

# Prepare Your Workforce to Thrive: Effective Employee Engagement Strategy



*Ashley Beaudoin, IMEC Technical Specialist*  
May 5, 2020



1

## Agenda

- 1.) Overview
- 2.) Components of an engagement strategy
- 3.) 3 tips to thrive on
- 4.) Going beyond surveys
- 5.) Benefits of focusing on engagement

2



2

**Overview**

**Arianna Huffington** • 3rd • Founder and CEO at Thrive Global  
 "When my two grown daughters come back home for a visit, it's usually cause for celebration — I scurry around cooking their favorite recipes and buying flowers to brighten up the house. Now, like many other families dealing with social distancing, I've had to wear any dress shoes but sweatpants are my new favourite for my daily routine pre covid! And what's your new favourite?"

**Ford Motor Company** • 2,881,512 followers  
 To extend our commitment to assist those helping to fight #COVID19 with #PPE, we are starting production of Powered Air-Purifying Respirators (PAPRs) with design and testing consultation from 3M.

**Western Governors University**  
**MENTAL HEALTH CHECK-IN**  
 ❤️ I'm doing great  
 💙 I'm okay  
 🟡 I'm meh  
 🟢 Things are tough, I'm struggling emotionally  
 💜 I'm having a hard time and wouldn't mind if someone reached out  
 ❤️ I'm in a really dark place  
 Let's make sure everyone's doing okay. Your feelings are valid.  
 For additional support, contact WellConnect, a 24/7 FREE service providing counseling, mental health resources, budget and debt support at 866-640-4777

**I CAN CONTROL**  
 (So, I can LET GO of these things.)  
 IF OTHERS FOLLOW THE RULES OF SOCIAL DISTANCING  
 THE ACTIONS OF OTHERS  
 PRESENTING WHAT WILL HAPPEN  
 OTHER PEOPLE'S MOTIVES  
 MY POSITIVE ATTITUDE  
 HOW I FOLLOW CDC RECOMMENDATIONS  
 MY OWN SOCIAL DISTANCING  
 MY KINDNESS & GRACE  
 TURNING OFF THE NEWS  
 FINDING FUN THINGS TO DO AT HOME  
 LIMITING MY SOCIAL MEDIA  
 THE AMOUNT OF TOILET PAPER AT THE STORE  
 HOW LONG THIS WILL LAST  
 HOW OTHERS REACT

**CREASING: WORKERS IN THE US. OF THE POPULATION.**

**IMEC**

3

“History teaches us that new opportunities are born from the deepest moments of crisis.” – Giorgio Armani

**IMEC**

4

## Greatest Asset in a Crisis and Beyond

<b>Tangible Assets</b>	<b>Intangible Assets</b>
<ul style="list-style-type: none"><li>• Equipment</li><li>• Furniture</li><li>• Inventory</li><li>• Stocks &amp; bonds</li><li>• Cash</li></ul>	<ul style="list-style-type: none"><li>• Brand recognition</li><li>• Customers/Patients</li><li>• Intellectual property</li><li>• YOUR WORKFORCE</li></ul>

*How do you make sure your greatest asset, your workforce, will be committed and remain productive?*

5




5


## Difference Between Satisfaction and Engagement

**Employee Satisfaction:**  
The extent to which employees are happy or content with their jobs and work environment


**Employee Engagement:**  
The extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work



6




6



## Measuring Engagement

Hindering Engagement	Improving Engagement
<ul style="list-style-type: none"><li>• View engagement surveys as an annual “program” or “action”</li><li>• Too much focus on the results</li><li>• Having blinders on to just focus on specific parts of the results</li></ul>	<ul style="list-style-type: none"><li>• View engagement as being a ongoing approach to achieve overall success</li><li>• Take the results and focus on developing your workforce &amp; overall workplace/culture</li><li>• View the positive &amp; constructive feedback</li></ul>

7



7



## Employee Engagement Strategy: Components of Current State

- Perspective of employees being an expense rather than a company's greatest asset
- Human Resources primary responsibility is to fill positions, benefits, payroll, etc. (necessities)
- Managers tend to be the reason why people leave and are the ones with action items that relate to impacting engagement levels
- Engagement surveys are a stand alone approach to increase engagement levels

8



8

## Employee Engagement Strategy: Components of Ideal State

- Identify expectations and measures of what success looks like
- Be transparent and effective when communicating
- Define or refine engagement programs

9



9

## Tip 1: Identify expectations and measures of what success looks like

- Create and articulate a strategy that aligns with the purpose of the company
- Determine tangible outcomes on what to achieve & avoid
- Succeed on your own terms
  - e.g., turnover, productivity levels, increased profitability, decrease in safety incidents, scrap, etc.



10



10

## Tip 2: Be transparent and effective when communicating

- Discuss the engagement strategy
- Share insight on the engagement survey and survey process
  - Purpose & importance of engagement
  - What will be measured and how it will be measured (engagement survey, pulse survey, etc.)
  - Share survey results with entire workforce
  - Discussion on areas of focus that will be taken
  - Continued progress

11



11

## Tip 2: Be transparent and effective when communicating

### Develop a sequenced interaction approach

- Begin the discussion with providing a clear purpose and importance
- Share insight about the topic at hand, explore the scope, and clarify expectations from people
- Pause and seek ideas and suggestions (build off feedback)
- Determine actions and agree on next steps
- Close the discussion by summarizing what was discussed, the next steps, and remain positive by expressing confidence

12



12

## Tip 2: Be transparent and effective when communicating

### If/when change occurs continue to be transparent

- Describe what is changing and why it is changing
  - *Ask open-ended questions to determine employees understand what was discussed*
  - *Inspire people to speak their minds on the topic(s) at hand*
- Seek reactions and feelings from your workforce
  - *“What are your thoughts and feelings with this change?”*
  - *“As we move forward with this change, what are your ideas/recommendations for this to come to fruition?”*
- Regain sense of control
  - *Acknowledge thoughts of others and your own (“it is a frightening time..”)*
  - *Exuberate confidence and decisiveness while encouraging commitment*

13

-DDI, 2020



13

## Tip 3: Define or refine engagement programs

- Identify drivers of engagement that is tangible with resources that are available
  - *Drivers of engagement may differ across employee groups*
- Obtain insight from workforce
  - *Example 1: Create a cross-functional team on a topic that will impact the entire workforce*
  - *Example 2: Conduct a focus group conversation on current state and ideal state of a specific topic/initiative with a pre-determined group*

14



14

## Go Beyond Surveys:

- Seek 1:1 feedback
  - Inform each team member the purpose for the meeting
  - Create a list of questions to initiate a conversation
  - Incorporate work-specific questions
- Express genuine appreciation to employees
  - Be timely & specific

**Touching Base:**

- How are you feeling?
- What are your thoughts on the current communication that Company ABC is providing us?
- What are your thoughts on the current changes that have occurred in the workplace?
- How can we/I support you?
- What can I do to make your job easier?

**Stay Interview:**

- What do you enjoy doing most as part of your work? Why?
- What things about your current job do you enjoy the least? Why?
- What do you look forward to when you come to work each day?
- What keeps you working here?
- What can I do to best support you?

A STAR for...  
 Name: \_\_\_\_\_ Date: \_\_\_\_\_  
 Manager/Col: \_\_\_\_\_  
 Action: \_\_\_\_\_ Result: \_\_\_\_\_  
 Follow-up: \_\_\_\_\_  
 IMEC

15

## Why a Culture of Engaged Employees Matters


- **Sales:** Highly-engaged sales personnel attain an average of 99% of sales goal. On the other hand, disengaged sales personnel only attain an average of 91%
- **Productivity:** Organizations with a highly-engaged workforce realizes 26% higher employee productivity than those who have a workforce who are less engaged
- **Profitability:** Organizations who have highly-engaged employee have a 22% increase in profitability over those who have fewer engaged employees
- **Safety:** Engaged employees have 70% fewer safety incidents

16




16





17



The image shows a central graphic with the text "Q&A" in large white letters on a blue background. Three hands are holding the letters: a hand in a dark suit sleeve on the left, a hand in a teal sleeve in the middle, and a hand in an orange sleeve on the right. The background of the graphic has faint speech bubbles. To the left of the main content is a vertical bar with five colored segments: dark teal, light green, dark green, light blue, and dark teal. The number "17" is positioned below the main graphic, and the "IMEC" logo is in the bottom right corner of the slide frame.

17