Employee Engagement for Managers

Employee Engagement

Engaging Challenges

Engaged employees are ones who want to do a great job *and* know that they are doing a great job.

They:

* Enjoy their work.
* Are proud to work for their organisation or team.
* Go the extra mile to help customers and colleagues.
* Want to stay and develop their career with the organisation.

**Who are the people I find the biggest challenge to manage?**

|  |
| --- |
|  |

**If I improved their level of engagement:**

|  |
| --- |
| What difference would it make to me personally? |

|  |
| --- |
| What difference would it make to the rest of the team? |

|  |
| --- |
| What difference would it make to our customers? |

Employee Engagement

Job or Organisation?

For each team member we are going to consider his or her current levels of pride in:

* The organisation they work for.
* The job they do.

For each member, please circle the score out of ten that you would currently give them for their levels of personal pride in these two important areas (with 1 being not proud at all and 10 being very proud).

|  |  |  |
| --- | --- | --- |
| Team Member | Pride in the Organisation | Pride in the Job they Do |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

Place your team members where they currently sit in the quadrants below:

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Pride in the Organisation** |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |
|  |  |
|  | **Pride in Doing a Great Job** |

Now consider where you could realistically help them move to in the next three months. Draw an arrow to show the path they must travel.

|  |
| --- |
| Notes: |

Action Plan

|  |  |  |  |
| --- | --- | --- | --- |
| TeamMember | QuadrantJourney | Tomorrow’s Action | SupportNeeded |
|  |  |  |  |  |
|  |  |
|  |  |  |  |  |
|  |  |
|  |  |  |  |  |
|  |  |
|  |  |  |  |  |
|  |  |
|  |  |  |  |  |
|  |  |

Action Plan

|  |  |  |  |
| --- | --- | --- | --- |
| TeamMember | QuadrantJourney | Tomorrow’s Action | SupportNeeded |
|  |  |  |  |  |
|  |  |
|  |  |  |  |  |
|  |  |
|  |  |  |  |  |
|  |  |
|  |  |  |  |  |
|  |  |
|  |  |  |  |  |
|  |  |

Action Plan

|  |  |  |  |
| --- | --- | --- | --- |
| TeamMember | QuadrantJourney | Tomorrow’s Action | SupportNeeded |
|  |  |  |  |  |
|  |  |
|  |  |  |  |  |
|  |  |
|  |  |  |  |  |
|  |  |
|  |  |  |  |  |
|  |  |
|  |  |  |  |  |
|  |  |

Rosebud Events

* Case Study

Background

Rosebud Events is a company with a number of teams. Each team’s manager has a very different idea about what effective management involves, evidenced by these comments you recorded at a recent Section Head’s meeting.

You might want to reflect on these as you discuss the dos and don’ts of employee engagement.

**Manager 1:**

“I loved my old job, but I’m finding working here harder than I expected; my team is really mediocre.”

“The staff should know what to do, most of them have been doing it long enough, but they’re always looking to me for the answers.”

“Left to their own devices, things get missed and when I pick them up on it, they just whine that no one told them what to do. It’s not good enough.”

“Don’t even get me started on the number of times I see people sneaking off for a cigarette.”

“They’re still going on about the girl I fired the other week. I’m sorry but she arrived 40 minutes late; completely unacceptable.”

**Manager 2:**

“It’s taken a lot of work to get to this position, but I’ve had lots of opportunities to watch and learn from some great managers on the way … and some that weren’t as good.”

“I see my role as the team’s champion. It is up to me to make sure we are the best, that everyone knows what is expected of them and that they are recognised for what they’ve done well.”

“When things go wrong it is up to me to have conversations with the people concerned to get it sorted. When things go well, I make sure that we celebrate as a team.”

“When we were top of the leader board for three months in a row I arranged for Craig (Rosebud’s owner) to come and say a personal thank you to the team.”

**Manager 3**

“I’ve been at Rosebud since I was 19 years old. Two of the girls in my team are the daughters of guys who joined at the same time I did.”

“I’m everyone’s mate; after all we spend a lot of our lives at work so it’s important to enjoy it. There’s always plenty of friendly banter.”

“I know how annoying it is to have people on your back and think it’s best to just leave people to get on with what they’re employed to do.”

“I wish the Directors would stop banging on about our image and values. It’s just another passing phase.”

**Manager 4**

“I got my first job as a manager when I was 20 and got where I am today by making sure I got noticed by the people that matter.”

“My motto is ‘make sure you always get on with the senior people’; they are the ones that matter most.”

“My team know that I expect them to deliver.”

“It’s not a difficult job. I agree with Jess, we should fire the poor performers. I got rid of a few people during their probation period last month because it just wasn’t working out.”

“I’ve achieved what I have because I work hard and get on with the right people.”

**Manager 5**

“For me it is all about the processes you have in place. We have a team board that shows our targets and how we are doing against those. Each week, we review our wins and learnings from the previous week and highlight the best customer comment we’ve received.”

“I always book in 1:1s with the team. They don’t take that much time really, because we’re pretty good at sharing our thoughts and feelings informally, but it does mean that everyone has that dedicated time to share their insights and feelings on a 1:1 basis and it’s an opportunity to reflect on what additional training, or support, individuals need.”

“I’ve learnt over the years that different people thrive in different roles; I organise the team so that everyone has an opportunity to play to their strengths.”

“We are proud of our reputation.”

Action Plan

This is your opportunity to reflect on what you have be learning and identify the actions you need to take to successfully adapt your behaviour.

| Feeling Engaged | What action do I need to take? | Who this will help the most | Support I need with this | How I will know this has worked |
| --- | --- | --- | --- | --- |
| Ensure team members know exactly what is expected of them. |  |  |  |  |
| Ensure team members have the equipment, resources and training they need to do a good job. |  |  |  |  |
| Give people roles and responsibilities that play to their strengths. |  |  |  |  |
| Ensure people receive recognition for a job well done. |  |  |  |  |
| Value, respect and care about their team members. |  |  |  |  |
| Give people plenty of opportunity to develop and grow their knowledge and skills. |  |  |  |  |
| Clearly communicates what is happening and listens to his/her team’s views. |  |  |  |  |
| Ensures that he/she and his/her team members value what the organisation is striving to achieve. |  |  |  |  |
| Builds a common desire to produce great quality output. |  |  |  |  |
| Is honest, authentic and treats everyone fairly. |  |  |  |  |