



Building a Culture of Engagement

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How Engaged Are You?



✓ I get **deeply absorbed** in my work.



✓ I am **proud** to work here.



✓ At work, I am **full of energy**.



WHAT IS EMPLOYEE ENGAGEMENT?

WHAT DRIVES ENGAGEMENT?

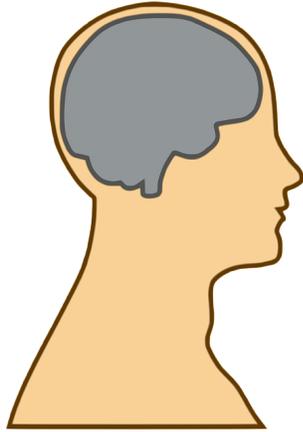
HOW CAN YOU INCREASE ENGAGEMENT?

**Employee
Engagement**



**Employee
Satisfaction**

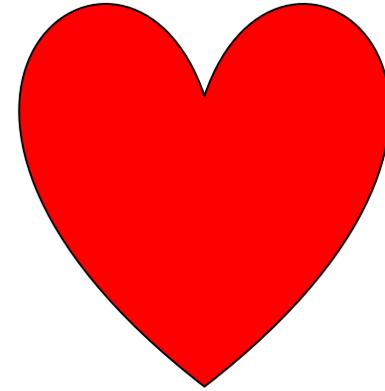
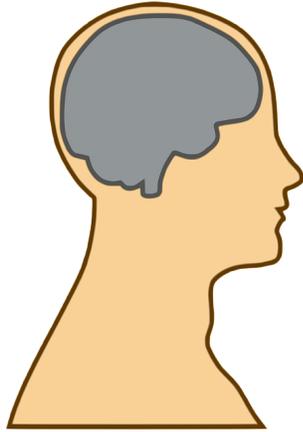




Employee Engagement

**“...flow—the state in which
people are so involved in an activity
that nothing else seems to matter....”**

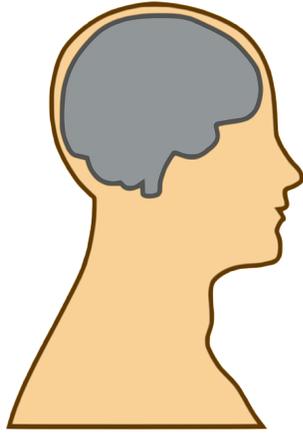
--Mihaly Csikszentmihalyi, *Flow*



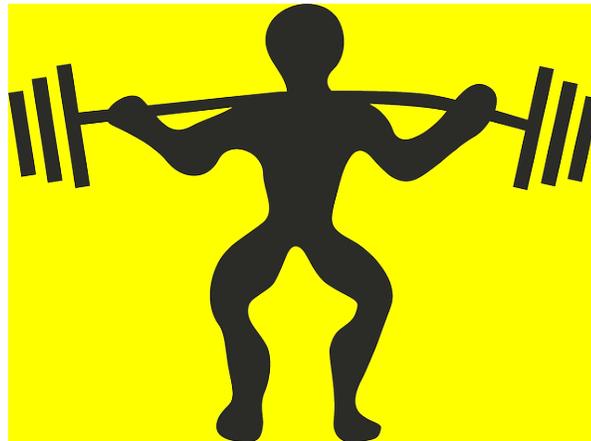
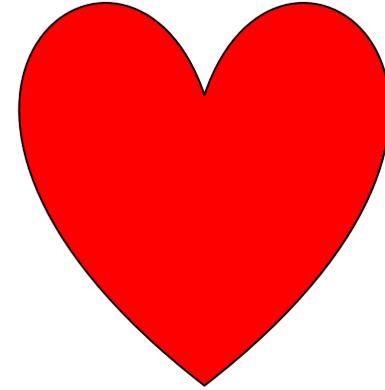
Employee Engagement

**“Passion is energy.
Feel the power that comes from focusing
on what excites you.”**

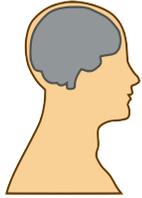
--Oprah Winfrey



Employee Engagement



How Engaged Are Employees?



✓ I get **deeply absorbed** in my work.



✓ I am **proud** to work here.



✓ At work, I am **full of energy**.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

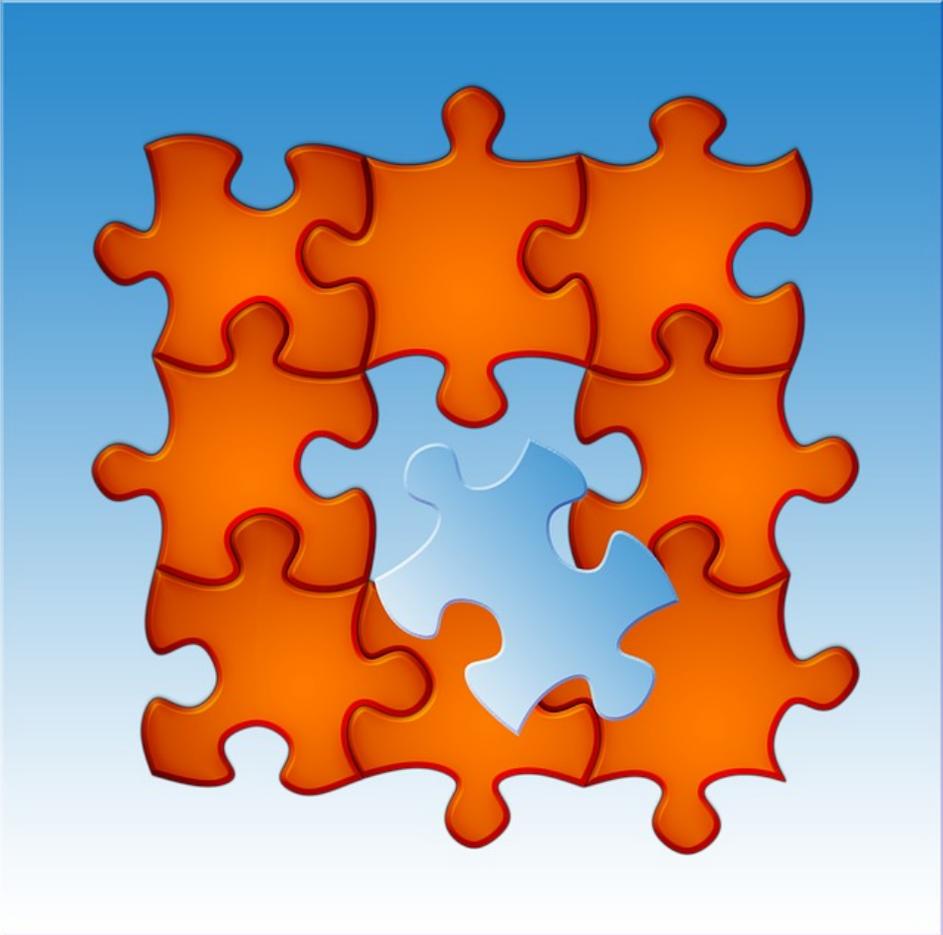
Engaged Workers Are Key to Unlocking Amazing Results



Increased Retention



Reduced Absenteeism



Less Theft



Fewer Safety and Quality Incidents



Heightened Customer Loyalty

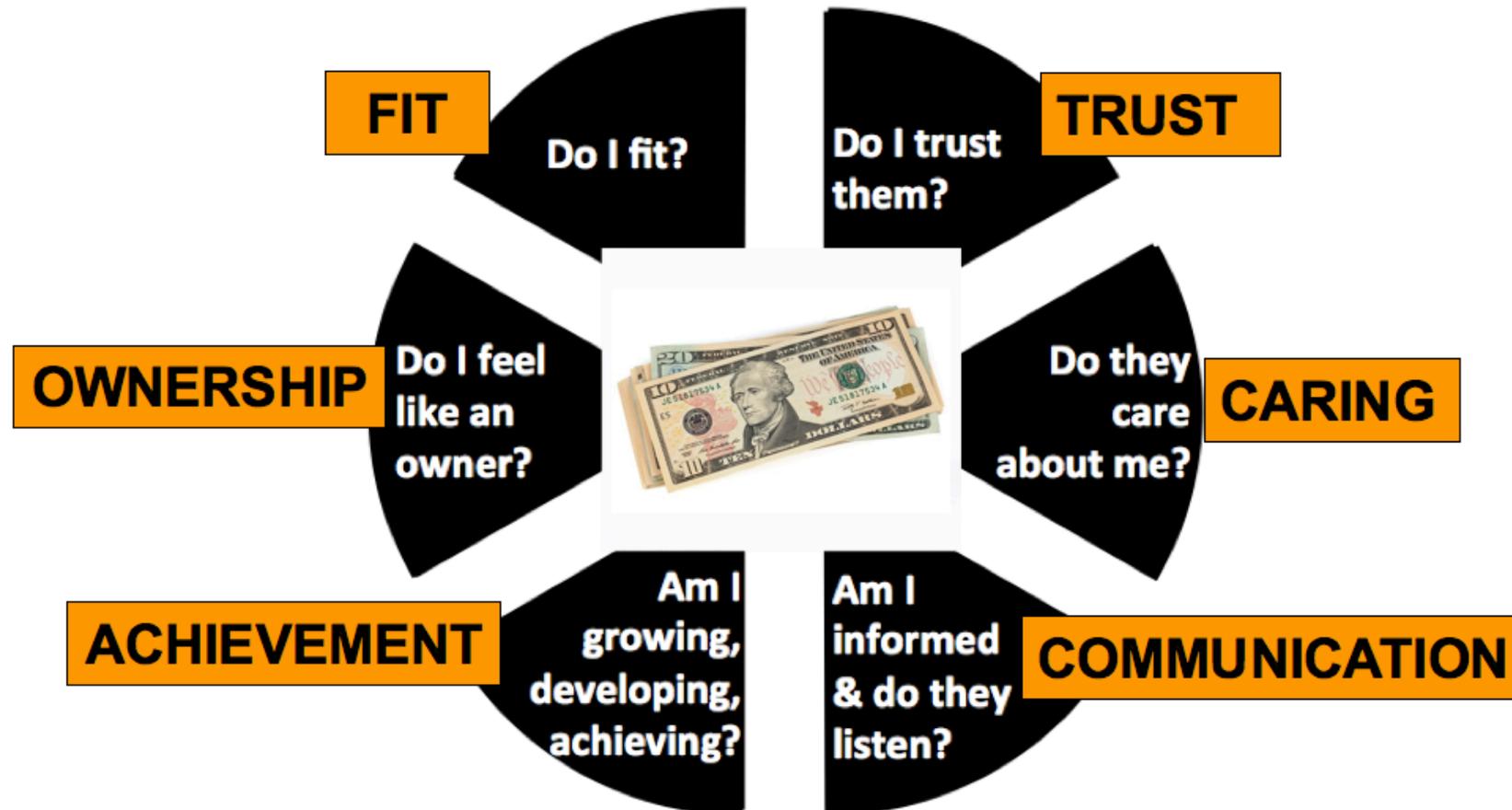


Higher Productivity and Profits

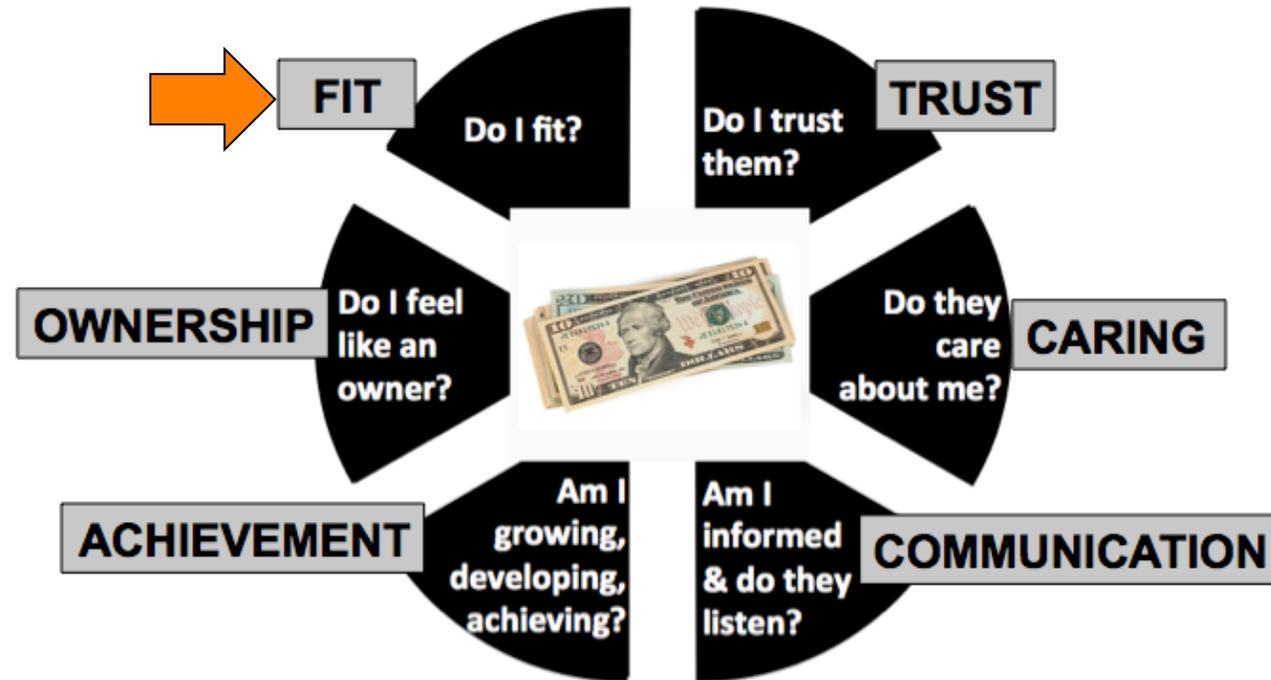


What Drives Engagement?

Six Universal Priorities Drive Employee Engagement

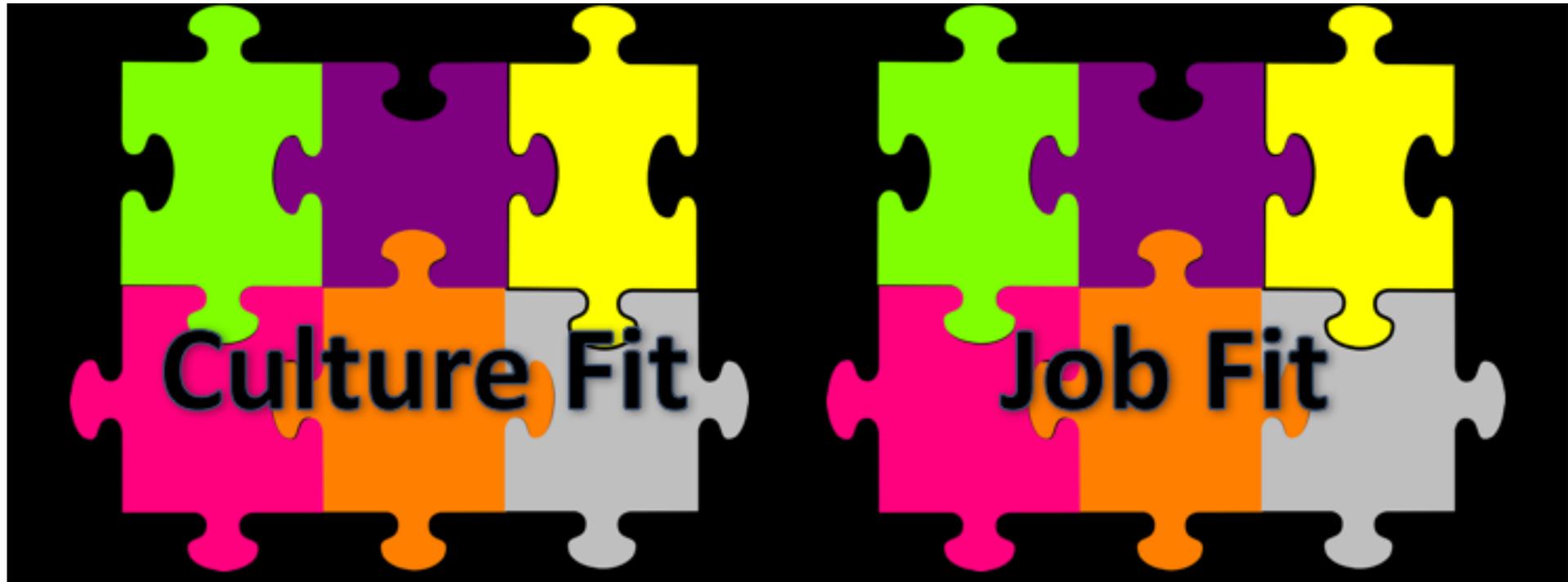


FIT



FIT

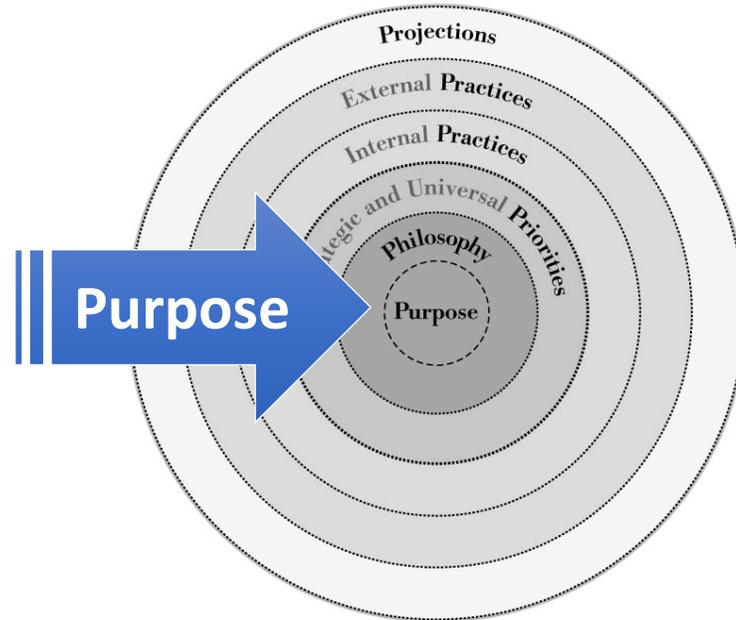
Engaged Employees Are a Fit with the Culture and the Job



- **Meaningfulness**
- **Harmony**

Culture FIT

Engaged Employees Feel their Organization Is Doing Something Meaningful in the World





What we have done
for ourselves alone, dies with us;
**what we have done
for others and the world,
remains and is immortal.**

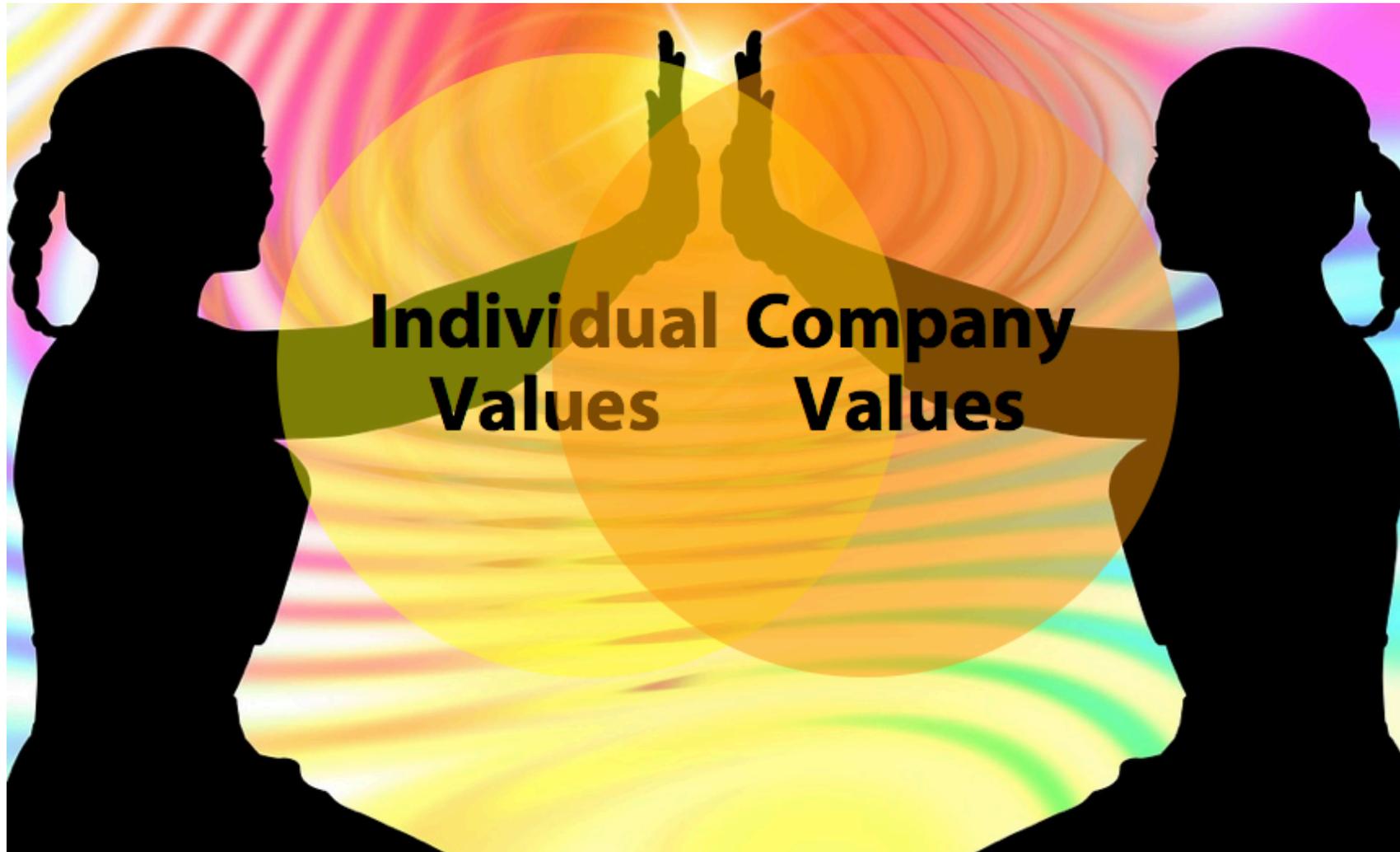
Albert Pike

Engaged Employees Find Meaningfulness in their Job



Culture FIT

Engaged Employees Have Values in Harmony with
Company Values



Engaged Employees Do the Right Work: Harmony with Job



**“...the only way to do great work is
to love what you do.
If you haven't found it yet,
keep looking.”**

--Steve Jobs

Employee Engagement: FIT

1. The purpose of my organization is meaningful to me.	Not At All 1 2 3 4 5 Very Much
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Employee Engagement: FIT

2. My organization operates by a set of principles and standards that I feel comfortable with.	Not At All 1 2 3 4 5 Very Much
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Employee Engagement: FIT

3. I make a meaningful contribution through my work.	Not At All 1 2 3 4 5 Very Much
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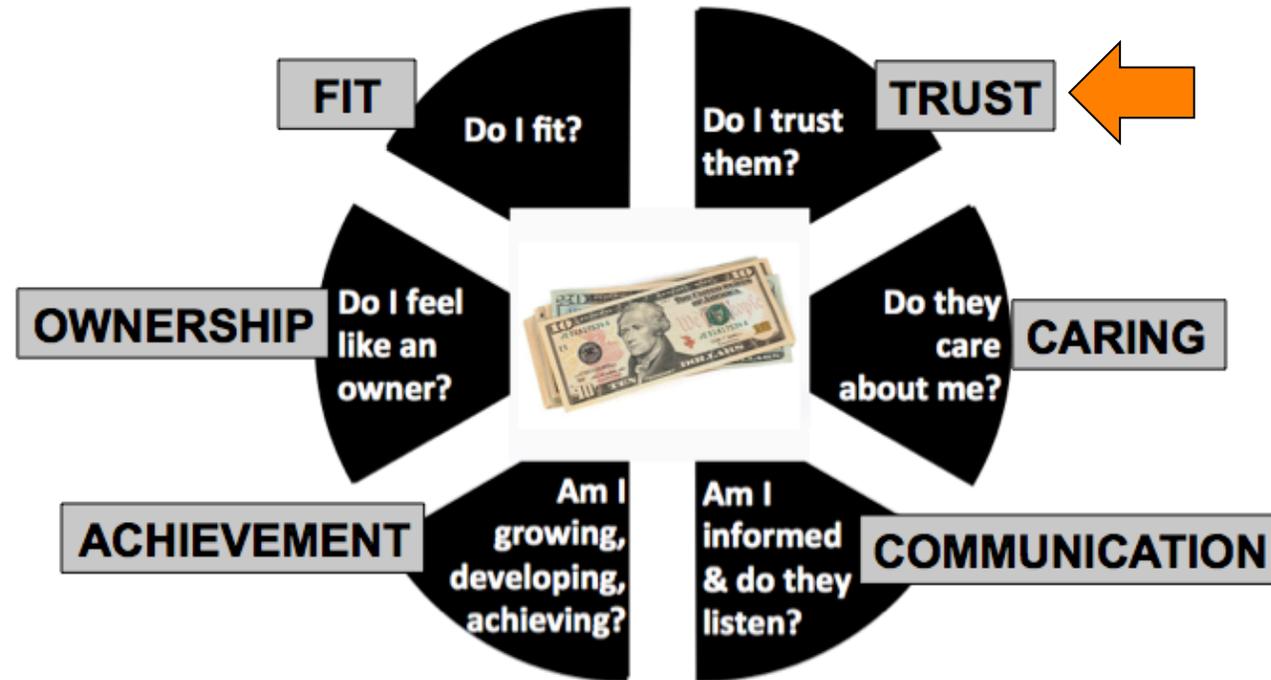
Employee Engagement: FIT

4. At work, I have the opportunity to do what I do best every day.	Not At All 1 2 3 4 5 Very Much
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What Actions to Improve FIT?



TRUST



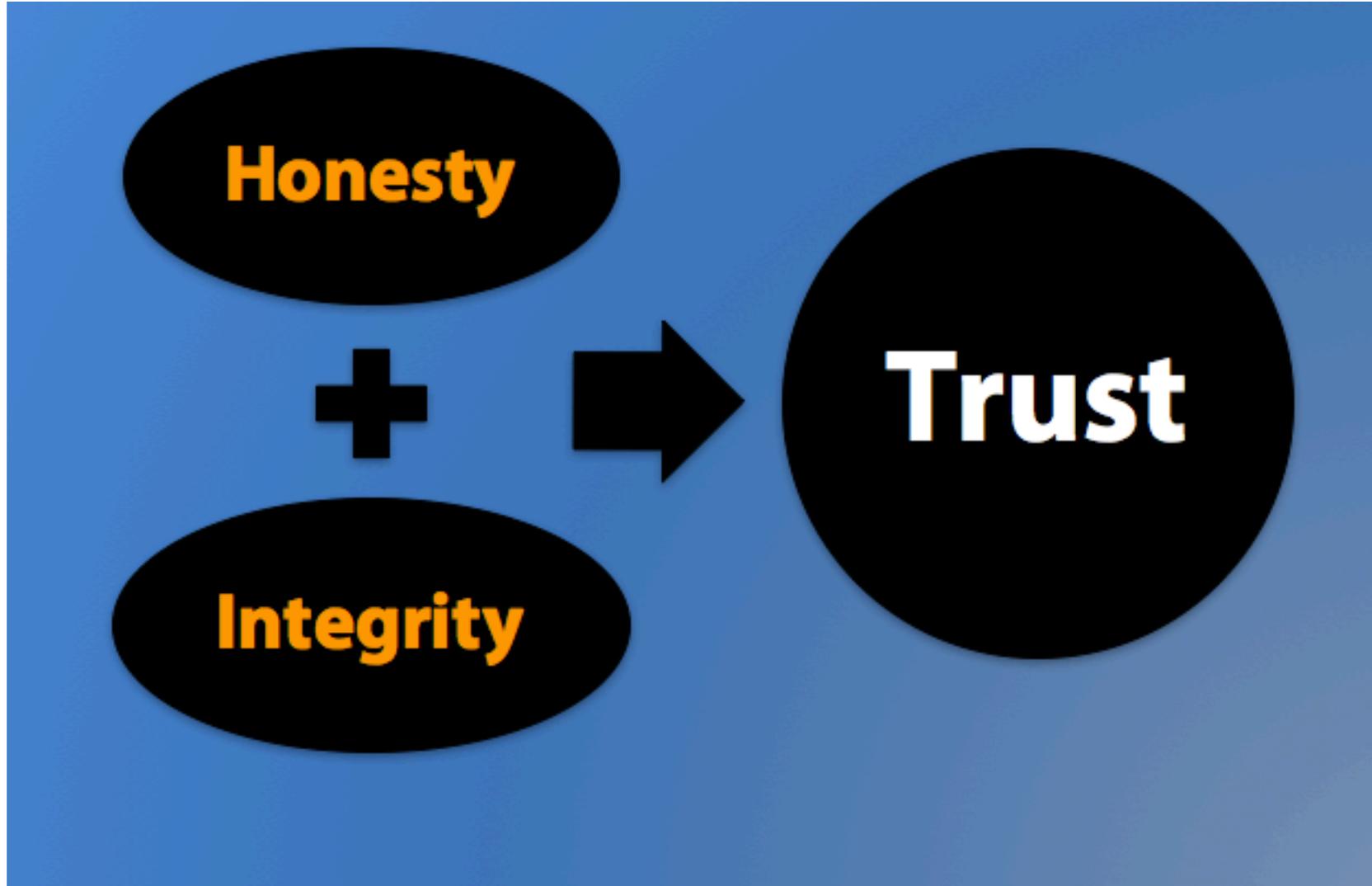
**Engaged Employees
Trust
their Leaders**

- **Honesty & Integrity**
- **Consistency**
- **Competence**
- **Fairness**

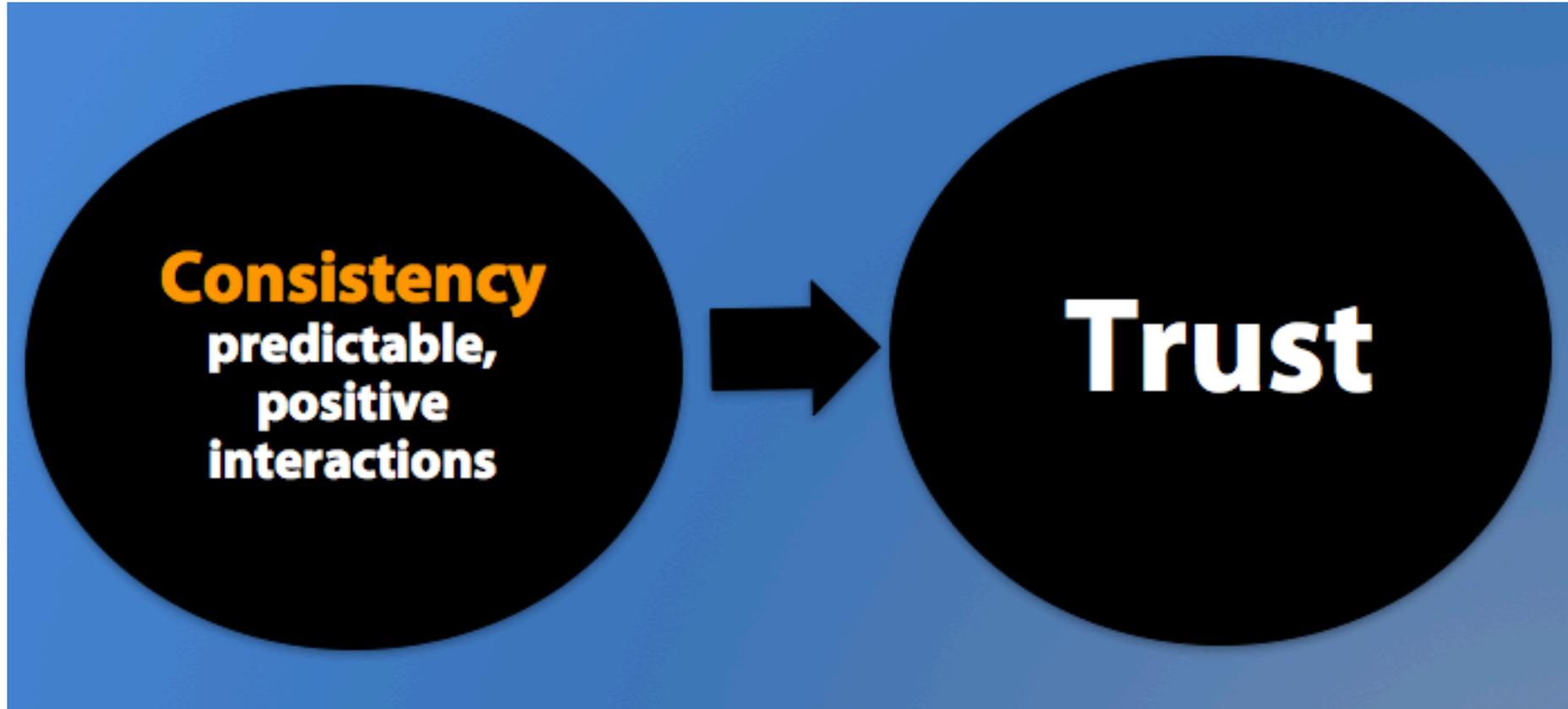
Do Employees Trust and Respect Leaders?



Are Leaders Honest, with Integrity?



Are Leaders Consistent?



Are Leaders Competent?



Are Leaders Compassionate and Fair?



Fairness
in
procedures,
distribution,
decision
making &
interactions



Trust

Employee Engagement: TRUST

5. My senior leaders are honest.	Not 1 2 3 4 5 Very At All Much
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Employee Engagement: TRUST

6. My senior leaders are competent.	Not At All 1 2 3 4 5 Very Much
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Employee Engagement: TRUST

7. My senior leaders are fair.	Not 1 2 3 4 5 Very At All Much
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Employee Engagement: TRUST

8. My immediate supervisor is honest.	Not At All 1 2 3 4 5 Very Much
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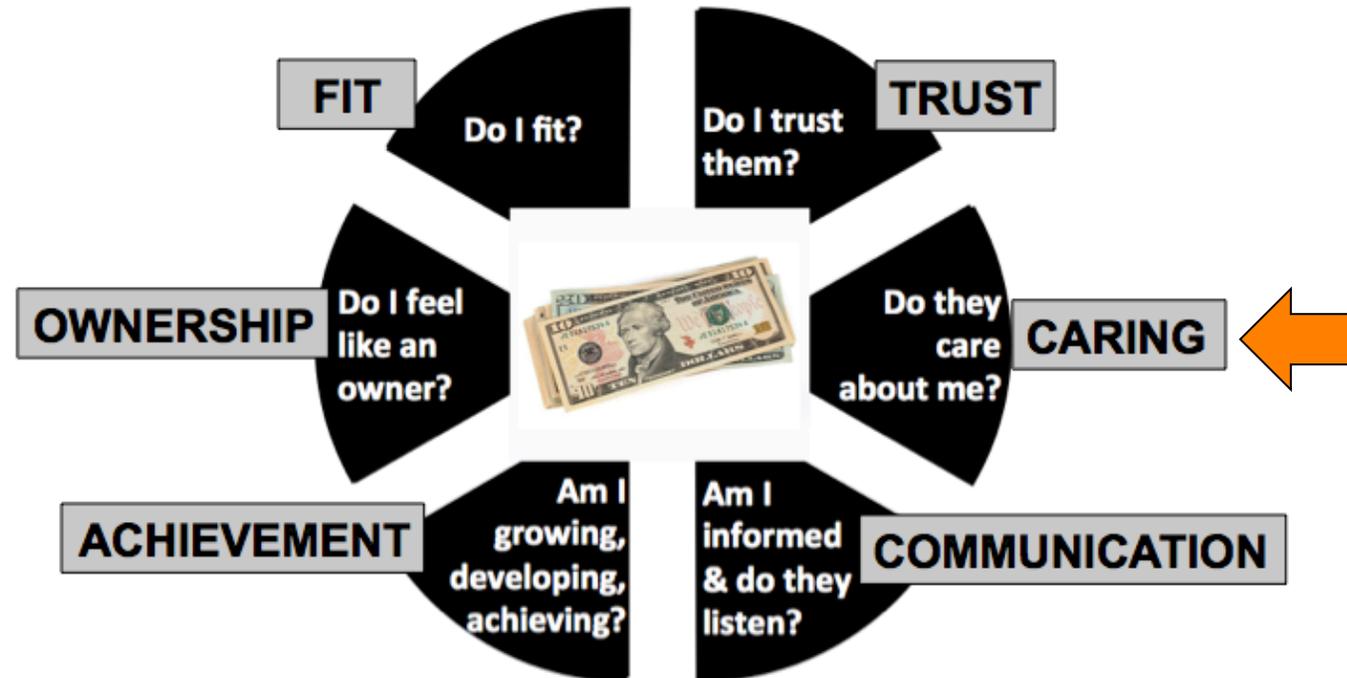
Employee Engagement: TRUST

9. My immediate supervisor is competent.	Not At All 1 2 3 4 5 Very Much
---	--

What Actions to Improve TRUST?



CARING



**Engaged Employees
Feel a Sense of
Belonging**

- **Relationships**
- **Support**
- **Camaraderie & Friendship**

Do Leaders Care? Engagement Must Flow Downhill



Do Managers Care?



“Employees who believe that management is concerned about them as a whole person— not just an employee— are more productive, more satisfied, more fulfilled.”

---Anne Mulcahy

Are Managers Supportive?



Engaged Employees Feel Camaraderie at Work



Engaged Employees Have Friends at Work



Employee Engagement: CARING

11. My senior leaders care about me.	Not At All 1 2 3 4 5 Very Much
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Employee Engagement: CARING

12. My immediate supervisor cares about me.	Not At All 1 2 3 4 5 Very Much
--	---

Employee Engagement: CARING

13. I have the materials and equipment I need to do my job right.	Not At All 1 2 3 4 5 Very Much
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Employee Engagement: CARING

14. There is good cooperation among my co-workers.	Not At All 1 2 3 4 5 Very Much
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Employee Engagement: CARING

15. I have friends at work.	Not At All 1 2 3 4 5 Very Much
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What Actions to Improve CARING?



COMMUNICATION



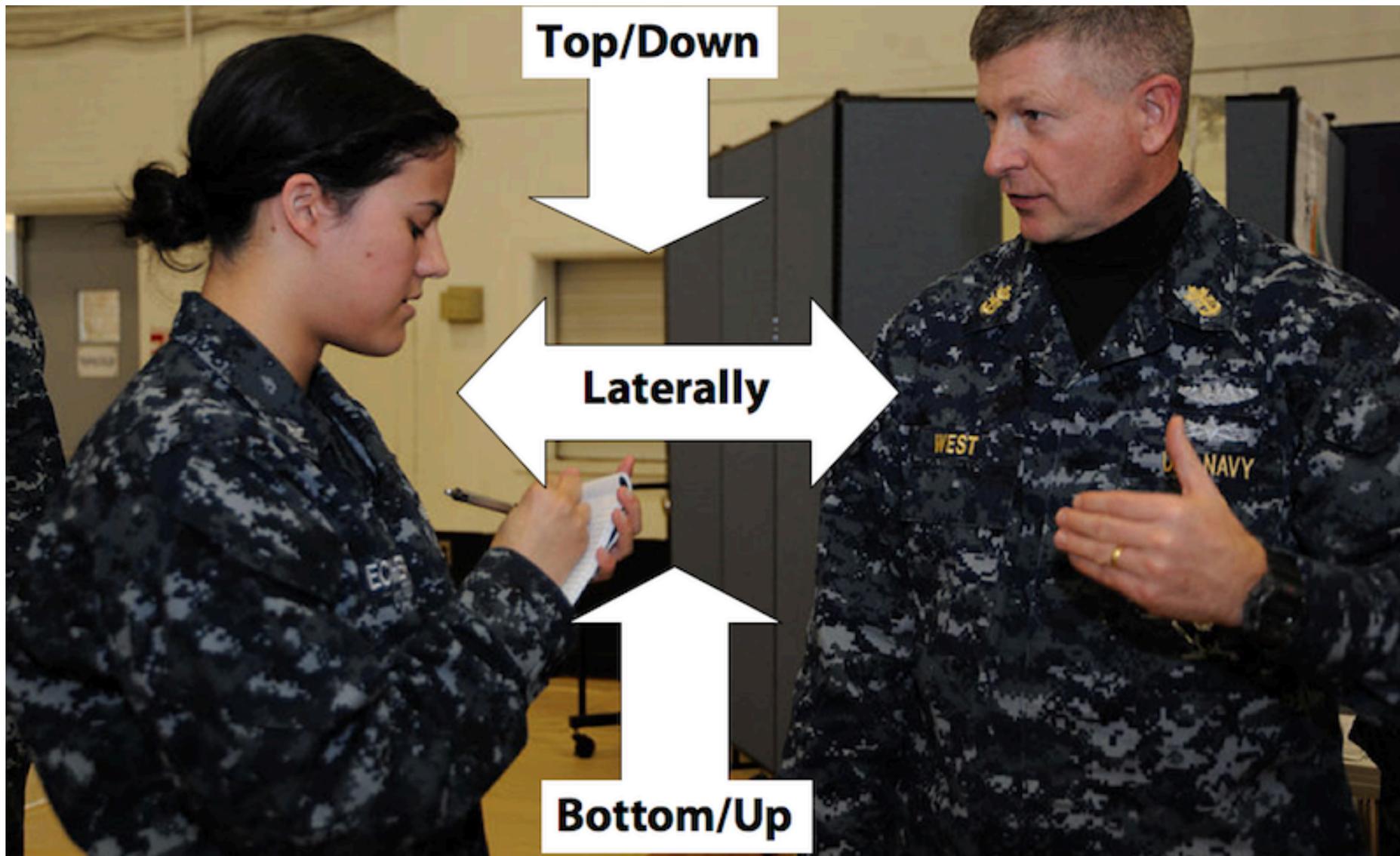
**Engaged Employees Are
Informed and
Share their Views**

- **Certainty**
- **Transparency**
- **Openness**

Communication Lowers Uncertainty— Uncertainty Can Paralyze



Information Must Flow in All Directions



Listen to Employees!



SURVEY

Employee Engagement: **COMMUNICATION**

16. Information about the organization is freely shared.	Not At All 1 2 3 4 5 Very Much
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SURVEY

Employee Engagement: COMMUNICATION

17. I know what is expected of me at work.	Not At All 1 2 3 4 5 Very Much
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SURVEY

Employee Engagement: COMMUNICATION

18. At work, my opinions seem to count.	Not At All 1 2 3 4 5 Very Much
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SURVEY

Employee Engagement: COMMUNICATION

19. Communications with my immediate supervisor are effective.	Not At All 1 2 3 4 5 Very Much
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SURVEY

Employee Engagement: COMMUNICATION

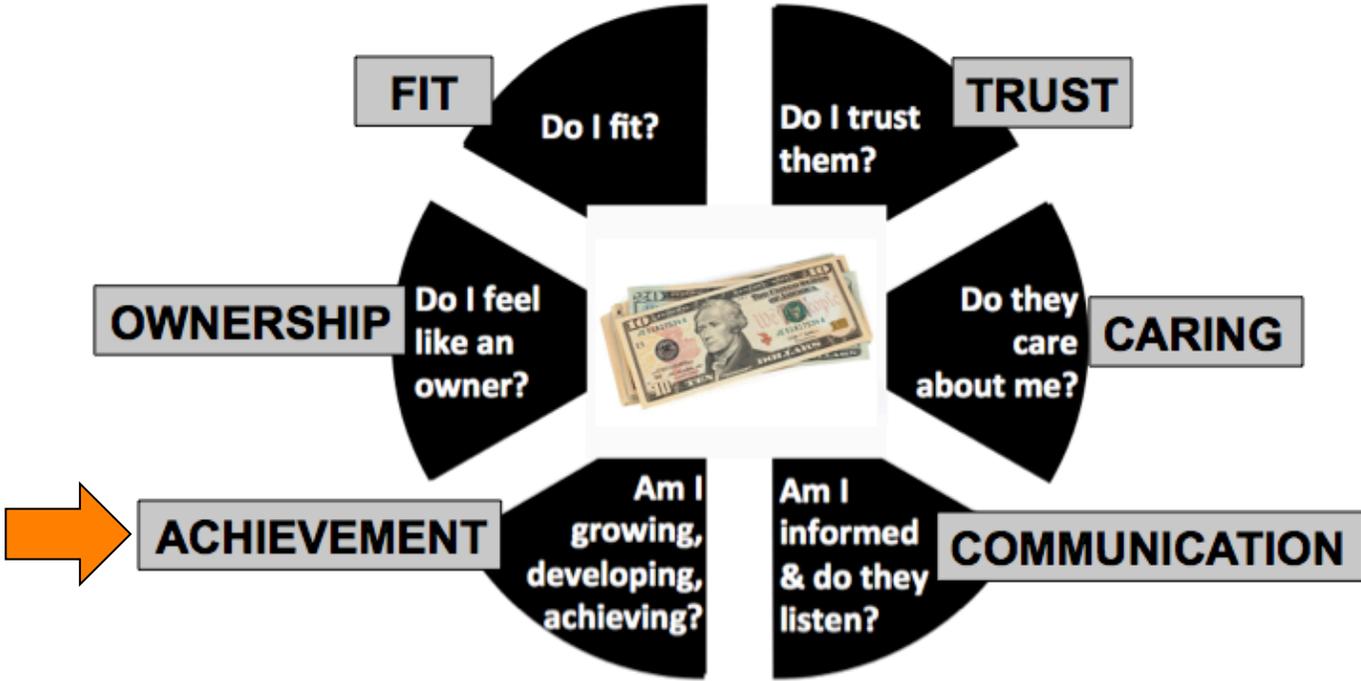
20. My immediate supervisor listens to me.

Not 1 2 3 4 5 Very
At All Much

What Actions to Improve COMMUNICATION?



ACHIEVEMENT



ACHIEVEMENT

**Engaged Employees
Grow & Develop**

- **Training & Development**
- **Feedback & Progress**
- **Appreciation & Recognition**

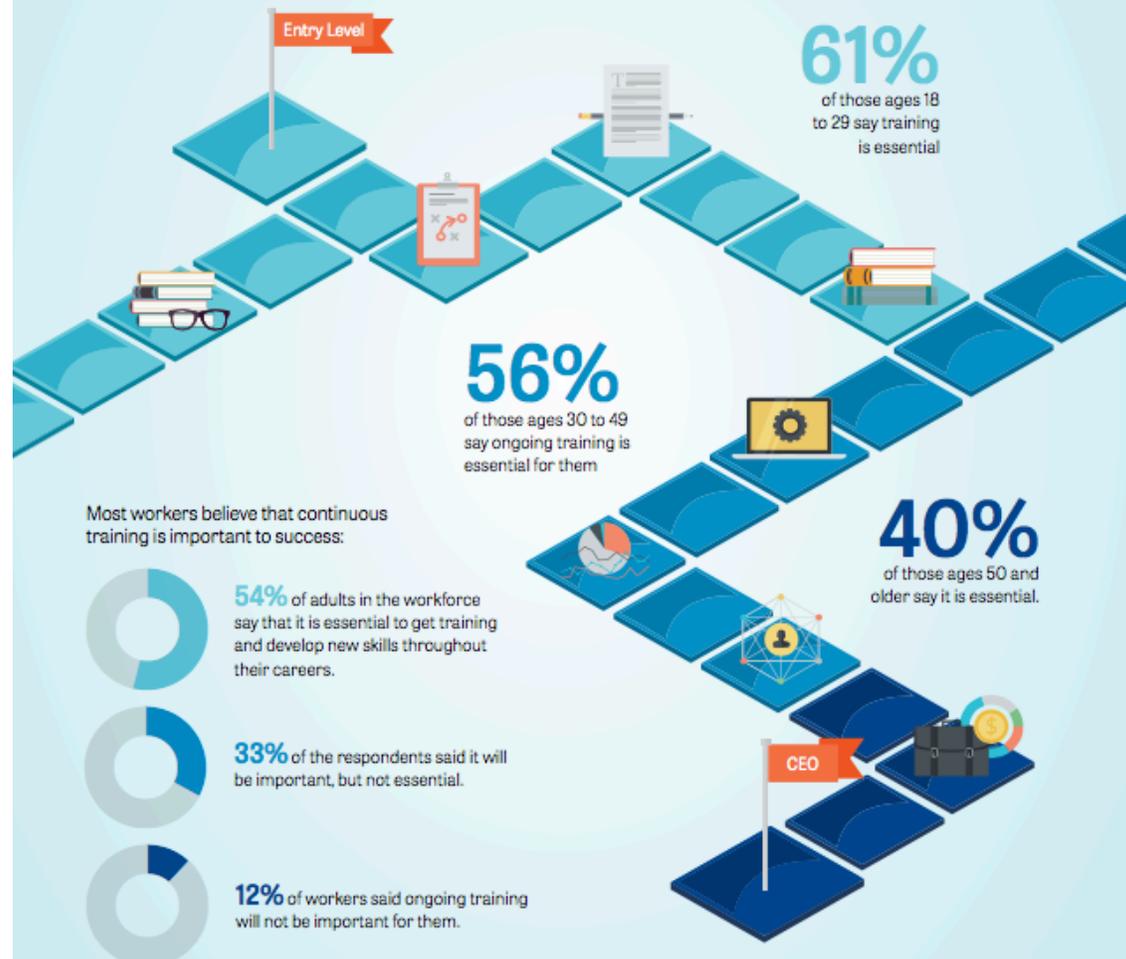
Someone At Work Encourages My Development



INFOGRAPH

The Life of Learning

Young adults are more likely to say that training and skills development are important.

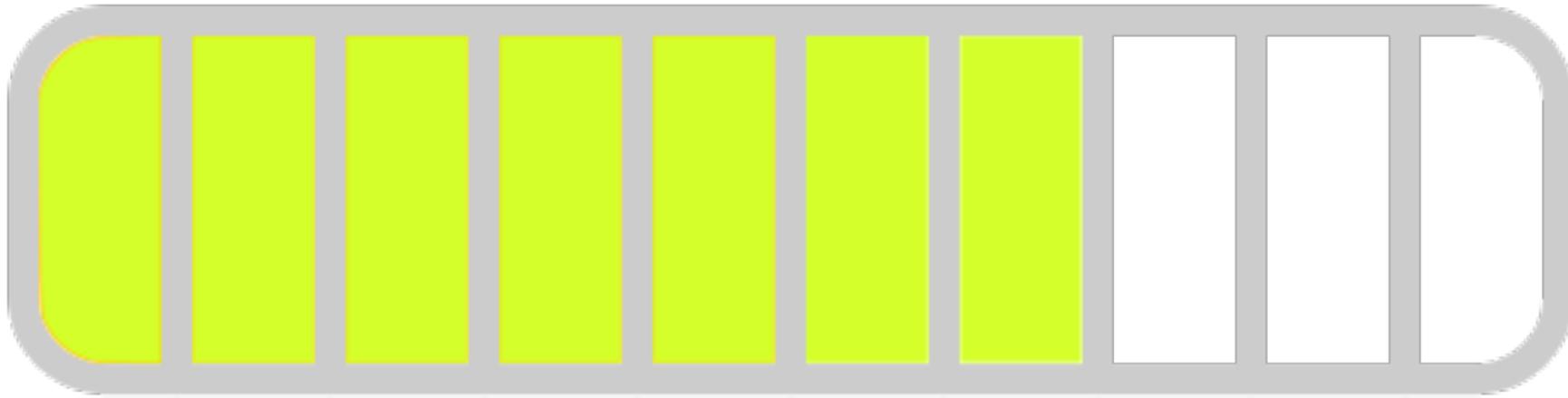


Source: The State of American Jobs, Pew Research Center, October 2016. Based on a national survey conducted in May and June 2016 among more than 5,000 U.S. adults (including 3,096 employed adults). www.pewsocialtrends.org/2016/10/06/the-state-of-american-jobs

Do I Receive Feedback?



Am I Making Progress?



Does Work Challenge Me to Do My Best?



Show Appreciation and Recognize My Efforts and Accomplishments

Thank You Thank You Thank You
Thank You Thank You Thank You

**“Everyone wants to be appreciated,
so if you appreciate someone,
don’t keep it a secret.”**

--Mary Kay Ash

SURVEY

Employee Engagement: **ACHIEVEMENT**

21. There is someone at work who encourages my development.	Not At All 1 2 3 4 5 Very Much
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SURVEY

Employee Engagement: **ACHIEVEMENT**

22. I receive adequate training and development opportunities.	Not At All 1 2 3 4 5 Very Much
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SURVEY

Employee Engagement: **ACHIEVEMENT**

23. I receive honest feedback on my performance.	Not At All 1 2 3 4 5 Very Much
---	--

SURVEY

Employee Engagement: ACHIEVEMENT

24. Someone at work talks to me about my progress.	Not At All 1 2 3 4 5 Very Much
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SURVEY

Employee Engagement: **ACHIEVEMENT**

25. My work challenges me to do my best work.	Not At All 1 2 3 4 5 Very Much
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SURVEY

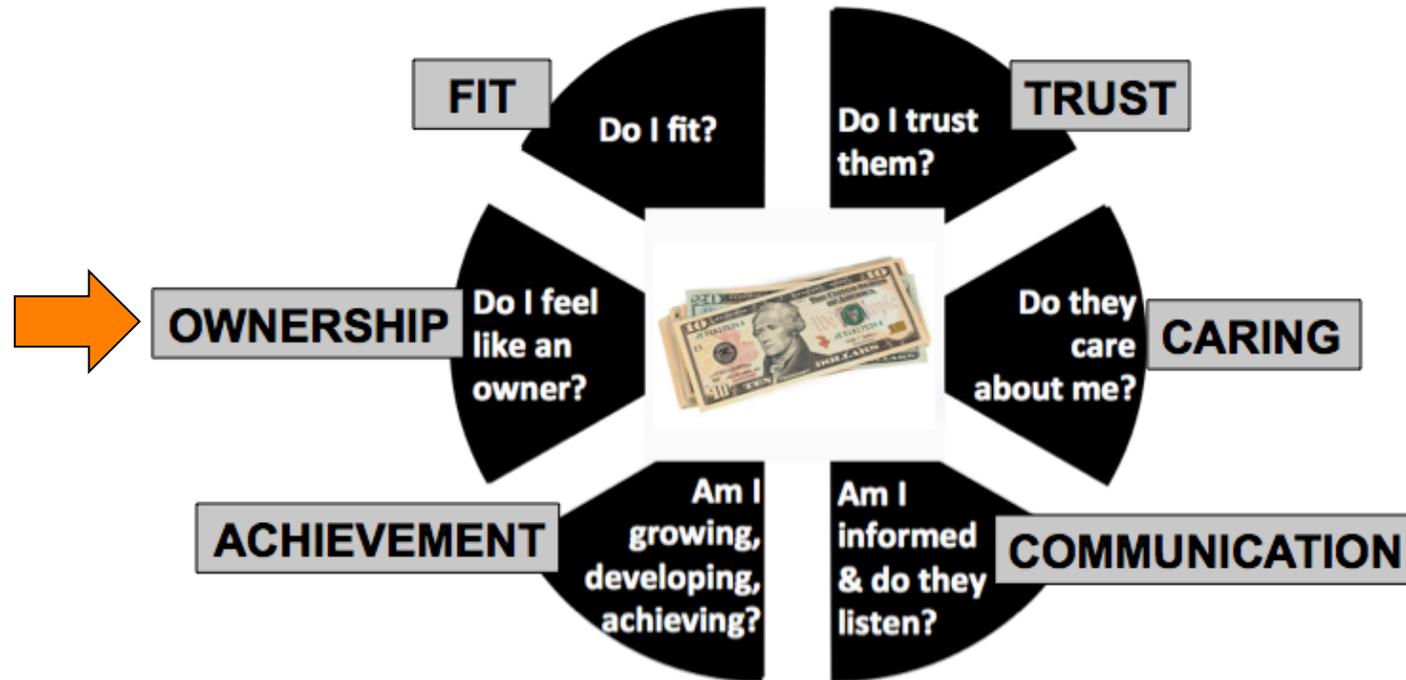
Employee Engagement: **ACHIEVEMENT**

26. I get adequate recognition, praise or appreciation for doing good work.	Not At All 1 2 3 4 5 Very Much
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What Actions to Improve ACHIEVEMENT?



OWNERSHIP



**Engaged Employees Feel
Control & Freedom—
within Boundaries**

- **Autonomy**
- **Participation**
- **Flexibility**
- **Responsibility**

People Support
What They Help
Create

Engaged Workers Are Involved in Decision Making



Engaged Workers Have Flexibility and Autonomy



SURVEY

Employee Engagement: OWNERSHIP

27. I have enough freedom in my job within guidelines.	Not At All 1 2 3 4 5 Very Much
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Employee Engagement: OWNERSHIP

28. I am given enough responsibility to perform my job.	Not At All 1 2 3 4 5 Very Much
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SURVEY

Employee Engagement: OWNERSHIP

29. I participate in decision making that impacts me.	Not At All 1 2 3 4 5 Very Much
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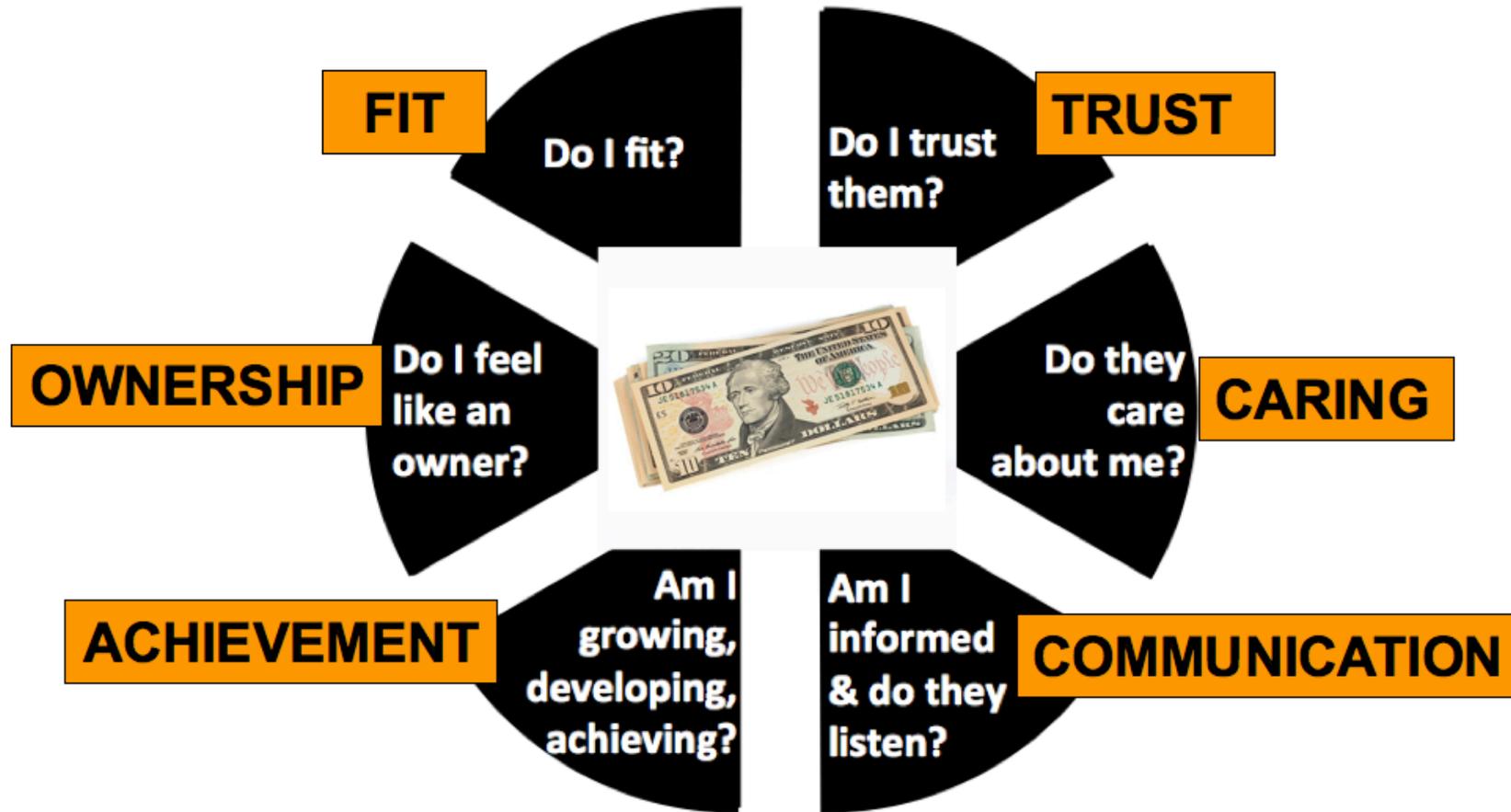
Employee Engagement: OWNERSHIP

30. I have enough flexibility in how I achieve my goals.	Not At All 1 2 3 4 5 Very Much
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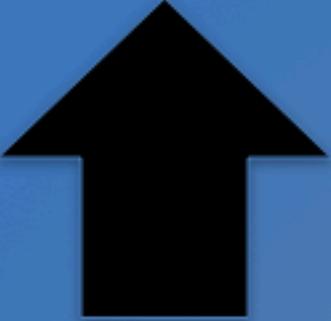
What Actions to Improve OWNERSHIP?



Build a Culture of Engagement



SURVEY



Engagement Is the Responsibility of Everyone



Engagement
Can Have a
Profound Impact
on Your Success!

