• In groups of 3 or 4:
  – What have you applied from previous sessions? (JP, Gord, John, Linda)
  – What difference are these applications making for you, your team or your department?
  – What helped you make progress?
  – What obstacles did you run into and how did you overcome them?
Content

• Current understanding of
  – Employee Engagement
  – Levers of engagement
  – Contributions of management levels to engagement
• Managerial skills for generating a culture of engagement
  – Appreciative mindset
  – 3 Qs
  – Managing the human dynamics of change
• Case studies
• Applications
Objectives

• Understand how to build or maintain employee engagement, morale and satisfaction

• Understand the key local drivers of engagement and how to use them on a day to day basis

• Be equipped with a mindset that helps manage the human dynamics of change

• Create or reinforce a local strategy
Slides

http://wp.me/P5izLC-22
Discussion

• What are you currently doing to maintain engagement in your team or department?
• What works from your perspective?
• What challenges do you face?
Small Group Discussion

• Describe together the Ideal Employee
Ideal Employee

Thinking

Growing

Connected with the mission

Committed

Skilled

?
Small Group Discussion

• Describe the ideal manager
Traditional focus / Current focus

- **Traditional (more reactive)**
  - Manage discipline
  - Ensure compliance
  - Manage gaps in performance
  - Meet requirements
  - Resolve disputes
  - Just get the job done

- **Current focus (more proactive)**
  - Manage energy
  - Create high trust and low negative conflict environments
  - Generate high commitment to clients
  - Ensure alignment with values
  - Deliver excellence
Engaged Employees

• Definition of Employee Engagement and Engaged Employees:
  – “a heightened emotional connection that an employee feels for his or her organization, that influences him or her to exert greater discretionary effort to his or her work” US Conference Board
  – Engagement = High Satisfaction + High Commitment BlessingWhite
  – Employees who are fully involved in their work and organization and take pride in both (investing discretionary effort and intending to stay) Kehoe and Norman
<table>
<thead>
<tr>
<th>Fully Engaged Employees</th>
<th>Actively Disengaged Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are proactive</td>
<td>Are reactive</td>
</tr>
<tr>
<td>Go the extra mile for the customer</td>
<td>Barely meet minimum customer service standards</td>
</tr>
<tr>
<td>Show creativity when problem solving</td>
<td>Walk away from difficult problems</td>
</tr>
<tr>
<td>Explore root causes when things go wrong</td>
<td>Blame others for things gone wrong</td>
</tr>
<tr>
<td>Initiate and foster change</td>
<td>Are reluctant to change</td>
</tr>
<tr>
<td>Step forward to solve problems</td>
<td>Wait for others to act first</td>
</tr>
<tr>
<td>Take pride in producing quality outcomes</td>
<td>Have little job pride or interest in producing quality outcomes</td>
</tr>
<tr>
<td>Speak well of the organization when talking to others</td>
<td>Complain about the organization when talking to others</td>
</tr>
<tr>
<td>Are ready to learn, try new things, take on new responsibilities</td>
<td>Are reluctant to learn or take on new responsibilities</td>
</tr>
</tbody>
</table>
Employee Engagement North America

Source: Gallup 2015
Engagement Level by Generation
North America 2014

Source: Gallup 2014
The Engaged stay for what they give; the Disengaged stay for what they get. Moreover, Engaged employees in most regions stay for what they give (they like their work and are able to contribute); Disengaged employees stay for what they get (a secure job in an unfavorable employment market, a desirable salary or bonus, favorable job conditions, or career advancement). This finding underscores the reality that “intent to stay” is code for commitment and willingness to apply discretionary effort. It begs the question: If losing Engaged employees amounts to “regrettable turnover,” does the departure of the Disengaged amount to “productive attrition?”
Discussion

From your perspective, what does each of these levels contribute to engagement in an organization:

Senior Leaders:

Managers/Supervisors:

Individual contributors:
Contributions to Engagement

• **Senior Leadership**
  – Trust
  – Communication
  – Culture

• **Managers**
  – Coaching
  – Relationships
  – Ongoing Dialogue
  – Connection

• **Individual Contributors**
  – Ownership
  – Clarity
  – Action
What Individuals Do?

- Be clear on your values and goals
- Take action
- Own your engagement

Ask yourself 6 questions

Am I doing my best to...

1. set clear goals for myself?
2. make progress on those goals?
3. be happy?
4. make my work meaningful?
5. build positive relationships?
6. be fully engaged?
What Can Managers Do?

• Take control of your engagement
• Know and use the basic levers of engagement (Q12 addressed later in the day)
• Build/maintain relationships with your staff
• Understand basic motivators and know how to work with your team’s dynamics
• Connect people to purpose and values
What Can Executives Do?

- Commit or quit
- Pay attention to the engagement of your direct reports
- Set a clear direction
- Build a culture that fuels engagement
- Inspire commitment and trust
- Talk about engagement with passion
<table>
<thead>
<tr>
<th>Action</th>
<th>Potential Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Link the work of the organization to a larger purpose</td>
<td>+13 pts</td>
</tr>
<tr>
<td>Act in alignment with organization’s core values or guiding principles</td>
<td>+14 pts</td>
</tr>
<tr>
<td>Communicate honestly</td>
<td>+17 pts</td>
</tr>
<tr>
<td>Create a work environment that drives high performance</td>
<td>+20 pts</td>
</tr>
</tbody>
</table>
### Action

<table>
<thead>
<tr>
<th>Action</th>
<th>Potential Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delegates assignments effectively without micromanaging</td>
<td>+7 pts</td>
</tr>
<tr>
<td>Asks for and acts on my input</td>
<td>+8 pts</td>
</tr>
<tr>
<td>Treats me like an individual with unique interests and needs</td>
<td>+8 pts</td>
</tr>
<tr>
<td>Encourages me to use my talents</td>
<td>+9 pts</td>
</tr>
<tr>
<td>Recognizes and rewards my achievements</td>
<td>+12 pts</td>
</tr>
<tr>
<td>Has built a sense of belonging in our department or team</td>
<td>+14 pts</td>
</tr>
<tr>
<td>Provides me with regular specific feedback on my performance</td>
<td>+13 pts</td>
</tr>
</tbody>
</table>

Gap when comparing to overall engagement of 33% in NA
Strategic Actions for Building an Engaged Workforce

- Recruit for engagement
- Orient new and long term employees
- Provide performance supports
- Plan careers
- Develop the culture
- Develop the workforce
- Plan for succession
- Manage exits
An Example

- Region of Peel
  - Serve +1.4M
  - Values based management
  - Org wide leadership competencies
  - Mentoring
  - Succession planning
  - Lateral movements
  - Development discussions
An Example

Northumberland County (staff approx. 700)

Senior management alignment on purpose, values and strategy

Management development strategy → MLME certification
→ Advanced people leadership

Staff development strategy → Recruitment strategy
→ Orientation
→ BTL

Decision making involvement → Evolving roles
→ Participation in strategic direction

Departmental support → Supports to managers and teams
to enact values and strategies
An Example

Northumberland County (staff approx. 700)

Move the culture then measure engagement

Engagement is an outcome of an organization’s culture
Challenge

- 115 staff
- Morale is low
- 96 grievances
- Difficulty in recruiting
- Sick leave increased by 20% over last two years
- Supervisors looking for other jobs
- You’re appointed interim director

How would you approach this challenge?
Building Blocks Involved

• Rebuild a credible senior leadership presence
• Build the cohesiveness of the management team
  • Develop a common philosophy of leadership
  • Develop a track record of values based and purpose centered leadership
  • Change the narrative held by management
• Seek and enact opportunities for significant staff involvement
• Transform the relationship with the union executive
• Create contribution processes that involve all instead of maintaining the staff/management divide
Focus of Managers

1. Connect people to purpose
2. Manage outcomes and performance
3. Clarify and model values
4. Move out of the front line decision making zone
Role of the leader

Metaphor 1: Setting the table
- Leaders set the table for high performance
- Performers and team members bring their energy to the table

Metaphor 2: Moving energy
- Leaders create conditions in which human energy moves
- How leadership enacts its role defines where human energy will go

Observations and experiences
Think of a team member you can call and talk to before tomorrow afternoon.

- Explain what you’re doing and ask 3 questions:
  - When have you felt the proudest about your contribution to the city?
  - What helps you stay engaged?
  - What are some simple things I can do to help you stay engaged?
NEW MINDSET

NEW RESULTS

THE SAME OLD THINKING

THE SAME OLD RESULTS
Managerial Skills for Engagement
Appreciative Mindset → Levers for Engagement → Skilled Local Leaders

Working through significant conversations

Employee Engagement
  Fully Involved
  Positive connection to organization
  Willing to go the extra mile
Mindset ➔ Values ➔ Behaviours

Beliefs and assumptions about how the world works

Unilateral Control
- I understand fully, you may not quite get it
- I’m always right
- My motives are pure, don’t know about yours
- I work the hardest and contribute the most

Mutual Learning
- We do best when we’re curious and transparent
- We encourage people to make the decisions they own
- We seek to understand rather than judge

Appreciative Mindset
- We see organizations as solutions
- We see our role as a balance of learning and decision-making
- We study the root cause of success
- We frame the future in the context of strengths
Appreciative Mindset: Valuing and Honouring

– Valuing and honoring the best of what is and was in the organization and in the lives of the people in it

– AI has one goal:
  • Discover the root cause of success
  • Since what we focus on becomes our reality.
  • Not the glass half empty but why the glass is half full.
Traditional Leadership - Appreciative Leadership

- Managers = Problem solvers
- Organizations full of problems
- Look for what needs to be fixed
- Deficit thinking
- Focus on what’s wrong to do less of it

- Managers = Learners
- Organizations are solutions
- Something works
- Learn from what works and do more of it
Appreciative Thinking

- To create change:
- Focus on what’s right and do more of it.
  - Twice as effective as the traditional “focus on what’s wrong and do less of it.”

- Asking questions of an organization or group influences them.
  - Change begins with the first question!
  - Ask a positive one
    - E.g. “What’s the problem?” becomes ”What do we want more of?”
Appreciative Thinking

– When we ask positive questions
  • We evoke positive emotions (interest, joy, anticipation, hope)
– We carry forward the best of the past
– And the positive energy required to move to the future
Motivation Acceptances

• Drive to feel right
• Motivation is internal
• We chose how we direct our own energy
• We can only manage ourselves, we can’t control others
Key Human Needs

• These go beyond basic survival and safety needs
  – Taken care of by any good employer through decent salary and due diligence around workplace safety

• The basic need of every human being is to be appreciated.
  • Wm. James
Three Elements of “Being Appreciated”

• People look to their immediate environment - their managers or supervisors, their team members - for answers to three vital questions:
  – Do I Matter (am I valuable, am I making a difference)?
  – Am I Competent (can I learn, is my competence recognized)?
  – Can I influence this situation (have a say. Make significant decisions)?

• Throughout our lives the answers to these questions shape our self-worth.
Appreciation in Action

• Workplace answers to these questions include:
  – **Do I Matter (am I valuable)?**
    • I am treated with respect and care by my boss, co-workers.
    • My work makes a difference to my unit, boss, organization.
    • I am regularly recognized (thanked) for my efforts.
  – **Am I Competent (or can I learn)?**
    • Someone regularly talks to me about how I’m doing.
    • I am clear about how I could learn more and develop in the future.
    • Someone is encouraging my development.
  – **Can I influence this situation (have a say)?**
    • I and my colleagues, co-workers, are involved in decisions that affect us.
    • I am listened to.
    • My opinions count.
Basic Needs and Engagement

• Everyone puts their “selves” on the line at work.
• When people get positive answers to these questions they are energized to achieve more
  – Become more cooperative
  – Become more engaged with their work and organization

• When they consistently get negative answers to these questions they have to defend themselves against these threats to their sense of self worth…
• Each conversation has a real effect on energy use in our workplace.
  
  – Provides people with a choice to work with us (Positively Oriented Outward Behaviour) - creative and collaborative
  
  – Or around us – Self-Preserving Behaviour (Fly Under the Radar) or Against us (In Your Face)
  
  – A choice to be enthusiastic or indifferent - engaged or disengaged
Engaged Employees

• Are fully involved in, passionate about their work
  • Take pride in it (emotional connection)

• Care about the future of the organization
  • Willing to “go the extra distance” (invest discretionary effort)

• **Have a positive emotional connection** with the organization and its purpose (intend to stay)
Appreciative Leaders Motivate

• They try to fully understand a situation before acting
  – They get “all sides” of the story
  – They consider the implications of their actions
  – They speak as a partner-in-the-process

• They act in ways that value their employees
  – Show respect, consideration, concern
  – Show gratitude and give credit (thanks, recognition)
  – They encourage, support and develop
  – They communicate with clarity, consistency, honesty

• They seek to increase the worth of the everything they touch
  – They take pride in what they do
  – They model the need for others to take pride
  – And deeper form of motivation – **engagement**.
They Manage Trust

Elements that affect trust:

- Freedom to chose (autonomy)
- Treated with respect and recognized as competent (heard and understood, mastery)
- Connected to purpose (Meaning)

74% Less stress

106% More energy at work

50% Higher productivity

13% Fewer sick days

76% More engagement

29% More satisfaction with life

40% Less burnout

Paul Zack, HBR, The Neuroscience of Trust
City of Calgary

Purpose

Making *life* better every day.

The word "life" has a dual meaning: existence (people's lives), and verve (energy, creativity). We make a difference by contributing to people's well-being - their comfort, security and satisfaction with life in our city - and ensuring a high standard of quality of life for our residents. We also make a difference by bringing "life" to new ideas, creativity and innovation to our work, and energy and enthusiasm in our approach to public service.
C of C’s Statement on Culture

Working Together

Civic leadership in today's world requires a corporate culture and an inclusive public service environment where employees with diverse backgrounds, varied perspectives, skills, and experiences work together to provide exceptional municipal public service.

The collaboration of diverse people, ideas, and different perspectives is an organizational asset that generates greater creativity and innovation. We are at our best when we are working together, and collectively focused on meaningful outcomes for our citizens. Ensuring a high level of engagement and satisfaction among our citizens, customers and employees is paramount in achieving our future for The City of Calgary as a great place to live and work.
What is your Purpose?

• What is the purpose of your department or team? (Your share of the purpose of the City of Calgary)

• What is your personal purpose?

What can you practically and regularly do to keep your team or department connected to purpose?
Four Key Business Outcomes

- Productivity
- Profitability
- Employee Retention
- Customer Satisfaction
<table>
<thead>
<tr>
<th>The 12 Key Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Do I know what is expected of me at work?</td>
</tr>
<tr>
<td>2. Do I have the right materials and equipment I need to do my work right?</td>
</tr>
<tr>
<td>3. At work, do I have the opportunity to do what I do best every day?</td>
</tr>
<tr>
<td>4. In the last seven days, have I received recognition or praise for doing good work?</td>
</tr>
<tr>
<td>5. Does my supervisor, or someone at work, seem to care about me as a person?</td>
</tr>
<tr>
<td>6. Is there someone at work who encourages my development?</td>
</tr>
<tr>
<td>7. At work, do my opinions count?</td>
</tr>
<tr>
<td>8. Does the mission/purpose of my company make me feel my job is important?</td>
</tr>
<tr>
<td>9. Are my co-workers committed to doing quality work?</td>
</tr>
<tr>
<td>10. Do I have a best friend at work?</td>
</tr>
<tr>
<td>11. In the last six months, has someone at work talked to me about my progress?</td>
</tr>
<tr>
<td>12. This last year, have I had opportunities at work to learn and grow?</td>
</tr>
</tbody>
</table>
What Sets High Performers Apart?

I have the chance to use my strengths every day.

My coworkers are committed to doing quality work.

The mission of the company inspires me.

Source: Gallup, 2016
The Engagement Discussion

- Here are some questions you can ask:
  - What helps you stay engaged?
  - What could we do over the next 60-90-120 days to help you stay engaged?
  - How could we fit that in with your current responsibilities?
  - How can I help?
  - How can we follow-up together?
An Example

1. What are you seeing that indicates you are making progress with the individual?

An increased level of engagement, in someone who was already very well aligned and extremely engaged. Our conversations have changed to be less about specific issues or problems and more about mindset and culture. It’s great to see and has me excited about supporting his progress.

2. What is one change you are working on as a result of the conversations you have had?

I am assuming much less and asking a lot more questions. When we discussed the gaps I realized I had assumed he did not want much involvement in customer visits, workshops, public relations events or systems development…in my eyes he was a ‘plant guy’. Wrong, he is a plant guy and so much more and was hungry for the opportunity to develop into new roles.
Managing Authority for Trust and Engagement

• What is authority?
• Who has authority?
• What can happen when authority isn’t well understood and managed?

Principle:
A team member nearly never steps into a decision making zone occupied by their direct leader

• Part of a leader/manager’s role is to help their team fully occupy their roles
City of Calgary and Authority

Permission Space

The permission space is the informal source of authority which is a wider set of influences that shape an employee's capacity to exercise power.
Choices for Managing Authority

• What will I focus on?
  – Content
  – Processes and methods
  – Mindset and values

• Who will I work with?
  – Individual
  – Team
  – Organization

• What behaviours are needed?
  – Direction
  – Encouragement
  – Asking questions to provoke thinking
A Reminder of the Promise

Employee Promise

• The City supports a safe and respectful work environment. Above all, employees are afforded the same concern, trust, respect and caring attitude they are expected to share with every Calgary resident, business and visitor.
Build your Strategy

• How would you describe the engagement level of your team? What data do you have? How could you get a clear picture?

• What may need to change in order to maintain or increase engagement?

• What practical actions can you commit to in order to maintain or increase engagement?

• What challenge do you want to give yourself?
Leadership Challenge

• What simple daily behaviour could I commit to over the next 30 days to help deepen trust and engagement in my team or department?
• How could I remind myself regularly about this commitment?
• Who can I make myself accountable to?
"Our mission in life isn’t to prove we’re smart...
Our mission in life isn’t to prove we’re right...
Our mission in life is to make a positive difference."

Peter Drucker