FRONTLINE SKILLS DEVELOPMENT INSTITUTE

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UNION LEADERS LEADING PARTNERSHIP | COALITION OF KAISER PERMANENTE UNIONS

Engaging the Workforce

Implementing without Authority

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"PEOPLE WILL FORGET WHAT YOU SAID, PEOPLE WILL FORGET WHAT YOU DID, BUT PEOPLE WILL NEVER FORGET HOW YOU MADE THEM FEEL."

MAYA ANGELOU

Objectives

Understand the impact of "why"… (video, Simon Sinek)

Discuss the importance of individual and team engagement.

Explore:

- Obligation
- Trust (covered in previous module)
- Giving Autonomy
- Involvement from the gate
- What if the team/team member work's remote?

Identify ways to address barriers and sustain engagement.

Employee engagement

is the **emotional commitment** the employee has to the organization and its goals. This emotional commitment means engaged employees actually **care about their work** and their company.

Jun 22, 2012 - Forbes

Why does employee engagement matter?

- **13% of employees worldwide are engaged at work.**

- **one in eight workers are committed to their jobs and likely to be making positive contributions.**

What does engagement **look** like?
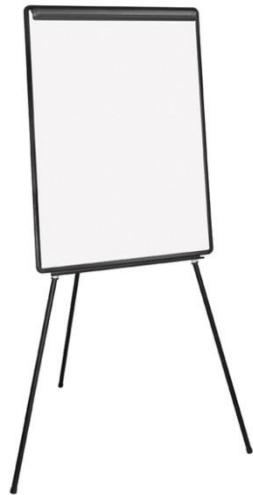
Discuss and capture your thoughts…. Then draw!

Be prepared to report out.

Simon Sinek author of "Start with Why"
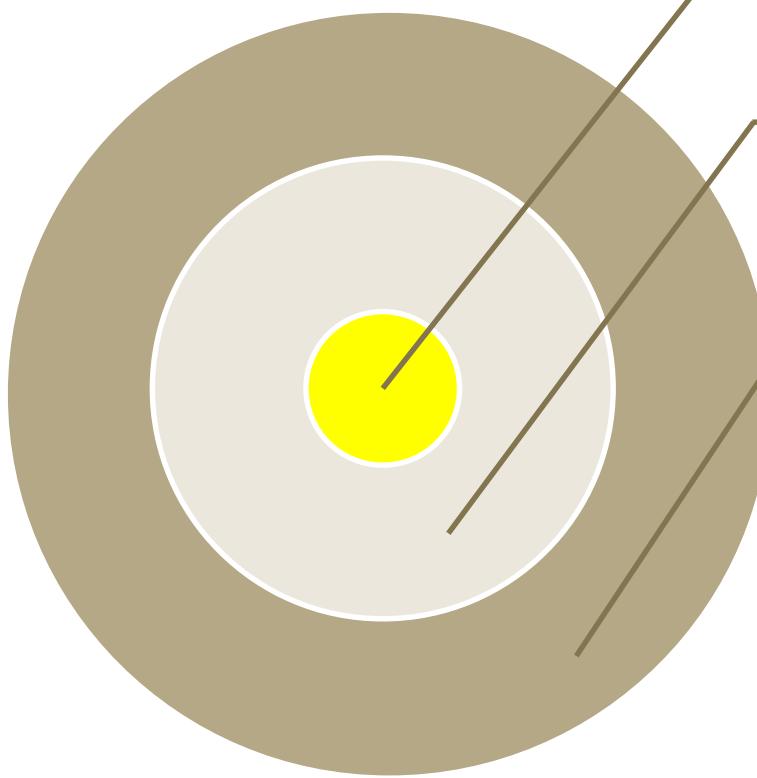
Why?

Cause, belief, purpose…

How?

Bringing the vision to life…

What?

Results, proof, execution…

Start with Why™
Simon Synek

"People don't buy what you do, they buy why you do it." Simon Sinek

Talk with a partner…

Identify the **why** - cause, belief, vision.

Then **how** to "bring the vision to life", what specific actions can be taken.

AND **what** do you do? Results

Why?

How?
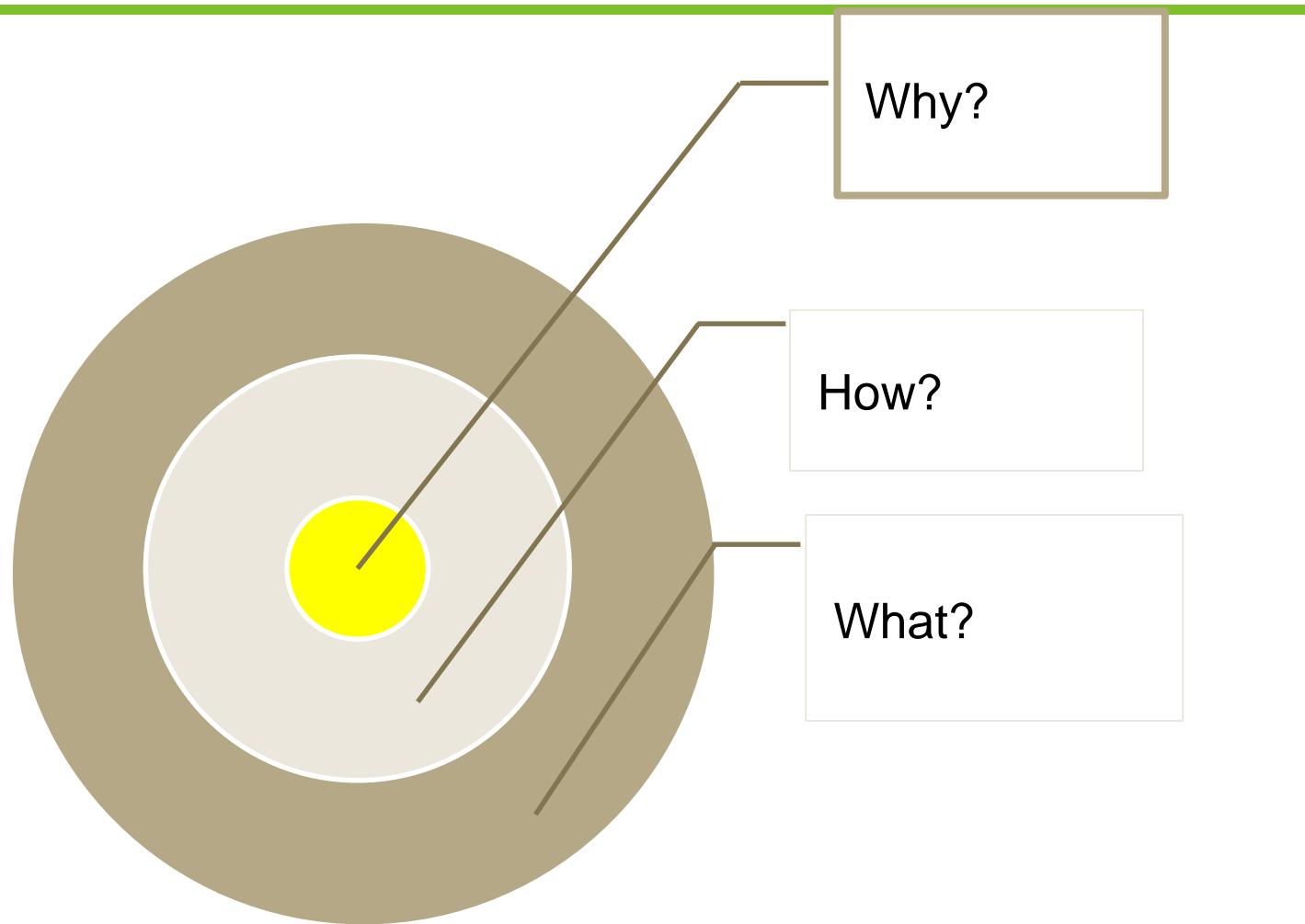
What?

Project/Change _____

ENGAGE

How do I get people to commit without having to chase?

- Obligation

- Trust Giving Autonomy

- Involvement from the gate

- What if the team/team member work's remote?

Why don't people do as you tell them?

To up your task on the priority list you need to strengthen trust and commitment between you and the team or team member, and ensure that they find the work interesting.

If you want people to be more committed, you have to create a stronger bond and you have to make the tasks more appealing.

Focus on building trust…

"Walk the talk"

Be Reliable

Be Honesty

Have Empathy

Trust

Healthcare and a formula 1 pit crew?

Give people enough autonomy to carry out their work

The desire to be self-directed… People want to feel appreciated and have the autonomy to decide *how* to do their work. This is even more true of younger generations who are used to a collaborative approach and who want to understand why something has to be done.

"CONTRACT"

Agree *what* needs to be done rather than defining *how* to do it.

Agree what "good" looks like.

Agree to *what* needs to get done, by when, and how you will be communicating and checking progress along the way.

Empower people to find the 'how' –

Involve people in the planning…

Have you ever been on a project/team/committee where you were kept in the dark about the bigger picture and who was doing what?

A great way to build trust and to strengthen commitment to the goals and tasks is to involve people in the planning process.

What do **I** do when my team is remote?

It can be overwhelming with teams or team members in different locations or working remotely. It can be much more difficult to engage people who aren't located in the same building as you – but it's not impossible.

Set expectations: availability; productivity; meeting attendance

Leverage technology

Be available

Remember the power of a face-to-face meeting

Trust

What gets in the way?

How do we sustain?

What are some
warning signs that
Engagement may
be a problem
during a change or
implementation?

Diagnosing Engagement Problems

Have you seen this?

Little or no questions from your team about the change.

People focusing a lot of time and attention on a piece of the change (not the whole picture).

People complaining or making excuses about the strategy or expected performance.

Taking a Rapid Improvement **Approach**…
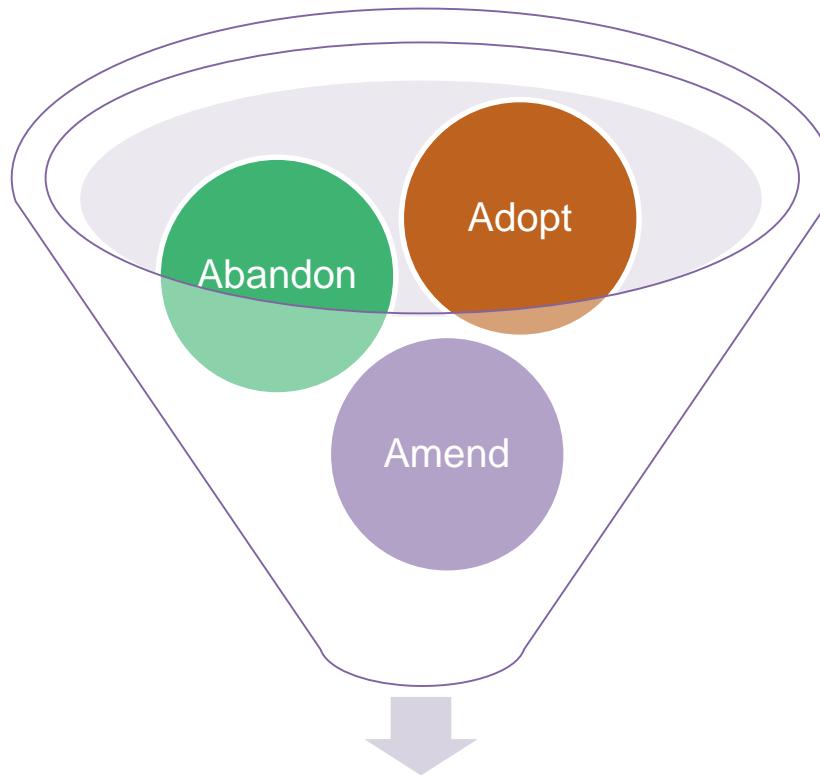
What's the goal we're trying to accomplish?
Improve Communication

ABANDON	ADOPT	AMEND
Less than 100 people subscribe to HANK – consider closing down The number of individual dept. newsletters and emails have risen substantially – may be time to consolidate to better format.	Informal monthly Q&A sessions highly successful, great feedback – keep, consider more often. Annual "all hands" meeting face-to-face, well attended, good representation.	Encourage better and more efficient use of SharePoint. Consider holding "all hands" meeting bi-annually. Ensure all sub-committees meet regularly sharing strategies, indicatives and includes updates.

Assess – take a look at what you're already doing

What's the goal we're trying to accomplish?

_____

_____

_____

ABANDON	ADOPT	AMEND

When to Use This Tool

People complain about being over-worked and over-loaded.

You and your team would like to streamline your work, make sure you are focused, and spend time on the right things.

A change you are facing provides an opportunity to evaluate old processes or habits as a group.

Engaging the Unengaged…

- Engage with team members individually. Meet with them one-on-one and ask for their help.

- Ask a lot of questions: What can I do to help you? How would you define a successful team? Where do you see the team in one year? Seek to understand their perspective, their ideas.

- Try to find their passion – what drives them?

How to Engage the Unengaged…

- Put them in a position of leadership – it may be something small – a project, sub-committee, champion.

- Ask them to be a mentor for a new team member. It is hard to be disengaged when you are responsible for someone else's success. Helping others, they'll see they can have an impact on the team.

Direct communication, people usually respond to the basic human need to connect and succeed.

Sustaining Engagement

Lean into the dip

Teams grow and bond over time, and there will inevitably be an in-between period when the old is gone and the new isn't fully functioning.

Be proactive and mediate conflict, use **Interest Based Problem Solving** as an opportunity to foster collaboration.

Observe and reassess

•Motivations vary and influence how we react to change. Be observant and notice what is going on around you.

•Build feedback loops 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.

Drivers of Sustainable Engagement

- Relationship with colleagues

- Belief in senior leadership

- Pride in their work and the company they work for

. ALL ROADS LEAD BACK TO WORKPLACE RELATION SHIPS AND TRUST...

The Value of an engaged workforce…