



Maintaining Culture and Employee Engagement in a Remote Work Environment

Some Statistics:

- 35% of employees WANT to work only remotely FROM NOW ON
- Companies are seeing permanent work from home as a large expense reduction technique
- 68% of organizations will probably or definitely adopt broader work from home flexibility for all workers
- 45% of employers have not announced a return to the office date



So there are two critical questions:

- 1. Do we work entirely remote?**
- 2. How do I keep employees engaged?**



Working remotely on a long-term basis needs to be evaluated based on your company's...

Talent Strategy



What do the statistics show?

- When employees can work up to 3-4 days per week, the right employees might be 12% more productive.
- Active disengagement increases when employees spend more than 40% of their time working remotely.
- The highest engagement may fall in the sweet spot of working up to 3 days remotely (but this all depends on a few factors).



How do we make this decision?

- Employee Engagement
- Cost savings/feasibility
- Retention/Ability to hire great talent
- Virus/Safety
- Employee Productivity (Role, Team, Individual)



Consider the Role

MORE OPTIMAL OR LESS OPTIMAL?

- Most of the role's tasks and processes are well defined
- Employees can perform their duties outside of an on-site workplace
- The role does not require highly interdependent work for success
- The role does not require strict supervision



Consider the Team

MORE OPTIMAL OR LESS OPTIMAL?

- Team engagement
- Trust
- Remote Management



Consider the Individual

MORE OPTIMAL OR LESS OPTIMAL?

- Hunger
- Stress/Worry
- Life circumstances
- Performance
- Strengths
- Desire to work remotely



**Once the decision has been made,
the emphasis should be on...**

Employee Engagement



Why the focus on EE?

- 34% of US workers were engaged BEFORE Coronavirus! This mattered BEFORE
- Active disengagement increases when employees spend more than 40% of their time working remotely.
- Because we GET to lead people!



The Benefit of Focusing on EE

- For teams that scored in the top quartile on engagement*:
 - 41% lower absenteeism
 - 40% higher quality work
 - 20% higher sales
 - 21% higher profitability
 - 59% less turnover

*Information from a Gallup Poll 2018



12 things that impact EE

1. I know what is expected of me at work.
2. I have the materials and equipment to do my work right
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven 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.

*Taken From It's The Manager by Jim Clifton



12 things that impact EE

- 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 to learn and grow



What is the common thread?

The Manager



2 Quick Wins for Managers that can impact EE!

1. Give employees the RIGHT attention
2. Help them find their sweet spot



The RIGHT Attention

Do millenials and others really crave feedback?

No feedback/attention = X engagement

Negative feedback at least = 40X engagement

Positive attention = 1200X engagement

Employees given mainly positive attention - ratio of engaged to disengaged rose to 60/1



Elements of Positive Attention

(even in a remote environment)

- Weekly - Recognition or praise
- Weekly - My boss CARES about me: showing empathy, spending time, asking about things in non-work life
- Every 6 mos or 12 mos - 90% Positive annual or semi-annual assessments



2 types of meetings to increase Positive Attention

- Daily Stand Ups
- Monthly lunch meetings with each direct report



Help them Find their Sweet Spot

Single most powerful predictor of both team performance and team engagement is this: “I have the opportunity to use my strengths every day at work”

Figure out what your employees strengths are and make sure they are using them

- Strengths finder assessment
- Red Threads exercise – What you love/loathe
- Ask them during assessment



Two Types of Leaders

Accidental

Intentional

**Which will you be at this
time?**



Parting Thoughts

- Remember that employees were almost impossible to find just 4 months ago
- How you treat and manage your employees now will forever be how this employee views the company
- Any leaders can lead in the good times. Great leaders are differentiated by crisis.
- Make intentional decisions



“Will 2020 be the worst disaster your business has ever seen? Or will it be your finest hour? It can be the latter if you lead with vision. ”

- Michael Hyatt



Some Resources I Am Using Today

- Patrick Lencioni's The Table Group Organization
- *It's The Manager* - by Gallup
- GIANT - A Leadership Development Company

