
10 Steps of Engagement

PREVIEW





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



STEP 3 – Engage First Line Leaders

Train your leaders on engagement

12 Needs a Leader Must Fill

1. Trust *“I believe in you”*
2. Authority *“Someone’s in charge”*
3. Security *“Things will probably turn out OK”*
4. Direction *“Someone knows where we’re going”*
5. Vision *“We know where we’re going”*
6. Structure *“Everybody knows where they fit in”*
7. Clarity *“Someone is saying what’s expected of us”*
8. Role Model *“We have someone to look up to”*
9. Reassurance *“Someone’s looking after us”*
10. Cohesion *“We’re all singing from the same song sheet”*
11. Inspiration *“We feel good about what we’re doing”*
12. Recognition *“What I do matters”*

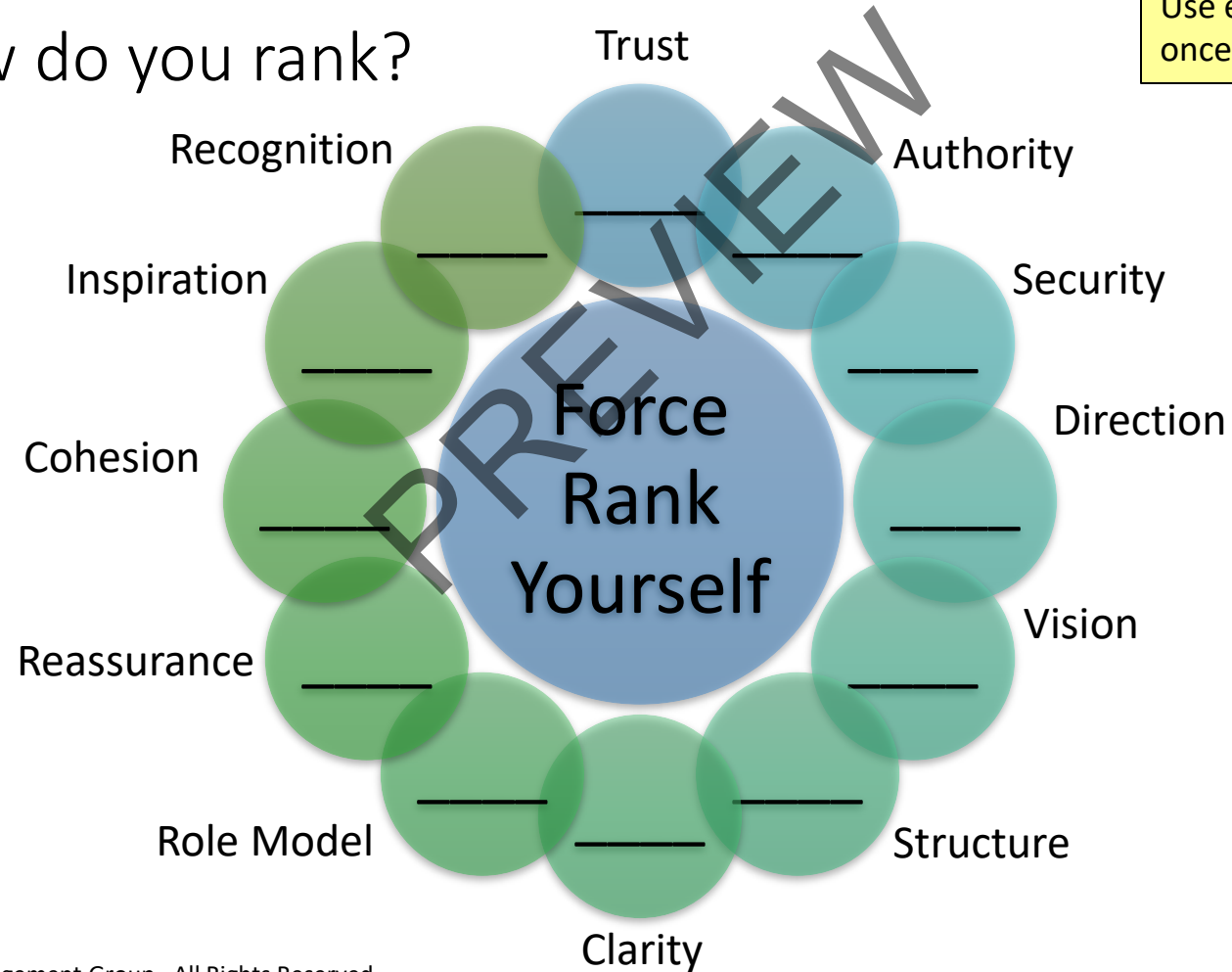


STEP 3 – Engage First Line Leaders



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



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 it is to you personally.

Need	Rank	How important is filling this need to you? • 1 = not important, • 5 = very important	Description
Trust		1 2 3 4 5	I believe in you
Authority		1 2 3 4 5	Someone is in charge
Security		1 2 3 4 5	Things will probably turn out okay
Direction		1 2 3 4 5	Someone knows where we're going
Vision		1 2 3 4 5	We know where we're going
Structure		1 2 3 4 5	Everyone knows where they fit in
Clarity		1 2 3 4 5	Someone is saying what's expected of us
Role model		1 2 3 4 5	We have someone to look up to
Reassurance		1 2 3 4 5	Someone is looking after us
Cohesion		1 2 3 4 5	We're all singing from the same song sheet
Inspiration		1 2 3 4 5	We feel good about what we are doing
Recognition		1 2 3 4 5	What I do matters

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	



Two tools you can use to ask your employees to evaluate you on the 12 Needs

STEP 3 – Engage First Line Leaders

Leadership – where it all starts



Leadership Evaluation

Rate _____ on a scale of 1 – 10 (1 = Not at all, 10 = Exceeds at this) or, if not applicable, NA

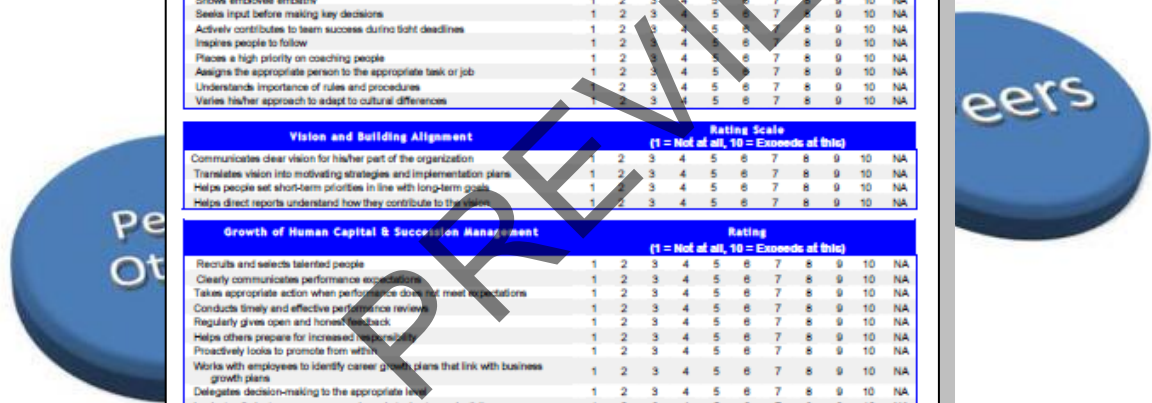
Leadership Foundation		Rating (1 = Not at all, 10 = Exceeds at this)									
Appropriately changes leadership style depending on the situation	1	2	3	4	5	6	7	8	9	10	NA
Adapts leadership techniques to my individual working style	1	2	3	4	5	6	7	8	9	10	NA
Makes the tough decisions with confidence	1	2	3	4	5	6	7	8	9	10	NA
Takes control of the situation when needed	1	2	3	4	5	6	7	8	9	10	NA
Works effectively in cross-cultural environments	1	2	3	4	5	6	7	8	9	10	NA
Shows an appreciation to the value of diversity (race, nationality, culture, age, gender, sexual orientation)	1	2	3	4	5	6	7	8	9	10	NA
Shows employee empathy	1	2	3	4	5	6	7	8	9	10	NA
Seeks input before making key decisions	1	2	3	4	5	6	7	8	9	10	NA
Actively contributes to team success during tight deadlines	1	2	3	4	5	6	7	8	9	10	NA
Inspires people to follow	1	2	3	4	5	6	7	8	9	10	NA
Places a high priority on coaching people	1	2	3	4	5	6	7	8	9	10	NA
Assigns the appropriate person to the appropriate task or job	1	2	3	4	5	6	7	8	9	10	NA
Understands importance of rules and procedures	1	2	3	4	5	6	7	8	9	10	NA
Varies leader approach to adapt to cultural differences	1	2	3	4	5	6	7	8	9	10	NA

Vision and Building Alignment		Rating Scale (1 = Not at all, 10 = Exceeds at this)									
Communicates clear vision for his/her part of the organization	1	2	3	4	5	6	7	8	9	10	NA
Translates vision into motivating strategies and implementation plans	1	2	3	4	5	6	7	8	9	10	NA
Helps people set short-term priorities in line with long-term goals	1	2	3	4	5	6	7	8	9	10	NA
Helps direct reports understand how they contribute to the vision	1	2	3	4	5	6	7	8	9	10	NA

Growth of Human Capital & Succession Management		Rating (1 = Not at all, 10 = Exceeds at this)									
Recruits and selects talented people	1	2	3	4	5	6	7	8	9	10	NA
Clearly communicates performance expectations	1	2	3	4	5	6	7	8	9	10	NA
Takes appropriate action when performance does not meet expectations	1	2	3	4	5	6	7	8	9	10	NA
Conducts timely and effective performance reviews	1	2	3	4	5	6	7	8	9	10	NA
Regularly gives open and honest feedback	1	2	3	4	5	6	7	8	9	10	NA
Helps others prepare for increased responsibilities	1	2	3	4	5	6	7	8	9	10	NA
Proactively looks to promote from within	1	2	3	4	5	6	7	8	9	10	NA
Works with employees to identify career growth plans that link with business growth plans	1	2	3	4	5	6	7	8	9	10	NA
Delegates decision-making to the appropriate level	1	2	3	4	5	6	7	8	9	10	NA
Looks to eliminate unnecessary work or obstacles to productivity	1	2	3	4	5	6	7	8	9	10	NA
Has proactively identified and developed a successor to him/herself	1	2	3	4	5	6	7	8	9	10	NA

Creating a Motivational Environment		Rating (1 = Not at all, 10 = Exceeds at this)									
Provides material and equipment needed to do the work right	1	2	3	4	5	6	7	8	9	10	NA
Recognizes and rewards achievement when performance surpasses expectations	1	2	3	4	5	6	7	8	9	10	NA
Is distant enough to be objective	1	2	3	4	5	6	7	8	9	10	NA
Keeps promises and commitments	1	2	3	4	5	6	7	8	9	10	NA
Focuses on how results are achieved as much as on what results are achieved	1	2	3	4	5	6	7	8	9	10	NA
Provides positive feedback when deserved	1	2	3	4	5	6	7	8	9	10	NA
Bases pay fairly on both quantitative and qualitative results	1	2	3	4	5	6	7	8	9	10	NA
Establishes a culture which enables others to succeed	1	2	3	4	5	6	7	8	9	10	NA

Team Development		Rating (1 = Not at all, 10 = Exceeds at this)									
Works cooperatively with others to achieve common goals	1	2	3	4	5	6	7	8	9	10	NA
Successfully manages conflict	1	2	3	4	5	6	7	8	9	10	NA
Works effectively with peers and colleagues	1	2	3	4	5	6	7	8	9	10	NA
Willingly shares his/her "best" individual talent with others	1	2	3	4	5	6	7	8	9	10	NA
Respects the importance of other people's time	1	2	3	4	5	6	7	8	9	10	NA
Consistently treats people with dignity and respect	1	2	3	4	5	6	7	8	9	10	NA



STEP 3 – Engage First Line Leaders

Leadership – where it all starts

Leadership and Engagement Best Practices

Leadership

- Use positive language – say what to do vs. what not to do
- Validate before you communicate – rumors can sound just like facts
- Ask questions and use employees as a sounding board
- Listen to employees
 - Use your ears and eyes
 - Let employee finish (no interruptions)
 - Respond to show you are engaged
 - Ask questions to clarify
- Encourage employee communication by facilitating discussions and conflicts
- Ask for feedback from employees about your leadership
- Solicit new ways of doing things
- Be open to new ideas
- Ask for solutions, not just complaints
- Encourage employees to submit innovative ideas
- Over communicate, especially in times of stress
- Conduct a better practices brainstorm session
- Set a good example – know who you are and live your 3 lives (business, personal, and family) with passion
- Encourage employees to balance life and work
- Demonstrate empathy, especially in times of personal hardship
- Keep a positive attitude – your staff will mirror your behavior
- Respect others' time
- Communicate, communicate, communicate

Vision and Building Alignment

- Understand the vision of the company
- Define your vision for your department that ties directly to the vision of the company
- Communicate your vision to your employees with emphasis to the connection to the company vision
- Clearly articulate cascading goals
- Routinely remind your employees of the vision
- Define and communicate your strategy for reaching the vision
- Discuss with your employees how to best execute the strategy flawlessly
- Measure progress (create 'balanced scorecards')



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 (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 – 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, Venues, Technology, Branding, Transparency, Simple and Flawless Execution)		
1		
2		
Step 5. Individualize Engagement (Generation, Culture, Diversity, Tenure)		
1		
2		