

“Ten Steps of Engagement For Managers and Leaders” *Leadership for Today and Tomorrow*

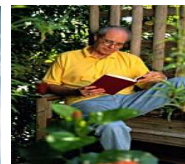
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Introduction Exercise

Your Passion

- Find someone in the room that you don't know (or don't know as well as others)
- Share at least one non-work passion and why you enjoy it
- Introduce your partner
 - Name
 - Position
 - Passion



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Purpose of this Leadership Workshop

Leaders are key drivers of employee engagement

1. Reinforce the important role you play in fostering employee engagement
2. Create awareness that employee engagement is a key strategic initiative
3. Reinforce the connection between employee engagement and high performance
4. Introduce new tools and share leadership best practices (**Macro and Micro**)



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Agenda

8:00 – 8:20	Welcome and Opening Remarks
8:20 – 8:40	Introduction Exercise
8:40 – 9:00	Overview
	The 10 Essential Steps of Engagement
9:00 – 9:30	Step 1 – Link to High Performance
9:30 – 10:00	Step 2 – It starts at the top
10:00 – 10:15	Break
10:15 – 11:00	Step 3 – Engage First-Line Leaders
11:00 – 12:00	Step 4 – Communicate, Communicate, Communicate
12:00 – 1:00	Lunch
1:00 – 1:30	Step 5 – Individualize Engagement
1:30 – 2:45	Step 6 – Create a Motivational Environment
2:45 – 3:00	Break
3:00 – 3:30	Step 7 – Create Feedback Mechanisms
3:30 – 4:00	Step 8 – Reinforce and Reward the Right Behaviors
4:00 – 4:30	Step 9 – Track and Communicate Progress and Success
4:30 – 4:50	Step 10 – Hire and Promote Engaged Employees
4:50 – 5:00	Wrap up



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Your Leadership Engagement Action Plan



Engaging Employees to Drive Results Action Plan
"Own it, Do it, Measure it"

Name: _____

Step 1 - Link the single performance outcome to the business case:

What should you do it?	Measure it? (How to determine accountability/results)
1	
2	

Step 3 - Engage First Line Leader

1	
2	

Step 4 - Communication - protect

1	
2	

Step 5 - Individualize Engagement (Generation, Culture)

1	
2	

"Own it" (What needs to change?)


- Push decisions down more; give direct reports more authority, a sense of ownership, and visibility

"Do it" (How should you do it?)

- Focus on delegating decisions for the X project
- Ask Tom and Amy to take on 80% of the process task force
- Observe how John pushes decisions down in meetings next month
- Ask direct reports more questions vs. provide answers

"Measure it" (How to determine accountability/results)

- Share my goal and get feedback from my supervisor and direct reports once a month



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Your Leadership Engagement Action Plan

Engaging Employees to Drive Results Action Plan
"Own it, Do it, Measure it"

Name: _____

Step 1 - Link the single performance outcome to the business case:

What to do with action plan


1	
2	

Today

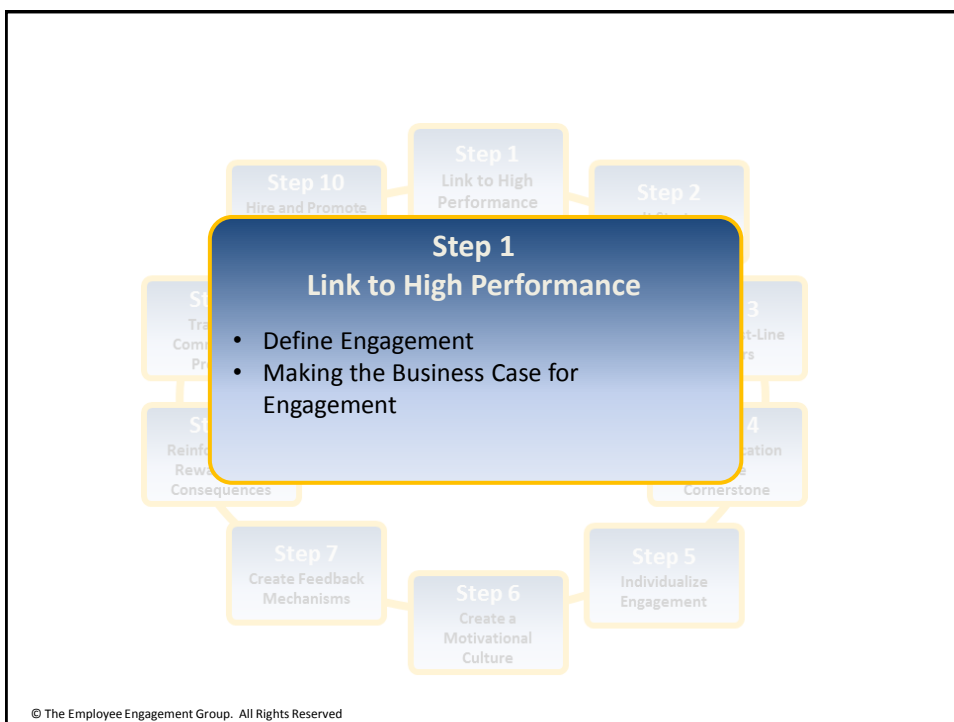
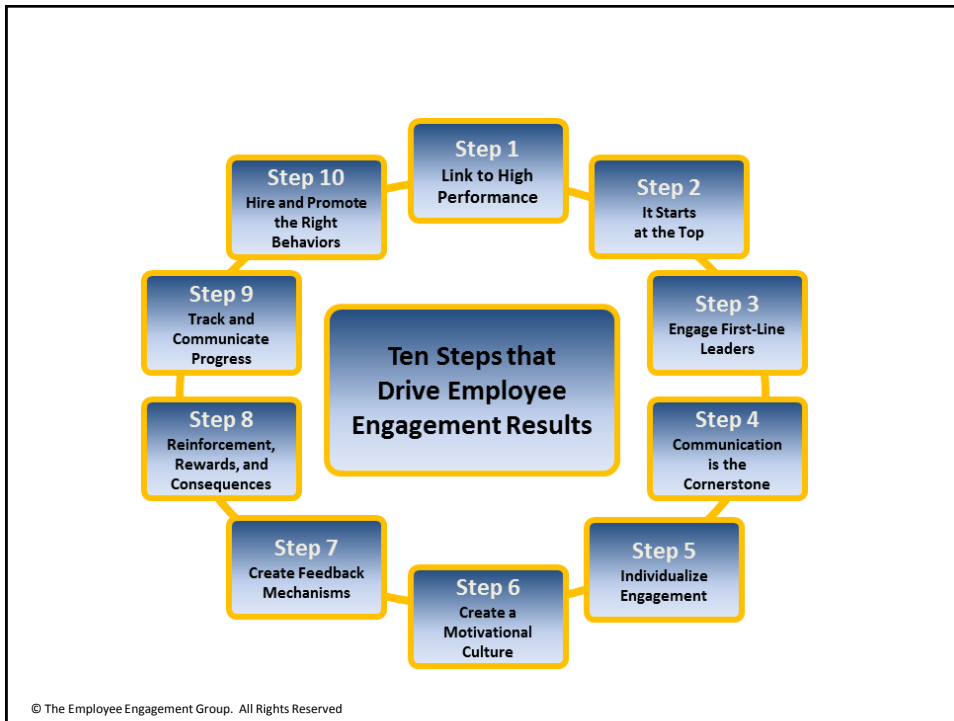
- Complete each category with 1-2 commitments per category

After you leave this workshop

- We suggest you meet with your manager and direct reports to review your Leadership Engagement Plan



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STEP 1 – Link to High Performance



Define engagement



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STEP 1 – Link to High Performance

Define engagement

Engagement is unlocking your employee's potential to drive high performance

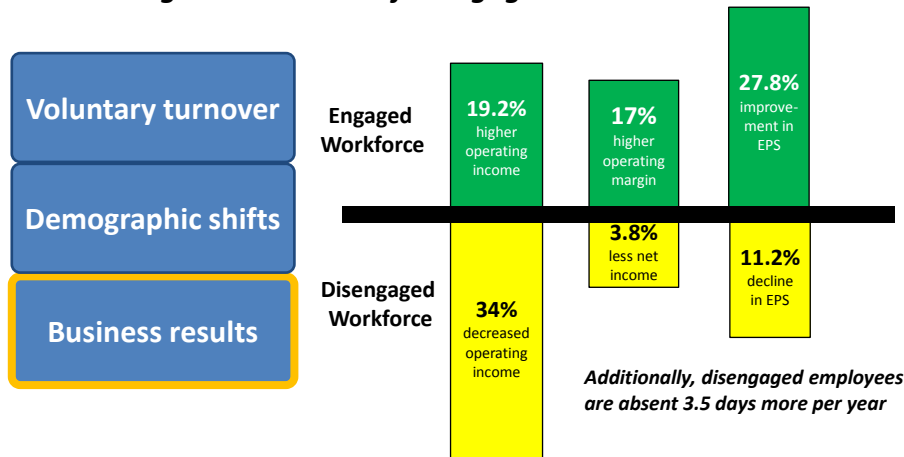


It is a mutual commitment resulting in the capture of discretionary effort

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STEP 1 – Link to High Performance

Making a business case for engagement – the 3 business drivers



Conference Board Research
Towers Perrin Talent Report
International Survey Research (ISR)

STEP 1 – Link to High Performance



Leadership Action Plan

- A few Step 1 ideas have been included on your Action Plan
- What does your company do to support high performance

What We Covered

- Define Engagement
- Making the Business Case – *The Four Business Drivers*

Engaging Employees to Drive Results Action Plan
"Own It, Do It, Measure It"

Name: _____

Step 1 – Link To High Performance (Linking the Business Case)		
"Own It" (What needs to change)	"Do It" (How should you do it)	"Measure It" (How to determine accountability/results)
1		
2		
Step 2 – It Starts At The Top (Leaders Own It, Walk The Talk, Budget for Engagement)		
1		
2		
Step 3 – Engage First Line Leaders (Train Your People Leaders, Establish Consistent Expectations)		
1		
2		
Step 4: Communication – (Protocol, Values, Technology, Branding, Transparency, Simple and Flawless Execution)		
1		
2		
Step 5: Individualize Engagement (Generation, Culture, Diversity, Tenure)		
1		
2		

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STEP 2 – It Starts at the Top

Leaders must walk the talk

A Tale of Two Captains

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STEP 2 – It Starts at the Top

Leaders must walk the talk



Who Walked the Talk (and Who Didn't)?

1. With your partner, discuss when you've worked with a leader where the leader "Walked the Talk"
2. What can you do to 'walk the talk'?
3. Report back

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STEP 2 – It Starts at the Top

Team development



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STEP 2 – It Starts at the Top

Performing

Team development

Forming

- Feeling moderately eager
- Anxiety
- Where do I fit? What is expected of me?
- Testing the situation and people

Norming

- Feeling excited about participating in team activities
- Feeling team strength
- Showing high confidence in accomplishing tasks
- Sharing leadership
- Performing at high levels

Storming

- Discrepancy between hopes and reality
- Feeling frustrated incompetent and confused : anger around goals, tasks and action plans
- Reacting negatively toward leaders and other members
- Competing for power and/or attention



Source: Tuckman

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STEP 2 – It Starts at the Top

Team development

Team Development	Forming	Storming	Norming	Performing
Member behavior	<ul style="list-style-type: none"> • Characterized by... • Anxiety • Search for structure • Silence • Reactive to leader • Superficial • Overly polite 	<ul style="list-style-type: none"> • Characterized by... • Increased testing of norms • Fight or flight behavior • Attacks on the leader • Polarization of the team • Power struggles • Hostility/silence • Fails to commit to action plans 	<ul style="list-style-type: none"> • Characterized by... • Effort to get along • Constructive conflict • Realistic norms and guidelines • Functional relationships • Acceptance of each other and leader • Caring, trusting, and enjoyment 	<ul style="list-style-type: none"> • Characterized by... • Cohesiveness • Conflict management • Active listening • Shared leadership • Creative problem solving • Here and now focus
Reaction to Leadership	<ul style="list-style-type: none"> • Accepted / tested by members • Tentative 	<ul style="list-style-type: none"> • Power struggles • Jockeying for position/control 	<ul style="list-style-type: none"> • General support • Differences acknowledged 	<ul style="list-style-type: none"> • Leadership distributed among members by expertise
Decision making	<ul style="list-style-type: none"> • Dominated by active members 	<ul style="list-style-type: none"> • Fragmented • Deadlocks • To team leader by default, or • Most powerful or loudest 	<ul style="list-style-type: none"> • Based on individual expertise • Often by leader in consultation with team member 	<ul style="list-style-type: none"> • By consensus • Whatever it takes collectively or individually
Climate	<ul style="list-style-type: none"> • Cautious • Feeling suppressed • Low conflict • Few outbursts 	<ul style="list-style-type: none"> • Subgrouping • Overt/covert criticism • Disagreements between subgroups 	<ul style="list-style-type: none"> • Dealing with differences • Opening up true feelings • Straight confrontation 	<ul style="list-style-type: none"> • Shared responsibility • Open expression • Disagreements resolved promptly
Task functions & major issues	<ul style="list-style-type: none"> • Get the team started, establish identity... • Develop common purpose • Orientation • Provide structure • Build trust • Manage transitions 	<ul style="list-style-type: none"> • Question identity, manage increased conflict... • Openly confront issues • Increased participation • Testing of group norms • Increasing independence from leader 	<ul style="list-style-type: none"> • Establish realistic guidelines and standards... • Team responsibility • Cooperation and participation • Decision making • Confronting problems • Shared leadership • Quality and excellence • Team assessments 	<ul style="list-style-type: none"> • Progress toward goal, true collaboration • Monitor accomplishments • Critique process, assess interactions • Avoid 'groupthink' • Satisfy members' personal needs
Leadership roles	<ul style="list-style-type: none"> • Reduce the uncertainty... • Set goals, clarify purpose • Draw out questions • Let members get to know each other • Model expected behavior 	<ul style="list-style-type: none"> • Legitimize conflict... • Examine own response to conflict • Reinforce positive conflict resolution efforts • Acknowledge conflict as essential for change • Do not become more authoritarian 	<ul style="list-style-type: none"> • Encourage norm development... • Develop goals • Use consensus • Redirect questions • Develop positive listening skills 	<ul style="list-style-type: none"> • Maintain team skills... • Maintain technical and interpersonal skills • Provide feedback on group's effectiveness • Assist in gaining more meaning from meetings



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STEP 2 – It Starts at the Top



Leadership Action Plan

- **Own it** - list at least one thing you feel need to change
- **Do it** - write a brief description of how you will change in that area
- **Measure it** - list the measurements you will use to track your success

What We Covered

- Leaders have to own engagement and walk the talk
- Greed is NOT good
- Engagement is not free – it requires a budget
- Developing high performing teams is essential to engagement

Engaging Employees to Drive Results Action Plan
"Own it, Do it, Measure it"

Name: _____

Step 1 – Link To High Performance (making the Business Case)		
Own it (What needs to change)	Do it (How should you do it)	Measure it (How to determine accountability/results)
1		
2		
Step 2 – 8 Starts At The Top (Leaders Own it, Walk The Talk, Budget for Engagement)		
1		
2		
Step 3 – Engage First Line Leaders (Train Your People Leaders, Establish Consistent Expectations)		
1		
2		
Step 4. Communication – (Protocol, Values, Technology, Branding, Transparency, Simple and Flawless Execution)		
1		
2		
Step 5. Individualize Engagement (Generation, Culture, Diversity, Tenure)		
1		
2		

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STEP 3 – Engage First Line Leaders

Train your leaders on engagement

*The #1 driver of employee engagement is one's first line supervisor**

*Disengaged managers are 3 times more likely to have disengaged employees***



* Gallup survey of 80,000 Global Employees

** 2009 Sirota Intelligence Study

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STEP 3 – Engage First Line Leaders



Train your leaders on engagement

How do you rank?



On the following chart, rank yourself in each category from 1 – 12:

- 1 = Highly Effective
- 12 = Needs most work

Use each number only once but use all numbers



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STEP 3 – Engage First Line Leaders

Train your leaders on engagement

Twelve Needs a Leader Must Fill Employee Evaluation
Ask each member of your team to force rank you on the following 12 needs a leader must fill as follows:
1 = Highly Effective
12 = Needs most work

As they are ranking, they should rate on a scale of 1 – 5 how important the need is to them personally.

Need	Rank	How important is filling this need to you? • 1 = not important, • 5 = very important
Trust	1 2 3 4 5	
Authority	1 2 3 4 5	
Security	1 2 3 4 5	
Direction	1 2 3 4 5	
Vision	1 2 3 4 5	
Structure	1 2 3 4 5	
Clarity	1 2 3 4 5	
Role model	1 2 3 4 5	
Reassurance	1 2 3 4 5	
Cohesion	1 2 3 4 5	
Inspiration	1 2 3 4 5	
Recognition	1 2 3 4 5	

Twelve Needs a Leader Must Fill Self-Assessment
Note: This is a duplicate of the previous exercise in a different format
Force rank yourself on the following 12 needs a leader must fill as follows:
1 = Highly Effective
12 = Needs most work

Team members say...	I can improve by...
I believe in you	
Someone is in charge	
Things will probably turn out okay	
Someone knows where we're going	
We know where we're going	
Everyone knows where they fit in	
Someone is saying what's expected of us	
We have someone to look up to	
Someone is looking after us	
We're all singing from the same song sheet	
We feel good about what we are doing	
What I do matters	

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STEP 3 – Engage First Line Leaders



Leadership Action Plan

- **Own it** - list at least one thing you feel need to change
- **Do it** - write a brief description of how you will change in that area
- **Measure it** - list the measurements you will use to track your success

What We Covered

- Train your leaders on engagement
- Set consistent leadership expectations
- Leadership is where it all starts

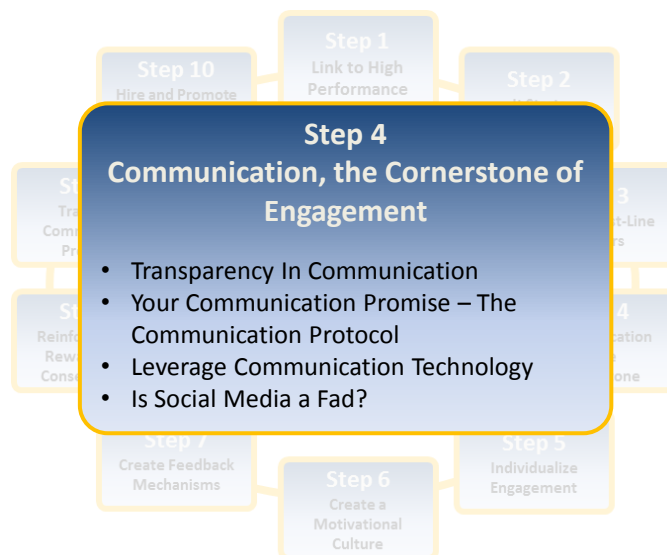


Engaging Employees to Drive Results Action Plan
"Own it, Do it, Measure it"

Name: _____

Step 1 – Link To High Performance (Linking the Business Case)		
Own it (What needs to change)	Do it (How should you do it)	Measure it (How to determine accountability/results)
1		
2		
Step 2 – 6 Steps At The Top (Leaders Own it, Walk The Talk, Budget for Engagement)		
1		
2		
Step 3 – Engage First Line Leaders (Train Your People Leaders, Establish Consistent Expectations)		
1		
2		
Step 4: Communication – (Protocol, Values, Technology, Branding, Transparency, Simple and Flawless Execution)		
1		
2		
Step 5: Individualize Engagement (Generation, Culture, Diversity, Tenure)		
1		
2		

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STEP 4 – Communication, the Cornerstone of Engagement

Communication protocol – your communication promise

Goals of a communication protocol

- Establish communication expectations and process
- Reinforce key elements of your strategic plan
 - Health and Safety
 - Profit
 - Growth
 - Engagement
- Create alignment with employees at all levels
- Reinforce communications (“13x Rule”)

Category	Item	Frequency	Channel	Responsible Party	Impact
Internal	Company Vision/Mission Statement	Quarterly	CEO	HR Department	Strategic
	Performance Review Process	Annual	HR	HR Department	Operational
External	Market Research Report	Quarterly	Marketing	Marketing Department	Strategic
	Customer Feedback Survey	Monthly	Customer Service	Customer Service Department	Operational
Financial	Budget Review	Quarterly	Finance	Finance Department	Strategic
	Investment Opportunity Analysis	Quarterly	Finance	Finance Department	Strategic
Operational	Production Schedule Update	Daily	Operations	Operations Department	Operational
	Supply Chain Management	Weekly	Logistics	Logistics Department	Operational
Legal	Contract Review	Quarterly	Legal	Legal Department	Strategic
	Compliance Training	Annual	HR	HR Department	Operational
Technology	IT Security Audit	Quarterly	IT	IT Department	Strategic
	Software Upgrade	Quarterly	IT	IT Department	Operational
Human Resources	Recruitment Process	Ongoing	HR	HR Department	Operational
	Employee Training	Ongoing	HR	HR Department	Operational
Marketing	Brand Positioning	Quarterly	Marketing	Marketing Department	Strategic
	Advertising Campaign	Quarterly	Marketing	Marketing Department	Operational
Sales	Sales Forecast	Quarterly	Sales	Sales Department	Strategic
	Customer Relationship Management	Ongoing	Sales	Sales Department	Operational
Customer Service	Service Level Agreement	Quarterly	Customer Service	Customer Service Department	Strategic
	Complaint Resolution	Ongoing	Customer Service	Customer Service Department	Operational
Project Management	Project Charter	Project Start	Project Manager	Project Management Office	Strategic
	Project Status Report	Weekly	Project Manager	Project Management Office	Operational
Risk Management	Risk Assessment	Quarterly	Risk Management	Risk Management Department	Strategic
	Risk Mitigation Plan	Quarterly	Risk Management	Risk Management Department	Operational
Innovation	New Product Development	Ongoing	R&D	R&D Department	Strategic
	Patent Application	Quarterly	Legal	Legal Department	Operational
Sustainability	Environmental Impact Report	Annual	Sustainability	Sustainability Department	Strategic
	Social Responsibility Initiative	Ongoing	Marketing	Marketing Department	Operational

STEP 4 – Communication, the Cornerstone of Engagement

Communication protocol – your communication promise

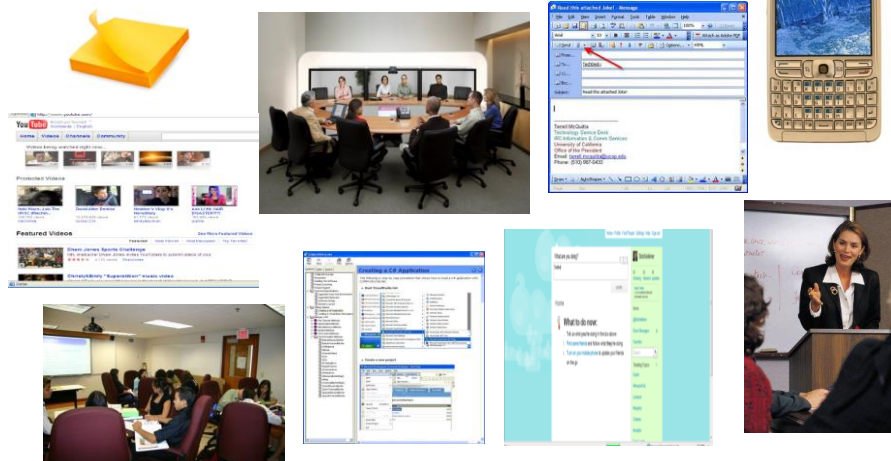
Message	Who Delivers	Venue	Audience	Frequency
Company Update	CEO	Email and Town Hall	All Employees	Monthly
Business Line Update	Business Line Leaders	Blogs, Tweets	Matrix Employees	Bi-Monthly
Sales, HR, Finance, etc.	Function Head	Email / Meetings	All employees	Monthly
Department Update	Line Managers	One on one meetings	Direct Reports	Monthly
Innovation Update	All Employees	Email /text Dept. meetings	Managers and above	Always



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STEP 4 – Communication, the Cornerstone of Engagement

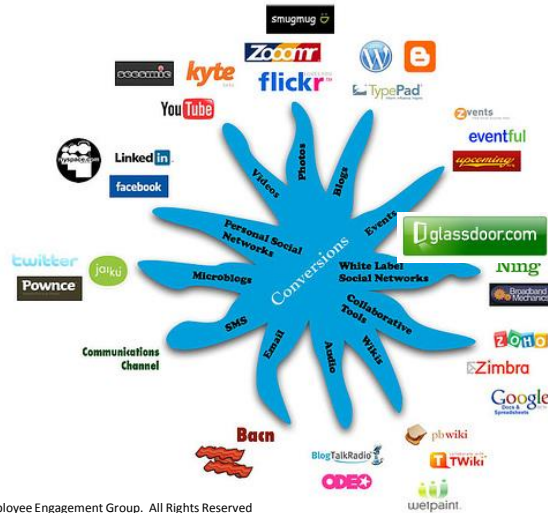
Leverage communication technology



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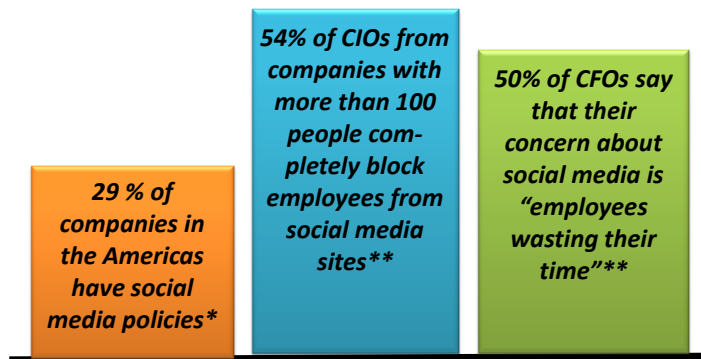
STEP 4 – Communication, the Cornerstone of Engagement

Is social media a fad?



Social Media as a Communication Tool

What is your Social Media Policy?



* Manpower

** Robert Half

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Who sets policy?

STEP 4 – Communication, the Cornerstone of Engagement

Leverage communication technology



Exercise – Make a Video

In your groups and using an iPhone or Droid, create a 'company video' highlighting one of the following:

- Introducing new employee to the company
- Announcement and introduction of a new VP
- Introduction and marketing plan for a new product

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STEP 4 – Communication, the Cornerstone of Engagement



Leadership Action Plan

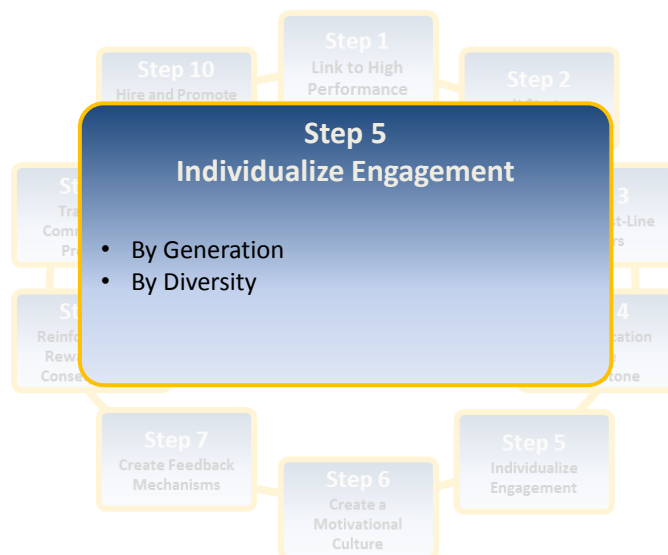
- **Own it** - list at least one thing you feel need to change
- **Do it** - write a brief description of how you will change in that area
- **Measure it** - list the measurements you will use to track your success

What We Covered

- Create your own Communication Protocol
- Leverage communication technologies and apply it to the 13 X factor
- Look at how you brand your company for your employees
- How are you using social media?
- Keep communications transparent, simple, and execute flawlessly

Engaging Employees to Drive Results Action Plan "Own it, Do it, Measure it"		
Name: _____		
Step 1 – Link To High Performance (Linking the Business Case)		
Own it (What needs to change)	Do it (How should you do it)	Measure it (How to determine accountability/results)
1		
2		
Step 2 – It Starts At The Top (Leaders Own it, Walk The Talk, Budget for Engagement)		
1		
2		
Step 3 – Engage First Line Leaders (Train Your People Leaders, Establish Consistent Expectations)		
1		
2		
Step 4: Communication – (Protocol, Venue, Technology, Branding, Transparency, Simple and Flawless Execution)		
1		
2		
Step 5: Individualize Engagement (Generation, Culture, Diversity, Tenure)		
1		
2		

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STEP 5 – Individualize Engagement

By generation

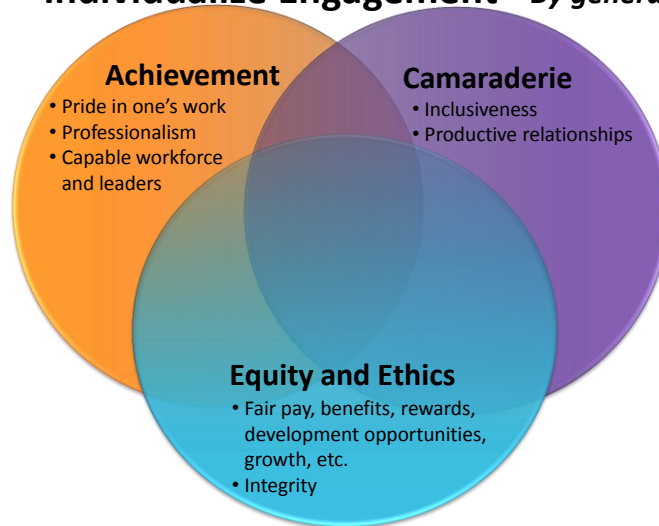


“It’s time to rethink what you think you know about managing people”

Eric McNulty – Harvard Management Update

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STEP 5 – Individualize Engagement *By generation*



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STEP 5 – Individualize Engagement *By generation*



Exercise: Addressing commonalities

In your groups, make a list of actions you are taking in your organization to address your assigned common areas.

Use this worksheet in your workbook to jot down ideas you can use for your organization.

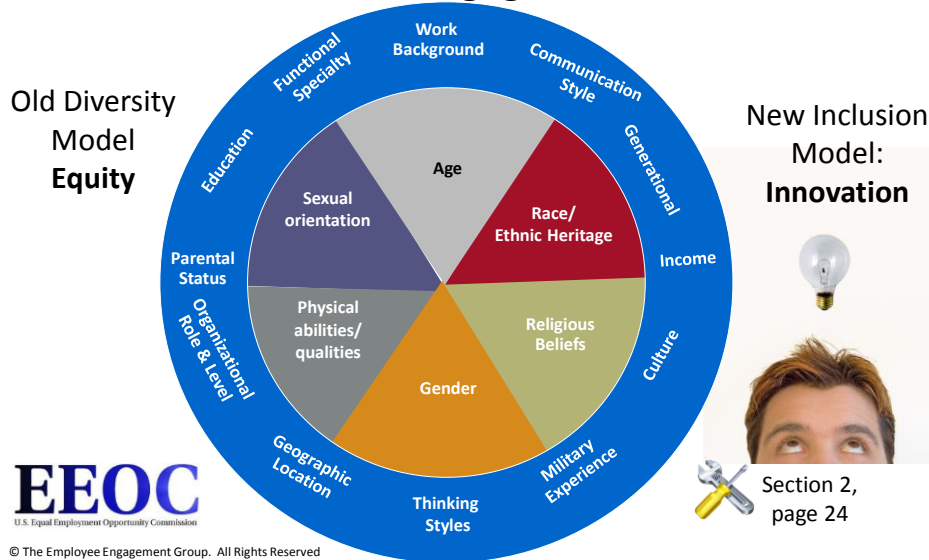


Exercise - Similarities in the Generations
Make a list below of the specific actions you take or could take in order to meet the common needs of all generations.

<p>Achievement What do or could you do to meet your employees' need for achievement?</p>		<p>Camaraderie What do or could you do to meet your employees' need for camaraderie?</p>
<p>Equity and Ethics What do or could you do to meet your employees' need for equity and ethics?</p>		

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STEP 5 – Individualize Engagement



STEP 5 – Individualize Engagement



Exercise – Using diversity information

Using the information about the Inclusion Model in your workbook, select 3 – 4 areas of diversity and note how those could benefit your organization



STEP 5 – Individualize Engagement



Leadership Action Plan

- **Own it** - list at least one thing you feel need to change
- **Do it** - write a brief description of how you will change in that area
- **Measure it** - list the measurements you will use to track your success

What We Covered

- Four generations at work, each with their own strengths and challenges
- Diversity – it's not all about equity anymore
- After 3 – 4 years, your staff may be thinking about leaving

Engaging Employees to Drive Results Action Plan "Own it, Do it, Measure it"		
Name: _____		
Step 1 – Link To High Performance (Linking the Business Case)		
Own it (What needs to change)	Do it (How should you do it)	Measure it (How to determine accountability/results)
1		
2		
Step 2 – 8 Habits All The Top Leaders Own & Walk The Talk (Budget for Engagement)		
1		
2		
Step 3 – Engage First Line Leaders (Train Your People Leaders, Establish Consistent Expectations)		
1		
2		
Step 4: Communication – (Protocol, Values, Technology, Branding, Transparency, Simple and Flawless Execution)		
1		
2		
Step 5: Individualize Engagement (Generation, Culture, Diversity, Tenure)		
1		
2		

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STEP 6 – Create a Motivational Culture

Know your employees

Achievement

- Satisfaction of successful project
- Want to exercise talents
- Self-motivated if job is challenging

Autonomy

- Want freedom/ independence
- Like to work alone
- Take responsibility for own tasks/projects

Safety/Security

- Crave job security
- Steady income/benefits
- Hazard-free work

Equity

- Want to be treated fairly
- Compare selves to others

Affiliation

- Interaction with others
- Social aspect of workplace

Esteem

- Specific recognition and praise
- Public or private

Authority

- Influencing people
- Sometimes controlling
- Lead and persuade

Adapted from *The Manager's Desk Reference*
- Cynthia Berryman-Fink and Charles B. Fink

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STEP 6 – Create a Motivational Culture

Know your employees



Exercise – What motivates you?

Individually on the form in your workbook

- Force rank yourself, numbering each motivator 1 – 7, using each number only once.
- Use '1' as your primary motivator and label what motivates you the least as '7'



Motivation	Need	Idea for Success
Achievement	Employees who are motivated by the satisfaction of accomplishing projects successfully. They want to exercise their talents to attain success. They are self-motivated if the job is challenging enough, so provide them with the right work assignments and they will successfully produce.	
Authority	These employees get satisfaction from influencing and controlling others. They like to lead and persuade, and are motivated by positions of power and leadership. Give them the opportunity to make decisions and direct projects.	
Affiliation	These employees are motivated by relationships with others. They enjoy peace and harmony. Motivate them by giving them opportunities to interact with others, help with projects, group meetings, and so on.	
Autonomy	These employees want freedom and independence. Allow them to make their own choices, set their own schedules, and work independently of others.	
Esteem	These employees need recognition and praise. Give them public recognition and assign them more challenging tasks when possible.	
Security	Employees who are motivated by a steady income, health insurance, and a reasonable work environment. These factors, especially with the rise in unemployment, salary and fringe benefits are also important to them.	
Equity	These employees want to be treated fairly. They probably compare work hours, job duties, salary, and privileges to those of other employees. They will become discouraged if they perceive inequities.	

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STEP 6 – Create a Motivational Culture

Develop yourself and your staff



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STEP 6 – Create a Motivational Culture

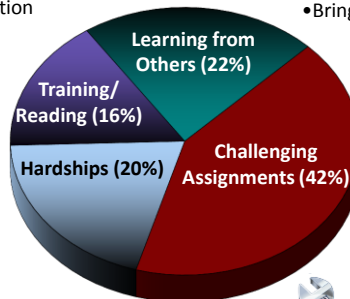
Develop yourself and your staff



- Brown bags
- External seminars/conferences
- Tuition assistance
- Self-study/ certification programs
- Books/Articles

- Self assessment
- Objective feedback, 360
- Note strengths and potential
- Mentors
- Knowledge sharing
- Bring to mgmt or client meetings

- Help to reflect on, and learn from, mistakes
- Provide perspective; reassurance after setbacks



- Delegate/Provide added responsibility, visibility
- Autonomy to solve problems on own
- New role or stretch assignments (scope, fix-it, line to staff, etc.)

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STEP 6 – Create a Motivational Culture

Create Alignment



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STEP 6 – Create a Motivational Culture

Create Alignment

Between “My Job” and “Where is the Company Going?”



Vision
Mission
& Values

Between “Where I am Today” and “Where am I Going”



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STEP 6 – Create a Motivational Culture



Leadership Action Plan

- **Own it** - list at least one thing you feel need to change
- **Do it** - write a brief description of how you will change in that area
- **Measure it** - list the measurements you will use to track your success

What We Covered

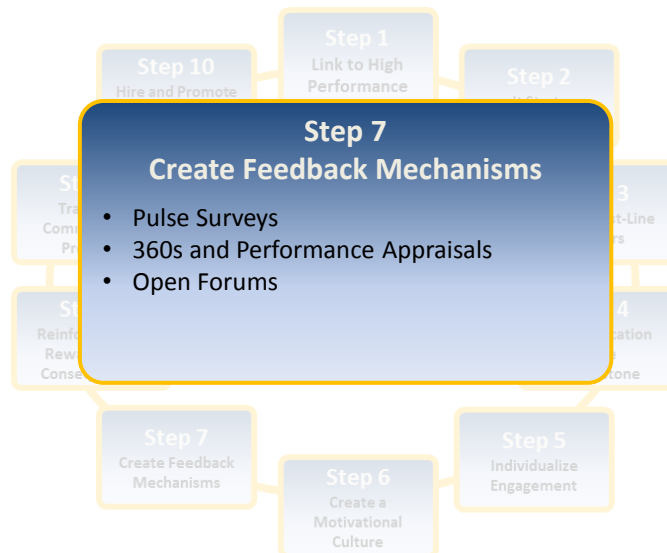
- Get to know your employees – use the 7 motivators
- Develop yourself and your staff
- Make it safe to innovate and be creative
- Ensure alignment with your employees

Engaging Employees to Drive Results Action Plan
"Own it, Do it, Measure it"

Name: _____

Step 1 – Link To High Performance (Linking the Business Case)		
“Own It” (What needs to change)	“Do It” (How should you do it)	“Measure It” (How to determine accountability/results)
1		
2		
Step 2 – 8 Steps All The Top Leaders Own It, Walk The Talk, Budget for Engagement		
1		
2		
Step 3 – Engage First Line Leaders (Train Your People Leaders, Establish Consistent Expectations)		
1		
2		
Step 4: Communication – (Protocol, Values, Technology, Branding, Transparency, Simple and Flawless Execution)		
1		
2		
Step 5: Individualize Engagement (Generation, Culture, Diversity, Tenure)		
1		
2		

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STEP 7 – Create Feedback Mechanisms

360 Feedback and Performance Appraisals



360° PERFORMANCE EVALUATION FORM

Employee being evaluated:				Review Period: From: <input type="text"/> To: <input type="text"/>			
Return to:		(Current Supervisor)		Return by:			
Select your relationship to employee being evaluated:		Internal Client		External Client		Peer	
		Direct Report		Other			

Your input on the above-named employee's performance is requested to ensure a more complete assessment, as well as to help the employee leverage his/her strengths and understand ways in which his/her performance can be improved. Please complete all information in the top "Core Behaviors and Competencies" block. You are also encouraged to evaluate any additional competencies in the "Supplemental Behaviors and Competencies" block that may apply to your relationship. Your individual input will be anonymous. Only composite information will be shared with the employee. Return completed form to current supervisor in sealed envelope.

Please use the following scale to evaluate how well the employee displays the following behaviors and competencies.

Minimal Skill Displayed	Some Skill, Not a Strength				Good Skills		Strong to Very Strong Skills		Excellent Skills		Not Applicable					
1	2	3	4	5	6	7	8	9	10	N						
Core Behaviors and Competencies																
Technical Competence and Knowledge - Professionally competent, keeps abreast of new developments in field. Respected and sought out as resource. Enhances professional/technical skill in others.						1	2	3	4	5	6	7	8	9	10	N
Quality - Committed to quality concept. Incorporates quality standards into existing operations. Ensures that work delivered to client meets all requirements and standards.						1	2	3	4	5	6	7	8	9	10	N
Initiative - Self-starting, resourceful. Searches for new ideas. Sense of urgency about next step. Takes responsibility for technical and behavioral growth by learning new skills, cross-training, taking coursework, etc. Explores new ways of applying existing resources.						1	2	3	4	5	6	7	8	9	10	N

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STEP 7 – Create Feedback Mechanisms

Giving Effective Feedback

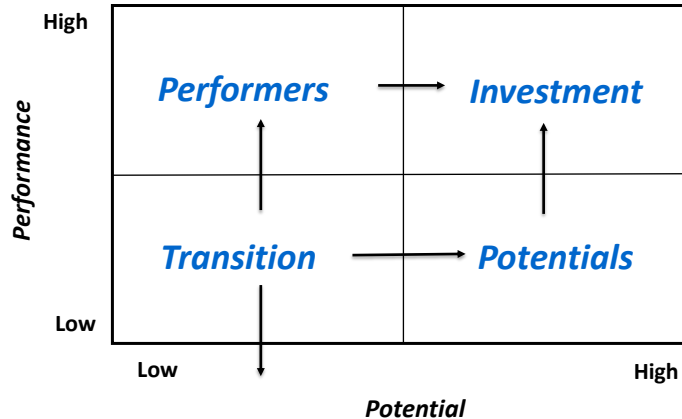
1. **Look for opportunities** - especially in turnaround situations, hardships, and / or when high performance is "standard"
2. **Communicate the situation**
 - What you observed
3. **Communicate the consequences/impact of the action**
 - Explain what happened (or could have happened) as a result
4. **Reward the action/Ask for action**
 - Reward and recognize the behaviors you want to reinforce
 - Describe what you want to see in the future for behaviors you want to correct



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STEP 7 – Create Feedback Mechanisms

Resource Matrix



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STEP 7 – Create Feedback Mechanisms



Leadership Action Plan

- **Own it** - list at least one thing you feel need to change
- **Do it** - write a brief description of how you will change in that area
- **Measure it** - list the measurements you will use to track your success

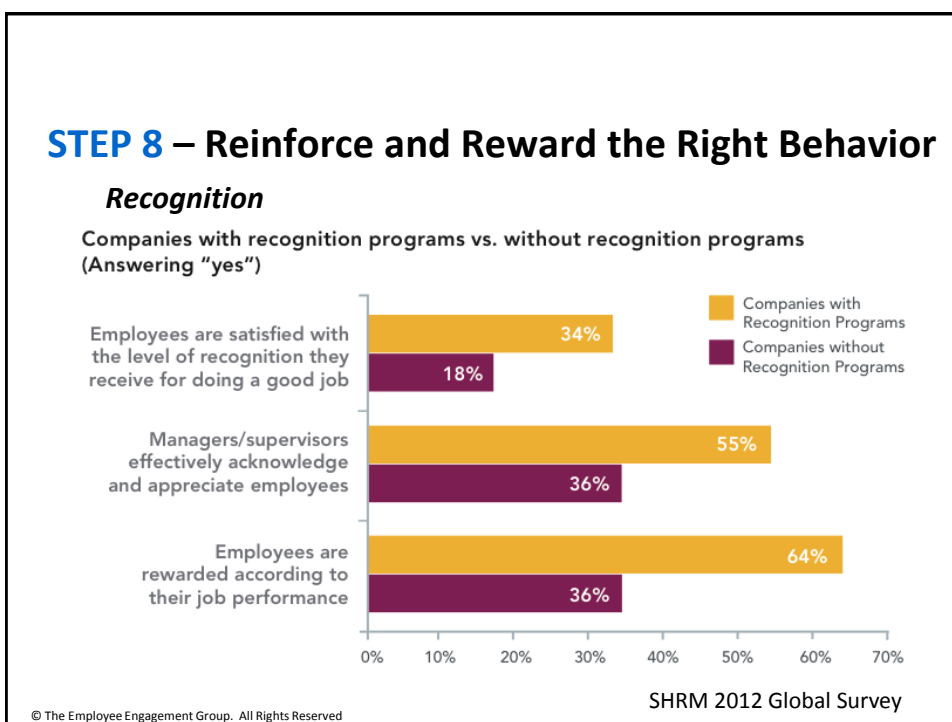
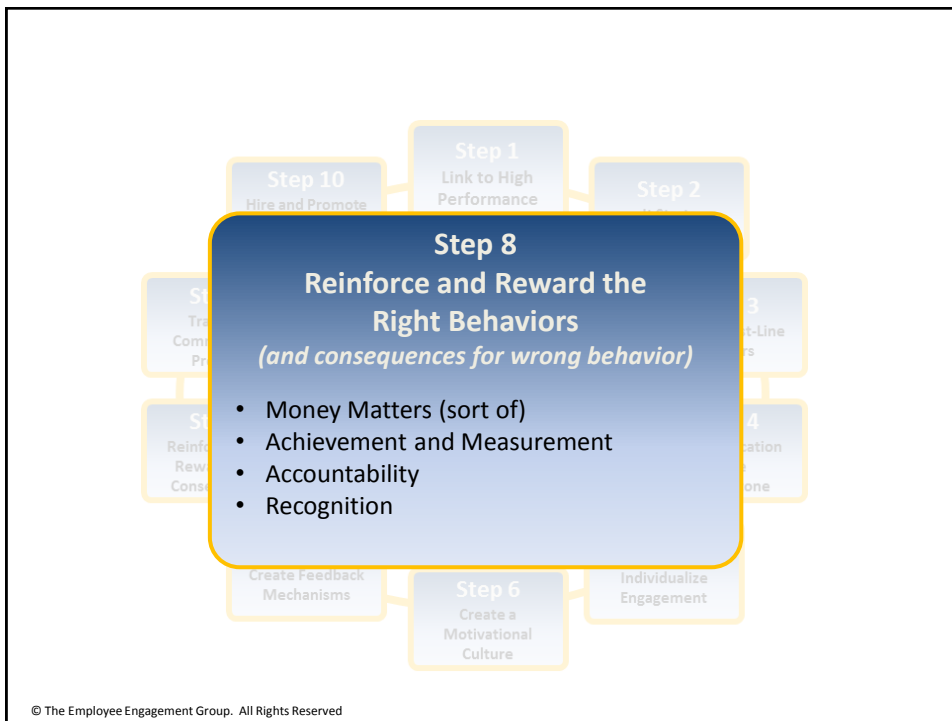
What We Covered

- Pulse surveys
- Using 360 and performance appraisals
- Open forum ideas to gather feedback



Engaging Employees to Drive Results Action Plan "Own it, Do it, Measure it"		
Name: _____		
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Own it (What needs to change)	Do it (How should you do it)	Measure it (How to determine accountability/results)
1		
2		
Step 2 – 8 Steps At The Top (Leaders Own it, Walk The Talk, Budget for Engagement)		
1		
2		
Step 3 – Engage First Line Leaders (Train Your People Leaders, Establish Consistent Expectations)		
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2		
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1		
2		

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STEP 8 – Reinforce and Reward the Right Behavior

Ask Yourself:

*Rewards/
Recognition*

Available to everyone

Related to an outcome

Delivered consistently

Valued by employees

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STEP 8 – Reinforce and Reward the Right Behavior



Leadership Action Plan

- **Own it** - list at least one thing you feel need to change
- **Do it** - write a brief description of how you will change in that area
- **Measure it** - list the measurements you will use to track your success

What We Covered

- Money doesn't matter as much as you might think
- Measuring achievement is key to engagement
- Establish accountability in order to recognized appropriately
- Recognition doesn't have to be hard (or expensive)



Engaging Employees to Drive Results Action Plan "Own it, Do it, Measure it"		
Name: _____		
Step 1 - Link To High Performance (Linking the Business Case)		
Own it (What needs to change)	Do it (How should you do it)	Measure it (How to determine accountability/results)
1		
2		
Step 2 - 8 Steps At The Top (Leaders Own it, Walk The Talk, Budget for Engagement)		
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STEP 9 – Track and Communicate Progress

What to measure

Chicago		month or prior month?	month or prior month?	month or prior month?	month or prior month?		
DRAFT EXAMPLE FORMAT		Benchmarking					
Metric		Company Average	Top 25% CSC's	Year-to-Date Actual	Year-to-Date Plan	Jul-02	Jun-01
Health and Safety							
Total OSHA Recordable Case Rate							
Lost Time Case Rate							
Employee Wellbeing	Currently undefined						
Employee Engagement							
Training % of Payroll (Training labor, discretionary and Dues+Memberships)				2.22	2.0	0.7	1
Turnover-Voluntary % (annualized)						19	
Turnover-Involuntary % (annualized)						0	
Employee Satisfaction Survey							
EDP % Completion					100	59	
Cost Management							
Overall Raw Cost for Facilities (w/o depreciation) (\$000)				422	432	40	4
\$/FTE for Total Discretionary DSO	Should other personnel be subtracted from discretionary?	7,080	8,604	422	7		
		62	65	63			
Profitability							
EBITDA							
Total Utilization % (\$ Weighted)		60.6	58.2	56			
CSC Contribution (Gross \$)	Should we change the operating statements?	2897	2379	204	2		
CSC Contribution (% of Net Sales)		26.6	22.2	26.4	2		

STEP 9 – Track and Communicate Progress

Highlight the positives and celebrate success



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STEP 9 – Track and Communicate Progress



What to measure

Exercise – Measuring your ROI

At your tables discuss:

- What should be tracked in order to measure engagement?
- How should we communicate progress to our employees?
- How would you celebrate success?



Be prepared to report back

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STEP 9 – Track and Communicate Progress



Leadership Action Plan

- **Own it** - list at least one thing you feel need to change
- **Do it** - write a brief description of how you will change in that area
- **Measure it** - list the measurements you will use to track your success

What We Covered

- Measuring the return on investment helps to make the business case
- Don't keep the news a secret – communicate progress
- Highlight the positives and address the negatives
- Celebrate success

Engaging Employees to Drive Results Action Plan
"Own it, Do it, Measure it"

Name: _____

Step 1 – Link To High Performance (making the Business Case)		
Own it (What needs to change)	Do it (How should you do it)	Measure it (How to determine accountability/results)
1		
2		
Step 2 – 8 Steps All The Top Leaders Own It, Walk The Talk, Budget for Engagement		
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STEP 10 – Hire/Promote the Right Behaviors and Traits



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STEP 10 – Hire/Promote the Right Behaviors and Traits

The B.E.S.T Profile

*Today and in the Future
(dynamic)*

B.E.S.T. Profile

Success characteristics
Identify behaviors and traits of
high performance
Include in Selection
Modify job to fit candidate

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STEP 10 – Hire/Promote the Right Behaviors and Traits

The B.E.S.T Profile



B.E.S.T. Profile
Requisition/Position Description Req. #: _____
Data Field: _____

Requisitioner: _____ Date Requested: _____ Desired Start Date: _____

Complete the Appropriate Information about the Position

Replacement for: _____ Full-Time (30 - 40 hours) _____
New Position: _____ Part-Time (Number of hours) _____
Budgeted salary: _____ On-Call (number of hours) _____
Temporary (length of service) _____

Position Description

Title: _____ Grade: _____ Reports To: _____
Location of Position: _____ Service Unit: _____ Dept. #: _____ Section #: _____

Describe at least 4 performance objectives expected (long and short term):

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

Behavior, Education, Skills, Traits (B.E.S.T.) Requirements

Competencies required for this position (see page 3 for examples):

Behaviors and Traits Required: _____

Degree or education level: _____ Years of study or experience: _____ Professional Certifications or Registrations: _____

Yrs. Experience in similar position: _____ Years Total Experience: _____

Skills needed (including language skills): _____

Proposed: _____

Any internal candidate? Name(s): _____ External candidate? Name(s): _____

Candidate Sourcing Options

For advertising purposes, describe what the employee will be doing in the position, primary responsibilities, selling points, etc.:

Approvals

Requisitioner: _____ HR Manager: _____
Supervisor: _____ VP or CBOB: _____

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STEP 10 – Hire/Promote the Right Behaviors and Trait



Leadership Action Plan

- **Own it** - list at least one thing you feel need to change
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- **Measure it** - list the measurements you will use to track your success

What We Covered

- Use the BEST Profile to determine hiring needs
- Your employees and customers should be your advocates
- Conduct 'Stay Interviews' to reduce 'Exit Interviews'

Engaging Employees to Drive Results Action Plan
"Own it, Do it, Measure it"

Name: _____

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Thank You

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