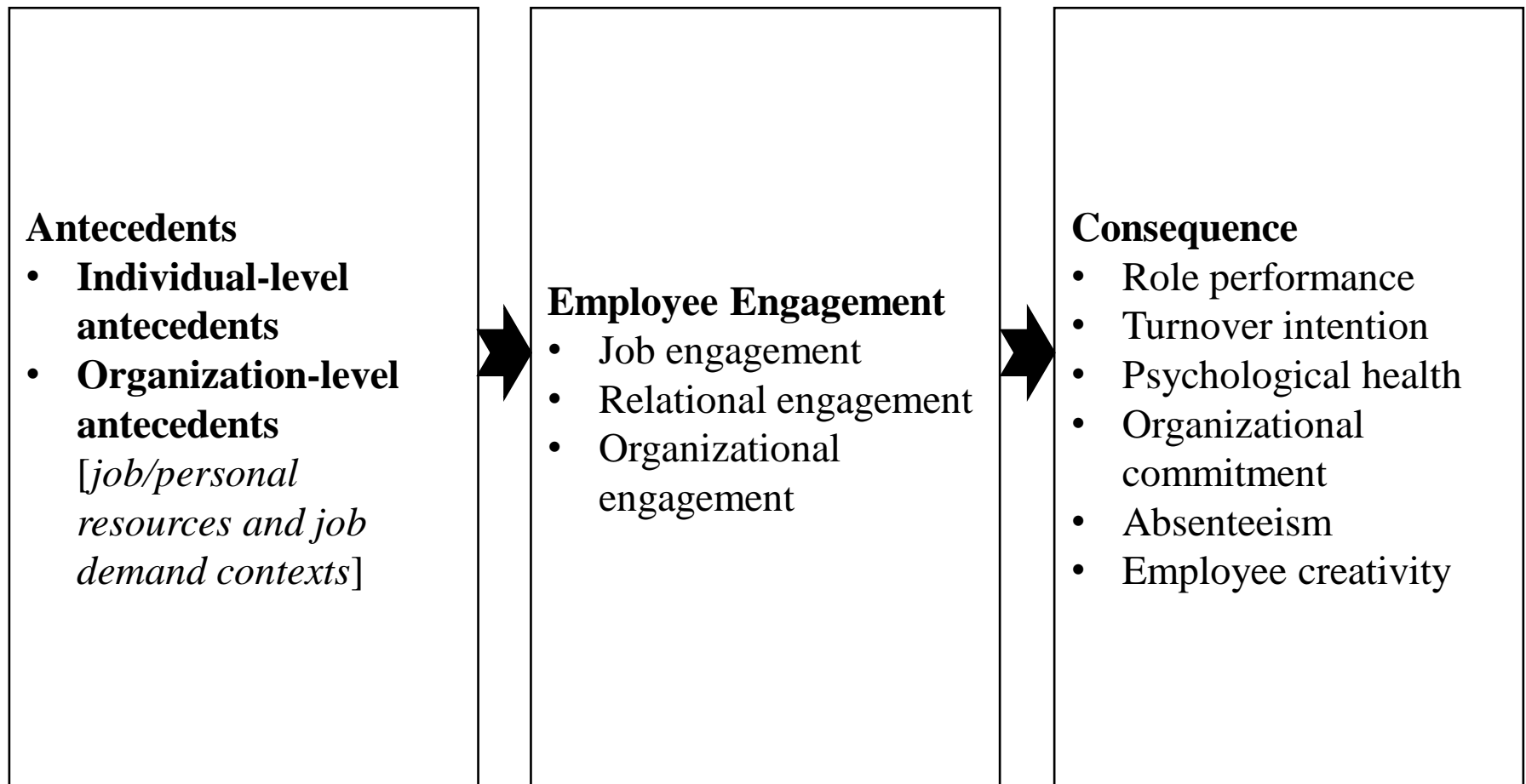- What other arguments would you make to convince skeptical managers of the value of engagement?

Part III:
Building an
Engagement Culture

Overview of Part III

Part III focuses on addressing these issues:

- What model can guide engagement?
- How can the model be applied to building an engagement culture? (Activity)
- Activity debrief

What Model Can Guide Engagement?

Antecedents
- **Individual-level antecedents**
- **Organization-level antecedents**
  [*job/personal resources and job demand contexts*]

Employee Engagement
- Job engagement
- Relational engagement
- Organizational engagement

Consequence
- Role performance
- Turnover intention
- Psychological health
- Organizational commitment
- Absenteeism
- Employee creativity

Source: Kim, W. (2014). Introduction. In W. Rothwell (Ed.), *Creating engaged employees: It's worth the investment*. Alexandria, VA: ASTD Press, p. 10.

How Can the Model Be Applied to Building an Engagement Culture? (Activity)

Directions: Based on antecedents and consequences of employee engagement in which your organization is interested or emphasizes, create your organization's own employee engagement model.
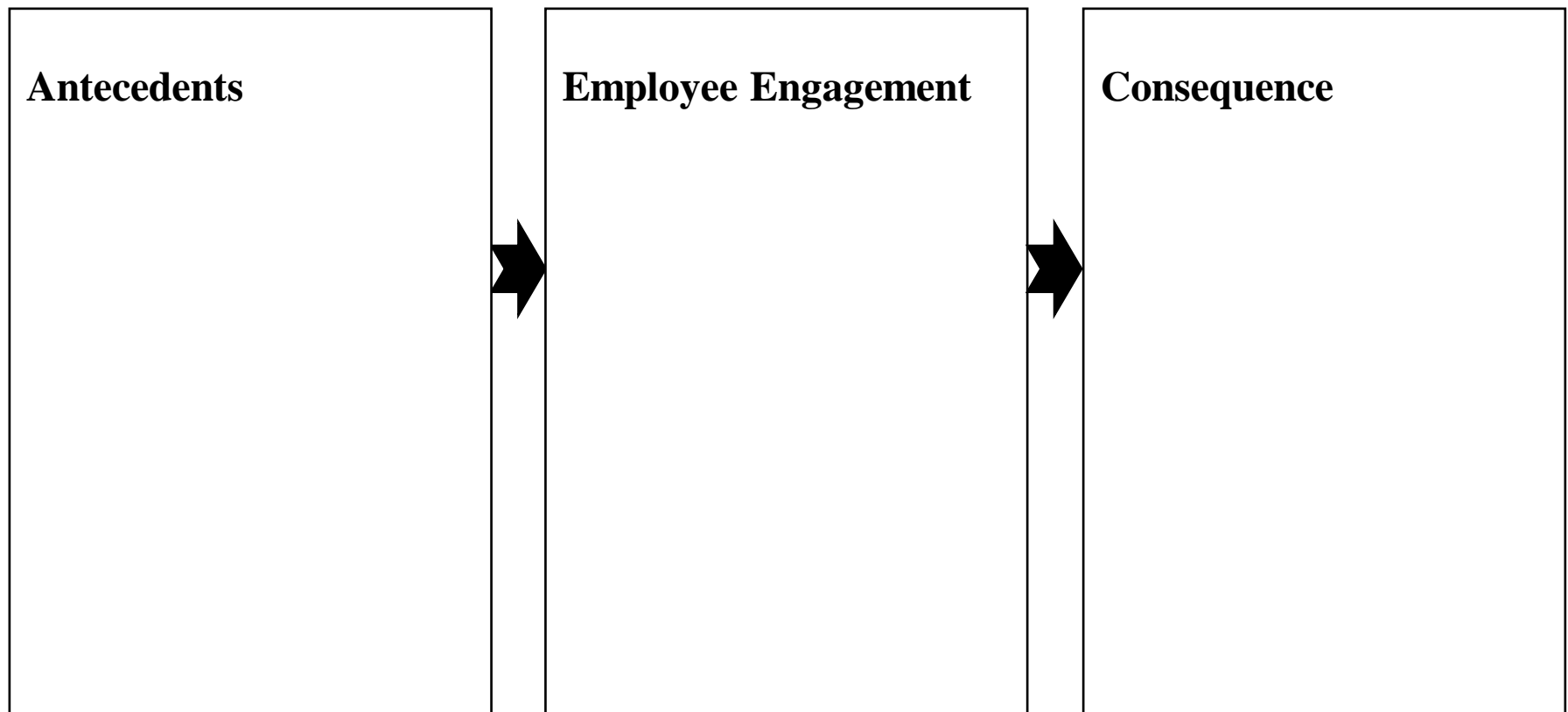
Antecedents	Employee Engagement	Consequence

Source: Kim, W. (2014). Introduction. In W. Rothwell (Ed.), *Creating engaged employees: It's worth the investment*. Alexandria, VA: ASTD Press, p. 11.

How Can the Best Leaders Engage Workers Daily?

Leaders engage workers by:

- Showing concern and caring about them

- Expressing interest in what they say and how they say it

- Asking about the whole person and not just work issues

- *Can you think of other things that leaders do daily to engage workers?*

Measuring Engagement

- Complete the instrument in 5 minutes

- Think about how you might use this instrument to measure a team, group, department or division

- When we come back, be prepared to share what you thought about

Debrief of the Measuring Approach

Could I have some volunteers to:

- *Indicate how you measured your own organization?*

- *Discuss how you might use this instrument to measure a team, group, department or division?*

Part IV:
Questions and Answers

Objectives

Upon completing this one-hour session, participants should now be able to:

- Define the word *engagement*

- Explain how to make the case for engagement with leaders and key decision-makers

- Build an organizational culture of engagement and sustain it

Final Questions