

The Employee Engagement Network



The Top Tens of Employee Engagement

Hundreds of Brilliant Engagement Ideas

Starring: John Junson Jennifer Schulte
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Introduction

The Employee Engagement Top 10 book will help you enhance your employee engagement work and be more engaged. This book was a community project from thirty-two contributors of the Employee Engagement Network.

It was an honor and an education to bring together thirty-two of the leading thinkers and experts on employee engagement into one volume to share their practical approaches on a wide variety of perspectives.

I guarantee you will find practical ideas and be enriched in your thinking with this book to the power of ten.

Note: If you are reading this book on your screen contributors names are linked to their personal page on the Employee Engagement Network.

Thanks to John Junson for his diligent and creative design and development of this book and his top ten cartoon contributions.

David Zinger
Employee Engagement Network founder and host
www.davidzinger.com



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Top 10 Ways to Use this book:

1

Choose a specific list each week to improve your approach to employee engagement.

2

Go directly to the list that interests you and determine your action plan.

3

Download this book for other people in your organization as you strive to make your organization one of the top ten employee engagement organizations in the world.

4

Use the book as a handout to supplement your workshops and education endeavours.

5

Use the lists as a stimulant to create your own top ten.

6

Strive to write your own top ten list.

7

Make this your first step in joining the Employee Engagement Network and jump into our conversations.

8

Use this book to start a library of Employee Engagement resources.

9

Use the contributions as a launching pad to read more of the work of these fine contributors.

10

Conduct a one month employee engagement immersion experience by reading a new list every day and determine specific actions for that day.

1

Today At Work...



HOW WOULD YOU COMPLETE THE SENTENCE: "TODAY AT WORK..." ?
WHAT WOULD YOUR ANSWER SAY ABOUT YOU, YOUR CO-WORKERS, YOUR WORKPLACE?

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Strategies to Impact Engagement Across an Organization

[Jennifer Schulte](#)

Global Engagement Director for Mars, Inc.

1

Start at the top. If your most senior teams are not true believers of the power of engagement, it will be an uphill battle for everyone. Find a business metric they will respond to (we used the salary & benefits dollar cost of the 'actively disengaged' – which was over \$500 million!) and get the CEO and his own team to start with themselves as role models.

2

Choose the right champions. To make sure engagement captures both hearts and minds, activate your 'early adopters' who are passionate about not only the concept but also about driving change and influencing others to communicate with local business units.

3

Focus on a bold goal. Just "improving engagement" will not be enough to connect with local business leaders and managers who drive the bottom-up work that must happen to be successful and sustainable. Choose a corresponding metric and date as a target 2-3 years out that is both stretching and will make a significant impact on the business, and start rallying your senior leaders.

4

Energize your HR function. We can't rely on HR to "do" engagement for the organization, but as a strategic business partner they must be accountable for ensuring it lives on local business strategies and is taken seriously in talent-related decisions. Engagement impacts many aspects of what HR does own, from morale to retention, and it's in their best interest to drive the planning of actions that will create the right results.

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5

Hold managers accountable. It's no secret that the relationship between a first-line manager/supervisor and their associates has the most direct impact on engagement – all the research points to this in some way. Focus on the behavior change and require managers to report results on actions they've taken to impact engagement in their teams. This should be weighted as an indication of performance when someone manages others directly.

6

Celebrate and replicate those who can engage. Find formal and informal ways to recognize and reward your managers and associates who are great at engagement! Some will find this a natural way of working and not realize they're on to something that others should be learning from as best practice.

7

Recruit and promote for engagement. Why not make sure you are putting people into management positions who will be successful at engaging their associates? There are several different tools available as long as the organization uses them in a consistent way.

8

Develop for engagement. Most large corporations are training and developing managers in skills such as coaching, leadership and strategic thinking. Make sure engagement – the "how to" but also the compelling reasons why, and what the organization will hold them accountable for delivering – is also on the learning and development agenda.

9

Remove systemic barriers. In a business of largely manufacturing environments, we've found key themes that can get in the way of engagement across an entire site or segment no matter how good the front-line supervisor might be at it. Themes such as communication and trust, pay and benefits, office vs.

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plant culture, and (lack of) change management must be identified by actively listening to your frontline associates and addressed by the senior leadership in addition to direct manager-associate conversations.

10

Focus on chronic under-performers. Unfortunately there are managers who won't be engaging no matter how much training and communication you provide. If a manager's team scores low on a survey (we use the bottom half as our cut-off point) for 3 surveys in a row, it's time to get involved and create a personalized engagement action plan. This typically involves that manager's manager and HR who agree on the right steps – and often results in moving the manager to a role where they do not manage others, or moving them out of our business when there is also a performance impact. This focused attention helps not only connect the engagement and performance of managers but also sends a strong message about what will and won't be tolerated by the organization.

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Ten Questions Designed To Engage

[Steve Roesler](#)

Steve Roesler at www.allthingsworkplace.com

Engagement implies commitment. Commitment can be reflected in the thoughtful questions you ask. Here are ten questions that will show, and generate, engagement:

1

How can I help you right now? The Merriam-Webster Dictionary says that *commitment* is “the state or an instance of being emotionally impelled.” Offering assistance sends a clear message that you are, in your heart, engaged in a way that compels you to give of yourself. *That* is a message that people are hoping to receive and will recognize immediately.

2

What else do you need from me for this project? Let’s face it: most bosses would be thrilled if everyone showed a keen interest in hitting the standard, or the corporate version of minimum daily requirements. When you show a willingness to *do more than is required*, your level of engagement is clear to those above you, sets an example for those around you, stands a good chance of building a new, even higher, standard.

3

Who can I introduce you to to help make this happen? There’s a reason social networking sites have *engaged* so many people. We seek ways to extend our capabilities by connecting with those whose interests are similar. When you become the conduit to new people and new ideas, you provide a service to the organization *and* become known as a person of influence.

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4

When can we get together to discuss our progress? Managers constantly juggle events, people, deadlines, and problems, all the time wanting to be clear about one thing: "How are we doing?" The person who initiates that conversation takes a bit of the burden from the boss and sets the stage for a much-desired discussion."

5

What can we do to make this just a little bit better? You don't have to focus on doing *more* in order to be engaged. Interest in improved quality, improved processes, improved relationships--each of these helps bump up the game for all concerned.

6

How am I doing based on our agreement for this? Managers get paid to manage performance and the ensuing results. Even so, many managers find it difficult to have performance discussions. When you make the first move and then start the conversation, you've shown a high level of engagement as a result of your concern for outcomes and allowed your supervisor to be more relaxed about the performance discussion, knowing that *you* want it.

7

Who else can we include? In a way, this is related to #3. Inclusion does two things, adds important resources and engages others in your project.

8

What other information can I provide? Decisions, progress reports, changing direction--all require up-to-date information to be done effectively. In order to help others stay engaged, nothing beats timely information and updates to spark interest. In a knowledge economy, information is the currency of choice. Be the banker.

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9

How can I best support the others in the group? I've always found this to be one of the most engaging questions--and interventions--in the workplace. When there are a half dozen people gathered around a conference table and one asks, "How can I support each of you?", watch what happens. That single, selfless gesture engages others in a way that prompts each to think more deeply about the project and the connectedness of the people involved.

10

What else would be helpful to discuss? At the end of any interaction, this "11th hour" question--followed by silence on your part--creates a space that allows the other person to finally address something that may have been held back until now. (Or, there may be nothing). If there is-- and the issue was held back for whatever reason--then you've opened the door to the exploration of a situation whose existence was a hindrance to engagement!

Remember this: Questions engage the brain more than statements. Brain activity increases when we hear a question because our minds automatically *engage* in order to find a resolution. What other engaging questions would you add to the mix?

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10 Ways to Spot an Engaged Employee

[Ian Buckingham](#)

Author of **Brand Engagement** – How Employees Make or Break Brands (Palgrave/Macmillan 2007). Former Interbrand Director and founder of The Bring Yourself 2 Work Fellowship which offers internal communication, brand engagement, leadership and culture development support across sectors (www.by2w.co.uk).

Engaged Employees are:

1

Obvious – it may be an elusive quality, difficult to describe but an engaged employee is more likely to be exhilarated by their role. Different cultures show this in different ways but most of us can spot and will be drawn to a genuine smile and welcoming, inclusive attitude.

2

Authentic – our recent survey of almost 4000 communicators listed “being yourself” as one of the key motivators for employees. It also proves that employees who are themselves in the workplace are more effective. Employees who are clear enough about what their organisation stands for and are at ease with the culture are more likely to bring themselves to work and to share stories about their family lives, hobbies, likes and dislikes.

3

Receptive – we all know that if we’re engaged, we’re far more open to opportunities to be involved with new initiatives and share new experiences. Engaged employees listen actively and offer support and challenge, largely because they care about the outcomes.

4

Involved - they are part of the programme not recipients of it. They feel they can influence their personal fate through influencing the fate of the

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organisation. Involvement leads to a greater sense of ownership. It's also the way most of us learn best.

5

Proactive – engaged employees understand the goals, culture and values of the organisation so they make suggestions or take initiative, even innovate for the greater good, without being asked. Their primary focus is on adding value to the organisation rather than obsessing about what the organisation gives them.

6

Energised – engaged employees have correspondingly high energy levels. They do things and maintain appropriate momentum. They are the heartbeat, rather than their managers, and they set the pace.

7

Achievers – because of enhanced levels of understanding, clear goals and boundaries, an appropriate mix of support and challenge (and in light of the characteristics above), they tend to be focused and, therefore, more productive. The things they do tend to get results.

8

Advocates – whether at conferences or recruitment fairs even dinner parties or sitting next to you on a plane, engaged employees are proud and happy to recommend the organisation and to represent the brand. Want to know how engaged your employees are? As a starting point, find out how many buy/use your products.

9

CEOs - they are **chief engagement officers**. They inspire others by example. They are communication role models in all stakeholder engagements whether with customers, fellow employees, competitors or even shareholders.

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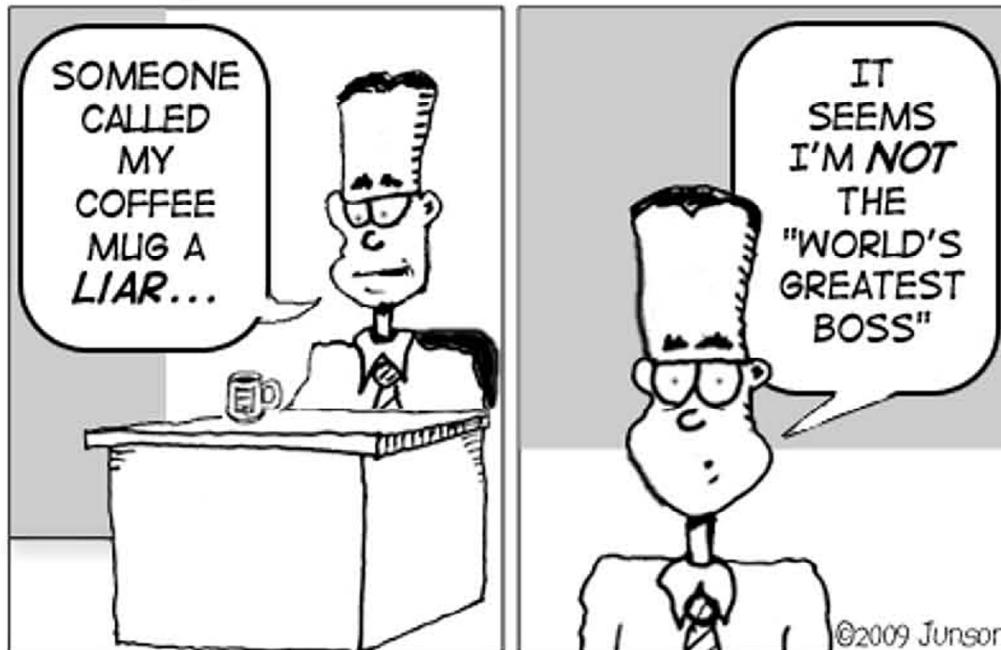
10

In demand - take care, engaged employees are a precious commodity. The war for talent rages irrespective of market conditions. Who and where are your CEOs? What measures are you taking to clarify your employer brand and to engage and manage your talent?

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2

Today At Work...



HOW WOULD YOU COMPLETE THE SENTENCE: "TODAY AT WORK..." ?
WHAT WOULD YOUR ANSWER SAY ABOUT YOU, YOUR CO-WORKERS, YOUR WORKPLACE?

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Top Ten Ways to Define and Refine Your Culture to Engage

[Tim Wright](#)

Wright Results, Inc. Tim Wright helps business define and refine their business culture, with an eye to culture to engage (def.): a business culture that boasts continuous attention to building and maintaining employee engagement, that the employee engagement might return successes the business seeks.

1

Conduct a full-scale meeting to define your culture to engage. Define your formal business culture from the top. Engage your leadership team in a high-energy, purpose-focused full day retreat to define the elements of a culture that generates and thrives on employee engagement.

2

Hold individual follow-up and feedback meetings with each member of leadership team. Within one week of the retreat (#1), meet with each participant and hear their candid reactions and projections. Put aside all pride of authorship and sense of urgency.

3

Plan specific processes to impart culture to team of managers and supervisors. Managers are the critical carriers of an employee engagement culture thanks to their direct impact with employees. Devote ample time, energy, and funding (yes) to build management acceptance and commitment re your culture to engage.

4

Identify specific areas in which the “culture to engage” requires attention. Make your culture to engage a living element of your business process. Determine areas of work in which specific attention is paid to employee engagement: staffing (recruiting, testing, interviewing), new-hire materials, performance management documents, for example.

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5

Develop specific materials to market your business's "culture to engage." How effectively you communicate employee engagement determines how successfully it is manifest. Appreciate internal marketing and marketing materials--logo, letterhead, internal memo tag lines, e-mail signatures, promotional products—that promote your culture to engage.

6

Keep your "culture to engage" in the front of employees' and managers' minds. Make "culture," "engagement," and similar subjects frequent items for discussion. Expect managers to implement personal plans to talk the culture, to invite employees' questions and feedback regarding the culture.

7

Invite continuous feedback regarding relevance and value of business culture. Keep your culture up to date with your industry, your market, your employee base. Implement a specific process to receive confidential feedback from employees, supervisors, managers, and leaders.

8

Take advantage of informal "focus group" opportunities. A true business culture has both an inward and an outward impact. Seek and seize opportunities to hear what customers, suppliers, competitors, and community members see as your business culture, its relevance and its value.

9

Compare and contrast your business culture with other companies you consider "culture to engage" benchmarks. How do other companies build employee engagement into their business cultures? What aspects of their culture generate and continue employee engagement?

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10

Conduct a full-scale meeting to refine your culture to engage. Culture that is not nurtured becomes stale. Annually at least, meet with your leadership team to take a hard look at your culture. Refine as necessary.

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10 Rules of Employee Engagement

[Susan Stamm](#)

The TEAM Approach®. Susan is the author of 42 Rules of Employee Engagement http://www.42rules.com/employee_engagement/

1

Rules are meant to be broken. You may find that sometimes it is necessary to break a rule to really provide extraordinary service or, to go around a system that is not serving the organization, or just to make things work as they should. Being empowered to 'think' is a great tool of engagement.

2

Be a low-tech communicator. Unplug and have more face time with your team. Ask your team: Does meaningful dialog happen here? How often do we get beyond "task talk" and really hear each other? Are feelings ever ignored when discussing solutions and ideas because we do not want to take the time for meaningful dialog?

3

Expect exceeded expectations. Truly, we can never really know what another person is capable of, and what past circumstances contribute to who they are today. Pretend your team has 10 times more capabilities than you are currently utilizing. How might this knowledge impact your relationships with them and your conversations over the next weeks and months?

4

Everyone needs feedback. Holding back on our observations, ideas and concerns, is not a team approach. Through our silence we are not offering each other or our organization the chance to be more or to win. Take one member of your team to lunch each week and ask for feedback on how you can be more effective. Open the door to more feedback on your team beginning with you.

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5

Sharing builds community. Networking communities attract millions of new members daily, but your team has “real time” people hungry for connections that the workplace can fulfill. As their boss, your caring and community building is central to their experience in the workplace. How can you facilitate a greater sharing of resources on your team? How are best practices shared on your team? How can their individual knowledge become collective knowledge?

6

Reel in distressed team members. Seeing unusual behavior as a sign of distress is a first step in helping employees through their crises, bringing them back to the team as a fully contributing member. Focus discussions on observed behaviors only. In a concerned and caring way, ask the employee for their opinion. Reel them back in and they will pay the team back with tremendous loyalty and quality efforts.

7

Get under new management. Put up the under new management banner right after you have attended some training, gotten some feedback, or read a new book. Use these situations as an excuse to try new things. Openly announce that this is not comfortable or easy, but you believe it will make you more effective. By allowing direct reports to “coach” you, support and acceptance will come easier than expected.

8

Give it your all. If you focus mostly on the task component of your job and pay attention to the team only in times of crises, you are missing out on numerous opportunities to increase engagement just through your simple interest and involvement. The old expression holds so true “it is not rocket science” that creates engagement. It is just plain simple interest in the team and an investment of you that makes the huge difference. Try it and watch the result.

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9

Turf is for stadiums, not for teams. Many times managers carefully handpick people for project teams based on who gets along, rather than who has the talent. Allowing this kind of tension to go unchecked has serious consequences. Have you been running interference for work groups or teams in your organization that do not want to play well together? Stop. There is really only one team in any organization. Being on and committed to this team should be a prerequisite for continued employment anywhere.

10

Believe people management is exciting and fun. Have you ever identified part of your work as difficult, unpleasant or to be avoided? Consider how your team's engagement might increase if you could see "people-management" as an exiting fun part of your work. Write some affirmations about this aspect of the job and repeat them regularly. Choose to see a new picture and discover your ability to face any people management challenge with new energy that will surprise you.

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10 Ways to Build an Employee Engagement Improvement Strategy that Really Works!

[Faye Schmidt](#)

Schmidt and Carbol Consulting Group, Inc. A highly experienced consultant dedicated to helping organizations understand and improve employee engagement and customer satisfaction. Contact: schmidtconsulting@telus.net

1

Make employee engagement an organizational priority. Employee engagement is more than a nice to do or something that can be done off the corner of someone's desk – ***it is a business essential***. As such, it deserves to be a solid part of your organization's strategic priorities right along side your business priorities. This signals your commitment to employee engagement as a key aspect of your organization.

2

Know your baseline. A well-done employee engagement survey provides information that serves as the foundation to your improvement strategy. An organization-wide, systematic survey of employee engagement will help you understand your starting point by telling you how engaged your workforce is overall and by work unit. Plan to do your survey regularly (i.e., every 12 to 18 months) using the same core set of items so that you track your progress over time.

3

Identify your key drivers of employee engagement. As important as it is to know how engaged your employees are and how they answered each item in your survey, you need to know more. Statistically identifying your key drivers of employee engagement gives you the focused information you need – your drivers tell you exactly what has the greatest impact on engagement in your organization.

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4

Create an employee engagement advisory team that reflects all of your organization. Moving from information about your key drivers to improvement actions that really work requires a corporate plan and, for large and dispersed organizations, supplemental plans at the local level. To ensure your actions are on track you need to involve a cross section of your organization in identifying what needs to be done so that your organization's plan is on track and meaningful.

5

Identify actions that address your key drivers. Your key drivers of employee engagement tell you where you need to target improvement efforts to make a real difference to your employees. Your advisory team needs to ground your plans in your key drivers if you want to make a real difference.

6

Make employee engagement everyone's business and make it a regular part of doing business. While your advisory committee plays a special role in creating your improvement plan employee engagement needs to be owned by everyone in your organization – to succeed it cannot be the responsibility of a single department, individual or team. Not only does it need everyone, it needs to be more than an add-on to already busy jobs. Wherever you can, embed your employee engagement efforts into your regular ways of doing business (e.g., your annual plans, your performance reviews, etc.) and in things that matter to all employees.

7

Dedicate resources to your employee engagement strategy. Since it is a business priority employee engagement needs the same budget and resource allocation as all of your business priorities. Surveys, plans, and improvement actions all require support in the form of time, people and funds.

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8

Establish clear accountability for success. Employee engagement has to matter. All of the actions in your employee engagement plan need leadership and clearly assigned accountability. Given their roles, every manager and executive must have employee engagement as part of their performance requirements and accountabilities.

9

Communicate, communicate, communicate! Every employee needs to understand the importance your organization puts on employee engagement, what your corporate employee engagement plan is, what your survey results say and what their individual role and accountabilities are for improving engagement. A communication strategy that talks about your employee engagement hopes, challenges and successes is essential

10

Track your progress, celebrate your success and learn from your challenges. What gets measured gets done applies as much to employee engagement as to anything else in your organization. As soon as you commit to improving engagement and do your survey you will raise employee expectations for positive change. As change can be slow you need to make sure all of your progress is highlighted, celebrated, and built on as you move forward. The good news is that by following these 10 points you can succeed!

Ch-ch-changes! Ten Tips for Keeping Employees Engaged During Change

[Lisa Forsyth](#)

Director, Product Development msnbc.com.

<http://www.lisaforsyth.com>

1

Plan ahead. It's not uncommon for those of us who manage from the middle to find that the planning, execution, and pace of communication around organizational change is outside the scope of our control. But we can still plan ahead. We can focus our planning efforts on the people we support--think about what the change means on an individual level, how you want each person to feel about the change, their differences in work and communication styles, and prepare to pull each employee into the vision.

2

Know where you are going. There is nothing more grounding during times of change than knowing where you are going, and nothing more reassuring than believing you can get there. It is our job to articulate the purpose and advocate the change in a way that is meaningful and actionable at the team and individual level.

3

Give them something to stand behind. Re-energize employees around the organization's core mission--the WHY you exist. Remind everyone of how it has been a great source of success and security in the past, and show them how it remains the center around which everything else can change. Re-engage each one in the big picture, and show them where their contribution has been, and continues to be, meaningful.

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4

Set the tone. Effective and enthusiastic communication is crucial to building a common purpose across an organization. During times of change, communicate early, communicate with intent, and communicate often. Influence attitudes and behavior by communicating confidently and positively. Most importantly, be authentic. Tell them what you don't know. If you're not sold on the change yourself, share your reservations and set the example for moving toward acceptance.

5

Acknowledge the loss. Change involves loss--the loss of the way it was before—and we cannot move people towards acceptance of change unless we understand and acknowledge what it is they stand to lose. Make time to meet each person and ask them how they *feel* about the change; discuss current experiences, pain points, and fears. Understand the loss they feel, and acknowledge the loss without challenging it.

6

What's in it for them. While acknowledging the loss is important to maintaining engagement, we can foster acceptance and build engagement by off-setting the loss with a gain. Champion the change by forging connections between the goals of the organization and the individual talents and aspirations of those on the team. If you don't know what your people aspire to, ask them! Find out where they want to go, and identify opportunities that help them get there.

7

Think inclusion. While it's true that people are more likely to support what they helped create, it's not feasible to include everyone impacted by an organizational change in its planning. We can, however, take action to broaden the level of inclusion once the change is actionable at the team level. Engage employees in the process of adjusting their team's vision, mission, and goals to align it with the organization's strategy. Include them through open dialogue and give them an opportunity to be heard.

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8

Favor freedom. When employees perceive an organizational change as infringing on the level of autonomy they established and enjoyed prior to the change, they are less likely to adapt gracefully. But if we stay focused on results and paint a clear picture of the desired outcomes for individual and company success, we provide employees with a broad, mission-focused, framework from which they can define their own path to success - we create an environment where rules can be kept at a minimum and employees are engaged in the success of the company.

9

Lean into the dip. Teams have to grow and bond together over time, and there will inevitably be an in-between period when the old is gone and the new isn't fully functioning. Move people toward acceptance of the change by celebrating small wins and rewarding the successes of the new team. Be proactive and mediate conflict in ways that embody the new team mindset, and use problem solving as an opportunity to foster collaboration.

10

Observe and reassess. We are all motivated by unique impulses that inform how we react to change, any change. Be observant and notice what is going on around you, build feedback loops into the process wherever possible, create dialogue, encourage team members to share information openly, and listen. Tell them what you can do, and always do what you say.

3

Today At Work...



HOW WOULD YOU COMPLETE THE SENTENCE: "TODAY AT WORK..." ?
WHAT WOULD YOUR ANSWER SAY ABOUT YOU, YOUR CO-WORKERS, YOUR WORKPLACE?

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10 Tips for Engaging a Project Team

[Raven Young](#)

Project Management Consultant and Blogger www.RavensBrain.com

1

Check your vision. Energize your project team around a shared vision. Don't just give them a set of tasks to complete, but champion the WHY and paint a clear picture of the expected outcome.

2

Divided we fail. Ensure that project expectations are clear, shared, and communicated to everyone involved in the project—this not only includes the immediate project team, but also executives, sponsors, cross-department managers and stakeholders, and other customers. Even the most engaged project team will fail when expectations are not properly managed, and failing to meet expectations will dismantle engagement at the employee level.

3

Got trust? Trust can be instantly shattered if a project manager (PM) appears to suddenly change directions or breaks promises. Be consistent and always do what you say you will. A project manager can build trust and further engage their project team by providing a clear vision of their project and communicating any changes as they occur.

4

Listen up! Communication involves both talking and listening. Ask project team members about the project, about their role and contribution. Ask everyone involved what they see as the project's biggest risk, what they would change if they could. Engage them in the success of the project by giving them a voice, and give them a voice by listening up.

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5

Get your think on! Remember that there is no such thing as a stupid question or idea, except for the unspoken one. Practice group problem solving and engage teams in collaborative brainstorming to generate innovative solutions. Inspire creativity and innovation, and prepare for better results!

6

Power to the people. Find ways to keep each individual on the team excited about the project and motivated to make it a success. People want to know that their work matters. Be proactive and help folks see, feel, and really understand *why* the project is important.

7

Welcome to the jungle. The risk of disengagement is heightened when individuals feel stuck, or worse yet, when they feel their efforts are simply not moving the project towards its vision. To sustain engagement throughout the life cycle, a project manager needs to stay focused on solving problems and removing obstacles so that the team is always *moving* forward.

8

Change happens. Project managers know that change is a certainty in our world and if you do not plan for it, well, you should not be managing a project! Have a change management plan at the beginning of a project and you will be set up for success. Simple, right? Wrong! You have to understand what change means at the individual level--how it impacts them and their sense of engagement—and build your change management plan around that as well.

9

We are the champions. Your team is made up of a group of individuals with different roles, different purposes, and different objectives. It is up to you, as the PM, to help this group of folks *become* a team. Champion the team mindset. Show them how the

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strengths, weaknesses, opportunities, and threats of each are valuable, how they come together to form a community capable of accomplishing something greater.

10

Pay it forward. The project team is the key to your success. As a project manager, however, you don't always have a choice in who is on our team, but you do choose how to manage, develop and get good stuff out of them. Make time for knowledge sharing, collaboration, and experimentation. A team that is learning is more open to trying new things, isn't afraid of change, and their positive growth will add value to future projects.

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Ten Engaging Conversations

[Debbie Payne](#)

DP Leadership Associates and Deberna International Leadership and Organizational Learning Consultant fostering and growing leaderful learning and coaching cultures. www.dpleadership.com , www.deberna.com , debbiepayne@gmail.com

1

Explore a new topic. Search for a new mutual topic of interest to explore with someone you have had other conversations with. Get agreement to explore it intensely. Do it together and notice the engagement between you sparkle.

2

Ask someone to teach you. Notice someone who knows something you would like to learn. Ask them to show you how or teach you. Be attentive, curious, and encouraging as they share with you some new knowledge.

3

Listen deeply. Engage another in conversation by giving 100% focused, present, and deep listening. When someone feels heard their value, worth and engagement rises.

4

Allow silence. When the person you are speaking with pauses, allow the silence to hang suspended and continue to hold a focus with them. They will take a breath, realize you are truly engaged and continue sharing their thoughts.

5

Coach. If someone expresses a need to work towards a goal ask if you can coach them. Use gentle, powerful, and thoughtful questions to engage them in conversation, listen well, and suspend your own judgement helping them to find their own answers.

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6

Share a poem. To illustrate or spark conversation in a new way share a poem. Read it aloud and encourage communication to stem from the poem stimulating different thoughts and engaging different parts of the brain.

7

Explore what works. When faced with an issue or problem instead of problem-solving ask questions about what does work. Delve and dig deep to find the gems of good ideas, good processes, and excellent work. It engages people in new ways.

8

Notice someone's passion. When you know someone has a passion find an article, an object, an idea, or piece of information and share it with them. Engage them in conversation on their passion and sense the energy and vitality.

9

Converse with youth. Youth provides a window to the world without baggage. Learning with youth brings an engaging energy to old topics. Find ways to connect to the youth of the world and ask them to engage you in their conversations about the world.

10

Define leadership. Leadership as a word has no recognized definition. Create a definition with other leaders, explore what leadership looks like, find examples of leadership, and engage in leadership conversations.

Ponder a quote. Quotes are words spoken and remembered. They often inspire and make us think. Create a question from the quote and engage in conversation with others about the meaning and application to your work. Surprising how a simple quote can shift your thinking and intently engage.

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10 Ways to Engage Remote Teams

[Wayne Turmel](#)

At Greatwebmeetings.com we help companies use any web-based presentation platform better by developing the presentation, facilitation and sales skills you need to do more than just present, but to communicate and connect. www.greatwebmeetings.com Wayne@greatwebmeetings.com

1

Increase frequency. You have to communicate constantly with the team, and let them communicate with each other. Remember, if people don't know exactly what's going on, they'll make up the answer, and it's rarely the best case scenario. To you, no news might be good news, but to your team members no news might mean you don't care enough to tell them what's going on. Communicate til they beg you to stop.

2

Choose the right tools for the right message. There are all kinds of tools available, ranging from simple email to complex web and video meetings, and they're not all created equal. For simple messages that need to be communicated quickly, email will do. For complex messages, or when questions will arise or the team needs to brainstorm, think about web meetings or teleconferences. Many of these tools are free- they don't have to break the budget.

3

Learn the tools and practice. Every communication tool is just that - a tool. Something like a webmeeting can be an interactive, energizing event. It can also be a mind-numbingly dull event that has team members praying for the sweet release of death. Poorly written emails can cause more panic than they should. Learn all the features of the tools, learn what you can do with it and what's appropriate to the occasion. Practice til you can click and talk at the same time.

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4

Web cams. an inexpensive web cam can be tied to your Instant Messenger or webmeeting platform and is a great way to humanize people who are just names on a “cc” list. Those are real people in the Omaha office.

5

Always say, “And here’s why…”. You might know what’s going on in the company that caused you to make a request, but people who aren’t in that location don’t. Your simple, reasonable request might be interrupting something important on their end. Explain why you’re making a request or asking them to change what they’re doing to increase buy-in and their sense of being important to the team’s mission and connected to the entire organization.

6

“Waste time” productively. Everyone is busy and they’d rather poke their eyes out with a stick than be on a conference call or webmeeting longer than necessary, but take the time to create personal connections. Ask team members to tell what’s going on in their lives, to share something they’ve been working on the rest of the team should know about. Maybe one person per meeting can give an in-depth update on what they’re doing. Creating human connections IS time well spent.

7

Gossip constructively. You are in touch with every team member on a regular basis (right?) but the other members may not talk to each other. Let the team know when someone does something great, is working really hard, or has a crisis going on and that’s why they haven’t gotten the data yet. Help your team know each other’s successes and struggles.

8

Share the lead. A great way for team members to get to know each other’s strengths is to share the lead in meetings, teleconferences and the like. Show them that the team in Bangalore has their act together.. let the

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lone salesperson in Orlando show what he can do so the rest of the team has confidence in her and gets to know her.

9

Schedule humanely. It's easy to schedule things that are convenient for the folks in the home office, but are at odd times for those scattered elsewhere. Why should the folks in Singapore always have to be on meetings in the dead of night? Show those people they are important and take a conference call in your pajamas for once.

10

Don't be a bottleneck. Many managers like to be the "single point of contact" between team members so that people aren't constantly interrupted and messages are consistent. This can quickly become a constricting point where team members aren't in regular contact; relationships aren't allowed to develop and critical information slows to a crawl. Enable instant messaging, don't stress over phone bills and tell people to handle conflicts between themselves unless it's absolutely critical you step in. The team is only as engaged and healthy as the communication flow between its members.

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Generational Engagement: 10 Ways to Engage Gen X and Gen Y Employees!

[Scott Span](#)

Scott Span is a organizational development and change consultant who works in the public and private sector focusing on culture, engagement, retention, performance and sustainability. <http://www.linkedin.com/in/scottspan> SHSpan978@aol.com

1

Recruiting. Be straightforward and honest. Don't over promise and under deliver. Gen X and Gen Y expect to be challenged and to perform the type of work they have an interest in; and want to perform. Set clear expectations, clearly define goals, implement management development programs, and share organizational values and beliefs from day one.

2

Meritocracy not hierarchy. Gen X and particularly Gen Y have a low tolerance for political bureaucracy and don't buy the "tenure" or "chain of command" approach. They believe in open and honest communication and feedback in all directions; results not years of service or level in the organization, drive team success. Consider changing the structure of your organization to a flatter model with less hierarchy and more rewards based on merit and performance, not tenure and title.

3

Corporate citizenship. Connectedness and a sense of purpose is important to Gen X and Y. They seek careers that allow opportunity for social significance. Go "green", offer charity matching programs, allow time to volunteer during work hours, and work on ways to connect the mission and values of the organization to the greater good.

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4

Outside the box benefits. Gen X and Y enjoy flexibility. Adopt a variety of wellness programs such as flexible spending, paternity leave, adoption assistance, or health club discounts. Add some atypical offerings to your benefits mix such as iTunes gift cards or a performance based rewards points program.

5

Work life Balance. Gen X and Y want something beyond an all consuming career. They want true work life balance. They believe that they can raise their children, spend time with family and social networks and still meet challenges and achieve goals at both home and at work. If work can be done at home, or a conference call can be held while at a soccer game for their children, allow that flexibility.

6

Coaching and communication. Gen X and Y believe that communication is key in all directions, up, down, and lateral. Create an environment where they are encouraged and rewarded for speaking up regarding ideas and concerns, regardless of level in the organization. Add a structured coaching or mentoring program to your organization. Build in monthly or quarterly development check-ins and create a space for discussion. Communication often leads to innovation, increased trust, and engagement.

7

Tap into technology. Gen X and Y are used to technology; some were even born with it at their fingertips. Don't shy away from new technologies that enable telecommuting or virtual work environments, or that help contribute to work life balance. Utilize video teleconferencing, online collaboration, webinars, laptops with wireless access.

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8

Connectedness. Gen X and Y need to feel connected to the organization to remain engaged. They expect a seat at the table, want questions answered directly, often challenge the status quo, and have a need to understand the big picture. Don't just provide access and input to your corporate strategy, mission, and vision to senior leaders; allow access to and input from your Gen X and Y non executive employees as well.

9

Comfort with diversity. For those organizations that wish to remain successful and competitive in today's global marketplace understanding diversity is a necessity. Diversity is no longer about gender. Recognize and embrace all facets of diversity, gender, race, ethnicity, sexual orientation. Implement affinity groups, put forth diversity initiatives, change up the organization chart and add diversity to your leadership mix.

10

Make it fun. Gen X and Y expect to bring their full selves to work. Create a fun "bring your full self and be who you are" culture. You can do some simple things such as: bring in a massage therapist for chair massages, install a TV in the break room, relax the dress code with themed attire events, or sponsor video game playoffs and sporting events.

4

Today At Work...



HOW WOULD YOU COMPLETE THE SENTENCE: "TODAY AT WORK..." ?
WHAT WOULD YOUR ANSWER SAY ABOUT YOU, YOUR CO-WORKERS, YOUR WORKPLACE?

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10 Engagement Traps, Tips and Talking Points for Managers

[Michael Aitken](#)

Christchurch City Council Local Government Organisation for city of 350,000. www.ccc.govt.nz

1

Reification of engagement. Engagement is not a “thing” in itself, it is a useful concept that encapsulates some important ideas, concentrate on the ideas not the measure.

2

Balance. The engagement of staff helps the business, but remember it is business you are in.

3

“...put your own mask on first...”. Check your own engagement honestly, if you are not engaged then you will not succeed in raising the engagement of others.

4

The sales pitch. Your pitch needs to run the continuum from concept to concrete, depending on the audience.

5

Disconnection. If the process of increasing engagement is not engaging, abandon all hope.

6

Things aren't always as they seem. What *you* think a question means is not necessarily how it will be interpreted by respondents.

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7

'tis nawt as queer as folk. Listen to your staff. What *you* think may be engaging to them may turn them off.

8

Lies, damn lies and statistics (1). There will always be four top issues for you to work on.

9

Lies, damn lies and statistics (2). As the levels of measured engagement change in the database you are being compared to, the targets keep shifting.

10

Less hype, more substance. Stop talking about it and do something.

10 Steps to Realizing Engagement through Global Strategic Recognition

[Derek Irvine](#)

Globoforce Vice President of Global Client Strategy. Globoforce helps the world's largest and most complex companies engage and motivate their employees by deploying global and strategically aligned employee recognition programs. www.globoforce.com, dereki@globoforce.com, <http://globoforce.blogspot.com/>

1

Define clear goals around what type of corporate culture you wish to achieve. Foster the company culture you need to succeed by establishing key indicators of success early in the process of recognition program design. Be sure your organization's strategic goals are reflected in the recognition program's objectives. Define clear metrics to evaluate achievement of these goals.

2

Recognize efforts that reflect your company values and strategy. Create a common language of recognition by requiring all employee behaviors, actions or attitudes that are recognized be tied to your company's values and strategic goals. This reinforces employee understanding of their value within the organization and how their actions impact the company's success.

3

Secure executive sponsorship of your recognition program. Use the global reach, influence and visibility of a senior executive to promote the recognition program across the company and secure buy-in across divisional leadership. Have the executive sponsor and

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CEO regularly praise recognition recipients through a common medium.

4

Frequently recognize contributors in a timely way. Don't wait for the annual review or bonus to recognize and thank team members for their exceptional efforts. Make appreciation a habit and recognize deserving employees "in the moment" so the reason for recognition is at top of mind.

5

Offer peer-to-peer recognition opportunities. Give all employees individual ownership of bringing your company values to life by allowing employees to formally recognize each other. This encourages them to notice their colleagues' efforts and reinforces the culture and strategy you are aiming to build at all levels of the organization.

6

Foster recognition across global teams. Unify a globally distributed team through recognition for team accomplishments. Make it easy for team members to thank each other in their own languages. Also, ensure rewards are equitable across your global workforce so team members are rewarded fairly.

7

Ensure recognition is appropriate for the recipient. Give the reward of choice to cater to the desires of every generation and every culture by ensuring rewards offered are culturally relevant and personally meaningful.

8

Train on recognition philosophy and program usage. Emphasize training on the importance and value of strategic recognition. Offer concise training on program usage and guidelines. Encourage program usage by tying recognition targets to MBOs or KPIs, and make recognition a core part of reviews and appraisals. This ensures it becomes part of your daily corporate culture.

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9

Broadly communicate recognition

achievements. Spread a culture of appreciation by regularly highlighting recognition recipients in common mediums such as departmental meetings and newsletters. Encourage senior leadership to congratulate recipients. The communications help to continuously reinforce your corporate values and strategy.

10

Measure program outcome and success.

Track program success against predetermined metrics such as where and how company values are being adopted and demonstrated, or which groups are achieving company strategic goals, as you monitor the levels of recognition against the achievement of these goals.

10 Ways to Build, Grow and Support your Offshore Outsourcing Team

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1

Foundation of the house. A management team is the foundation for any strong team regardless of onshore or offshore. The management team supports from the bottom up providing clear direction. The management team also sets the tone and how the onshore group views their counterpart offshore team members. Therefore, if the management team sets a positive “all for one and one for all” attitude, then animosity is reduced and achievement is increased. The management team in essence can make or break the success of the offshore group.

2

Investing in people. After the management foundation is laid comes the building blocks for a strong team, people investment. For offshore this is either in the vendor company you chose or the locals you hire directly. Regardless, you want to look for people who have natural leadership tendencies and a desire to grow and learn. It might even be said, the leadership in your offshore group must be stronger than those onshore due to the nature of offshore as it is far away from home base.

3

Don't overlook the project manager. Don't throw projects over the fence to the offshore team and then expect performance. Have at least one person onshore that helps coordinate projects and manages communication and information flow. This person will also help get the pulse of the offshore team which will help you determine and address issues earlier rather than later.

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4

Starting off on the right foot. Knowing why you need an offshore team and how you plan to get things started will help ensure success. You will want to know how many people to hire offshore, skill sets and general team structure. Determine early on what the offshore team will work on for at least the 6 months after set up. Having a road map for your offshore team is as important as a roadmap for your onshore team.

5

Good here, good there. Good process onshore means you will most likely have good process offshore. There is no need to reinvent the wheel so look for ways to copy similar methods you can reuse and build upon with your offshore team. After all, the offshore team is an extension to your core group, not a separate entity.

6

The great big void. Communication between groups onshore and offshore is probably one of the most overlooked areas. A company must get creative with how they communicate with their offshore teammates. Sometimes hours must change to accommodate time differences, sometimes video conferencing is necessary and sometimes several trips a month by the onshore team is invaluable. Regardless, you cannot expect to create an offshore team without a great deal of over communication, especially at the beginning.

7

Shiny happy people. The onshore leadership group cannot forget about the morale of their offshore group. An offshore team can often feel isolated from the larger company because of the distance. Awards for a job well done, providing training and room for growth and upward mobility are essential. This will significantly reduce turnover, which is the most costly area for any offshore group.

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8

Speak from a place of understanding. Understanding the culture your offshore team operates in is vital. Some cultures are creative and outside the box thinkers, others are very task oriented and focused. Find a country to offshore that meets your company's culture and your own country's culture. Know how to operate within your offshore team culture, show respect and you will get more out of your offshore group than ever thought possible.

9

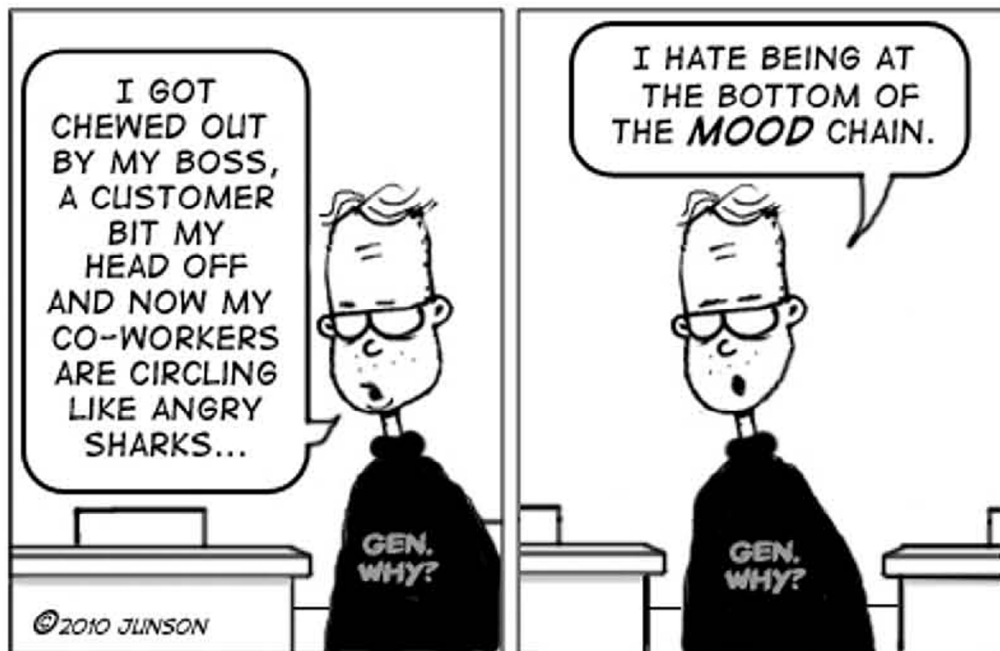
Safety Patrol. Every company has a different tolerance level for their IP protection. It is important you know what your company's is and then build not only an offshore team that is trustworthy but also set up other security structures such as badge entry and exit and rules about phones and cameras in secure areas. Create a security officer position that entrusts one person with helping to enforce the security standards.

10

The sum of all things. Often a group that wants to venture into building an offshore team over thinks the process. The same rules apply offshore as they do onshore. Look for good people, make sure you have good process and ensure you let your team know they are doing a good job. Most of all, make sure to have fun with your new offshore team and have an open mind about what you might actually learn from them.

5

Today At Work...



HOW WOULD YOU COMPLETE THE SENTENCE: "TODAY AT WORK..." ?
WHAT WOULD YOUR ANSWER SAY ABOUT YOU, YOUR CO-WORKERS, YOUR WORKPLACE?

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Employee engagement: How to be engaged when you work for someone who isn't.

[Maureen Mack](#)

H.R. Principal, LLC www.HRPrincipal.com

1

First, understand what is about you, and what isn't.

Your job is an activity that you spend a lot of time on. Take responsibility for your own happiness. Ask yourself some questions: Why do you work there? Why did you take the job in the first place? What is the purpose of your job? How does it impact the business? Every job impacts some part of a business and therefore is an important job. It is nice if everyone in the company sees that, but it is imperative for you to understand it. What do you enjoy about it? What would make it more fun? The answers to these questions can help you focus on you. Mentally, fire your boss. Refuse to give the boss the power to wreck your day. Some people enjoy being miserable, but it doesn't have to be you.

2

Speak up Get involved and offer ideas. Interact, the more interaction the better. Ask questions, people always have a reason for what they do – if you don't understand, ask some questions and see if you can find out why that decision was made. That can pay off in many ways down the line.

3

Steer clear from those who are not into their jobs. They will only drag you down. Yes, it is difficult but it can be done. Technology is very useful to help you communicate with people you would rather not talk to!

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4

Don't take responsibility for the attitude of others, but identify if you can: what is their problem? Is your boss 'retired' at their desk? Jealous of a co-worker's promotion? Is it occasional or a consistent problem? What makes it worse? If you can understand why they are unhappy or frustrated, it can help you to compartmentalize and separate their moods from your work life.

5

One of the fastest ways to be happier is to lower your expectations. Do you work with people who do stupid things? Did you notice that I did not ask if you work with stupid people? Separate the behavior from the person. It makes it easier to like the people you have to see every day. And when your expectations are low, it is more difficult for them to disappoint you.

6

Make no judgments. We all do it but it is a waste of energy and accomplishes nothing.

7

Make a game out of it. Have you ever tried to coax a child out of a bad mood? Adults are just tall children. Can you make someone smile or laugh even if they don't want to?

8

Confront them if they take it out on you. If you did something to upset them or made their job more difficult, then take your lumps. But if you are on the receiving end of a tirade because they cannot yell at the person they want to yell at, put your foot down. Let them vent but at some point insist on an acknowledgement that it was not your fault.

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9

Let it go. Whatever makes you grumpy or upsets you, let it go. The sooner the better.

10

If you still can't get your head in the game because your boss is in the way of your success on the job, then you need to find a new job; if not in that company, then somewhere else. You deserve to feel valued.

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10 Quick and Easy Ways to Engage Employees Every Day

[Sanna Wolstenholme](#)

Swansea Metropolitan University / Swansea Business School. Sanna was a post-graduate student at Swansea Business School in Wales, UK doing a dissertation on Main Causes of Engagement and Disengagement in a Finnish manufacturing company. E-mail: sanna.wolstenholme@gmail.com *"The best way to achieve results is through fully engaged people"*

1

Believe. Believe in what you do, it will bring results. If you do not believe in what you do every day, you cannot expect your employees to believe in it either?

2

Freedom. Give freedom needed to your employees to perform their daily tasks. Each person is free to do whatever they want, whenever they want as long as the work gets done and organisational rules are respected.

3

Honesty. Be honest and you get honesty back. There is so much dishonesty nowadays, if you can make people trust you, they will go the extra mile – and you can trust them!

4

Praise. Catch people doing things right instead of catching people doing things wrong. Praise people immediately by saying thank you or giving a friendly tap on the shoulder. Tell them what they did right and encourage them to do more of the same.

5

Care. Show your employees that you care for them. Spend a minute to have a chat; ask them how their family is doing, how they are doing and are they happy with their work. They will feel valued.

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6

Listen and learn. Listen to your employees. They all have something valuable to say and when you listen and take notice of them, you will learn a lot about them.

7

Clear communication. Use the philosophy of “no surprises”. Simple and clear communication is the key between managers and employees. When you agree with your employees on what needs to be done, they know what is expected of them and will therefore work to achieve this goal.

8

Support. Support your employees. Do not sit in your office and wait for results, you need to be out there where your people are supporting them and helping them to get results. Make sure you they know they get your support every day whenever needed.

9

Atmosphere. Create positive atmosphere. Be happy and smile. When you talk to your employees, make sure you show positivity. Always try to first find the positive sides on every issue before calling attention on the negative points.

10

Awareness. People are aware. They think for themselves and they certainly do not want to be manipulated by another person. Remember that and respect that every day, it is a key to good management.

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Engaging Leadership (and Leaders)

[John Kmiec](#)

The University of Southern Mississippi. John Kmiec is currently a graduate assistant and student enrolled in The University of Southern Mississippi's Human Capital Development doctoral program. john.kmiec@usm.edu

L-E-A-D-E-R-S-H-I-P

1

Listens attentively to the needs, values, goals and aspirations of others. Leadership understands that people do things for their own reasons. Aligning these reasons with organizational goals and objectives is necessary to ensure people understand how they contribute to the mission and how meeting the organization's goals will help them satisfy their own.

2

Effectively communicates genuine appreciation for the talents and contributions of others. People want to feel appreciated and they will respond more favorably when their leaders take notice and genuinely communicate appreciation.

3

Are highly visible and involved. Leadership is visible and involved in the business. Not to micro-manage, but to lend support and encouragement. People do better when they believe their leaders care about what they do and how they are doing.

4

Do hold themselves and others accountable for performance and results. Leadership clearly communicates and upholds standards of performance for themselves and for others. People do better when

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they know where they stand, what the measures of performance are, and that they are operating in an environment where integrity and equity matter.

5

Enthusiastically challenges, involves and supports continuous learning in themselves and in others. Leadership embraces learning and supports individual, group and organizational development. People know when they are being invested in, and when they are not. Employees also know when they have learned something new that matters to the organization. They appreciate when the organization cares enough to invest in their growth and development.

6

Refrains from micromanaging, because they value the talents and contributions of others. Leadership understands the value of letting people do their jobs free of over direction and excessive scrutiny. Employees resent when they are micro-managed, mistrusted and unappreciated.

7

Suspends, in themselves and others, the temptation to make snap judgments. Leadership gathers facts, listens to the ideas and perceptions of others and allows for enough time to make sound decisions. People want to be involved and approached in situations where they are the subject-matter-experts, especially when decisions will have a direct impact on their performance.

8

Helps employees connect high performance with individual, group and organizational success. Leadership teaches, encourages and coaches people in ways that help employees make very clear connections between personal performance, group achievement, and organizational success. Employees need to feel what they do matters.

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9

Informs others about issues that are important to their performance and morale. Leadership keeps others informed and involved. People naturally resist change. They are suspicious and fearful when changes are thrust upon them without good reason. Leadership involves people in the change process and relies on their talents and expertise to ensure everyone's success.

10

Puts service to the organization and to the needs of others before their own. Leadership puts the greater good above their own personal aspirations. They freely give of themselves to the betterment of others and the organization. They genuinely care. Employees trust, respect, appreciate and respond more favorably to leaders who put service before self.

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10 Skills to Engage in Your Work

[Scot Herrick](#)

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1

Work on what excites you. Excitement precedes passion. Whenever possible, work on what excites you and reduce the work of what doesn't excite you.

2

Learn best practices. Full engagement means you need to know the best theoretical way of doing the work. Then you can discover if the best practice is right for you.

3

Belong to a professional organization. Like-minded people working in the same area as you build knowledge and contacts.

4

Focus on the work. When you are working, do the work. Do not let distractions remove your focus. The more you focus on the work, the greater the concentration and engagement.

5

Build superior task management practices. Knowing all your commitments in a trusted task management system reduces stress.

6

Become a "trusted adviser." When you provide your views of the work and business judgment with your manager, you engage at a higher discussion than most employees. You will also learn about more opportunities to get your work to what excites you.

7

Network with high performers. High performing people bring higher levels of engagement in their work. Get to the top of your game by talking with these people.

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8

Work the edges, not the middle. The edge is where the new stuff is happening in your field. The edge is where the value is for employers. The edge is where you need to be constantly learning to perform effectively.

9

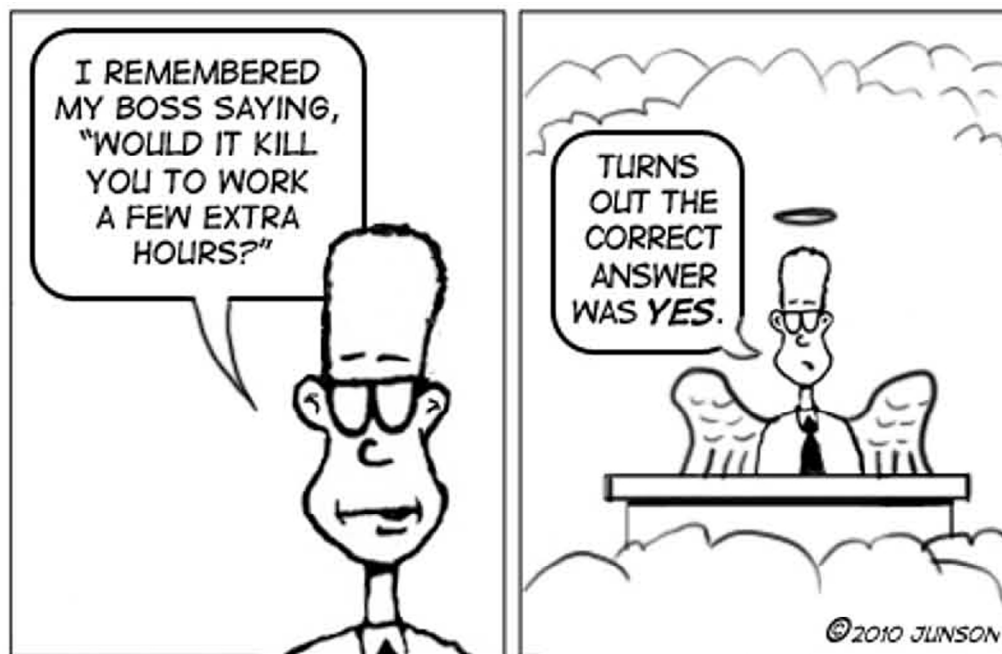
Become the go-to person for your work. If you're the expert, you will learn even more from the questions people ask of you. Making you even more of an expert.

10

Learn from those with adjacent skills to your skills. Adjacent skills are those that sit next to your skills. For example, if you know finance, learn from those that are experts in the bordering skill of financial reporting. Learning adjacent skills rounds out your knowledge and leads to engaged thinking.

6

Today At Work...



HOW WOULD YOU COMPLETE THE SENTENCE: "TODAY AT WORK..." ?
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Ten Tips for Managers

[Jean Douglas](#)

Douglas Communications Inc. Jean has been in the workforce for nearly 40 years, the last 20 engaged in employee and internal communication research consulting with a primary focus on employee engagement. Email: jean@dcom.ca

E-N-G-A-G-E-M-E-N-T

1

Encourage. Teams can feel the power of a strong backing. Encourage trying harder and doing more. Show you believe they can do it.

2

Network. Stay connected. Reach out to other managers that can help you with advice or act as a sounding board. Join a local industry or HR association that will give you opportunities for learning and networking.

3

Goals. Set clear and measurable goals for yourself and your team. Communicate them to the team including how they relate to the overall organizational goals.

4

Acknowledge. Recognize achievements, meeting and exceeding goals. Do it in a way that is meaningful for the recipients.

5

GratITUDE. Say thank you. A little common courtesy goes a long way.

6

Evaluate. Measure what gets done against what needs to be done. What doesn't get measured doesn't get done.

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7

Mentor.

Pass on your knowledge.
Be a coach for a rising star.

8

Ethical.

Hold onto your ethical standards.
At the end of the day, you must live with yourself.

9

Negotiate. Doing more with less has been with us for a long time. Learn to negotiate to help you keep your head above water.

10

Teach.

Help others take some responsibility.
Show them what to do and then let them follow through.

The Employee Engagement Network Top Tens

Top 10 Things Engaging Managers Do

[Kelley Eskridge](#)

Humans At Work. The Humans At Work program grounds managers in the essential skills of managing people well. We're on a mission to change the way people work together. <http://www.humansatwork.com> kelley@sterlingediting.com

1

Talk. About everything. When you define requirements, negotiate process, get input on a decision, share information, resolve conflict, listen to the story of a child's first recital, help someone articulate their career goals, talk another manager off the ledge, and take a minute at the end of the day to say goodnight to everyone on the team who is still in the building, you are doing the most essential work of engagement.

2

Listen. Just listen. Try it now. The next person who talks to you, put down your BlackBerry, turn off your internal chatter, look them in the eye and listen. Do you want people to engage? Then you – not "the company" – have to engage with them.

3

Make it easier. The biggest reason people disengage is not being given the resources, tools and support they need to do their best work. Talk and listen to your team. Find out what will help them do a better job, and move mountains to get it for them. Communication is your most essential tool: supporting your team's work is your highest priority.

4

Use 3 magic phrases: *I don't know, I was wrong, and I'm sorry.* Managers who won't admit gaps in knowledge, come clean about mistakes, or apologize when called for, lose credibility – and engagement runs out the door right behind it.

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5

Give thanks. *Thank you for helping, for bringing a problem to my attention so we can get on top of it, for taking care of a client.* When you thank people for something, there's a much better chance they'll do it again.

6

Make other people shine. Share credit. Support any idea better than yours. Praise others' abilities. Learn from people and tell them so. Get help from those with greater skill. The more people see you do this, the more they will want to be a part of whatever else you're doing.

7

Go first. Think there's a problem? Go find out. Is someone acting oddly? Ask about it. Reach out. Go first.

8

Embrace the bad news. Everyone – including your most talented team members – makes mistakes. Hear about problems calmly and work effectively with people to resolve them. You'll be surprised how much more engaged people get when they realize they are going to be helped, not punished.

9

Act as if. Management is behavior. Regardless of what you're feeling inside, people judge what you do and say. If you want people to stay engaged with you, you must behave like a great manager even when underneath you're feeling frightened, stupid or overwhelmed (and you will feel all those things sometimes).

10

Be human. Laugh. Put up photos of your favorite things or people. Give compliments. Have conversations. Throw a team pizza party on a Friday afternoon and listen to your team tell jokes, talk about television, trade horror stories about home repair. Enjoy it. You engage human beings at work by making room for them to be human.

The Employee Engagement Network Top Tens

Ten Ways for Leaders to Connect with Employees

[Michael Lee Stallard](#)

E Pluribus Partners. Author, speaker and trainer on employee engagement and leadership www.MichaelLeeStallard.com

1

Make sure they know where you want to go. Meet with the people you lead as frequently as necessary to make certain they know where you want the group to go, how “we” will get there, why it’s important and what each individual’s role is.

2

Give them a voice. After you do #1 above, ask the people you lead to tell you what’s right, what’s wrong and what’s missing from your thinking.

3

Consider their ideas and opinions. Most leaders want “buy-in” for their ideas. What a shame. If you truly consider the ideas and opinions of the people you lead, you will not only connect with and engage them, you will also discover new information and insights that will help you make better decisions. Furthermore, the conversations will create a marketplace of ideas that stimulates innovation.

4

Let them know where you stand. After you do #1–3, respond to employees in writing, explaining what you decided to move forward on, what requires further study and what you decided not to do (and why).

5

Know their stories. Take the time to get to know the stories of the individuals you lead. Where did they grow up? What are their interests outside of work? What are their favorite movies, musicians, etc.? When you identify shared interests, it will help you connect.

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6

Know their strengths. Get to know the strengths of the people you lead as well as where they want to go in their careers and what's important to them in their lives at work.

7

Be aware of blind spots. Blind spots can sabotage connection. Have someone help you identify your own blind spots and encourage everyone you lead to know their blind spots too. The goal is to bring to light those attitudes and behaviors that may be barriers to connection.

8

Three pluses and a wish. When you need to share constructive criticism with someone you lead, remember the words of Mary Poppins "a spoonful of sugar makes the medicine go down." Add the "sugar" by communicating three positive comments that will encourage the person. Whenever possible, have this conversation in private.

9

Share the glory. When your team wins, let others take the victory laps (not just you).

10

Reach out in times of need. Over the course of life, we all experience difficult seasons, whether it's sickness, the death of a loved one, divorce or some other trying circumstance. Don't be indifferent. Show you care. Send a card, a note, flowers, or, my favorite, cartons of Ben and Jerry's ice cream shipped in dry ice (I kid you not). Remember that a life not lived for others is a life not lived.

The Employee Engagement Network Top Tens

The Engaging Manager

[Terrence H. Seamon](#)

Learning and OD guy from New Jersey. Facilitating wisdom to make the world a better place. <http://learningvoyager.blogspot.com>

1

Notice your own behavior and check for the presence of the following. Acknowledging: This can take many forms, from a simple "Good morning" when you encounter your employees early in the day, to "Have a nice weekend" on a Friday. Paying attention: Do you know what your employees are working on? What they are up against? What resources they may need from you? Respecting: This can take many forms, from respecting an employee's time or their space, to respecting an employee's expertise. Praising: Do you express and show your appreciation when an employee puts forth a notable effort?

2

Inquire about your people. If employee engagement is "winning the hearts and minds of your employees," ask about their hopes and concerns. Their dreams. Find out what they want to achieve in their lives.

3

When facing difficult business issues, don't go to consultants. Go to your people and seek their help. Gifts, talents, strengths and ideas abound. Tap into them.

4

Appreciate the people that you have. Ask for their ideas. Acknowledge their contributions.

5

Give kudos to your people as often as you can. Be generous.

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6

Galvanize engagement with goals that support commitment and **S-P-A-R-K**. **S**et meaningful goals with each person. **P**rovide plenty of opportunities for people to participate and play a part. **A**lign each individual's goals with your goals and the goals at higher levels so that each person has a "clear line of sight" from their job to the business strategy. **R**ecognize effort, reward accomplishment, reinforce learning. **K**now each person individually, especially their goals and needs.

7

Say Thank You. Such a simple phrase. Yet so powerful. You can make someone's day. Change someone's life. Just say it.

8

Connect. The ultimate secret to employee engagement is connecting. Just connect. Make a connection. That's it. That's all it takes. Do that, and you will make such a difference!

9

Remember: Everyone in the organization has value, hopes, and dreams. Express your heartfelt gratitude for each person every day, even the ones you have difficulty with.

10

Nudge the needle on engagement. Is it moving in the desired direction? What do you need to do differently? There is a model for initiating productive change, the Start, Stop, Continue model, that tells us that "doing differently" can take different forms. What can we start doing that would increase engagement? What should we stop doing? What should we continue doing?

7

Today At Work...



HOW WOULD YOU COMPLETE THE SENTENCE: "TODAY AT WORK..." ?
WHAT WOULD YOUR ANSWER SAY ABOUT YOU, YOUR CO-WORKERS, YOUR WORKPLACE?

The Employee Engagement Network Top Tens

10 Engagement-Building Behaviors for the Boss

[Wally Bock](#)

Three Star Leadership. Wally Bock helps individuals and organizations get better results from their people, processes, and technology. <http://blog.threestarleadership.com>

Study after study has shown us that if you're the boss, you are the person with the biggest impact on the productivity, morale and engagement of your team. Here are ten things you can do to improve all three.

1

Show up a lot. All good things flow from this. You get to know your people and they get to know you.

2

Take every opportunity to help individuals and the team succeed. That's your job. It will be easier if you do it in frequent, little steps instead of a few heroic ones.

3

Have lots of short, informal supervisory conversations. Most of your chats with team members about their behavior and performance won't require documentation.

4

Set clear expectations and check for understanding. You may think that your expectations are clear, but check anyway. Check when you set the expectations. Follow up to see how understanding has turned into performance.

5

Praise effort and highlight superior performance. Praise is the tool you use to get people to try. It's also the tool you use to let people know what's important to you.

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6

Build on strengths. People will do better and feel better if you can help them develop their strengths. Teams will perform better if team members are using their strengths.

7

Make weaknesses irrelevant. You don't always have to eliminate weaknesses. But you do have to make it so the weaknesses don't affect individual and group performance.

8

Have a transition conversation before you move to formal meetings and documentation. Don't surprise people with documentation. Let them know when you've reached the point where documentation will happen if they don't change.

9

Make sure people have the resources to do what you expect. Resources include skills and time and equipment and support. If your people don't have them, get them before you hold people accountable for results.

10

Weed out those who can't or won't perform. They're cancers eating at your team from the inside.

None of this is rocket science. But it all takes work. The good news is that your work will pay off in improved productivity, morale and engagement.

The Employee Engagement Network Top Tens

Engaging People from the Very Top – The CEOs Top 10 Engagement List

[Dr Neal Knight-Turvey](#)

JRA is a specialist provider of stakeholder surveys and analysis, assisting organisations identify key leverage points for improvement levels of employee engagement.

www.jraaustralia.com.au or www.jra.co.nz

1

It's all driven from the top. Nothing contributes more to a successful organisation wide engagement strategy than the CEO. You have to truly believe in the value of your people, and place engagement on your personal agenda. Walk the talk. Show you actually care about people. Others will help, but it starts with you.

2

Make engagement a strategic priority. Rarely do CEOs place as much emphasis on their people strategy as they do other aspects of the organisation. But engagement will not merely happen. Plan for it. Set goals. Make them aspirational. Become an employer of choice. Become a place where people *really* want to work.

3

Provide a compelling vision that inspires people. A shared vision is the most inspirational vision there is. There must be clarity around the vision, and the glue that keeps it together is your organisation's values. People gravitate to a cause and set of values they can identify with, respect, and engage with.

4

Be visible. It is vital for the CEO to be visible, accessible and genuinely interested in what his or people have to say. Don't just listen to your direct reports of course, get out there and talk to people. Use a well designed survey when you can't talk to everyone. Listen to what people say and most importantly – act on what you hear.

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5

Remember what it was like when you started out!

Remember both the good and the bad times. What was it that engaged you in your work? Well, nothing has changed – except now you are ‘the boss’ and you influence how people are treated.

6

Choose your direct reports wisely. Avoid choosing direct reports merely by what they have achieved, but also on *how* they have achieved their results. All the things a CEO must do to engage his or her people, the CEOs direct reports must do as well.

7

Keep engagement on the agenda. Make sure its discussed each week at the senior management meeting. It should be part of your business strategy. Emphasise the link to the bottom line if anyone needs reminding why its there. People *are* your most important asset.

8

Measure and monitor your performance. Is the level of engagement within your organisation static, improving or worsening. You measure other critical KPIs on a regular basis (sales, for example), so why not employee engagement? It is a very strong driver of organisational success after all.

9

Make people accountable. A culture of accountability starting at the top means engagement will not be just another passing management initiative. Everyone in the organisation contributes to a positive and engaging culture, and everyone needs to be held accountable for their contribution (or lack thereof). That includes you.

10

Adopt some humility. Hard nose CEOs are not particularly engaging to most people. Don’t assume you have all the answers. Admit when you were wrong, ask for suggestions, and credit others with success. Your

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role is not only to lead but to also coordinate support for those on the frontline. And don't act as though your job's more important than everyone else's. Now that all makes for a truly engaging CEO.

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10 Ways to Create a Sense of Community When Leading A Remote Team

[Alec Satin](#)

Anypm.com, New York, NY. Project Management Director with a passion for building highly functional cross-cultural teams. contact: <http://blog.alectsatin.com>

1

Honor the three basic truths. (a) People are smart. (b) People want to feel valued and connected. (c) People talk. Your reputation as a leader and facilitator will be known fully in time. Good people usually have some say as to what projects they work on. If you consistently build teams with a sense of community, you will have no problem attracting the best talent.

2

Be genuine. You must care about the best interests of your team members at least as much as those of the project. If you're fake, or try to manipulate in any way, people will know. Your efforts will come to naught.

3

Have one-on-one conversations with each team member. Introduce yourself. Set the tone for the project. Learn a little about them. Let them know that you welcome ideas, comments and suggestions, and especially welcome advance notice of things that are not going well.

4

Be kind. The words coming out of your mouth should put people at ease. This is especially true if things are not going according to plan, and even more so if you feel out of control. Any blame you imagine you have for your team is really a condemnation of your own leadership abilities. At least that's what your executive management will think.

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5

Always respond. If you receive an email, IM or other communication from a team member who needs something, it is incumbent on you to answer in a timely way. Either provide the help requested, or connect the person with someone who can help. You'll get extra points if you follow through a few days later to ensure that the issue or question has been resolved.

6

Pay attention to stress points. If you know that your team has been working tight deadlines or under other pressures, anticipate stress points. This means that you are ready when your lead designer and business analyst begin to squabble. Your team members need you to help them work through difficult situations.

7

Be careful of sarcasm. You should never be seen to tolerate shaming, public criticism, racial, ethnic, or sexual joking, or any other action which creates a chilled, fearful and closed atmosphere. Never criticize a team member publicly unless they have done something to damage the sense of community on your team. Your team and project can recover from almost everything that happens. But trust lost between team members is difficult to rebuild.

8

Maintain good meeting etiquette. Start your conference calls, meetings and online collaboration sessions on time. Send the agenda and background materials a few days in advance. These things show respect and give everyone time to prepare.

9

Know who's who on a call. Make an effort to address each person by name. Distinguish each person by voice. If you have trouble telling the difference between people, or if you believe others on the call might, make sure that everyone says their name before they make a comment.

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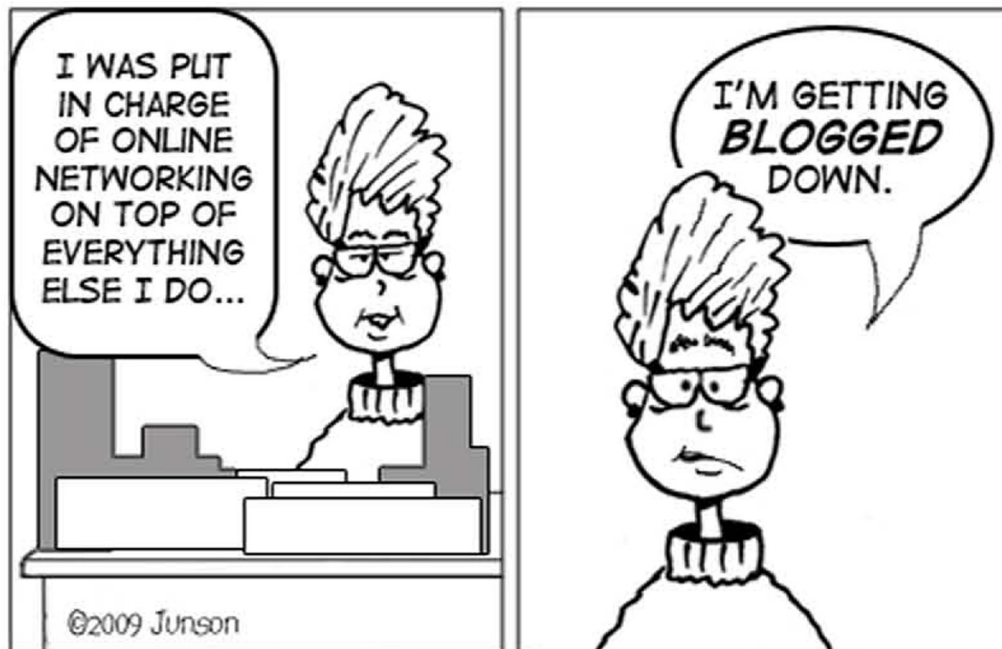
10

Ensure one primary communications contact exists at each physical location. This is the person responsible to be your direct two-way communications channel for all people at that place.

These are some basics of creating a community in your virtual team. Here's to your success!

8

Today At Work...



HOW WOULD YOU COMPLETE THE SENTENCE: "TODAY AT WORK..." ?
WHAT WOULD YOUR ANSWER SAY ABOUT YOU, YOUR CO-WORKERS, YOUR WORKPLACE?

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Deep Constructive Conversations and Engagement

[Mario Gastaldi](#)

Brain Team Consulting. I support organizations to achieve outstanding results developing engagement and energy among their people through effective communication. mario.gastaldi@braint.net, www.braint.net, www.mariogastaldi.com

1

Be doubtful in your conversations. Every time we are definitively sure of the idea of ourself we love, and so strongly support, we close windows of opportunities for better ideas or developments thereof. And, even more, we frustrate all the efforts of those who are trying to help us with their contribution in the conversation.

2

Be sure. Make sure you check all of the assumptions that lead you to conclusions. Most times the reality we see is different than the reality others see. None of them is better or worse, or more or less grounded. All of them contribute to understanding and ultimately energetic action.

3

Listen with genuine and deep curiosity. It is different than acting as if we are listening. Our non verbal communication is going to look false indeed if it is not supported by genuine desire to understand.

4

Do not fear disagreement. Engage in conversations where opposite views are compared. Don't tell yourself stories in order to justify the fear you have to deal with issues that are hindering your work to be completed.

5

Act in ways that are coherent to your words. So trivial and still so often forgotten. Nothing kills trust more than not walking the talk.

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6

Hold people accountable for the implementation of ideas and plans you co-created. Inquire with them as to what worked and not worked. Again, prepare yourself for discoveries, and to change your mind if needed.

7

Be positive and appreciate. Reframe things that have not been working. Most of the times when something is not working the way it should, there are many other circumstances that strengthen our collective confidence because they work very well. So appreciate what is functioning and look at setback as opportunities.

8

Communicate, do not broadcast. While we do need to share relevant information and deliver them accordingly, true communication happens when a number of people are involved in both the speaking and the listening. The always more evident fracture between management and workers is explained by the fact that communications flows in only one direction, creating misunderstanding and frustration.

9

Work on yourself. Look for areas of improvements. Have someone you trust ask you powerful and challenging questions as to how your communication is related to your organization's results.

10

Free yourself of the "I am right you are wrong" framework which leads to point-counter-point damaging conversations. Many people can be right at the same time in different ways. Celebrate when someone else is "right" besides, and with, you.

The Employee Engagement Network Top Tens

A Top Ten Tunes of Engagement

[David Marklew](#)

David Marklew Ltd – Customer Experience Consultancy. Engage to engage. Helping organisations to create a culture of customer service through heightened engagement. Sirrah Cottage, 9, Forton, Andover, Hampshire, UK.

Music is a truly engaging art form that touches the hearts and minds of everyone. Here are my current Top Ten tunes for engagement. I know it will change constantly. They are not my personal favourites but have been chosen because of how they have engaged or for the association with engagement. True to style with music charts we will count down!

10

Light My Fire - Jose Feliciano. Thanks to Dawn Boyfield of DBDA Communications Consultancy who highlighted this as a tune that she instantly associates with engagement. Come to think of it we all want to be able to 'Light the Fire' of the people that we work with to get the best out of them.

9

Walk on the Wild Side - Lou Reed. There is much talk of empowerment driving engagement so let's encourage people to be brave enough to get involved and take those first steps and say what they are feeling, suggest the unheard of and stretch the boundaries.

8

Into the Groove - Madonna. Great rhythm and guaranteed to fill the dance floor. This brings to mind a group of people all enjoying themselves, relaxed, confident and performing at their best.

7

Try a Little Tenderness - Otis Redding. Changing the tempo a little - when all else fails to engage just 'Try a little tenderness'.

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6

Heroes - David Bowie. Sometimes we need to believe it. Often we need to have it pointed out that whatever we do and wherever we do it we all can be heroes in our own field.

5

Let Your Love Flow - Bellamy Brothers. Show some appreciation, do it often, let it flow as freely as that mountain stream and you will feel the benefit through a highly engaged team.

4

Let's Work Together - Canned Heat. Ok so lots of you won't have grown up in the sixties or even seventies but honest this was a big band and a big hit. Boogie music pioneers delivered this anthem to get everyone working together. I know it's 'love and peace man' but isn't engagement all about getting everyone pulling together. If you haven't heard it give it a whirl.

3

Faith - George Michael. If you do who knows what might happen - you know you've got to to achieve your best!

2

Do They Know It's Christmas - Band Aid. Most of my selection are simple metaphors or themes on areas of engagement. I have chosen number two because it shows the power of music to engage is to act. Bob Geldof, after watching a television news report by Michael Buerk from famine stricken Ethiopia, was so moved by the plight of starving children that he decided to try and raise money using his contacts in pop music. The news report itself has become famous, being voted among the greatest television moments of the Century. An amazing story of how Bob Geldof shamed the world and raised £8m of famine aid in the process.

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1

Candle in the Wind - Elton John. Originally a tribute to Marilyn Monroe Elton revisited the lyrics to pay respect to Princess Diana who in her short lifetime captured the hearts of millions globally. Estimates say the in excess of 33 million copies of this have been sold globally. Over 11 million in the US alone. Music to engage.

The Employee Engagement Network Top Tens

The Ten Green Engagement Commandments

[Samantha Lizars](#) and [Peter Eyres](#)

Creating employee engagement through CSR (Corporate Social Responsibility) One Magnolia & GREEN sam@onemagnolia.co.uk peter@green-consultancy.com

1

Thou shalt understand the imperative for change - We live in a world where sustainability issues are near the top of successful business leaders' agendas. Happily, creating excellence in the CSR field can bring benefits including business innovations, new revenue streams, operational efficiencies – and engagement!

2

Thou shalt investigate what thy people know - about sustainability in general, and specifically what they know about your own CSR policy. You need to know where you're starting from before you can work out where you're going.

3

Thou shalt blow thine own trumpet – if you already have a great CSR programme make sure people know about it. "When employees are positive about their organization's CSR commitment, employee engagement rises to 86 per cent". *Sirota Consulting 2007*

4

Thou shalt lead by example – if your managers are cynical, you can be sure everyone else will be. Take the time to make sure they understand why you need to make a change. And how that change will be far more successful if you involve your people in it.

5

Thou shalt start small - Identify the easy wins that both reduce your environmental footprint and will

The Employee Engagement Network Top Tens

get your employees interested and contributing with minimum effort on their part. You can build momentum from there.

6

Thou shalt use thy people wisely – Take 10 of your most junior employees and ask them to do some research and come back to you with ideas for how to improve your CSR policy. They'll put in the time and take ownership in a way that others may not have the space for. They'll welcome the opportunity to shine and bring back some fresh insights that may surprise you.

7

Thou shalt not reinvent the wheel - Make use of the wealth of information and support already out there. Sites like www.dothegreenthing.com are a great source of inspiration.

8

Thou shalt incentivise thy employees - set some CSR targets for the company and reward your staff when you achieve your objectives. Create smaller and larger milestones along the way, and if a member of staff is putting in a huge amount of extra work, make sure they're recognized and compensated.

9

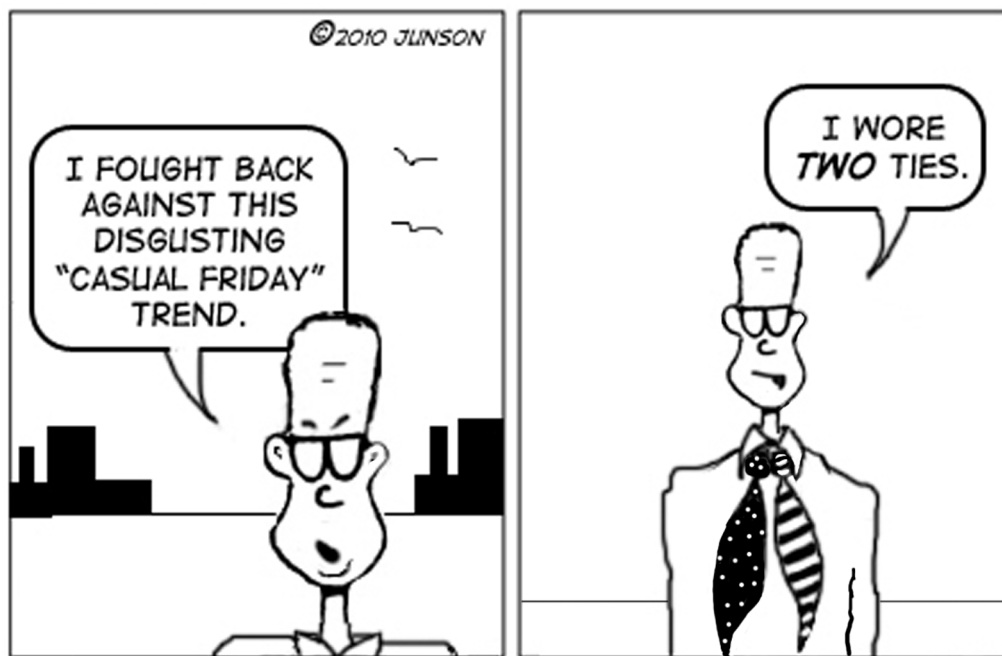
Thou shalt nurture thine employees' interest - Once you're up and running, keep everyone engaged with plenty of feedback. Use email updates, department meetings or company meetings to let everyone know what progress you're making, and why their input makes a difference. Even if something didn't work, don't be afraid to say so and ask for new ideas.

10

Thou shalt orient thyself towards action - Giving people information about sustainability and your own policies will spark their interest. Listening and acting upon your employees' feedback about how to make CSR work for your company will create engagement.

9

Today At Work...



HOW WOULD YOU COMPLETE THE SENTENCE: "TODAY AT WORK..." ?
WHAT WOULD YOUR ANSWER SAY ABOUT YOU, YOUR CO-WORKERS, YOUR WORKPLACE?

10 Ways to Measure the Impact of Employee Engagement Interventions

[Stephen J. Gill](#)

Stephen J. Gill Consulting. I measure the impact of learning interventions in business, nonprofit, and government organizations for the purpose of performance improvement. Web: www.stephenjgill.com
Weblog: www.theperformanceimprovementblog.com
Email: sjgill@stephenjgill.com

1

Interview a small sample of participants. The richest and most meaningful sources of data are the stories about employees who participate in the interventions (training; coaching; communications; leadership; performance feedback; compensation and benefits; rewards and recognition; workplace re-design; workload; advancement opportunities; social events; service projects in community; etc.). Ask participants to tell their own stories of their motivations and goals for participating, their experience of the program, and how the program affected their work and the organization.

2

Survey participants before and after the intervention. Web-based or paper-and-pencil questionnaires can be given to employees before the intervention to establish a baseline level of engagement and then administered after the intervention to assess change in the level of engagement. Ask questions about: satisfaction with job; satisfaction with employer; commitment to job; intent to stay with organization; pride in work; willingness to recommend organization to others; and commitment to organization's goals.

3

Survey bosses of participants. Bosses and supervisors of employees often have the best vantage point for assessing change in engagement. They might be able to compare the behavior of employees before

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the intervention to behavior they observe after the intervention. Ask questions that address the intended outcomes of the intervention.

4

Survey employees supervised by participants.

People that participants supervise are also a good source of data. They will have observed the behavior of their supervisors/bosses and can report the extent to which program participants have changed. Ask questions that address the intended outcomes of the intervention.

5

Observe employees in their natural habitat.

Using a checklist of behaviors that indicate engagement, document when you see these behaviors occurring in the workplace. This is best done before and after the intervention. Look for behaviors such as: helpfulness to customers; enthusiasm for work; cooperation with co-workers; teamwork; and productivity.

6

Analyze unobtrusive indicators of engagement.

Examine and interpret data that is collected routinely by the organization and could be proxy indicators for engagement, such as: employee retention; absenteeism; quality of work; productivity; and innovation. Look for trends in the data over time in relation to the intervention.

7

Interview customers of employees. Customers, whether internal or external, will notice changes in the attitude of employees toward their work. An engaged employee should show signs of high quality customer service, for example: timeliness of response; willingness to solve problems; and enthusiasm for work.

8

Interview top management of organization.

Senior executives will know what has changed in the organization and, in many cases, they will know if managers are doing anything differently as a result of

The Employee Engagement Network Top Tens

the intervention. They might not know details, but they will likely know if there is a shift in culture and if that change is contributing to the bottom-line.

9

Ask employees to keep a log. This needs structure. Give participants a set of questions to guide and focus them. Ask them to consider keeping a journal of their experiences, thoughts, and actions related to engagement before, during, and after the intervention. Have a confidential conversation with them about their log entries.

10

Combine two or more of items 1 through 9 above.

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10 Principles of Employee Engagement

[David Zinger](#)

David Zinger Associates www.davidzinger.com

1

Employee engagement is specific. We cannot sustain engagement all the time and everywhere. When we talk about engagement we need to ask: Who is engaged, with what, for how long, and for what purpose?

2

Employee engagement is connection. Connection is the key. When we disconnect we disengage. Employee engagement is the art and science of engaging people in authentic and recognized connections to strategy, roles, performance, organization, community, relationship, customers, development, energy, and happiness to leverage, sustain, and transform work into results.

3

Employee engagement must create results that matter. This means results that are important to the employee, manager, leaders, organization, and customers. There is little point in having engaged employees if they are not contributing and creating significant results. Also, if the results only matter to the organization and not the employee – or the employee and not the organization – employee engagement will not sustain over time.

4

Employee engagement is always a human endeavor. Engagement is depersonalized when we refer to employees as human capital or human resources. I manage capital or resources, I work with people. Engagement will involved thinking, behavior, emotions, and relationships.

5

Employee engagement is fueled by energy. We must pay close attention to mental, physical, emotional, and spiritual energy at work. In addition we need to enhance

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organizational energy through meaningful connections and high quality interactions.

6

Employee engagement is more encompassing than motivation. Employee engagement embraces our emotions about work, how hard we work, how much we care about the organization, etc. It is a richer and more complex concept than motivation and includes bidirectional engagement from managers, leaders, and organizational communities.

7

Employee are responsible for their own engagement, we are all accountable for everyone's engagement. No one has a bigger role in engagement than the individual themselves – if engagement it to be it is up to me. We are accountable for other people's engagement and we can influence their engagement – if engagement is to be it is up to we.

8

Employee engagement makes a difference. Employee engagement can improve organizational performance while also contributing to individual performance. Engagement is much more than an attitude, a feeling, or employee satisfaction.

9

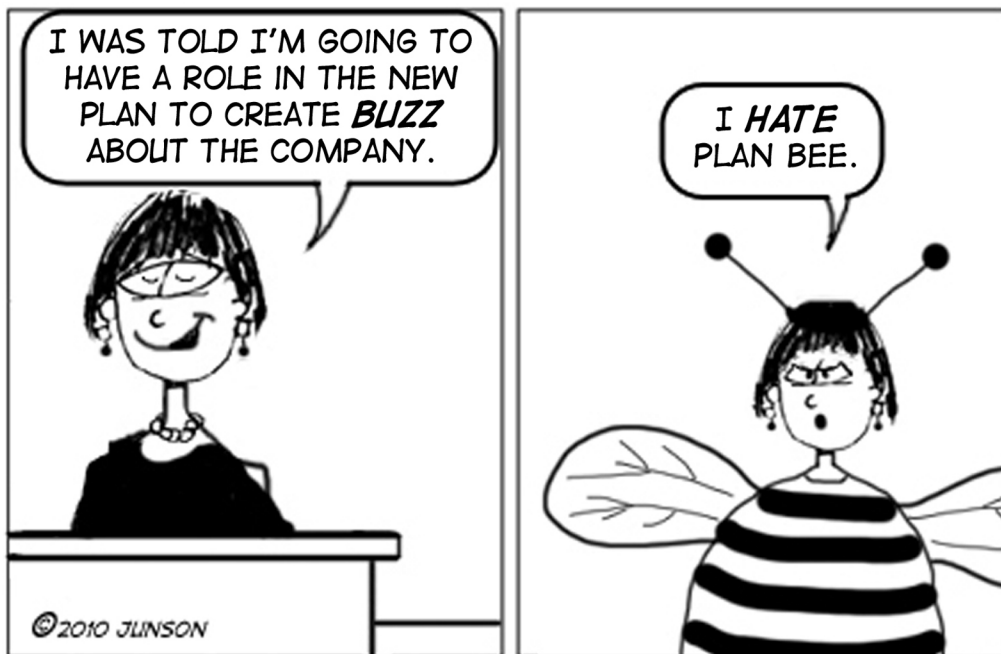
Employee engagement is vital in recruitment, retention, and satisfaction. The majority of workers want to be engaged and look for work that will engage them. People will often leave organizations when they feel disengaged. It may even be worse for all if they remain when they are disengaged.

10

Employee engagement is here and now. Don't wait for survey results or diagnosis from a management consultant. Look at the work you are doing right now and determine how you can engage with it more fully. Look at who you are working with and determine how you can help them to be more engaged.

10

Today At Work...



HOW WOULD YOU COMPLETE THE SENTENCE: "TODAY AT WORK..." ?
WHAT WOULD YOUR ANSWER SAY ABOUT YOU, YOUR CO-WORKERS, YOUR WORKPLACE?

The Employee Engagement Network Top Tens



David Zinger, M.Ed., is a global expert on employee engagement who founded the Employee Engagement Network and is the author of **Zengage: How to get more Into your work to get more Out of your work.**

What is the future of employee engagement?

The future is now as we move beyond surveys and simplistic techniques to integrating employee engagement into all facets of the organization's approach to serving customers and creating results. To sustain engagement initiatives, employees must experience the rich benefits of engagement for themselves. There is no way to engagement, engagement is the way.

What does David Zinger offer?

Powerful result-focused and person-centered speaking, education, coaching, and consulting to meet the needs of each client. Organizations appreciate his leading-edge insights and approaches, spoken in the language of meaning, community, humor, story, and results.

How do I get in touch with David Zinger?

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