

2019 SHRM TALENT CONFERENCE & EXPOSITION

APRIL 8 – 10, 2019 | NASHVILLE, TN



Dick Finnegan

A 7-Step Plan for Managers To Raise Their Engagement Scores

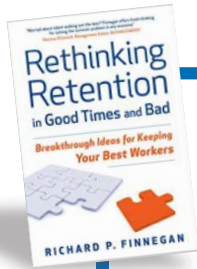
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#SHRMTalent



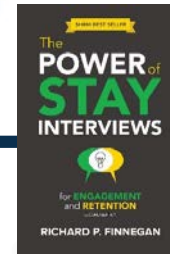
C-Suite Analytics & The Finnegan Institute



Business-driven by translating turnover %s and survey scores to the language of CEOs which is Dollar\$



Endorsed by Chief Executive Magazine, Consulting Magazine, and BusinessWeek which said, *“Offers fresh thinking for solving the turnover problem in any economy”*



Improved retention 20-70% based on our founder's top-selling, industry-changing books



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

___%?



Is Your Company's Distribution Any Different?

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

34%

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

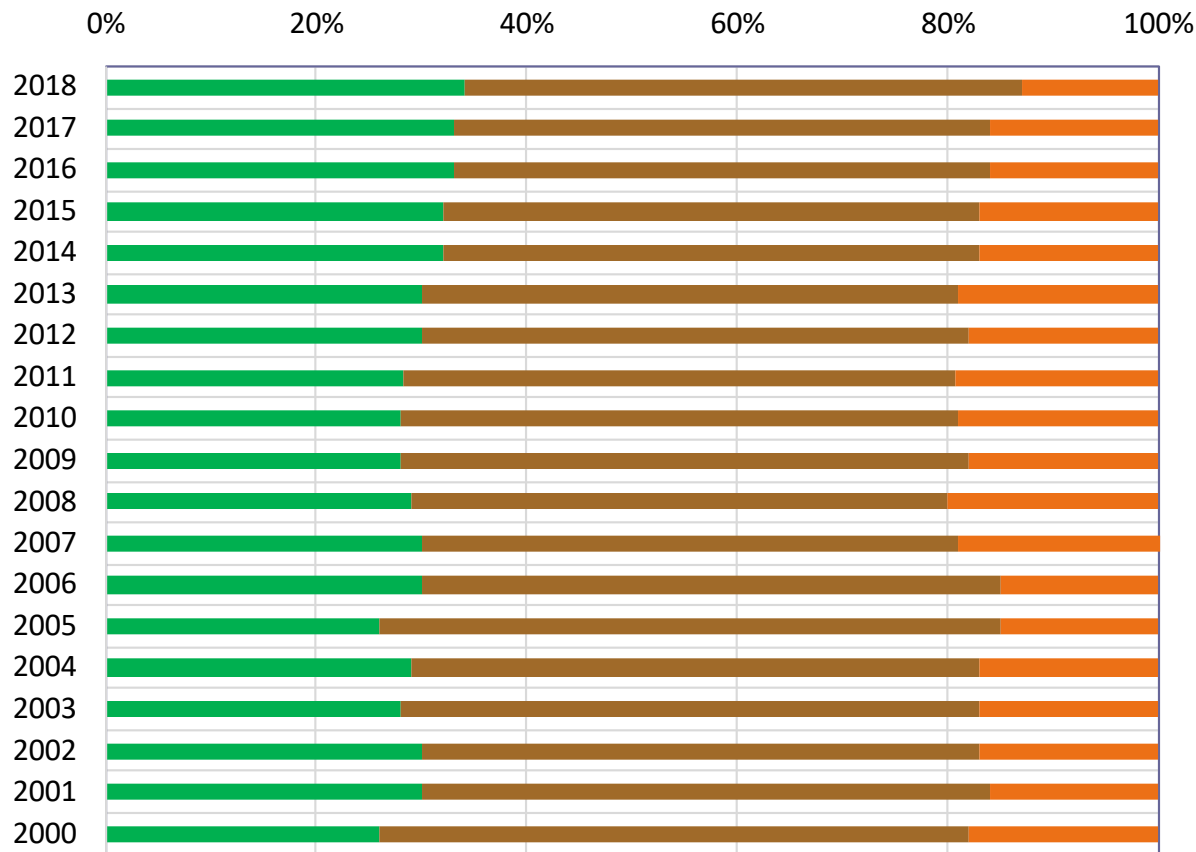
52%

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

14%



Engagement Stuck...per Gallup/Deloitte



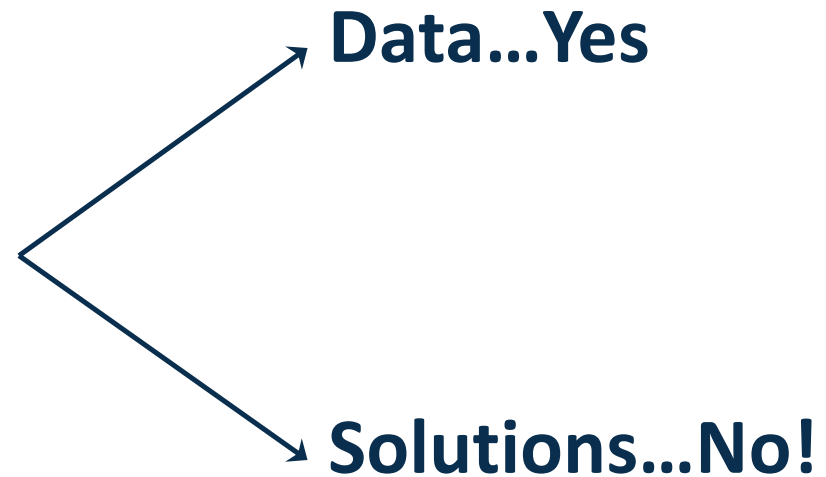
■ Engaged

■ Not Engaged

■ Actively Disengaged

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

Problem is Clear

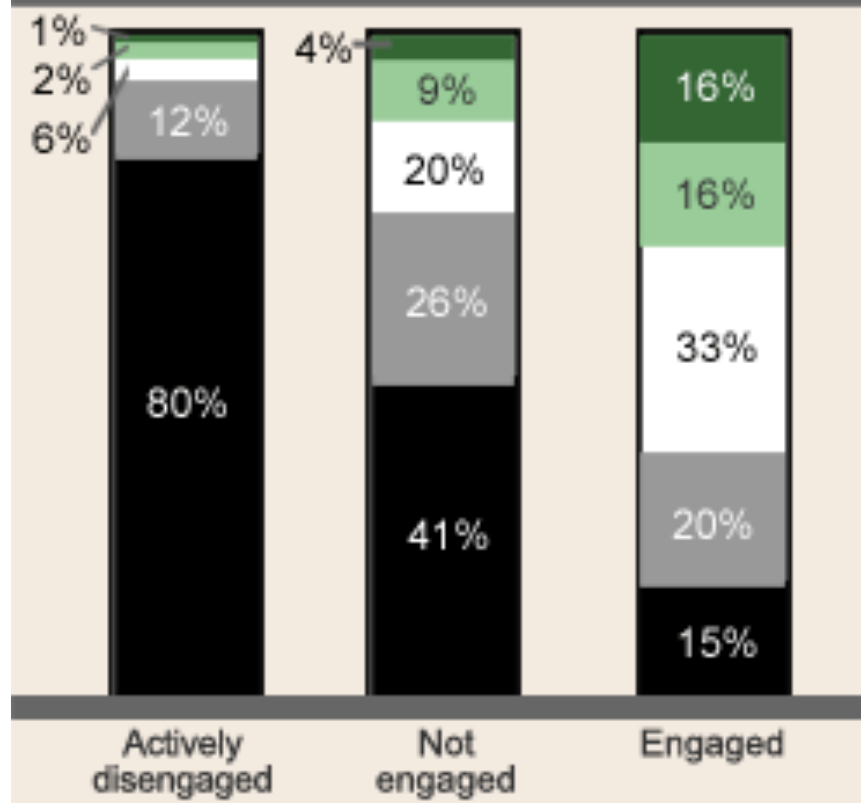


“They don’t generally get involved in the actions taken by an organization in response to the engagement results – really just delivery of the survey and then reporting.”

“My Manager and I Have One of the Strongest Personal Relationships in My Life”

Actively disengaged employees seem especially disenchanted with their manager or supervisor.

1 (Strongly Disagree) 2 3 4 5 (Strongly Agree)



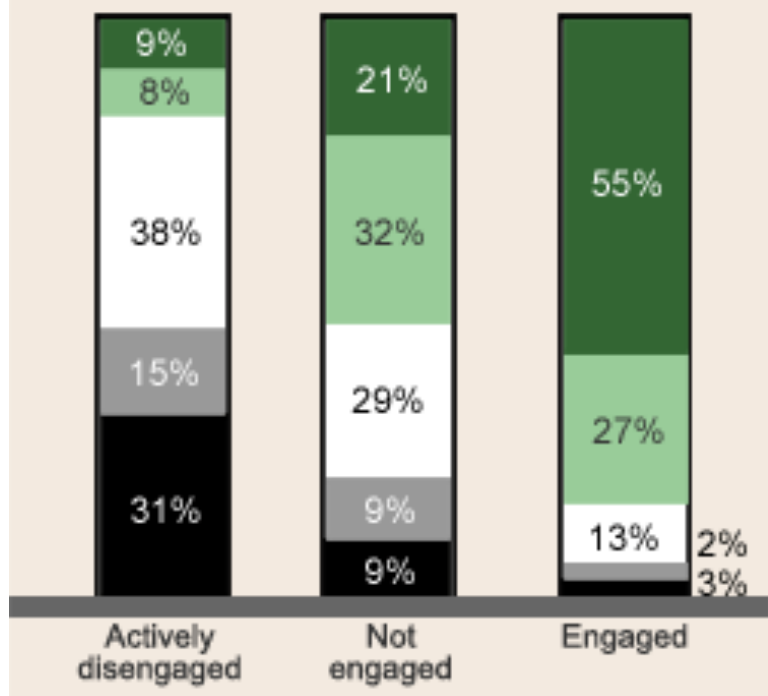
Study the strength of this sentence!

Data per Gallup

Encouraging Close Friendships

Engaged employees are much more likely than others to say their organization "encourages close friendships at work."

1 (Strongly Disagree) 2 3 4 5 (Strongly Agree)



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

Why Was Your Best Boss Your Best Boss?



Why Was Your Worst Boss Your Worst Boss?

...And The Big
Lesson I
Learned



Big 3 Manager Improvement Topics



Recognition

Communication

Career Development

A hand-drawn table with a green border and two red pushpins at the top. The title 'ACTION PLAN' is written in blue at the top. Below it are four columns labeled 'WHO', 'WHAT', 'WHEN', and 'HOW' in red. The table has two empty rows below the headers.

ACTION PLAN			
WHO	WHAT	WHEN	HOW

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**



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



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**



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
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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



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



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



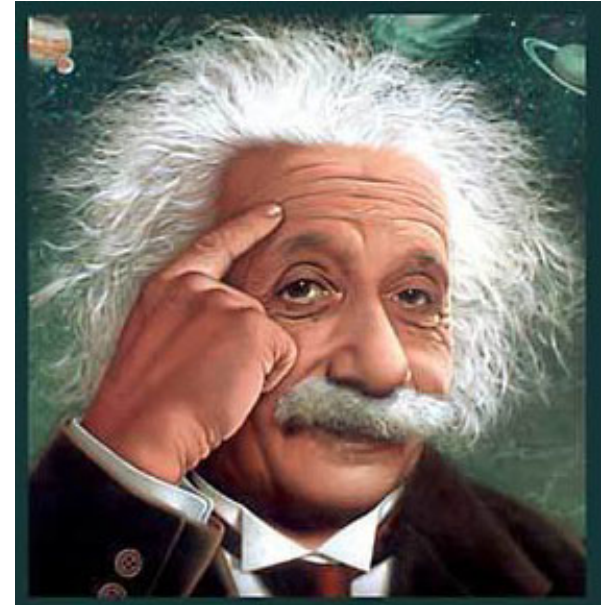
What Do Employees Talk About Over Dinner?



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

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**

7 Solutions For Managers To Raise Their Scores



1. Re-Direct Executives RE the \$ Power of Engagement



7 Solutions For Managers To Raise Their Scores



1. Re-Direct Executives RE the \$
Power of Engagement
2. Drive Executives to
Establish
Engagement Goals



7 Solutions For Managers To Raise Their Scores



REFERRALS



1. Re-Direct Executives RE the \$ Power of Engagement
2. Drive Executives to Establish Engagement Goals

3. Recruit Employee Referrals

Recruit Employee Referrals



Stay Longer, Work Harder!!!

2 Radical Ideas:

- Give trainers goals + \$50 incentive
- Double rewards forever for any employee who delivers 5 qualified referrals



7 Solutions For Managers To Raise Their Scores



1. Re-Direct Executives RE the \$ Power of Engagement
2. Drive Executives to Establish Engagement Goals
3. Recruit Employee Referrals
4. **Select Via Engagement Competencies**

Select Via Engagement Competencies



For past 3 jobs...



Gives Top Effort: What specific accomplishment in each job made you most proud?

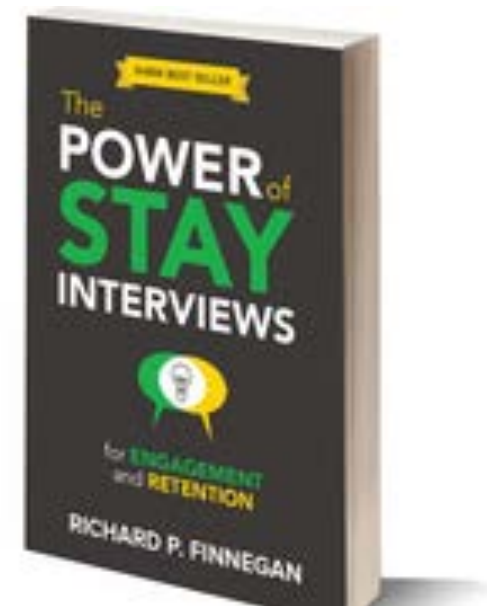
Achieves Results: What was your top achievement in each job?

Resiliency: What was your top disappointment in each job...and how did you react to it?

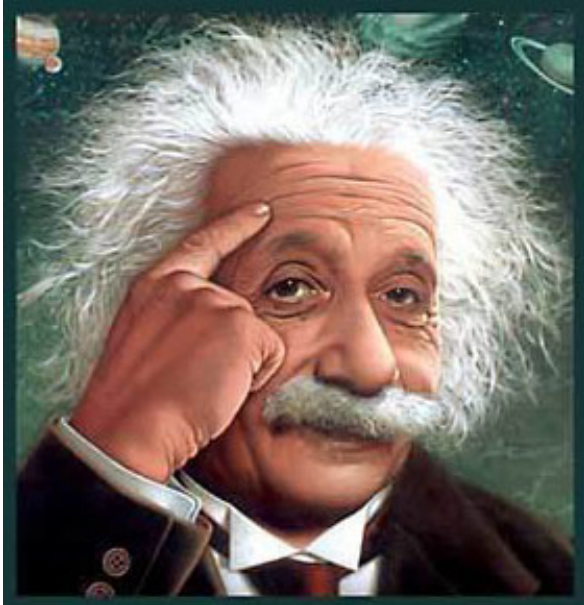
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4. Select Via Engagement Competencies

5. Leverage the Power of Stay Interviews



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**

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

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

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**



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!

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6. Ask Managers to Forecast Each Employee's Future Engagement

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			Oct '19
John Clarkson	3	Re-arrange schedule, is skeptical re company future		X		Oct '19
Robert Robinson	4	Moved admin work to better-skilled colleague	X			Oct '19
June Johnson	5	Scheduled ongoing coaching so she replaces me	X			Oct '19
Angela Robinsky	2	Coaching for performance, could terminate			X	Oct '19
Robert Chen	5	Wants transfer, connected to manager there		X		Oct '19

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6. Ask Managers to Forecast Each Employee's Future Engagement



7. Survey Quarterly...and Have Executives Drive Accountability

Surveying Quarterly Drives Accountability



Would your executives seek customer input just once per year?

Survey 25% of your employees quarterly, distributed across each department, so managers know they have 90 days to achieve their retention goals



7 Solutions For Managers To Raise Their Scores



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6. Ask Managers to Forecast Each Employee's Future Engagement
7. Survey Quarterly...and Have Executives Drive Accountability

FINNEGAN'S ARROW



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



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

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?

The Gallup logo is displayed in a dark grey rectangular box. The word "GALLUP" is written in a light grey, serif, all-caps font.

To Obtain

You can access available slides, via the app or presentations.shrm.org

✓ **Free Online Stay Interview Training Module**

✓ **How to Cost Turnover & Engagement**

✓ **Engagement Correlations to Productivity**

✓ **The Stay Interview Manager Training Game**



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Include # of employees

42



#SHRMTalent

