

Introduction to Management

Tools for Engagement



Organization and Staff Development
Winnipeg Regional Health Authority



Check In

Please share:



- Your name
- What are your expectations from this session today?



Let's Share Smiles



- Look around you, and tell us about one thing/object that makes you smile



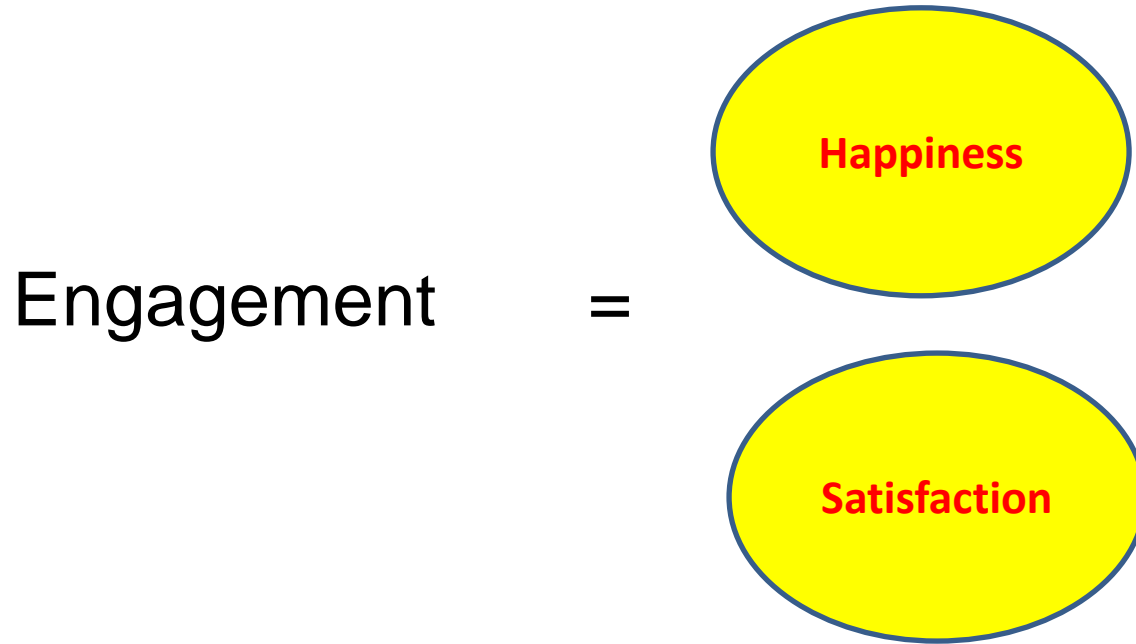
Learning Objectives

In this workshop, you will learn to:

- Define “Employee Engagement”
- Why bother about Employee Engagement?
- Whose responsibility is Employee Engagement?
- An insight into WRHA’s Engagement journey
- Explore the role of a Manager in building Employee Engagement
- Learn how to perform the 4 foundational steps –
 - Set clear expectations for employee performance
 - Provide effective feedback & Coaching
 - Foster ongoing learning and development for employees and teams
 - Recognize and celebrate employee and team accomplishments



What is Employee Engagement?





Marcus Buckingham and Curt Coffman coined the term "employee engagement" in 1999.



A few definitions...



Engagement is...

- Employees' willingness and ability to contribute to company success. (Willis Towers Watson)
- “The level of an employee's psychological investment in their organization.” (Aon Hewitt)
- Engaged employees as those who are involved in, enthusiastic about and committed to their work and workplace. (Gallup)



Employee
Engagement

Some Key Words

- **Engaged** – Employees when are highly participative in day to day activities, contribute ideas, carry positive attitude, problem solve and deliver excellent customer service.
- **Disengaged** – Employees when demonstrate minimal participation, low performance, are dissatisfied and have low morale. Can be dysfunctional and disruptive too.
- **Model of Engagement** – It is a model comprising of research-based indicators that influence the overall organizational outcomes based on the level of employee engagement in the organization. In brief a model informs the path for action planning for improved results.
- **Drivers of Engagement** – An employee’s engagement is influenced by a number of factors in their work environment call “engagement drivers.” The engagement survey measures employee perceptions of different engagement drivers. for eg: Work life balance, Recognition, Senior Leadership, etc.



Impact of Low Engagement

What challenging performance, behaviours or attitudes have you observed from employees in the workplace?

What is the impact of these challenges?



Benefits of High Engagement

What are the benefits of having high employee engagement within your team?

- To the employee
- To your team
- To you
- To the organization



Engagement and Health care

- Employee engagement in healthcare is higher than global norms.
- Nurse engagement can be the difference between life and death.
- Employee engagement in healthcare leads to lower operating costs.
- Patient care from engaged employees is safer and more thorough.
- Engagement and patient satisfaction scores are closely linked.



Measuring Employee Engagement

- At WRHA we run surveys every 2 years with the help of an external partner agency.
- Our current partner is “Metrics @ Work”
- An external partner helps us –
 - Reduce confirmation bias
 - Increase trust of employees
 - Opportunity to tap into expertise
 - Focus on action plans & building engagement

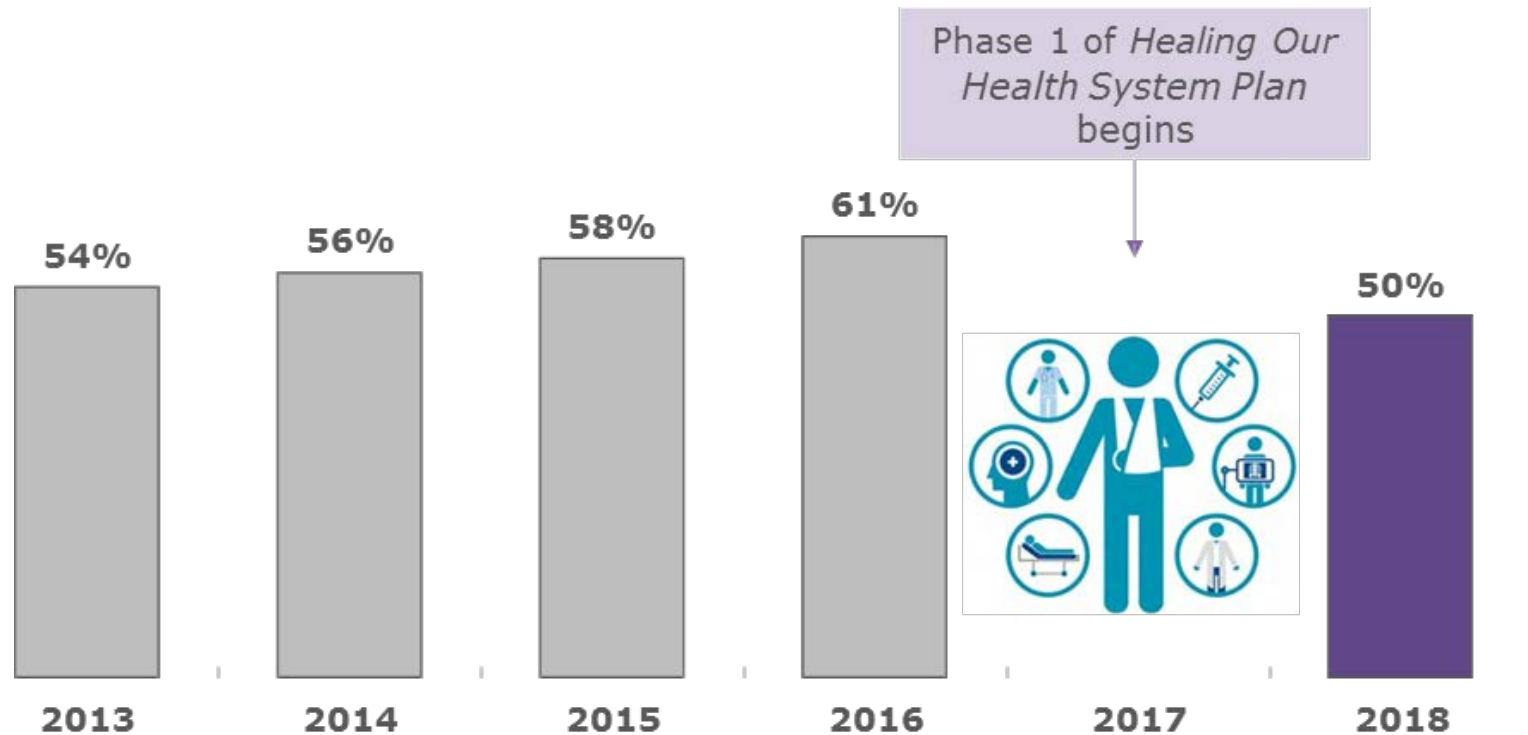


Three Levels of Engagement

- **Job Engagement** representing employees' perceived relationship to their job. Job Engagement is often predicted by factors such as workload manageability and having adequate job control and clarity.
- **Departmental / Work Area Engagement** represents employees' perceived relationship to their work area. Work Area Engagement is often predicted by factors such as feeling supported by co-workers, having adequate individual recognition, good cooperation with staff in other work units, and having a trusting and respectful relationship with one's supervisor.
- Employees' **Organizational Engagement** representing employees' perceived relationships with their organization, which is primarily presented in the form of emotional commitment to the organization, a willingness to remain (or, conversely, a lack of interest in leaving), and a willingness to give discretionary time and effort to the organization.



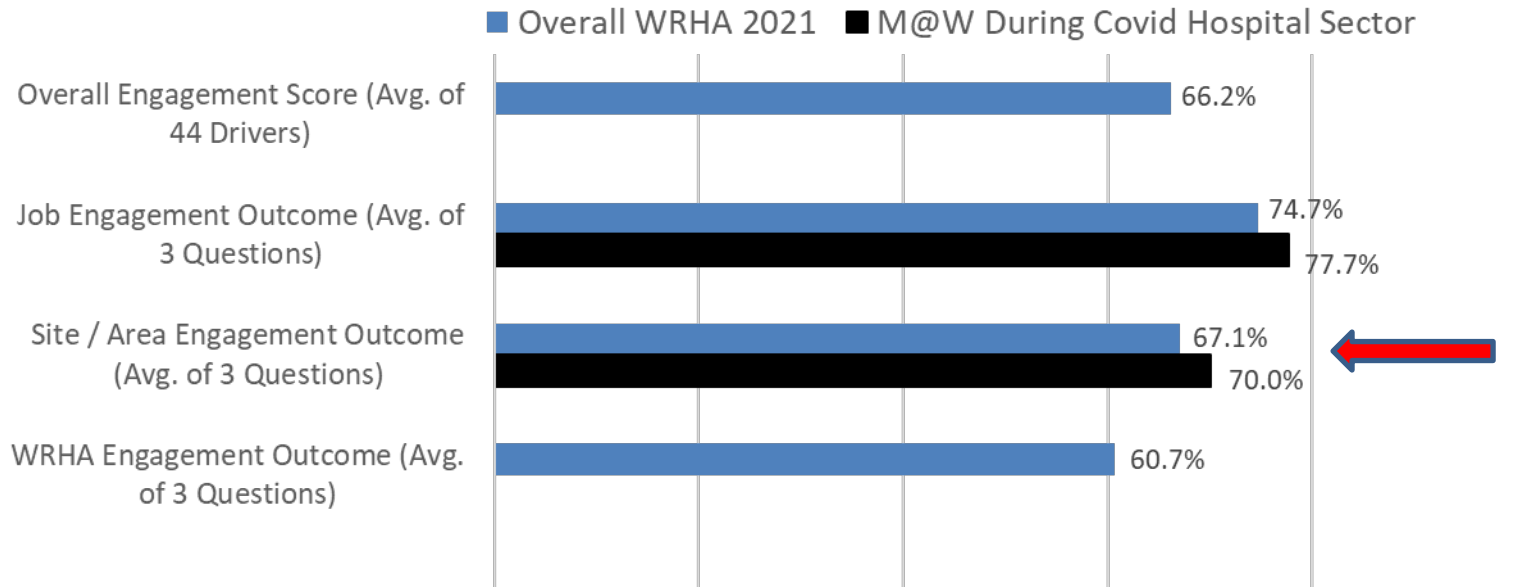
WRHA's Journey - Engagement Over the Years



After a steady improvement in engagement over the first four years of surveying employees, the engagement of many employees has been affected by major organization change within the WRHA and shows a significant overall decline.



Overall WRHA Results



- Work Unit: Support for Diversity
- Work Unit: Co-Worker Cohesion/Collaboration
- Work Unit: Take Responsibility / Admit Mistakes
- Work Unit: Valued and Respected
- Work Unit: Neg. Behav. Not Tolerated - Co-workers

Highest Ranked (Top 5 Drivers)

- WRHA: Executive Leaders Are Accessible
- Site / Area: Total Compensation
- Job: Workload Stress
- WRHA: Communication
- WRHA: Executive Leaders Effective Leadership

Lowest Ranked (Top 5 Drivers)



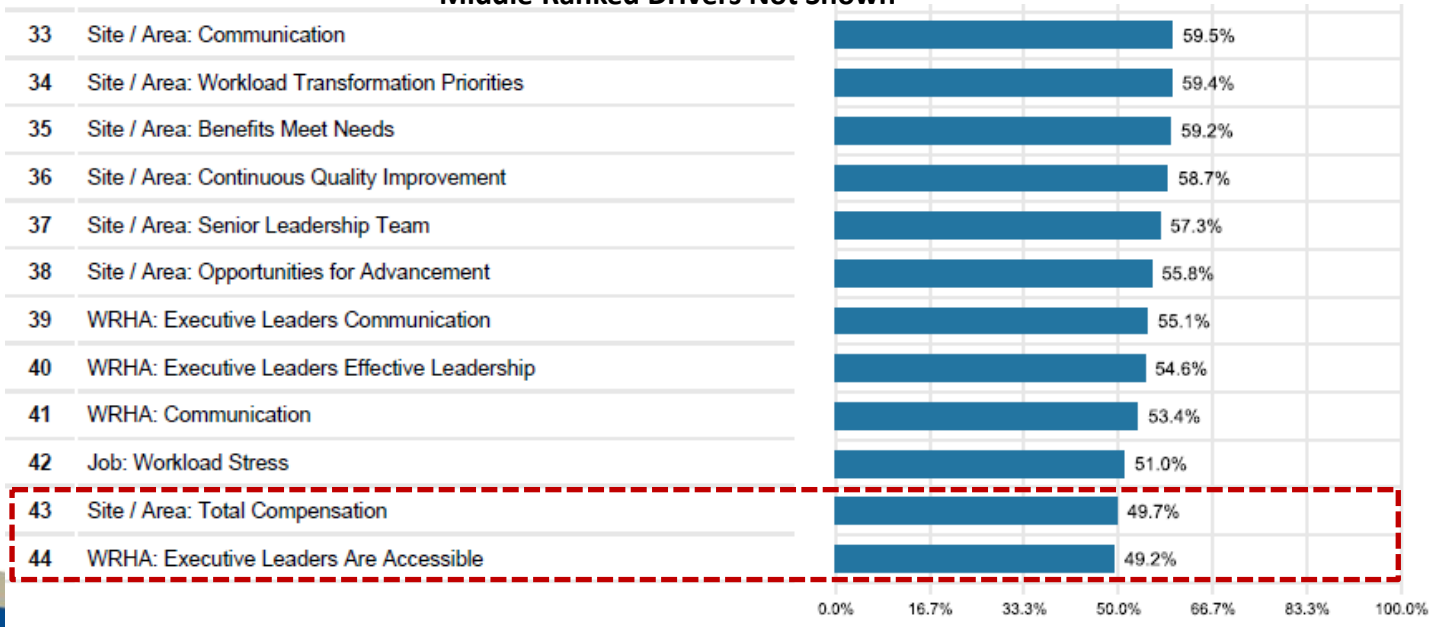
Employee Results: Drivers of Engagement Ranked High to Low (out of 44 Drivers)

Ranked Drivers

Driver Averages



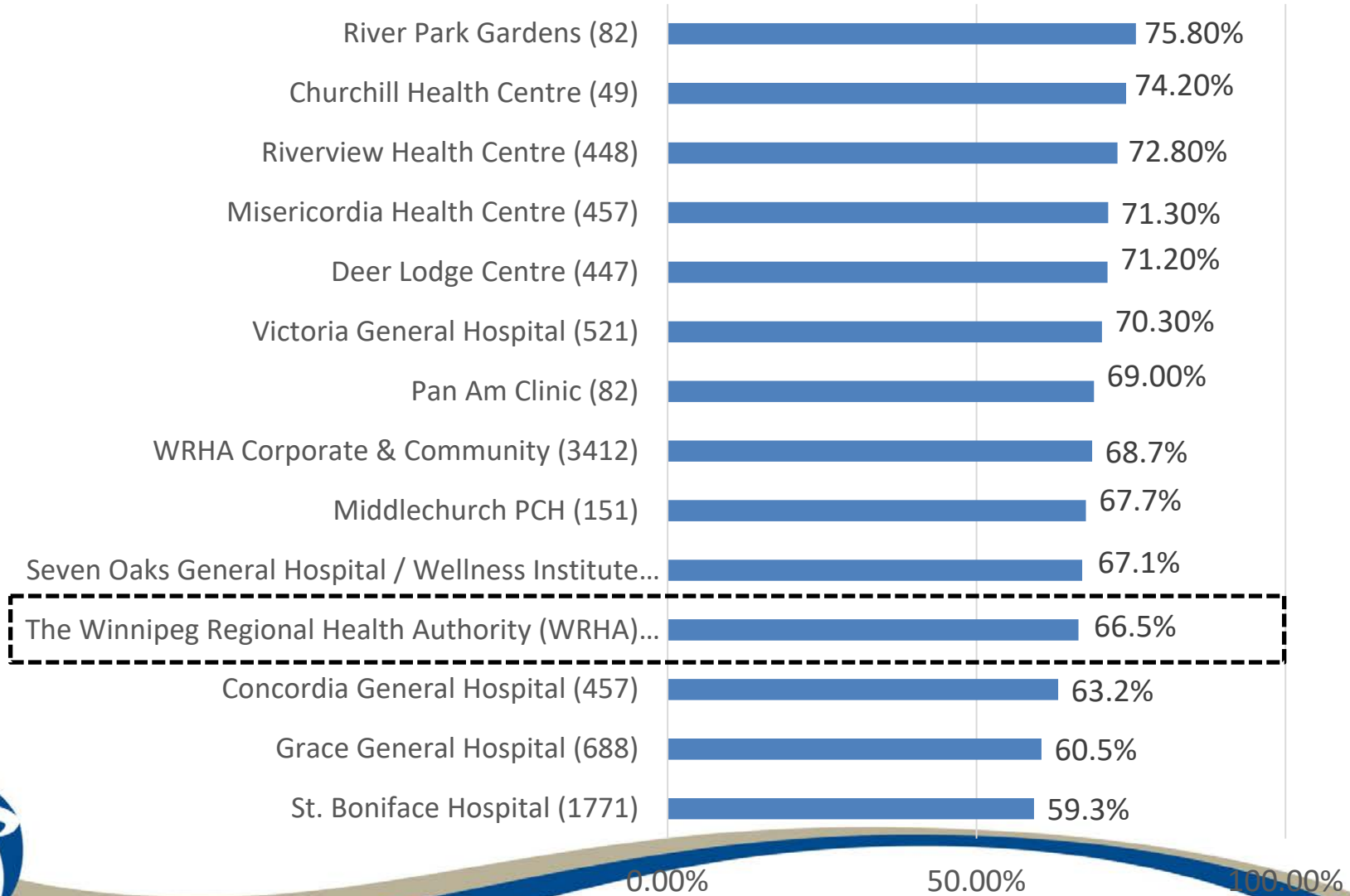
Middle Ranked Drivers Not Shown

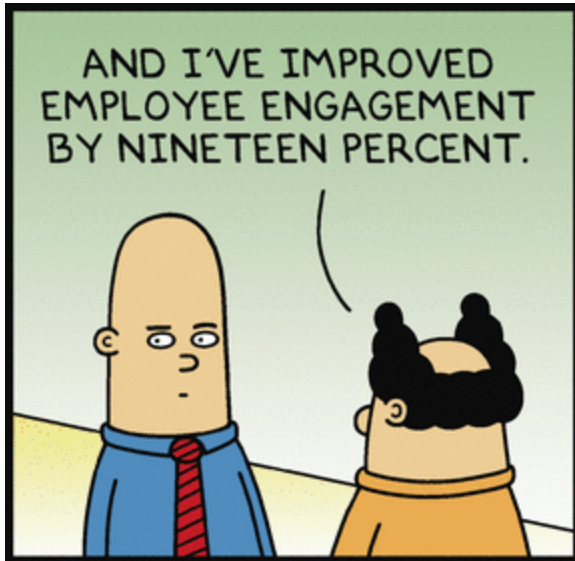




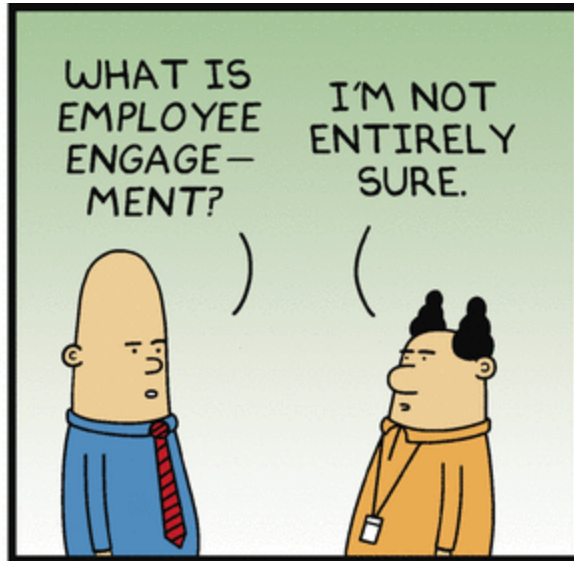
Engagement Score by Site / Area

Overall Engagement Score

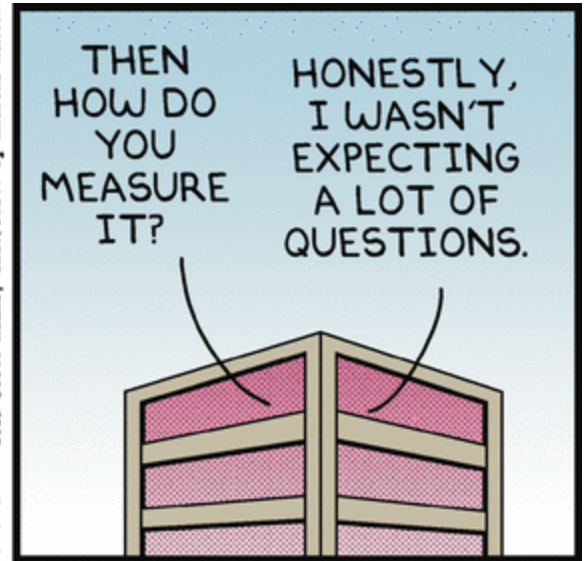




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Is Measuring Employee Engagement enough?

- Measurement only diagnosis the problem but does not solve it.
- Survey results do not provide insights into “why”.
- No action on survey results is like giving a message to employees that their feedback is not important.
- We need to be strategic and intentional with how we deal with results.



Using the EOS Results

Action
plan
template

When you access your team's EOS results:

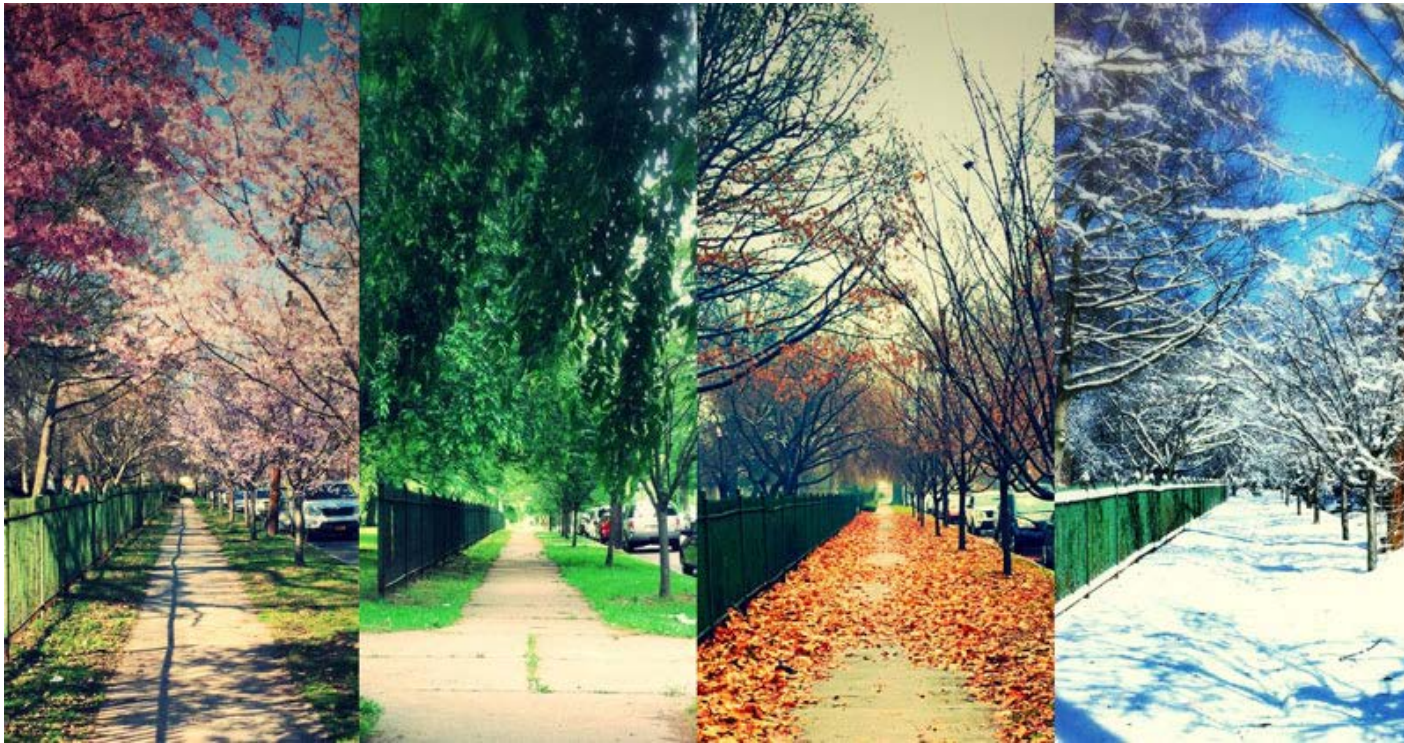
1. Analyze the results
2. Present the results to your employees, focusing on the top 3 positives and top 3 concerns
3. Involve employees in creating action plans for a maximum of 2 drivers
4. As a team, implement the action plans
5. Report on progress to employees and your leadership team on a regular basis

Online
Engagement
Toolkit



Social Question

Which is your favorite season & why?



Owning Employee Engagement



Who is responsible for engagement?

Everyone is responsible for engagement



The Engagement Responsibility

Senior Leaders - sets the tone for everyone else – if leaders prioritize engagement, the rest of the organization will follow.

Responsibilities:

- Demonstrate an enthusiastic attitude toward engagement
- Craft the long-term vision for employee engagement strategies
- Communicate changes in strategy
- Provide large-scale updates on organizational progress
- **Walk the talk, Lead in action**



The Engagement Responsibility

HR - is the behind-the-scenes maestro that puts an employee engagement strategy into action. HR takes ownership of engagement initiatives, ensures everything runs smoothly, and irons out potential hiccups.

Responsibilities:

- Hold managers and employees accountable for engagement initiatives
- Choose employee engagement platform and train managers and employees how to use it
- Serve as the go-to source when engagement issues arise
- Support managers and supply them with useful tools and resources



The Engagement Responsibility

Managers – Managers are responsible for implementing the engagement initiatives determined by leadership and HR. Managers serve as sounding boards for employee opinions and concerns and are responsible for relaying these to HR and leadership.

Responsibilities:

- Develop strong, trusting relationships with each team member
- Recognize and celebrate strong individual and team performance
- Work with employees to create motivational goals.
- Identify promising individuals ready for new opportunities and roles



The Engagement Responsibility

Employees - Engagement begins with each employee. From the top of the organization to the bottom, employee engagement is first and foremost the responsibility of each individual.

Responsibilities:

- Provide feedback about what is and isn't working with the current engagement strategy
- Brainstorm solutions to improve the employee experience
- Participate in employee focus groups
- Seek out development opportunities and learning experiences to facilitate personal growth
- Provide updates on personal goals



The 5 Magic Questions



- Today, how engaged was I at work?
- What actions did I take today to learn and grow?
- What did I do today to improve communication with my manager and peers?
- Whom did I thank today, and who recognized me?
- Was I mindful today of our company's long-term goals?

Reference: www.KevinKruse.com author of WE and Employee Engagement 2.0



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Leading for Engagement

The four foundational steps to building employee engagement:

- Set clear expectations
- Provide coaching and feedback
- Foster learning and development
- Recognize and celebrate accomplishments



<https://youtu.be/IBHjUVFhFjA>



Setting Clear Expectations

To identify specific expectations for your team, follow these steps:

Step 1: Understand the Context

Step 2: Define Expectations

Step 3: Communicate Expectations



Setting Expectations for Your Team

State the 5 benefits of setting clear expectations -

-
-
-
-
-



Coaching and Feedback

A core responsibility of being a people manager is to provide coaching and feedback to employees.

Coaching and feedback are important tools you use to support employees and help them succeed.

Let's review what coaching and feedback are and when you might use each one.



Feedback

When provided effectively, feedback:

- increase someone's self-awareness
- is simply data
- explains the impact performance and behaviour has on others
- is neither positive nor negative
- is descriptive, specific and timely



FEEDBACK



Coaching

Coaching is a thought-provoking and creative process that inspires an individual to maximize their personal and professional potential.

It creates the environment for change and development.



Coaching

Coaching can be used to:

- Provide a strategic and organizational context
- Help explore the root causes of behaviours
- Raise issues and explore blind spots
- Provide an objective sounding board
- Encourage the employee to set and attain goals
- Increase employee's feelings of accountability
- Manage the stages of change



Feedback versus Coaching

Feedback

- Increases self-awareness
- Focuses on past
- One-way communication
- Telling
- Focuses on data
- Controlled by giver
- Describes consequences

Coaching

- Leads to change
- Focuses on future
- Two-way dialogue
- Asking
- Focuses on exploration
- Equal participation
- Explores alternatives

How Would You Say That?

Let's practice creating feedback statements.

- Select a scenario that requires feedback
- Write a feedback statement using the SBI model



Foster Learning and Development

A common workplace motivator for employees is ongoing learning and development.

As the manager your role is to encourage and foster that learning.

The good news is that there are many opportunities for learning.



Barriers to Learning

Internal barriers to learning may include:

- Low confidence
- Fear of the unknown
- Unconvinced of the need
- Loss of control or expertise



Barriers to Learning

External barriers to learning may include:

- Limited time
- Lack of resources
- Lack of leadership support
- Lack of information



Strategies to Foster Learning

Here are some strategies to foster learning and development in the workplace:

- Provide evidence that justifies learning
- Create a comfortable learning environment
- Understand learning styles
- Connect learning with work objectives and life goals
- Help employees set learning goals



The Best Way to Learn

There is no one best way to learn. The more ways we are aware of the more we can learn. Research shows that in the workplace:

- 70% of learning comes from on-the-job experiences
- 20% of learning comes from people around us
- 10% of learning coming from formal education

This is know as the 70-20-10 principle.



What Learning Activity Can I Use?

- Identify several skills that your employees need to learn
- List activities that an employee could use to learn that skill – include experiential, social and formal learning activities



Recognize Accomplishments

Everyone loves being acknowledgement for a job well done.

Unfortunately many people feel that they do not receive enough recognition in the workplace.



Is Gratitude in Short Supply?

Research shows that people are less likely to feel or express gratitude at work than anyplace else:

- People are not thankful for their current jobs
- Most respondents said that *saying* “thank you” to colleagues “makes me feel happier and more fulfilled”
- Only 10% of respondents acted on the impulse to express gratitude
- 60% said they “either never express gratitude at work or do so perhaps once a year”



Benefits of Gratitude

The benefits of practicing gratitude include:

- People like grateful people
- Enhances our relationships
- Enhances our desire to affiliate with others
- Trains you to notice the good
- Trains you make positive interpretation of events
- Trains you reflect more positively on your past



Strategies for Practicing Gratitude

Some ways to practice gratitude at work:

- Say "thank you" regularly
- Send handwritten thank-you notes
- Submit stories of successes to internal newsletters
- Meet with team members in person
- Implement improvements from employee feedback
- Encourage team members to acknowledge each other
- Use team meetings for recognition



What are You Grateful For?

Consider your employees, your peers, your boss, your patients/clients, and others that make a positive contribution.

- What are you grateful for?
- How can you recognize them and/or express your appreciation?



What questions do you have about anything we discussed today?



THANK YOU FOR YOUR PARTICIPATION!

Refer to pages 49-51 for additional resources.

For any help and support with building engagement in your
teams, reach out to -

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