To receive codes for the recertification credits, plan to attend all 60 minutes of this webinar.

Insight

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thread

Insight

Strategies For Better Employee Engagement

Presented by
Sarah Borsten, PHR

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Agenda

- Why It Matters
- Common Pitfalls
- Assess Your Culture
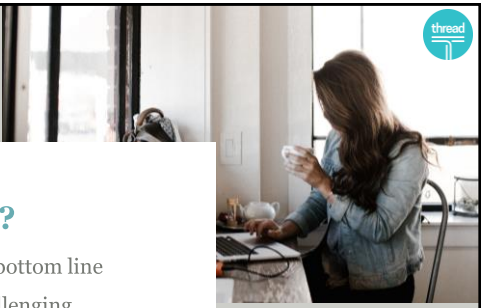- Fix the "Big" Issues
- Build on the Good
- Q & A

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Why It Matters

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Why is it Essential?

- Disengagement is a drag on the bottom line
- Recruitment is getting more challenging
- Company culture is becoming more important
- Engaged employees help attract applicants and business

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Company Culture

- Helps cultivate atmosphere where employees feel comfortable addressing and resolving conflicts or concerns
- Attracts potential business and applicants
- Fosters employee bonding and engagement

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With an Engaged Workforce...

41% less absenteeism

24% less turnover

70% fewer safety incidents

20% higher sales

17% more productivity

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Cost of Turnover and Recruitment

Recruitment advertising costs

Employee referral bonus

Background screening

Signing bonus

New hire relocation cost

Recruiter pay and benefits

Hiring team time loss

Onboarding

Training

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Lower
Productivity
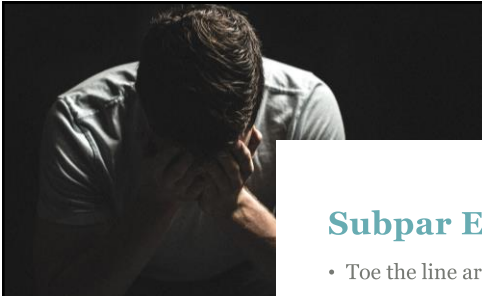
Lower
Profitability

Lower
Ratings

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Common Pitfalls

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Subpar Employees

- Toe the line around company expectations
- Complete minimal job duties or complete tasks with little regard for quality
- Weaken office morale and engagement, sometimes over extended periods of time
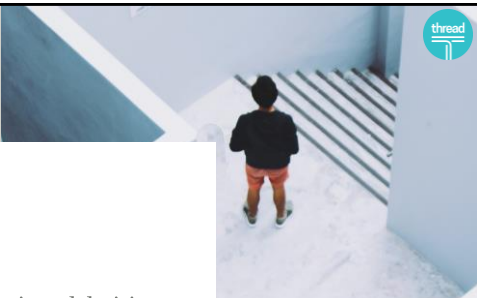
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Bad Leaders

- Unfair
- Incompetent
- Rigid
- Inconsistent

- Callous
- Corrupt
- Insular
- Overbearing

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Bad Leaders

- Do not motivate direct reports
- Make ineffective or politically-motivated decisions
- Provides lack of accountability and transparency
- Lack drive to overcome
- Don't focus on building relationships

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How to Drive Employees Away

- Micromanagement
- Indifference and lack of concern
- Abuse, hostility, or bullying

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"Kick the Cat" Culture

- People in power act abusively to those lower than themselves
- Abusive behavior, and details of it, rarely go up the ladder
- Companies often ignore the abusive behavior, actively or passively

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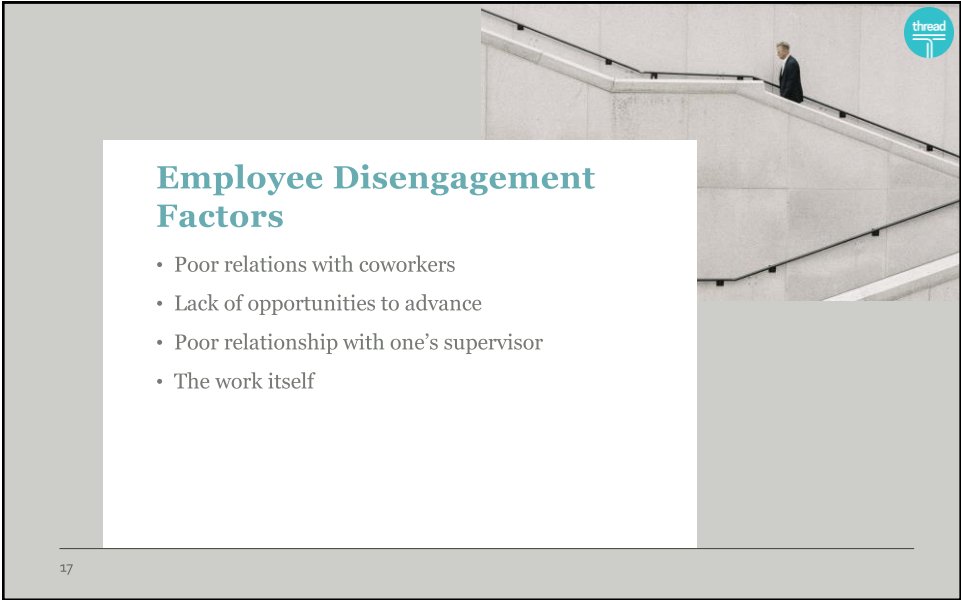
Job Dissatisfaction Factors

- Low compensation or pay
- Lack of benefits, or lack of useful benefits
- Questionable job security
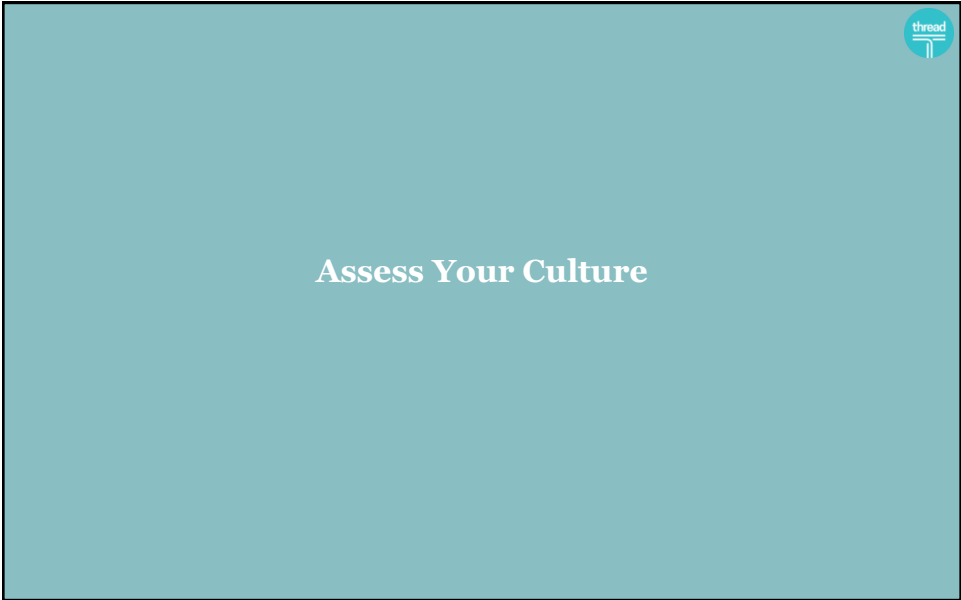- Limited opportunities to use skills and abilities

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Employee Disengagement Factors

- Poor relations with coworkers
- Lack of opportunities to advance
- Poor relationship with one's supervisor
- The work itself

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Assess Your Culture

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Do Employees Enjoy Coming to Work?

- Just ask
- Open-ended questions help
- Usually visually apparent:
  - How do employees relate to one another?
  - What are the company's norms and habits?
  - Are there patterns in behavior?

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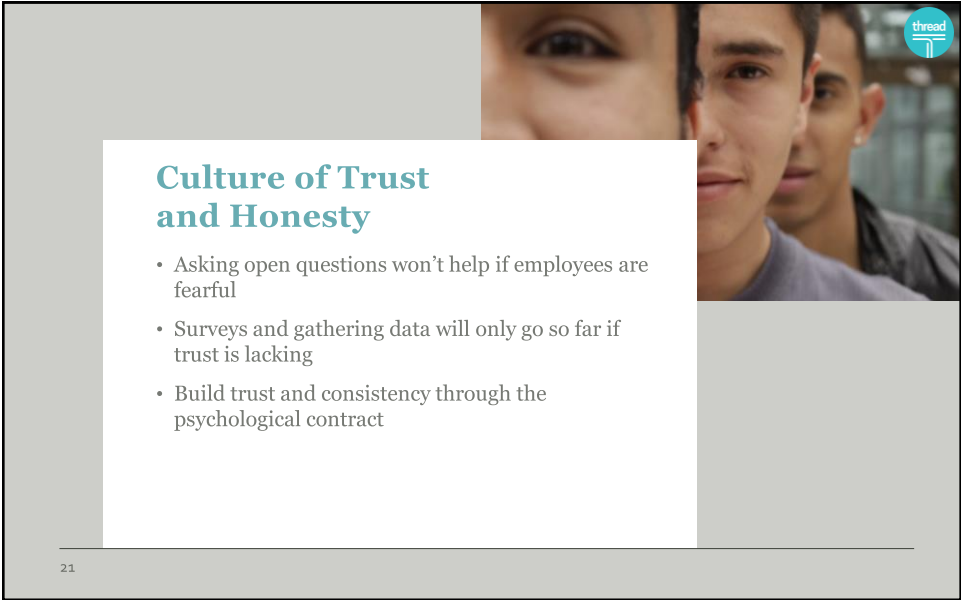
Core Values

→ Put them in writing

→ Involve your employees

→ Hire with values in mind

→ Guide decision-making

→ Practice what you preach

→ Increase employee investment

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Culture of Trust and Honesty

- Asking open questions won't help if employees are fearful
- Surveys and gathering data will only go so far if trust is lacking
- Build trust and consistency through the psychological contract

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Gather Employee Data: Interviews

- Exit interviews
- Stay interviews
- Performance evaluations
- Skip-level interviews

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Gather Employee Data: Surveys

- Engagement surveys
- Benefits surveys
- Manager surveys
- Leadership surveys
- Appreciation and recognition surveys

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Fix the "Big" Issues

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Break the Cycle

- Recognition matters
- Encourage creativity
- If you can't offer creativity, offer autonomy

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Identify Options and Tools

- Manager training
- Leadership development
- Encouraging communication
- Enabling fair dispute resolution

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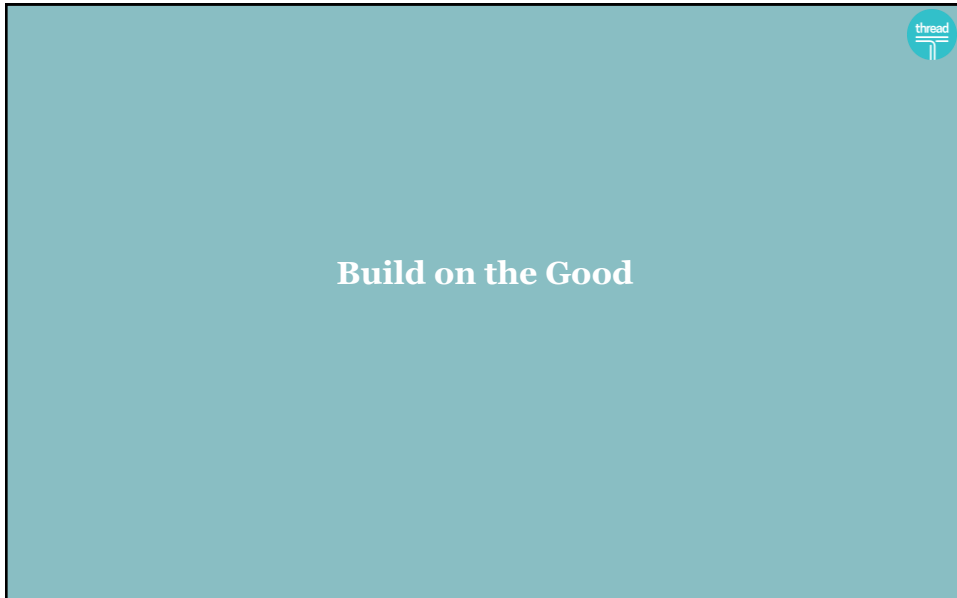
Build on the Good

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Vary Your Approach

Educate your managers about how they can adjust to their employees' differing learning and communication styles:

- In-person meetings versus online surveys

- Small changes such as sending out memos a day in advance

- Discuss a project in a private room instead of the middle of the office

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Utilize Your Leaders

- Provide training to new managers

- Develop employees not just for their current job but the next position

- Empower both managers and employees to resolve their own issues

- Provide support when needed

- Be attentive to personal differences and adjust coaching style to match

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Invest in Employee Development

- On-the-job training
- Continuing education
- Professional events
- Mentor programs
- Opportunities for advancement

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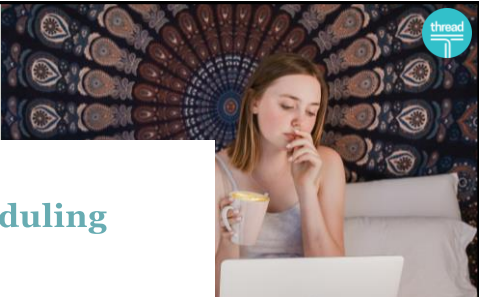
Incorporate Employee Recognition

- **68%** of companies with a values-based recognition program saw a positive impact on employee retention

- **73%** of employees recognized over a 6-month period felt highly engaged at work, compared to only **58%** who had not been recognized

Source: Gallup's *2017 State of the American Workplace Report*

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Offer Flexible Scheduling

- Work from Home options
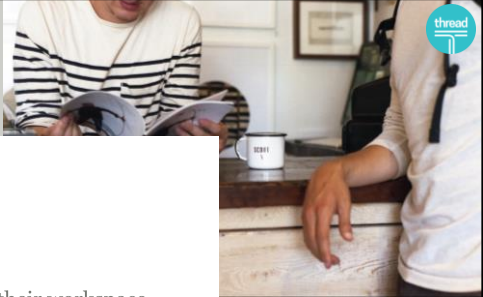- Flex holidays
- Lunch and meal periods

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Build Community

- Employee retreats
- Holiday parties
- Summer picnics
- Company-provided lunches
- Communal breakroom
- Volunteer opportunities

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Boost Morale

- Add plants to the workplace
- Allow employees to personalize their workspace
- Provide snacks and beverages
- Encourage breaks away from work being done

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Communication

- Ask open-ended questions:
  - "Tell me about what you're working on."
  - "What challenges have you been facing?"
  - "What can I do to best support you?"
- Give meaningful feedback
- Communicate expectations clearly
- Celebrate successes and milestones

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"The ideal culture puts people first and is predicated on strong relationships, a commitment to employee happiness, and a **strong emphasis on employee development**.

What's more, this culture reminds employees of their worth as individuals through **consistent recognition and appreciation from managers and peers**.

Due to the documented benefits, companies are investing more in recognition programs as a **way to boost company metrics**, like employee turnover."

- 2015 SHRM/Globoforce Employee Recognition Survey

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PHR | Training Specialist

Sarah joined the team after four years on the front lines of the Human Resources department at Starbucks, and admittedly still enjoys an extra bold cup of coffee. She has worked in a number of HR roles in a multi-state capacity. With a B.A. in English from the University of Puget Sound and her PHR certification obtained in Portland, Sarah is happy to call the northwest her permanent home. She leads a double life as a poet.

Sarah Borsten

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