



April 2021

Employee Engagement Through a Leadership Lens

NAVIGATING
NEXT

*HR Solutions for the
Evolving Workplace*

Overview

Employee Engagement Through a Leadership Lens

Employee engagement is largely recognized as a top challenge for today's organizations, and it does NOT start with the employee, it starts with LEADERSHIP. Your employees are the recipients of the culture created by the leaders within your organization. Real engagement requires organizational leaders to stop telling employees what to do and to refocus on guiding them on how to demonstrate value and achieve results. Engagement begins when a working environment is created that inspires employees, helps them feel vested to your business, and drives them to work with the best interests of the company in mind, at all times.

Learning Objectives

- Determine key success measures of engagement
- Understand how engagement impacts employees' behavior and customer retention
- Learn how leadership behavior drives engagement

People Quit Managers Not Companies



Today's Landscape

70 % of U.S. workers are not engaged

Employee engagement is one of the most important concepts for business today

Our biggest change is adapting to a **diverse workforce**

Old management methods are no longer effective

Gallup Study

The Three Types of Employees

1

ENGAGED employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.

2

NOT-ENGAGED employees are essentially "checked out." They're sleepwalking through their workday, putting time -- but not energy or passion -- into their work.

3

ACTIVELY DISENGAGED employees aren't just unhappy at work; they're busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.



Source: Gallup Management Journal

The New Workforce



Baby Boomers



Generation X



Millennials

A PROFILE OF THREE GENERATIONS

| | | | |
|-------------------------------|--|--|--|
| Born | 1946 to 1964 | 1965 to 1981 | 1982 to 2000 |
| Current Age | 50 to 68 | 35 to 49 | 18 to 34 |
| Number Working | 44.6 million | 52.7 million | 53.5 million |
| Percent of Labor Force | 29% | 34% | 34% |
| Characteristics | <ul style="list-style-type: none"> ▪ Ambitious ▪ Materialistic ▪ Optimistic ▪ Change the world | <ul style="list-style-type: none"> ▪ Pragmatic ▪ Self-Reliant ▪ Skeptical ▪ Balanced | <ul style="list-style-type: none"> ▪ Confident ▪ Self-Expressive ▪ Open to change ▪ Civic-minded |

Source: Pew Research 2014

Generational Values



Baby Boomers

- Healthcare and Retirement Benefits
- **Titles and seniority**
- Career focused
- Face to face meetings
- **Workaholics**
- Quality over quantity



Generation X

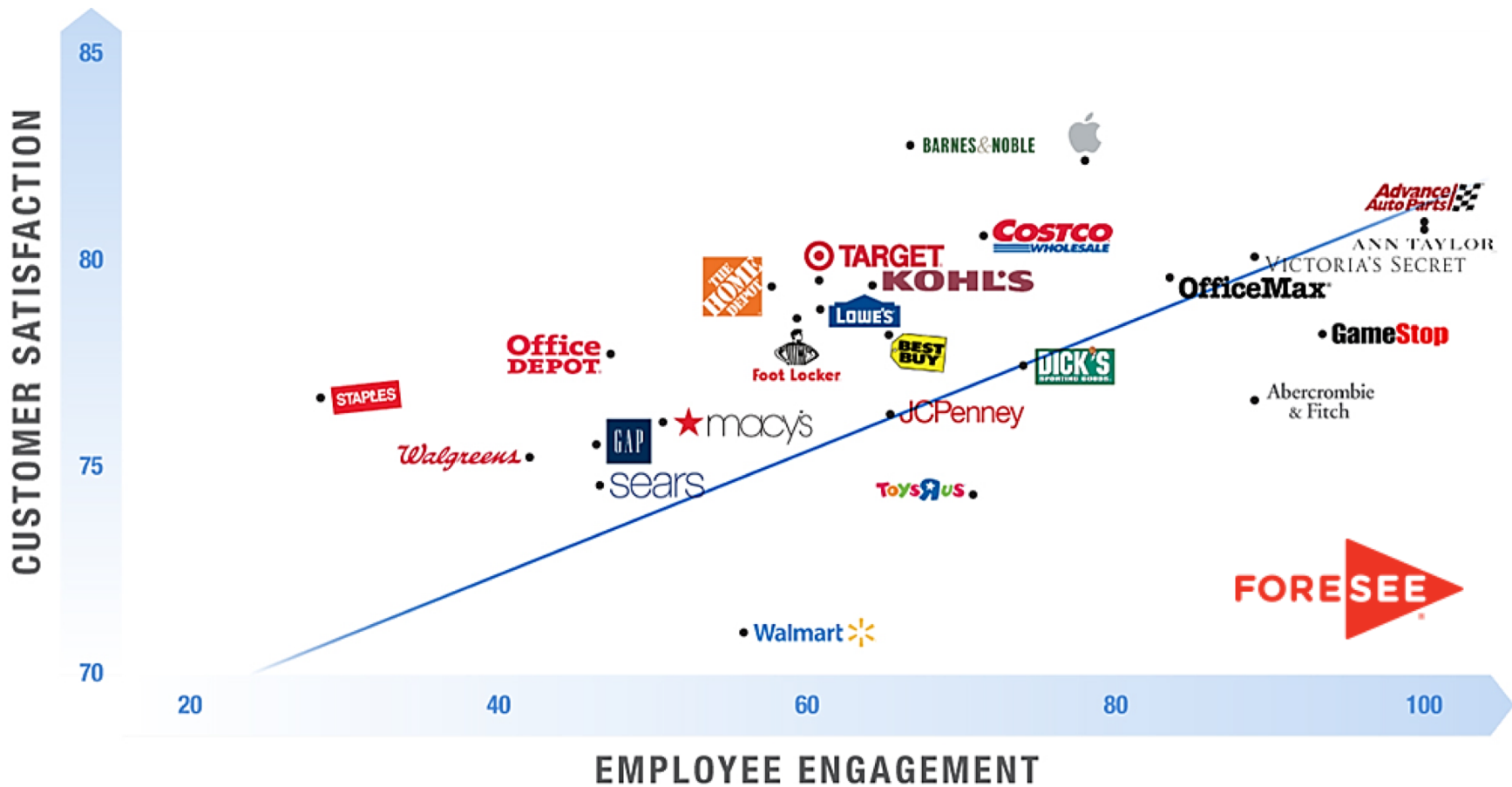
- Financial Stability
- Work-life balance
- **Crave independence**
- Need transparency from corporate
- **Cautious and Conservative**



Millennials

- **Work for a purpose not a paycheck**
- Crave development
- **Want coaches not bosses**
- Ongoing feedback
- Works to live

Does Engagement Matter?




Key Elements of Employee Engagement

1. Employees know what is expected of them
2. Employees feel they are contributing to the organization
3. Employees feel that their opinions are important and are valued
4. Employees have the opportunity to discuss their progress & performance



“How to” for Leaders

1. Provide Direction for Employees
 2. Create A Positive Work Environment
 3. Provide Opportunity for Employee Development and Growth
 4. Coach Employees for High Performance
- 

How To: #1

Provide Direction for Employees

| CSFs Critical Success Factors | KPIs Key Performance Indicators |
|--|---|
| What should be done in order to be successful? | Are we successful? |
| Specify requirements for success | Indicate what we are doing well |
| Qualitative | Quantitative |
| Standalone | Depend on benchmarks |
| Use Insights | Generate Insights |

Increase the ability to articulate the (strategic) big picture to provide increased meaning and value to the work done.


Establish a set of mutually defined objectives and goals to focus activities and measure success

Achieve Balance



**THE GOAL IS TO
FIND BALANCE
AMONG ALL
ACHIEVEMENT
DIMENSIONS**

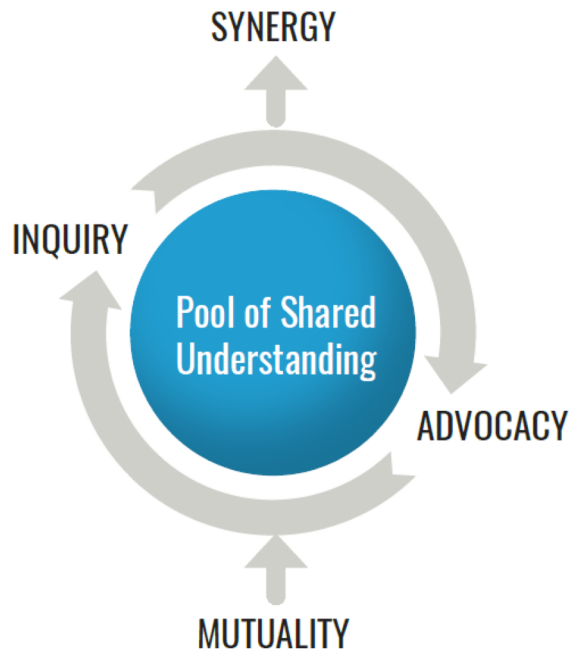
Connect Employees to Success

- Be clear about goals & objectives
 - Establish factors critical to your success.
 - Define specific measures to support success factors.
 - Identify and implement initiatives/actions to reach goals objectives.
 - Involve your employees in the dialog to shape your future success.
- 

How To: #2

Create A Positive Work Environment

1. Understand the core elements of trust and how it promotes engagement



2. Understand communication styles, individual motivating factors, and how to drive engagement through interpersonal dialogue.

CONFIDENCE IN OUR RELATIONSHIP WITH OTHERS

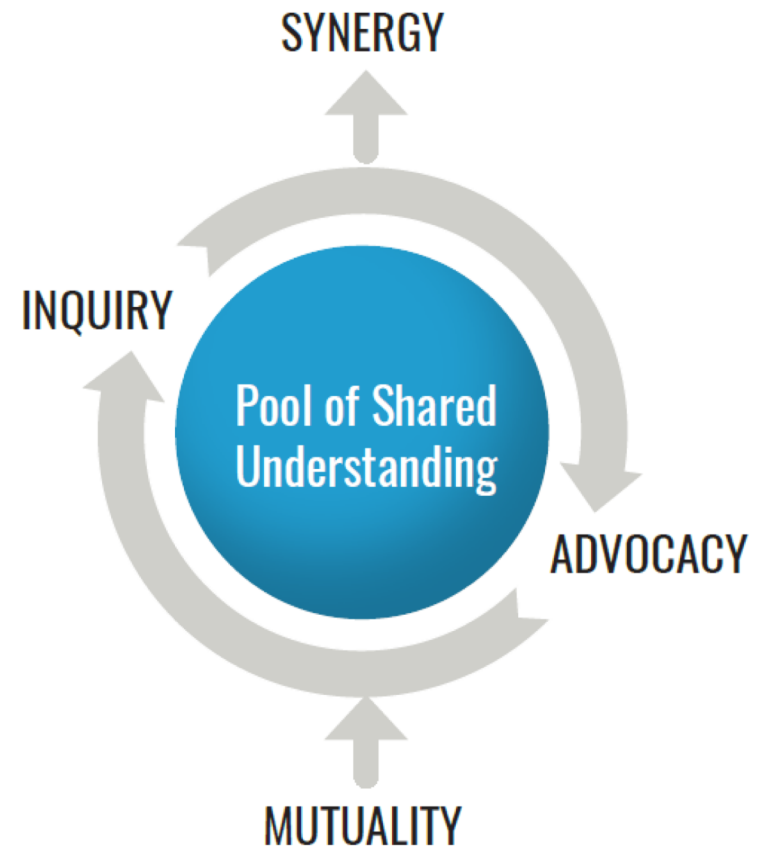
Trust



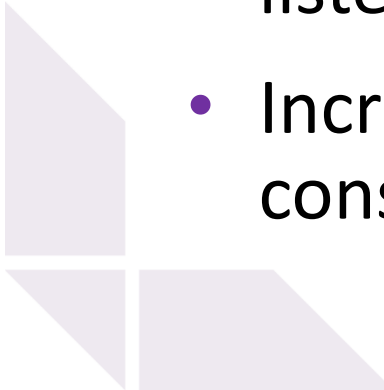
- **Integrity:**
people act from a set of guiding principles
- **Competence:**
people are capable of fulfilling their roles
- **Compassion:**
people care about the needs of others

The Dialogue Model

- **Mutuality**
Establishing an atmosphere of unity, mutual respect, and goodwill.
- **Inquiry**
Encouraging others to disclose their point of view and/or inner experience.
- **Advocacy**
Disclosing our own point of view and/or inner experience
- **Synergy**
Collaboratively arriving at a win/win outcome.

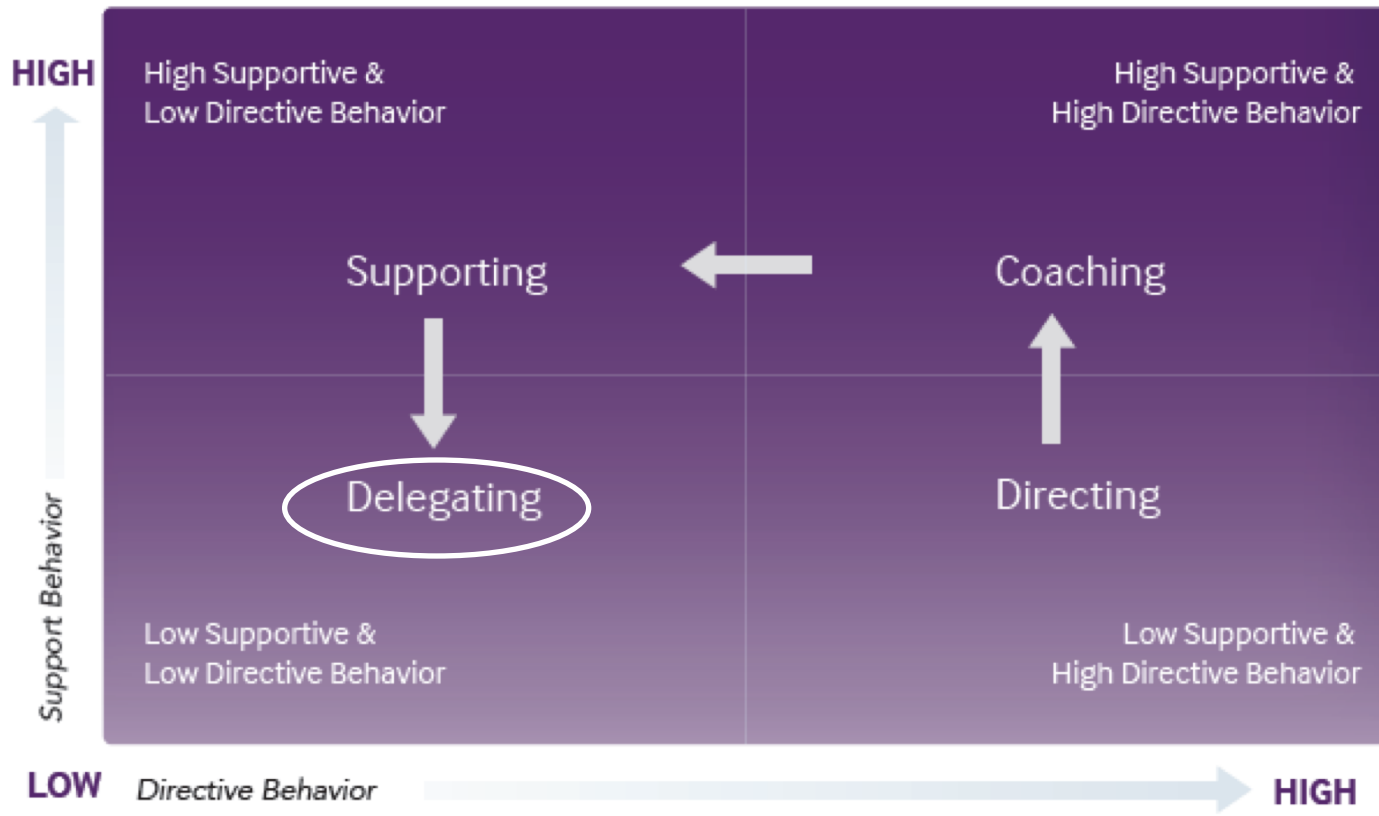


Build a Culture of Engagement

- Understand the level of trust in your organization.
 - Lead by example – increase trust through trustworthy actions.
 - Establish a framework for effective communication (common language).
 - Establish an environment that promotes active listening and understanding.
 - Increase collaboration and productivity through constructive challenge and dialogue.
- 

How To: #3

Provide Opportunity for Employee Development and Growth



Set People Up for Success

Time Frames:

- Hours Dedicated
- Milestones
- Completion Date

Resources:

- Information
- Tools
- Processes
- Skills
- Procedures

Leaders define the boundaries and then encourage people to be self-governing.

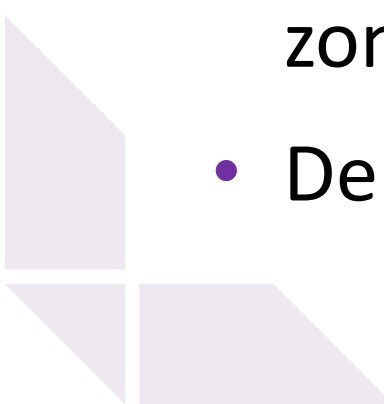
Constraints:

- Non-negotiables
- Budget
- Facilities
- Level of Authority

Expected Outcomes:

- Results
- Expectations
- Goals & Objectives

Increase Employee Value

- Take an inventory of what can and should be delegated
 - Evaluate individual capability
 - Identify opportunity for employee growth
 - Assign responsibility in alignment with capability and growth potential (learning zone)
 - Delegate responsibility with purpose
- 

How To: #4

Coach Employees for High Performance

High Performance:

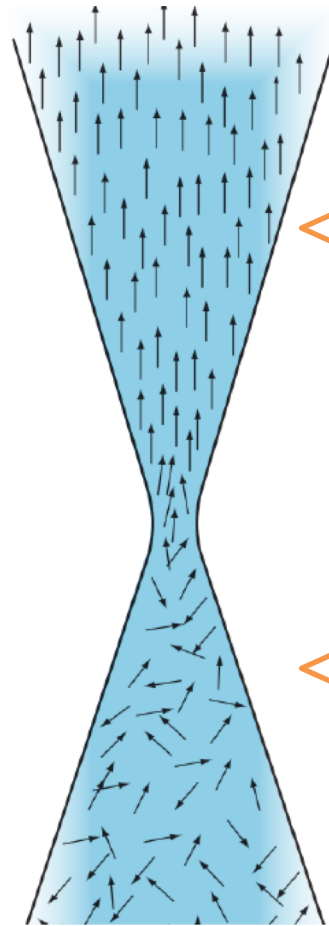
An interpersonal attitude of high trust and collaboration.

Stability:

An interpersonal attitude of conformity and compliance.

Chaos:

An interpersonal attitude of alienation and noncompliance.



Develop **coaching skills** for increased engagement and optimized performance

Manage employee **performance** and establish a climate of accountability

The Coaching Conversation

Where are you now?

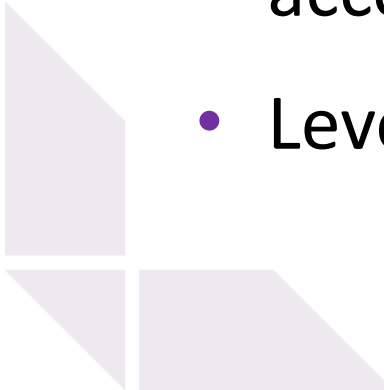
Where do you want to be?

How will you get there?

Help your employee let go of the present and envision how he or she would like things to be.

Find out what is important to your employee and how he or she could go about reaching this vision.

Be Deliberate with Employee Growth

- First, evaluate your ability as a coach.
 - Coach with purpose and avoid weakening tendencies.
 - Establish clear expectations & non-negotiables.
 - Challenge poor performance and elevate accountability.
 - Leverage every interaction to coach.
- 

Summary

- **Improve the employee experience** by improving your working environment
- **Train managers to think and act** more like leaders to inspire employees to perform at their best
- **Develop and articulate clear strategic plans** to help all employees manage through challenges and ambiguity
- **Require your leaders to set meaningful priorities** that connect the people to the business



Thank You for Your Time!

DAVID LIDDELL

603.494.8057

david@liddellconsulting.com

REACH US AT:



617.886.5134

877.603.7593



www.liddellconsulting.com



info@liddellconsulting.com

Liddell Consulting Group is the trusted adviser for leaders and managers. As experienced leadership experts, we offer perspective for the complicated challenges organizations face, provide comprehensive and objective evaluations, then develop actionable and results-oriented solutions.

Liddell Consulting helps leaders discover the driving force behind their organization's ability to achieve. Finding their purpose empowers leaders to recognize value, and create a company culture of engagement, contribution, and trust. **Liddell Consulting** can help you unlock the full potential at all levels of your organization.