

# Driving Business Success Through Employee Engagement



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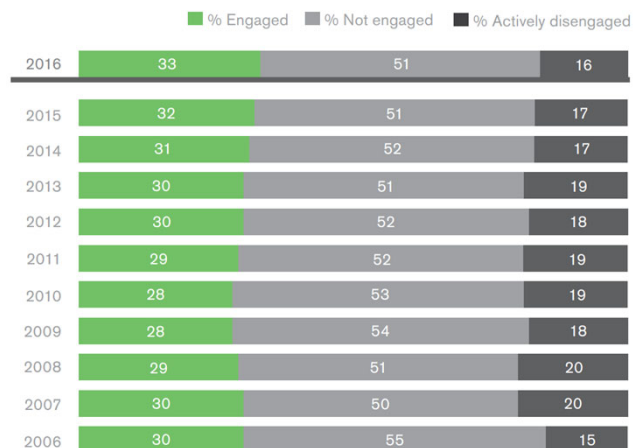
“Employees who believe that management is concerned about them as a whole person – not just an employee – are more productive, more satisfied, more fulfilled. Satisfied employees mean satisfied customers, which leads to profitability.”

Anne Mulcahy, former Xerox CEO

**Employee engagement** is the level of enthusiasm, commitment, and connection an employee has to their job and organization.

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## EMPLOYEE ENGAGEMENT



Gallup. (2017). *State of the American Workplace*.  
[www.gallup.com/workplace/238085/state-american-workplace-report-2017.aspx](http://www.gallup.com/workplace/238085/state-american-workplace-report-2017.aspx)

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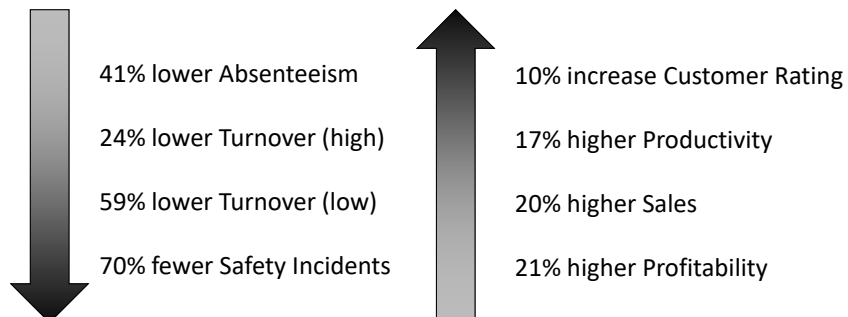
**33%** **Engaged:** Employees are highly involved in and enthusiastic about their work and workplace. They are psychological “owners,” drive performance and innovation, and move the organization forward.

**51%** **Not engaged:** Employees are psychologically unattached to their work and company. Because their engagement needs are not being fully met, they’re putting time — but not energy or passion — into their work.

**16%** **Actively disengaged:** Employees aren’t just unhappy at work — they are resentful that their needs aren’t being met and are acting out their unhappiness. Every day, these workers potentially undermine what their engaged coworkers accomplish.



Engaged employees produce better business outcomes than other employees - across industry, company size and nationality, and in good economic times and bad.



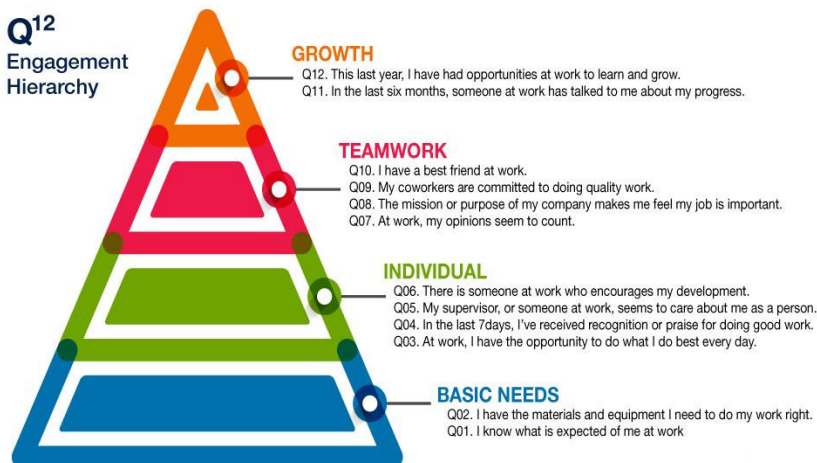
## Regional (US and Canada) effect of the pandemic on employee engagement:

Indicator	Percent of Employees	Percent Change 2019 - 2020
Engagement	34%	+2
Stress	57%	+8
Worry	48%	+10
Sadness	26%	+3
Anger	22%	+7
Thriving (Life Evaluation)	56%	-5

Gallup. (2021). *State of the Global Workplace*.  
<http://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>

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### Q12 Engagement Hierarchy



Gallup. (2016). *Employee Engagement Hierarchy*.

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## PROJECT ARTISTOTLE

- Dependability
- Structure and clarity
- Meaning
- Impact
- **Psychological Safety**

How much risk team members perceive and what consequences they believe they may face when asking a question, suggesting a new idea, or owning up to a problem.

## CONSIDERATIONS WHEN MAKING A PLAN

- Be thoughtful and intentional.
- Be clear on what you want to achieve.
- Consider the amount of investment you want to make – time, money, effort.
- Evaluate and adapt.

## EASY TO IMPLEMENT, LOW INVESTMENT

Reoccurring weekly or monthly

- Be curious, get to know people, ask questions, be authentic, show you care
- Individual check-ins/conversations – *Employee Engagement Hierarchy*
- Grounding questions at staff meetings – get to know each other, find out how people are doing, uncover motivators, build relationships, see them as people
- Social gatherings – eat lunch together, recreation, beverages
- Dedicated time for skill development or discussion, read a book together
- Show recognition and appreciation – *The 5 Languages of Appreciation in the Workplace*

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## MEDIUM – HIGH INVESTMENT

- Develop an onboarding process
- Implement cross-training – walk in each other's shoes/roles
- Take personality tests and use in day-to-day interactions – e.g., Real Colors®
- Create professional development policy – use IWT grants
- Host a yearly team building retreat
- Implement a mentorship program
- Engage the team in strategic or action planning
- Hire a trainer to facilitate a training program – e.g., Leadership Challenge®
- Develop desired benefits – wellness, compensation, volunteering, childcare

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## QUESTIONS?



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