



# EMPLOYEE ENGAGEMENT

*“DEFENSE WINS CHAMPIONSHIPS”*

Presented by

Gina Breslin

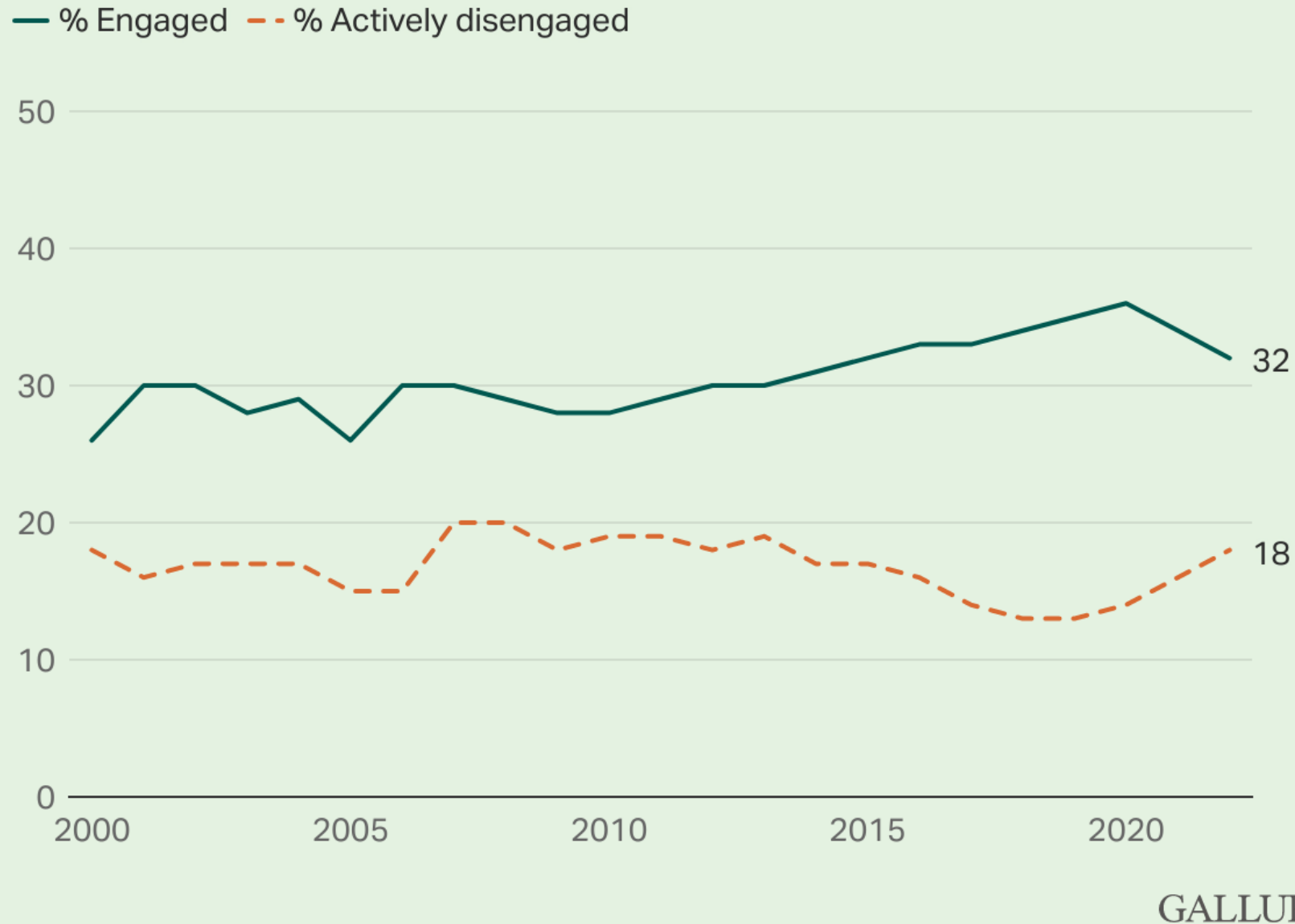


# THE DATA FROM GALLUP

- *“U.S. Employee Engagement Needs a Rebound in 2023”* – 1/25/23 by Jim Harter, PhD
- Employee engagement in the U.S. saw its first annual decline in a decade - dropping from 36% engaged employees in 2020 to 34% in 2021.
- **This pattern continued into 2022**, as 32% of full- and part-time employees working for organizations are now engaged, while 18% are actively disengaged.



## U.S. Employee Engagement Trend, Annual Averages



<https://www.gallup.com/workplace/468233/employee-engagement-needs-rebound-2023.aspx>



# OVERVIEW / OBJECTIVES

- Employee engagement begins with organizational health
- Creating organizational clarity
- *“The Three Signs of A Miserable Job”*
- Leadership is influence



# GALLUP DATA CONTINUED

- Gallup defines employee engagement as the **involvement** and **enthusiasm** of employees in both their work and workplace.
- The **engagement elements that declined the most** from the pre-pandemic record-high engagement ratio in 2019 to 2022 were:
  - clarity of expectations
  - connection to the mission or purpose of the company
  - opportunities to learn and grow
  - opportunities to do what employees do best
  - feeling cared about at work



# The Case For Organizational Health

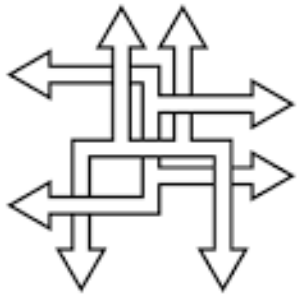
“The single greatest advantage any company can achieve is organizational health. Yet it is ignored by most leaders even though it is simple, free, and available to anyone who wants it.”

- PATRICK LENCIONI



# THE 3 BIASES

*The Advantage* by Patrick Lencioni



**The Sophistication Bias**



**The Adrenaline Bias**



**The Quantification Bias**



# Understanding Organizational Health

“An organization has integrity – is healthy – when it is whole, consistent, and complete, that is, when its management, operations, strategy, and culture **fit together** and **make sense**.”

- PATRICK LENCIONI



# SMART VS. HEALTHY

*The Advantage* by Patrick Lencioni

## **SMART**

“Classic Fundamentals of Business”  
“Decision Sciences”  
“Permission to Play”

- Strategy
- Marketing
- Finance
- Technology

## **HEALTHY**

What we know to be true but neglect  
for “Better Light”

- Minimal Politics
- Minimal Confusion
- High Morale
- High Productivity
- Low Turnover



# COUNTING THE COST

*The Advantage* by Patrick Lencioni

- Wasted Resources
- Wasted Time
- Decreased Productivity
- Increased Turnover
- Customer / Client Attrition



# ELEMENTS OF ORGANIZATIONAL HEALTH



Leadership



Teamwork



Culture



Strategy



Meetings



# WHAT'S IT WORTH? IMAGINE 2 ORGANIZATIONS...

*The Advantage* by Patrick Lencioni

## **ORGANIZATION #1**

The first is led by a leadership team whose members are open with one another, passionately debate important issues, and commit to clear decisions even if they initially disagree. They call each other out when their behaviors or performance needs correction, and they focus their attention on the collective good of the organization.

## **ORGANIZATION #2**

The second is led by a leadership team whose members are guarded and less than honest with one another. They hold back during difficult conversations, feign commitment, and hesitate to call one another on unproductive behaviors. Often, they pursue their own agendas rather than those of the greater organization.



# BREAKOUT GROUPS - QUESTIONS

- What kind of advantage would the first organization have over the second?
- How much time and energy would it be worth investing to make this advantage a reality?
- Where is your organization? Your team?



# ORGANIZATIONAL HEALTH OVERVIEW

*The Advantage by Patrick Lencioni*



# HIGH PERFORMING TEAMS

*Five Dysfunctions of a Team by Patrick Lencioni*



# THE SIX CRITICAL QUESTIONS

*The Advantage* by Patrick Lencioni

Healthy organizations minimize the potential for confusion by clarifying:

- WHY do we exist?
- HOW do we behave?
- WHAT do we do?
- HOW will we succeed?
- WHAT is *most important*, right now?
- WHO must do what?



# WHY DO WE EXIST?

- *“Employees in every organization, and at every level, need to know that at the heart of what they do lies something grand and aspirational.” – Patrick Lencioni*
- Not a differentiator but a CLARITY CREATOR
- ALWAYS “Start with Why”
  - Customer
  - Industry
  - Greater cause
  - Community
  - Employees
- Start with WHY: *“People don’t care what you do, they care why you do it”* –Simon Sinek



# HOW DO WE BEHAVE?

*The Advantage* by Patrick Lencioni

- Types of Values
  - Core
  - Aspirational
  - Permission-to-Play
  - Accidental
- *“If an organization is tolerant of everything, it will stand for nothing.” – Patrick Lencioni*



# HOW DO WE BEHAVE?

*The Advantage* by Patrick Lencioni

## Identifying Core Values

- Identify employees who already embody what is best for the organization. What is true about them that makes them so admired?
- Identify employees who, though talented, were or are no longer a good fit for the organization. What is about them that makes them a distraction and a problem?
  - Opposite of these traits provide potential core values
- Leaders need to be honest about themselves and whether or not they embody the values in that pool.



# ALIGNING EMPLOYEES AROUND ORGANIZATIONAL CLARITY

*The Advantage* by Patrick Lencioni

- Healthy organizations align their employees around organizational clarity by communicating key messages through:
  - *Repetition*: Don't be afraid to repeat the same message again and again (7x)
  - *Simplicity*: The more complicated the message, the more potential for confusion and inconsistency
  - *Multiple Mediums*: People react to information in many ways; use a variety of mediums
  - *Cascading Messages*: Leaders communicate key messages to direct reports; the cycle repeats itself until the message is heard by all



# The Truth About Employee Engagement

*“When people are financially invested, they want a return. When people are emotionally invested, they want to contribute.”*

- SIMON SINEK

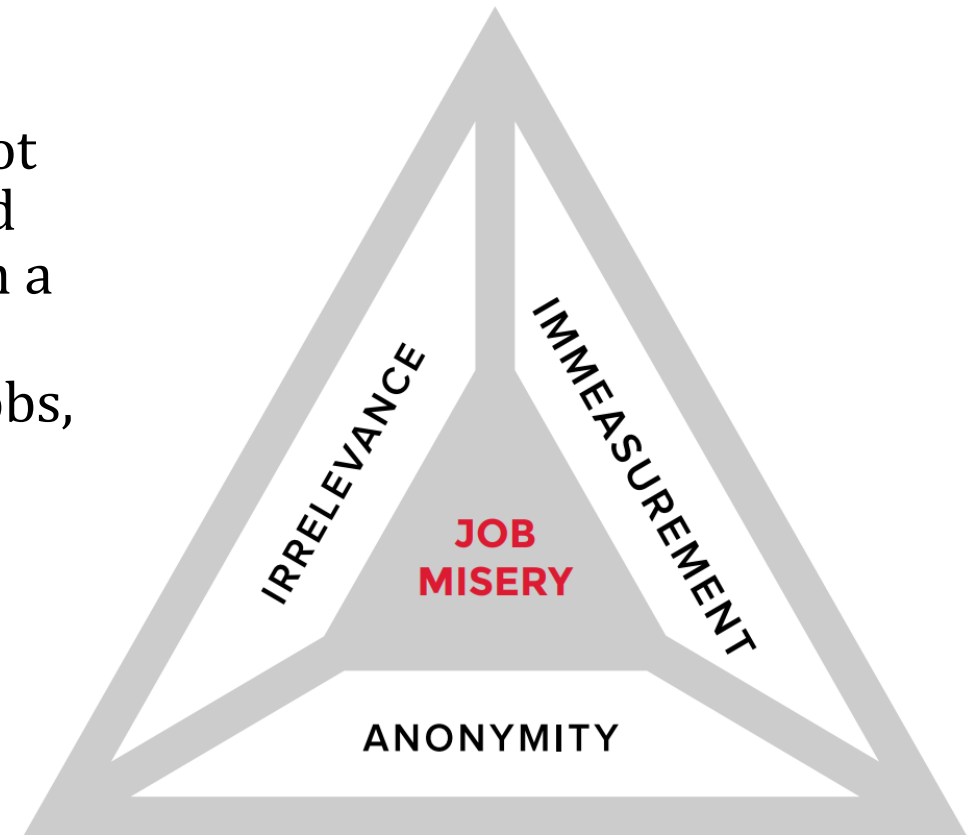


# THREE SIGNS OF A MISERABLE JOB

*The Truth About Employee Engagement by Patrick Lencioni*

## **Anonymity**

- People cannot be fulfilled in their work if they are not known. All human beings need to be understood and appreciated for their unique qualities by someone in a position of authority. People who see themselves as invisible, generic, or anonymous cannot love their jobs, no matter what they are doing.

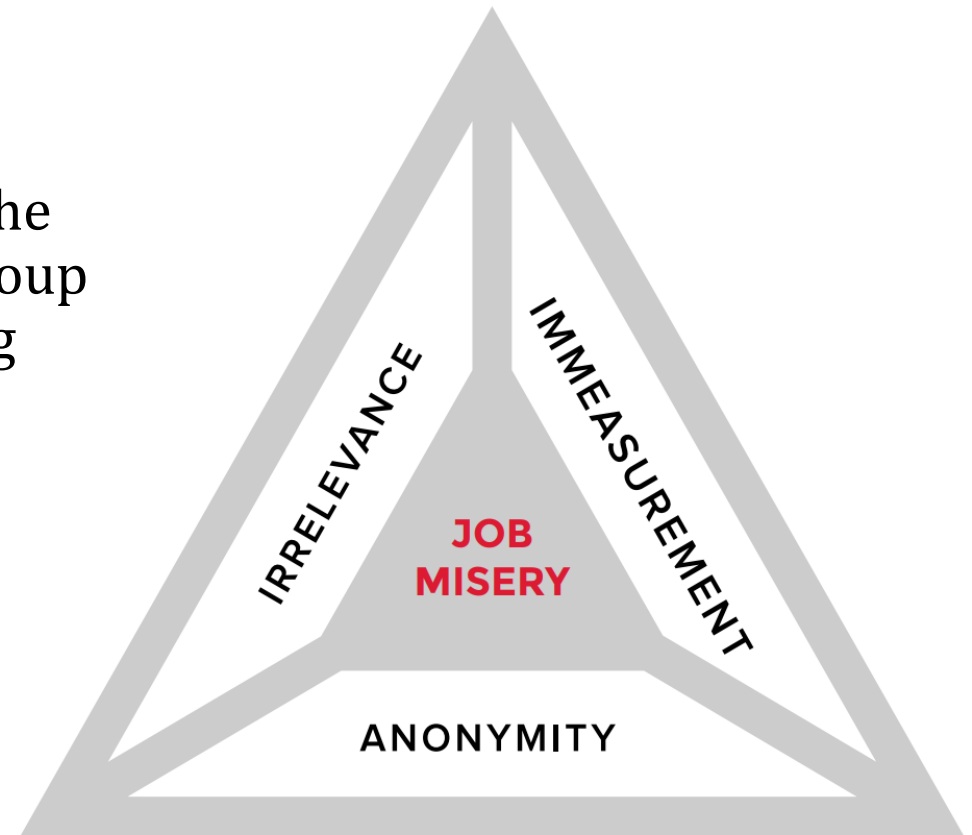


# THREE SIGNS OF A MISERABLE JOB

*The Truth About Employee Engagement by Patrick Lencioni*

## Irrelevance

- Everyone needs to know that their job matters, to someone. Without seeing a connection between the work and the satisfaction of another person or group of people, an employee simply will not find lasting fulfillment.

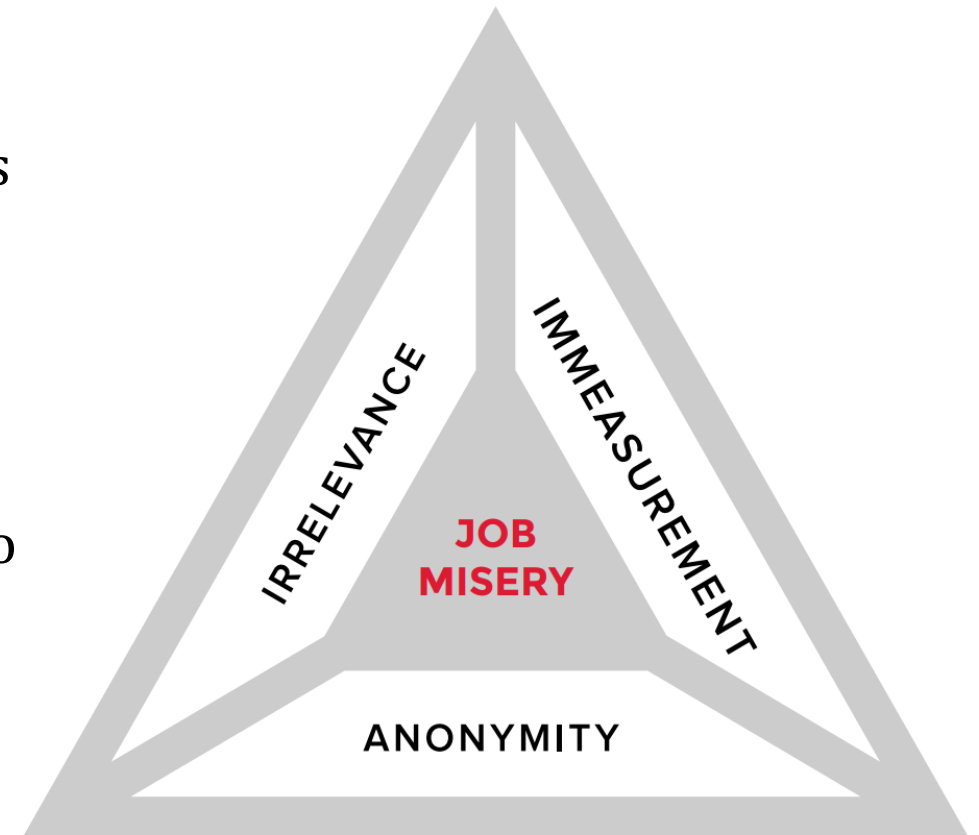


# THREE SIGNS OF A MISERABLE JOB

*The Truth About Employee Engagement by Patrick Lencioni*

## Immeasurement

- Employees need to be able to gauge their progress and level of contribution for themselves. They cannot be fulfilled in their work if their success depends on the opinions or whims of another person. Without a tangible means for assessing success or failure, motivation eventually deteriorates as people see themselves as unable to control their own fate.



# CONSIDER . . .

- How would you rate your organization in each of the 3 areas?
- For each specific area, what is your organization doing well?
- For each specific area, what are some ideas for improvement?
- Do you implement any unique employee engagement initiatives at your organization?



# Q<sup>12</sup> Employee Engagement

*“Employees who are engaged are more likely to stay with their organization, reducing overall turnover and the costs associated with it. They feel a stronger bond to their organization’s mission and purpose, making them more effective brand ambassadors.”*

- GALLUP



# GALLUP'S Q<sup>12</sup>

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.



# Q<sup>12</sup>

- Resource:
  - <https://www.gallup.com/workplace/356045/q12-question-summary.aspx>
- For each of the Q<sup>12</sup> questions:
  - Why it's important
  - What the numbers say
  - What the best managers do



# ORGANIZATIONAL HEALTH OVERVIEW

*The Advantage by Patrick Lencioni*



# Effective Leadership

*“Keeping a relatively strong performer who is not a culture fit sends a loud & clear message to employees that the organization isn’t all that serious about what it says it believes.”*

— PATRICK LENCIONI



# What is Leadership?

- What is Leadership?
  - What do you think?
  - What are common traits of good Leaders?
- The ability to positively influence others
- Helping and serving others toward a better outcome than where they are going



# THE THREE “S” OF AN EFFECTIVE LEADER

- Self-Care
- Self-Awareness
- Servant Leadership



# Self-Care

“When the well is dry, we know  
the worth of water.”

- BENJAMIN FRANKLIN



# SELF-CARE

- Your ability to care for yourself will directly affect and impact your ability to care for others.
- We must ensure that we are modeling the behavior we would like to see from our team members.
- Routine can be freeing (often seen as constraining) if used well.
- What is most important?
  - Often, you can tell the most important things in someone's life by looking at their bank account and their calendars
- Never underestimate the power of accountability partners for both *productivity* and *rest*...
  - Who's calling you out when you are missing workouts? Who's calling you out when you are overtraining?



# Self-Awareness

“By admitting your inadequacies, you show that you’re self-aware enough to know your areas for improvement – and secure enough to be open about them.”

- ADAM GRANT



# Building Leadership Self-Awareness

*“The greatest gift a leader can offer his/her followers is an acute sense of self-awareness.”*

- Most people believe that if they “know themselves,” they are self-aware
- Doesn’t account for difference between “reality” and “perception”
  - You know the “reality” of who you are
  - Everyone else is working with a “perception”
- Significant question – Do they match?
  - If so, where are the greatest areas of overlap and common denominators?
  - If not, why not?
  - How do you find out?



# Servant Leadership

“Servant Leadership is a non-traditional leadership philosophy, embedded in a set of behaviors and practices that place the primary emphasis on the well-being of those being served.”

- ROBERT GREENLEAF



# SERVANT LEADERSHIP

*Greenleaf Center for Servant Leadership: [www.greenleaf.org](http://www.greenleaf.org)*

- A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong.
  - Shares power
  - Puts the needs of others first
  - Helps people develop and perform as highly as possible



REFLECT

START. STOP.  
CHANGE. CONTINUE.

What should you START, STOP, CHANGE, or CONTINUE,  
personally, and, as you interact with your team members?



THANK YOU!

Gina Breslin, Consultant  
gbreslin@northgroupconsultants.com



**North  
Group**  
CONSULTANTS

To Leaders & Their Organizations

15 NORTH SPRUCE ST.  
LITITZ, PA 17543

(717) 299.9800

NorthGroupConsultants.com