



WELCOME!



Thank you to the FRPA Foundation for
supporting the 2020/21 FRPA
Education Series!



Session Sponsor

Understanding Staff Engagement and Motivation

Learning Objectives

- Explore several leading theories on staff engagement and motivation
- List the common obstacles to staff engagement and peak performance
- Identify ways to increase staff engagement, morale and performance in your organization

Is Our Workforce Engaged?

According to Gallup's [State of the Global Workplace](#), only 15 percent of employees are engaged in the workplace.





Definitions of Employee Engagement

- - **Quantum Workplace** defines employee engagement as "the strength of the mental and emotional connection employees feel toward their places of work".
- - According to **Gallup**, engaged employees are "those who are involved in, enthusiastic about and committed to their work and workplace".
- - According to **Willis Towers Watson**, employee engagement is "employee willingness and ability to contribute to company success".
- - **Aon Hewitt** defines employee engagement as "the level of an employee's psychological investment in their organization."
- **In essence, employee engagement is the emotional commitment the employee has to the organization.**

What is Engaged?

Which of the following do you consider valid definitions of employee engagement?



What Does Engaged look like?

- Happy
- Motivated
- Organization advocate
- Engages others
- Inspiring
- Committed





- They adopt the organization's mission
- vision, values!
- They become passionate contributors



- They are emotionally committed to what they do
- They believe they can make a difference in the organization

How do we measure Employee Engagement...

- Formal surveys
- Exit/stay interviews
- One on one meetings with managers
- Retention rates
- Performance management
- Informal pulse check polls
- Employee productivity
- Customer satisfaction
- Product or service quality rating
- Work done outside of normal hours



Results of a Disengaged Workforce

- Negative experiences
- Lack of new and innovative programs or events
- Lower quality of programming or customer service
- Negative impact to your organizations brand
- Programs and events that do not fulfill financial expectations



"No matter the economic, environment or organizational structure, the goal should always be to create a workplace that is engaging and motivating, where employees want to stay, grow and contribute their knowledge skills and expertise"



- **Employee engagement increases productivity in the workplace.** Engaged employees outperform their peers that are not engaged. Overall, companies with high employee engagement are [21% more profitable](#).
- **Employee engagement improves morale in the workplace.**
- **Employee engagement reduces absenteeism.** In fact, a Gallup study shows that highly engaged workplaces saw [41% lower absenteeism](#).
- **Engaged employees provide better customer service.**
- **Low employee engagement is a costly problem!** It costs businesses [\\$4,129 on average to hire new talent](#), and [around \\$986 to onboard the new hire](#). That means you lose over \$5,000 each time an employee walks out the door, not to mention the unquantifiable cost of losing an experienced employee!

Why are we Losing Them?

Gallup 2018 State of the Workforce Survey



1. Lack of trust in leadership
2. Relationship with supervisor
3. Organizational culture

LEADERSHIP

“If you want engaged employees, you need engaged leaders”



[Jim Kamensky](#)

Excellence in Government, Management Matters

Leadership and Engagement

- Managers and leaders must appreciate the role they play in the success of their staff members and teams
- Understand how their staff perceive them and how they interact
- [The Stanford University](#) advisory board named self-awareness the most important skill for leaders to develop.
- The first step to understanding what motivates other people is to know yourself
- When managers do not understand the impact of their own behavior, it results in an atmosphere of distrust amongst staff members.

The Engaged Leader

- Starts the day in “the right frame of mind”
- Smiles
- Walks tall and confidently
- Greets and spends a few minutes with staff, shares the goals for the day
- Makes sure staff clearly understand the organizations mission and vision
- Makes sure staff clearly understands what is expected of them
- Speaks with staff regularly and often
- Provides corrective feedback when needed
- Provides compliments often



- Has “one on one” meetings with staff, gets to know them and find out what makes them “tick”.
- Are sincere in their interest
- Conveys responsibility and authority to carry out tasks
- Allows employees to decide how to complete tasks
- Ensures employees know their work is important.

[According to Wharton management professor Adam Grant](#)

“employees who know their work has a meaningful, positive impact on others are not just happier at work than those who don’t; they are vastly more productive too”.

The Ultimate Leader

- Treats others as they need to be treated.
 - Leaders must understand different people have different motivational needs.
- Adapts their leadership style to specific situations and specific people.
 - this creating an environment in which staff can contribute to the success of the organization in their own way.
- Makes it a priority to create the right conditions.
 - work environment and the right job criteria for the individual thus enabling them to thrive.



Ultimately they Celebrate!!



Celebrate employees achievements!
Organizational level and personal level

Employee Engagement



We will now explore some leading theories on employee engagement

How do we engage them ?

“ 6 Things Wise Leaders Do To Engage Employees”, [Forbes Magazine](#)

1. **Stop unknowingly creating tension** - When employees are encouraged to be themselves and not what others want them to be
2. **Detect the most positive capabilities in people** - Stop spending time being overly critical of what your employees are not doing right and identify what they are naturally gravitating towards
3. **Empower to discover potential** - Put them in situations that will build their confidence and strengthen their self-trust.
4. **Put them in a position of influence** - Employees want to feel trusted and valued for the independent decisions they can make and the impact they can create.
5. **Share your success to build their momentum** - Sharing your success with your employees and making them feel an important part of your accomplishments is a sign of trust that organically creates engagement.
6. **Be consistent and have their backs** - Employees disengage when their leaders play mind-games and are inconsistent with their approach and style.

5 Simple Things Needed For Your Employees To Thrive

- **Vitality**-Being energetic, passionate and alive at work
- **Learning**-Be it career progression or mastering their current role, thriving employees seek opportunities for learning and developing
- **Health**-Physical Health and Psychological Health is the area where a thriving workforce has the greatest positive impact.
- **Effective Leadership**-When leaders thrive, they create an environment that allows their team to feel motivated
- **Work-life balance**-The positive energy of thriving at work will often spill over into ones personal life and vice versa.



The 10 C's of Employee Engagement

Connect - Leaders must show they value employees

Career - Opportunities for career advancement

Clarity - communicate a clear vision

Convey - expectations to employees and provide feedback

Congratulate - Praise and recognition for strong performance

Contribute - People want to know that their input matters

Control - Allow them control

Collaborate - When employees work in teams it builds trust and cooperation

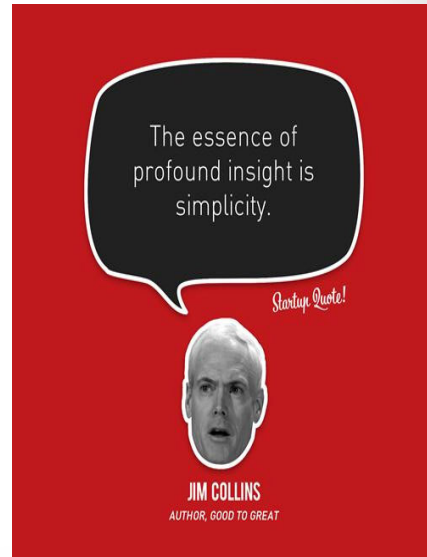
Credibility - Demonstrate high ethical standards

Confidence - Good leaders lead by example, high ethical and performance standards

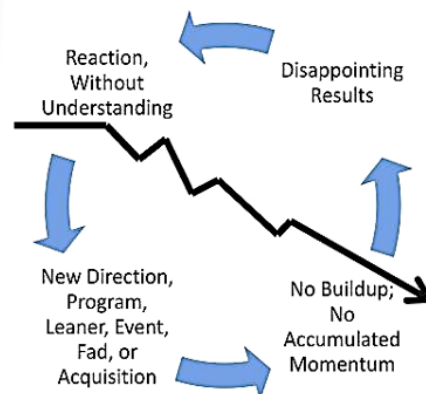
“Good to Great”

Author Jim Collins describes
the following concepts related to
performance

- There is no “Magical Moment” that gets organizations from performing good to performing great.
- Rather *a down to earth, pragmatic, committed to excellence process. A framework that kept each company, it’s leaders and it’s people on track for the long haul.*



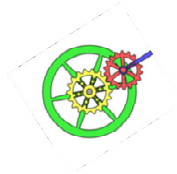
The Doom Loop



- Disappointing results lead to reaction without understanding
- Which leads to a new direction
- Which leads to a new leader, a new program
- Which leads to no momentum
- Which leads to disappointing results

The Flywheel

- Make long term plans based upon careful reflection
- Build tangible evidence that the plans make sense and will deliver results
- **Why the Flywheel works:**



- Real people in real organizations want to be part of a winning team
- They want to contribute to producing real results
- They want to feel the excitement of something that works!

Who before what

- **Start by getting the right people in your organization**
- ✓ The right people are self-motivated
- **Get the wrong people out of your organization**
- ✓ Great vision with mediocre people still produces mediocre results
- **Get the right people doing the right jobs in your organization**
- ✓ Great people will achieve great results when performing jobs they are best suited for



Fox

- An ancient Greek parable describes foxes which know many small things and hedgehogs which know one big thing.
- Great leaders are “hedgehogs”. They know how to simplify a complex world into a single, organizing idea. The kind of basic principle that unifies, organizes and guides all decisions.



Hedgehog Concept

- What can we be the best in the world at?
- What is the economic denominator that best drives our economic engine?
- What are our core people deeply passionate about?



The Stop Doing List

- Good to great leaders distinguish themselves by their unyielding discipline to stop doing anything and everything that does not fit tightly within their Hedgehog Concept.

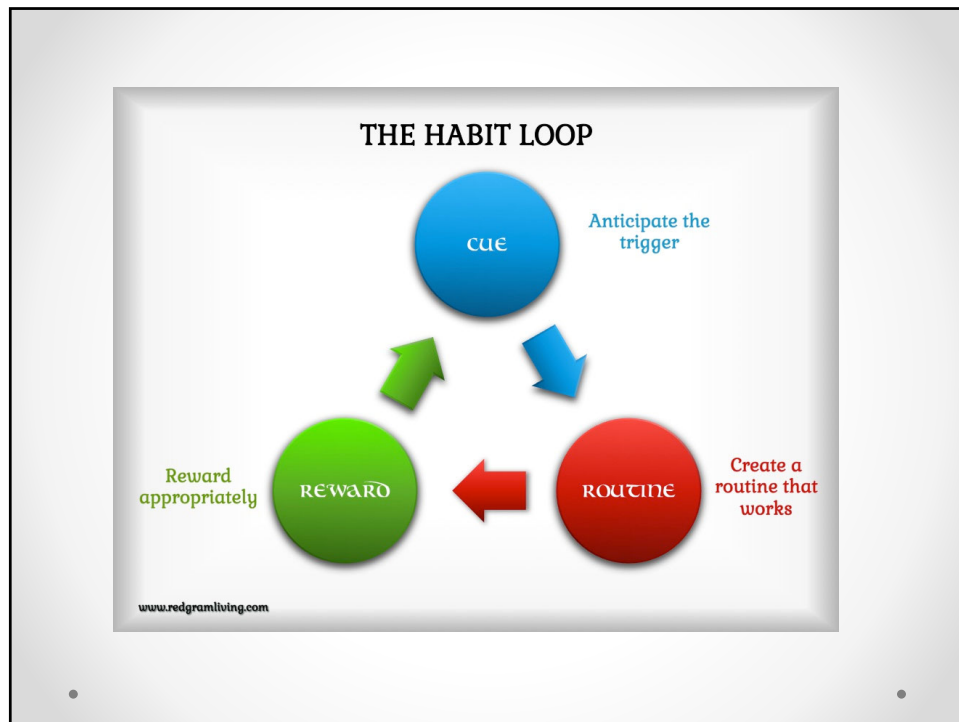


The Power of Habit

- In his book "The Power of Habit", Charles Duhigg describes how individuals and organizations can harness the power of habits to achieve high levels of performance and success.

Habits are not destiny

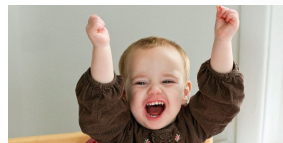
- Habits can be ignored, changed or replaced
- The important thing to note is that once a habit is formed, the brain stops participating in decision making.
- Unless you deliberately fight a habit, the pattern will unfold automatically



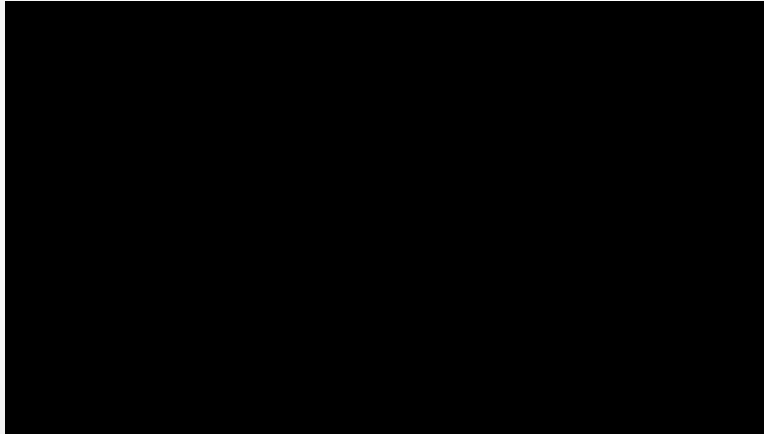
Keystone Habits and the “Small Win”



- Small wins have enormous power, an influence disproportionate to the accomplishments of the wins themselves.
- Small wins make transformational changes by leveraging tiny advantages into patterns that convince people that bigger achievements are within reach.



The Fish Philosophy



The Fish Philosophy



Is an Engaged Workforce Important?

- Research conducted by [Dale Carnegie Training](#) showed that organizations with engaged employees outperform those without by up to 22%
- 84% of highly engaged employees believe they can positively impact the quality of their organizations products
- 72% of highly engaged employees believe they can positively impact customer service
- 68% of highly engaged employees believe they can have positive impact on costs

Key Take Aways....

- Build trust by being fair
- Foster employee collaboration
- Communicate clear expectations to employees
- Recognize superior contributions
- Take time to listen
- Spend time coaching
- Give employees a chance to do quality work
- Share praise such as participant compliments
- Ensure employees have necessary resources
- Listen carefully to feedback
- Maintain a positive work culture
- Host celebrations



QUESTIONS?

- Did we explore several leading theories on staff engagement and motivation?
- Can you list the common obstacles to staff engagement and peak performance?
- Have you identified ways to increase staff engagement, morale and performance in your organization?

•THANK YOU



Marc Solomon, CPRP, AFO

Recreation Superintendent

Charlotte County Community Services Department