How To Raise Your Employee Engagement Score: A Manager's Guide

Dick Finnegan

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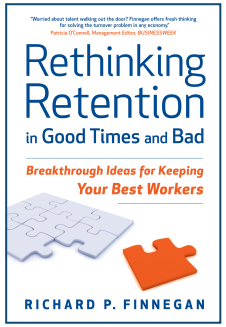
Finnegan Bio

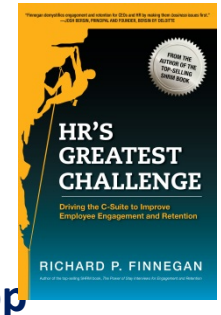
"Recovering HR director" solved turnover for Siberian banks, African gold mines, Chinese multi-national corporations…and the CIA



Author, *Rethinking Retention in Good Times and Bad*, excerpted by *BusinessWeek*;"fresh thinking for solving the turnover problem in any economy"

Author, *The Power of Stay Interviews for Engagement & Retention*, top-selling SHRM-published book in history

Author, *The Stay Interview*, published in 20 languages + audio book



Author, *HR's Greatest Challenge*, distributed free to top global HR executives

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What Are CEOs Top Business Challenges Today?

Harvard Business Review: Top thing CEOs worry about is “talent management”

Gallup: “A record 47% of the workforce say now is a good time to find a quality job”

SHRM: Top challenge last two years, “Retention”

Chief Executive Magazine: “75% of CEOs say recruiting and retaining key talent is their top business challenge”

What Should Managers Do To Raise Their Teams' Employee Engagement Scores?

Published by AMACOM, October, 2017

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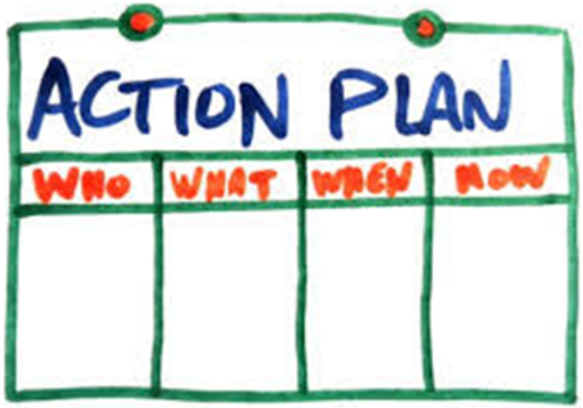
Big 3 Manager Improvement Topics

Recognition
Communication
Career Development



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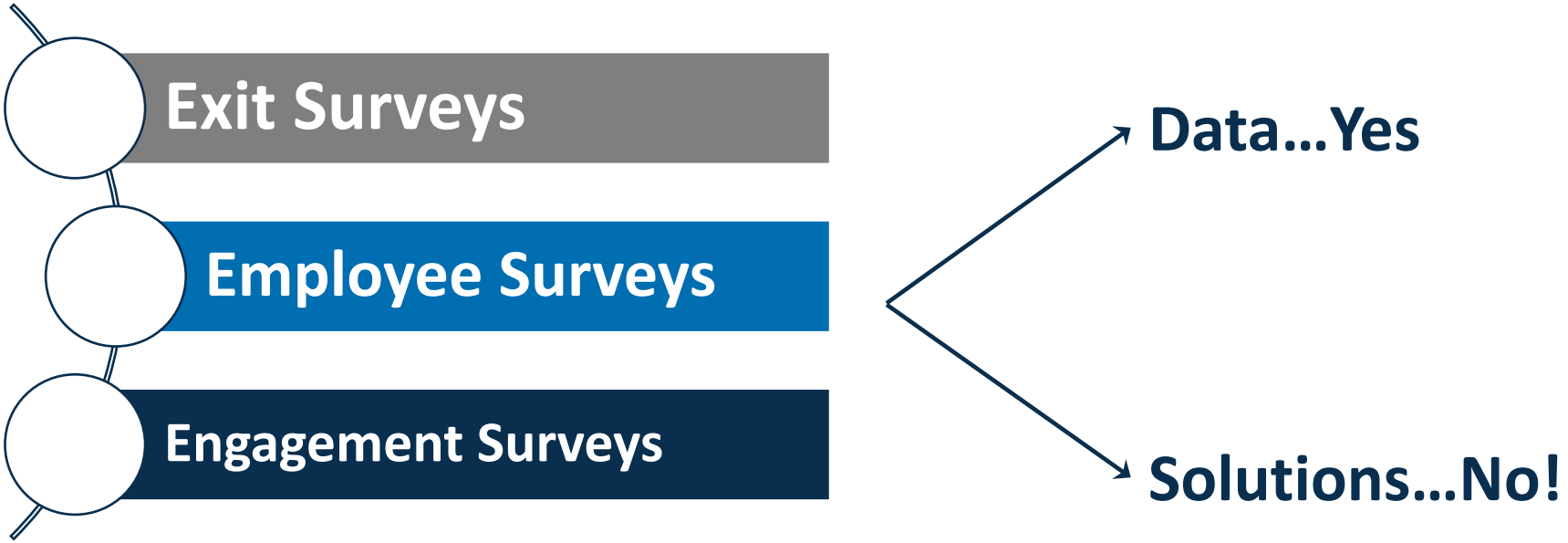
Problem is Clear



"They don't generally get involved in the actions taken by an organization in response to the engagement results – really just delivery of the survey and then reporting."

Top Employee Survey Company Executive

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3-Question Manager Action Plan Quiz

Hint: Correct Answers Are All The Same Letter

The best thing managers can do to improve recognition is…

a. Name a monthly employee-of-the-month winner
b. Name best performers in monthly staff meetings
c. Provide positive feedback when merited, 1-1, daily

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3-Question Manager Action Plan Quiz

Hint: Correct Answers Are All The Same Letter

The best thing managers can do to improve communication is…

a. Send daily text updates
b. Have monthly town hall meetings
c. Communicate with each employee 1-1 as needed

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3-Question Manager Action Plan Quiz

Hint: Correct Answers Are All The Same Letter

The best thing managers can do to improve career development is…

a. Send employees to company job fairs
b. Sponsor guest speakers from other departments
c. Coach employees 1-1 according to their skills & interests

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Bonus Question: Manager Action Plan Quiz

Hint: Correct Answers Are All The Same Letter

The best thing HR can do to help managers raise their company's engagement scores, and their companies' overall scores is…

a. Sponsor employee appreciation week
b. Sponsor career fairs
c. Ask executives to hold managers accountable for fulfilling their plans & improving engagement

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Per Gallup, What % of U.S. Workers Are Engaged?

Engaged Employees **work with passion and feel a profound connection to their company**

___%?

Not Engaged Employees **are essentially checked out, "sleepwalking" through their workday putting time—but not energy or passion—into their work**

___%?

Actively Disengaged Employees **are busy acting out their unhappiness, undermining what their engaged co-workers accomplish**

___%?

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Is Your Company's Distribution Any Different?

Engaged Employees **work with passion and feel a profound connection to their company:**

33%

Not Engaged Employees **are essentially checked out, "sleepwalking" through their workday putting time—but not energy or passion—into their work: 49%**

Actively Disengaged Employees **are busy acting out their unhappiness…undermining what their engaged co-workers accomplish:**

18%

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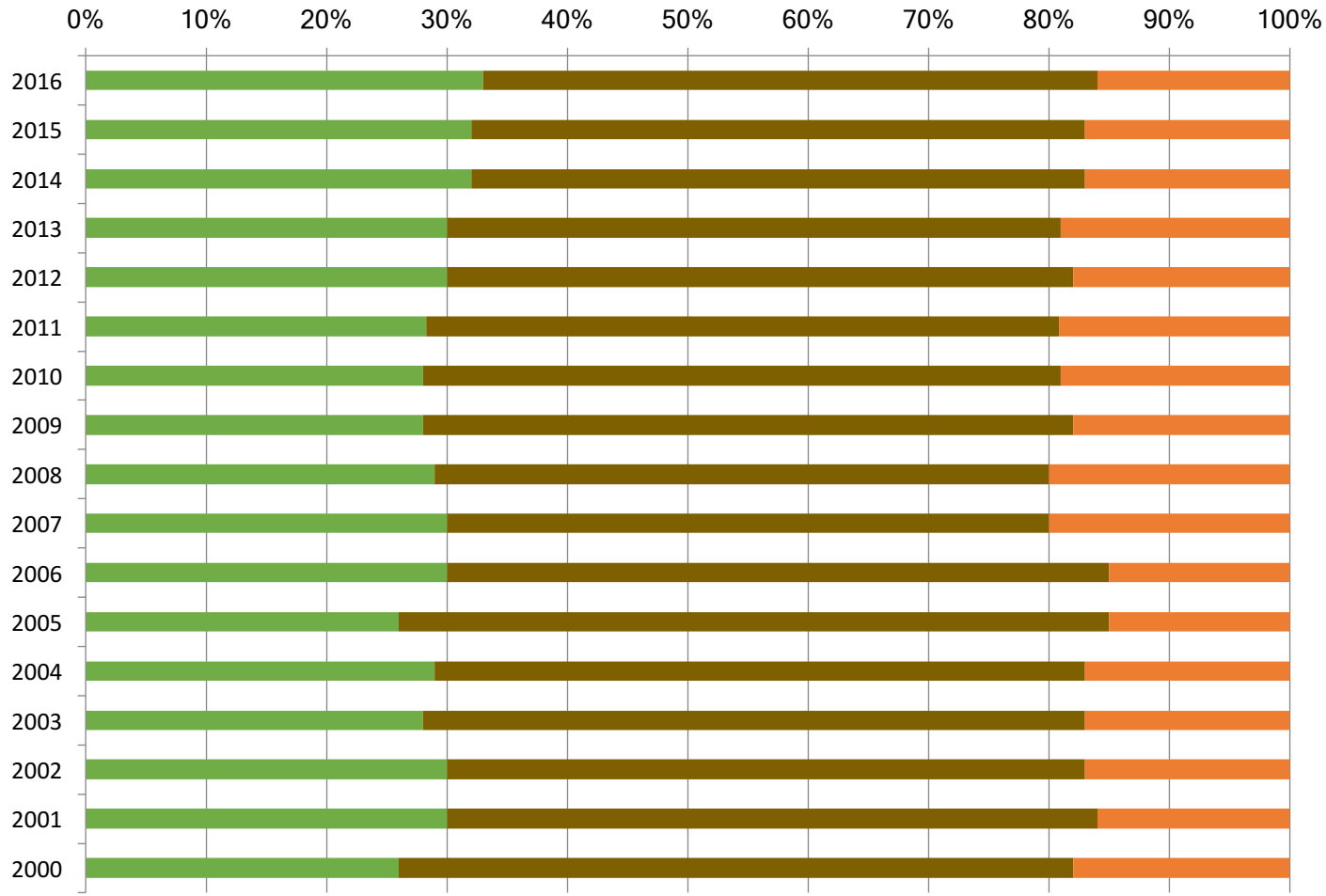
Engagement Stuck…per Gallup/Deloitte



U.S. spends $1.53 Billion each year to improve engagement

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More Than A Score!!!!!!!!
Share This Gallup Engagement Data With Your CFO

% improvement of top 25 % companies vs bottom 25% companies :

22 % profitability
21 % productivity
10 % customer ratings
41 % quality defects
48 % safety incidents
41 % patient safety incidents
37% absenteeism
28% shrinkage

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Plus…turnover lower by 65 percent/low-turnover organizations,

25 percent/high turnover organizations

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Plus…turnover lower by 65 percent/low-turnover organizations, 25 percent/high turnover organizations

AND…When 60 - 70 % of employees engaged, average shareholder return 24.2 percent

49 - 60 percent of employees engaged, returns 9.1 percent

25 percent or fewer engaged employees, negative shareholder returns

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Northwestern University found when salespeople give just 10 percent more effort, customers spend 22.7 percent more

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Critical Conclusion:

Our company's financial performance…not our survey score…demands that we find a way to legitimately improve employee engagement

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Critical Conclusion: Our company's financial performance…not our survey score…demands that we find a way to legitimately improve employee engagement

So where is the best place to start?

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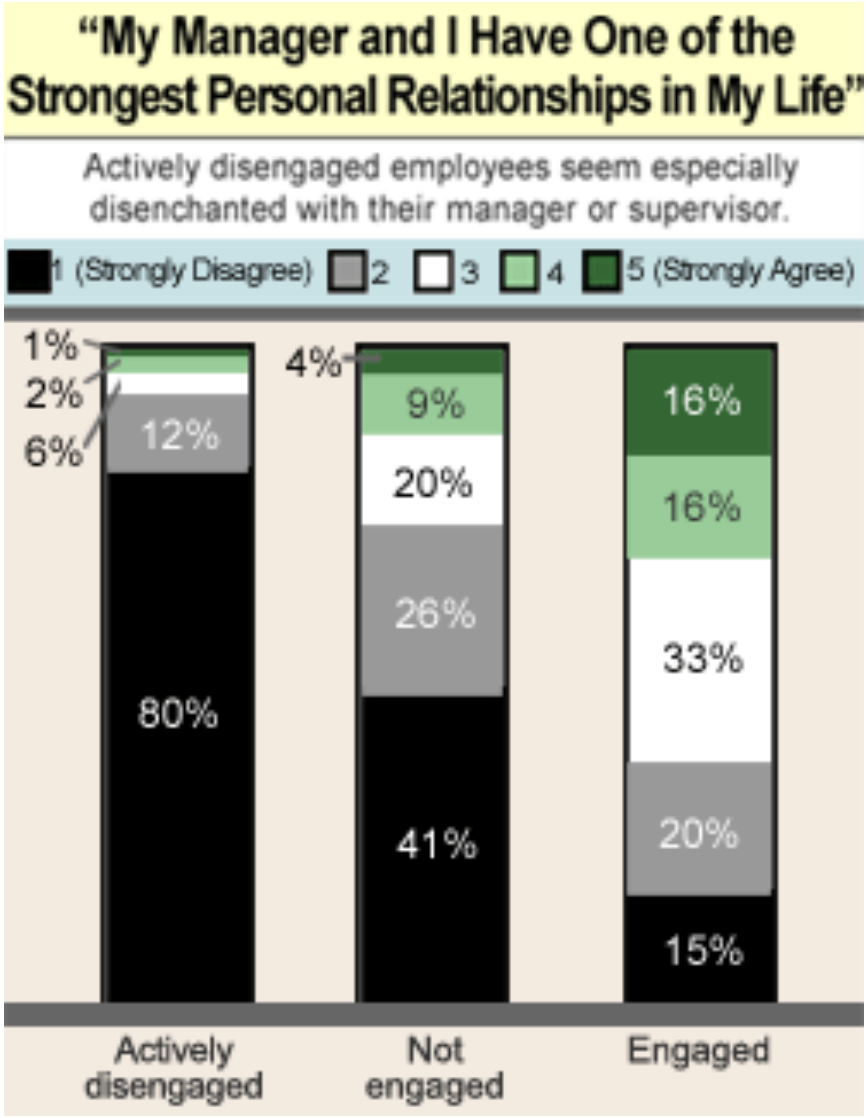
Study the strength of this sentence!

Data per Gallup



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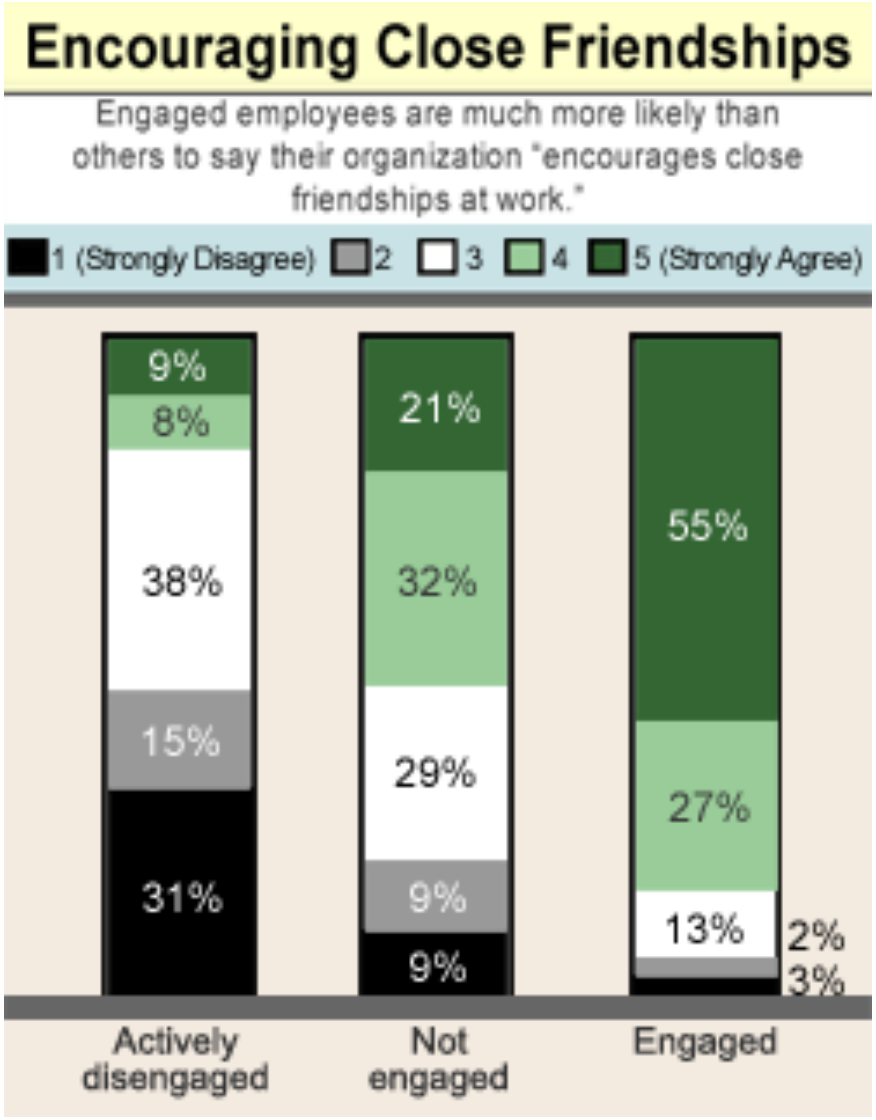

Engagement correlates with WHO you work with every day…and not town hall meetings, awards, vision care, or employee appreciation week

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What do employees talk about over dinner?

Boss/Colleagues/Duties
Boss/Colleagues/Duties
Boss/Colleagues/Duties
Boss/Colleagues/Duties
Boss/Colleagues/Duties
Boss/Colleagues/Duties
Boss/Colleagues/Duties
Boss/Colleagues/Duties

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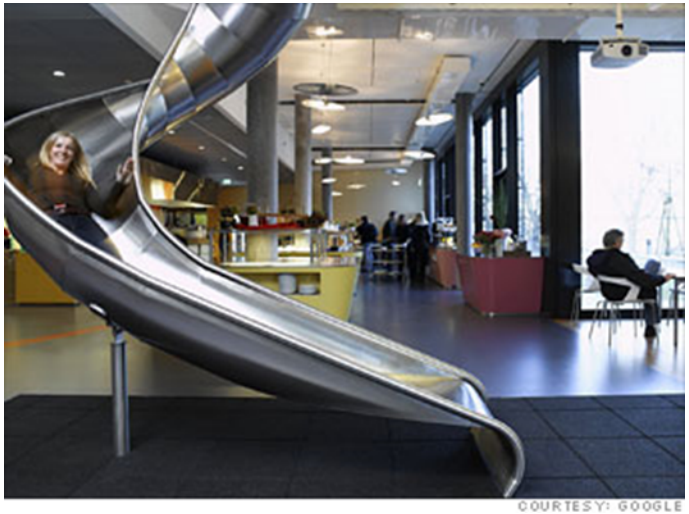
What's The Hidden Message of The Fortune Top 100?

Google



Baby bonding bucks, 12 weeks paid parental leave, horseshoe pits, Africa volunteering, subsidized massages, 3 wellness centers, bike repair shop, 3 organic meals per day, artisan tea & coffee, 25 free cafeterias…and free eyebrow shaping

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"Two-thirds of a company's score is based on the results of the Great Place To Work's Trust Index Survey"

"Any company can be a great place to work. Our approach is based on the major findings of 20 years of research – that trust between managers and employees is the primary defining characteristic of the very best workplaces."

The Great Place to Work Institute

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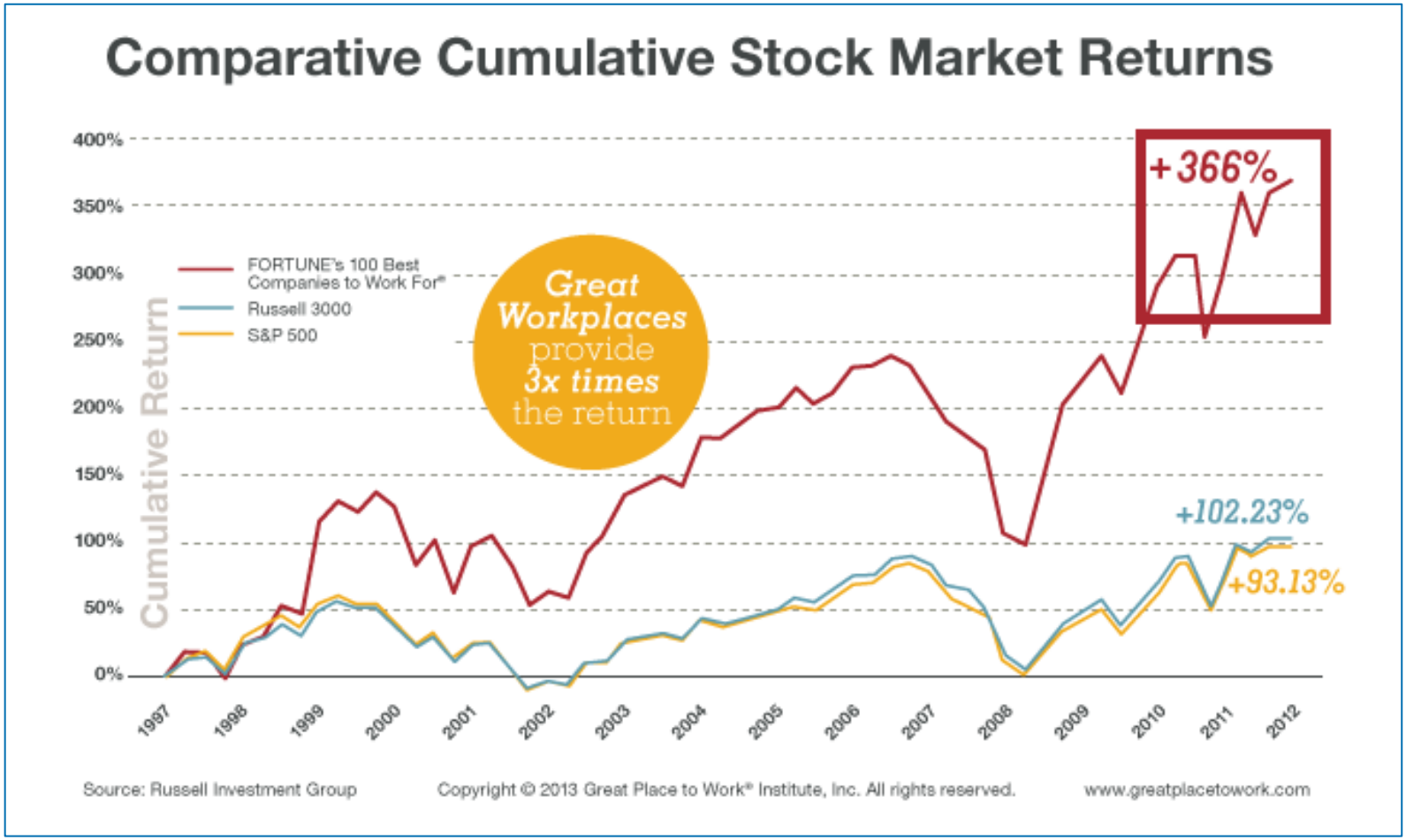
Building Trust 1-1 Builds Profits



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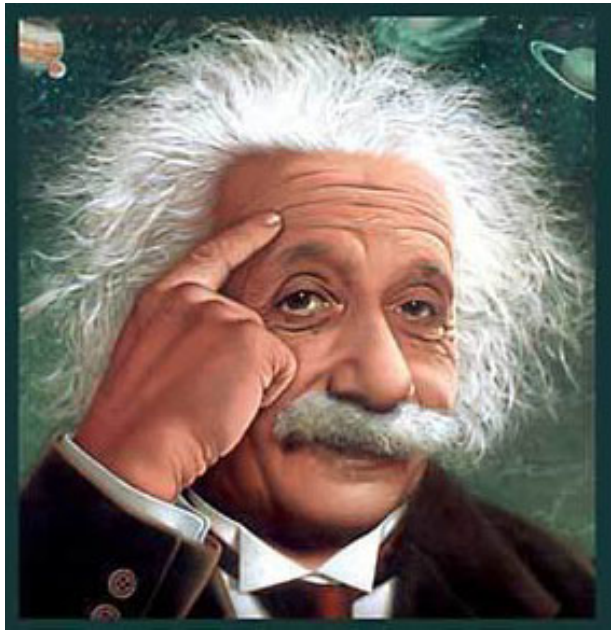
Big Lesson Learned!

It's not what you give them, it's how much they trust their first-line supervisors…*and first-line supervisors most influence employees' relationships with themselves, colleagues, and duties*



***Insanity*: Doing the same thing over and over again and expecting different results**

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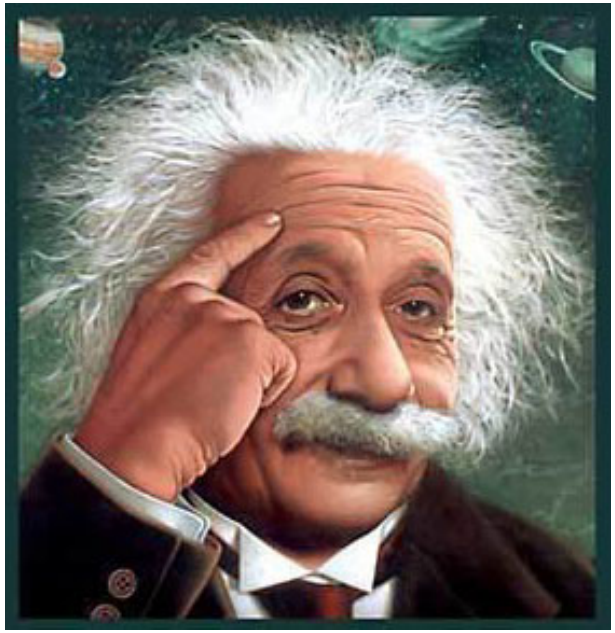
2nd Big Lesson Learned!



Insanity: Doing the same thing over and over again and expecting different results

Employee surveys don't tell us enough about how to solve employee's individual problems…but Stay Interviews do

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The Power of Stay Interviews

A Stay Interview is a ***structured*** discussion a ***leader*** conducts with each individual employee to learn the specific actions she must take to strengthen that employee's engagement and retention with the organization

Stay Interviews…

- Bring information that can be used ***today***
- Focus on ***individual employees*** including top performers
- Put ***managers*** in the solution seat

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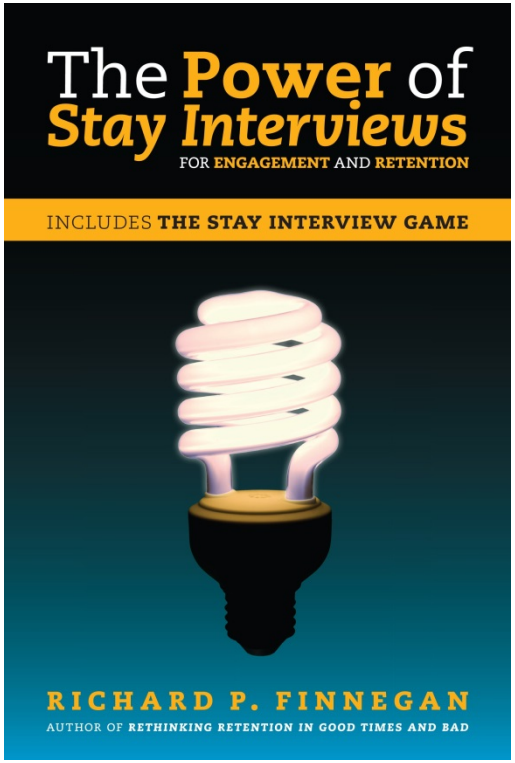
Why Do Stay Interviews Solve Engagement?



Top-Selling SHRM-Published Book in History

- **Build trust**
- **Provide real solutions**
- **Always current**
- **Bust stereotypes**
- **Address top performers**
- **Require just 5 questions**
- **Probing is the most important skill**
- **Managers then develop 1-1 stay plans**
- **Managers surface up sacred cows**

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Stay Interview 5 Questions

1. What do you look forward to each day when you commute to work?
2. What are you learning here? Want to learn?
3. Why do you stay here?
4. When is the last time you thought about leaving us? What prompted it?
5. What can I do to make your job better for you?

In Stay Interviews, what do employees ask for the most?

- More pay
- Development
- Work/life balance
- Better work processes
- Promotions

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What Do Employees Ask For The Most?

Better work processes!

Eliminate this report/improve equipment/get others to be more accountable

Employees most want to be more productive!

Dreaded Topics Need Not Be Dreaded

- ✓ “I can’t get my work done because …’
- ✓ “I deserve a promotion.”
- ✓ “I need more money.”
- ✓ “I have too much work.”
- ✓ “We need more staff.”

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“We Need More Staff”

Great Probing Brings Self-Discovered Solutions

- ✓ Amount of work
- ✓ Performance
- ✓ Volume trend
- ✓ Processes /Equipment

What is the work that you can’t get done?

How is the work assigned to each employee? Who does what?

Can you think of any of this work we can stop doing?

Would it be right to ask another department to help?

Is someone slowing the work down or do all pitch in?

Do you have any performance problems that should be addressed?

Will this amount of work continue or will it slow down?

Or

ramp up?

Are the processes right? Are there ways we can do this better and faster?

Can better equipment help?

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For Forecasting Engagement

Engaged Employees **work with passion and feel a profound connection to their company**

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Ask Managers to Forecast Engagement

Name	Perf Rating 5 HI/1 Lo	Engagement Plan	Top Box?	Middle Box?	Low Box?	Date Next Survey
Maria Gonzalez	4	Provide mentor 1 hr/week, 4 weeks, then train colleagues	X			May, 2018
John Clarkson	3	Re-arrange schedule, is skeptical re company future		X		May, 2018
Robert Robinson	4	Moved admin work to better-skilled colleague	X			May, 2018
June Johnson	5	Scheduled ongoing coaching so she replaces me	X			May, 2018
Angela Robinsky	2	Coaching for performance, could terminate			X	May, 2018
Robert Chen	5	Wants transfer, connected to manager there		X		May, 2018

Additional Engagement Topics

- ✓ Exponentially Expand Your Recruiting Pool
- ✓ Hire Employees Who Self-Engage
- ✓ The Employee Engagement/Performance Management Connection
- ✓ Leverage Your Company's Engagement-Related Programs
- ✓ Next Level Down: Leading Supervisors to Build Engagement, Too
- ✓ Better Metrics

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FINNEGAN'S ARROW

"Fresh thinking for solving the turnover problem in any economy"...*BusinessWeek*

- **Reduce Cost of Turnover**
- **Improve Employee Engagement**
- **Improve Revenue & Profitability**

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Gallup's 100 Year Commitment

Surveying citizens of the world to learn what brings most happiness over 100 years. So far the answer is which…

a. Good health?

b. A good job?

c. Love and respect from others?

d. Money for needs and more?

e. Better life for your children?

Gallup's 100 Year Commitment

a. Good health

b. A good job

c. Love and respect from others

d. Money for needs and more

e. Better life for your children

To Obtain

- ✓ **Free Online Stay Interview Training Module**
  - ✓ **How to Cost Turnover & Engagement**
  - ✓ **Engagement Correlations to Productivity**
  - ✓ **The Stay Interview Manager Training Game**

DFinnegan@C-SuiteAnalytics.com
Include # of employees

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