

Are Your Employees Engaged?

Exploring Strategies for
Strengthening Job Engagement



Our learning objectives . . .

- Develop an understanding of what job engagement is
- Explore the difference between job engagement and job satisfaction
- Discuss the research into why engagement is important
- Identify the six dimensions of engagement
- Explore HR actions for developing engaged employees
- Highlight the “top ten” best practices

Satisfied vs. Engaged Employees

Satisfied Employees	Engaged Employees
<p>Satisfied employees feel comfortable, content, gratified, and pleased with their work environment. Employees are <i>satisfied</i> with their jobs when their fundamental needs have been fulfilled</p>	<p>Engaged employees deeply connected with their work, the work environment, and the people with whom they work. Employees are <i>engaged</i> at work when they feel a sense of ownership and commitment to the work, their peers, customers, and the company.</p>

Examples . . .

Satisfaction Dimensions

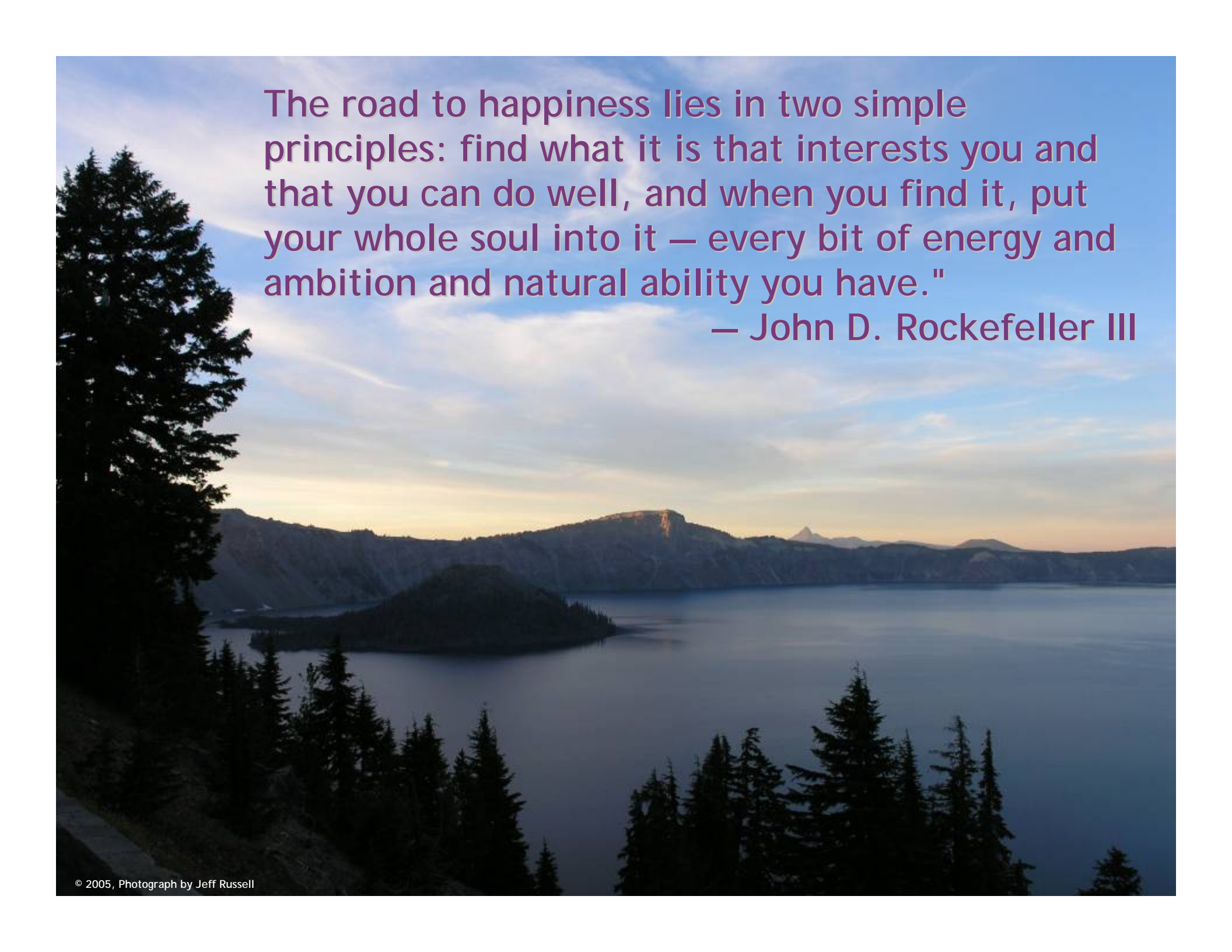
- My workload is about right.
- I like the people I work with.
- I have the tools that I need to do my job well.
- I receive the skill and knowledge training that I need to do my job well.

Engagement Dimensions

- I feel energized by the work that I do.
- My co-workers and I help each other out when the pressure is on.
- Our company vision and mission is clear to me.
- I feel responsible for my own success here.

Why Distinguish JE from JS?

- Being *satisfied* with your job doesn't meet that you're *engaged* with it (you can be happy at work but do a poor job of it!)
- If you're *engaged* with you're work you will not only be more *satisfied* with it, but you will also be more productive, create higher quality results, and demonstrate better customer service.



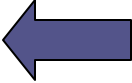
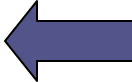
The road to happiness lies in two simple principles: find what it is that interests you and that you can do well, and when you find it, put your whole soul into it — every bit of energy and ambition and natural ability you have."

— John D. Rockefeller III

What is Engagement?

Job engagement is a characteristic where an individual approaches his or her work with enthusiasm, energy, focus, and commitment such that the person is entirely present in his/her work and is able to bring his or her full potential to the work effort.

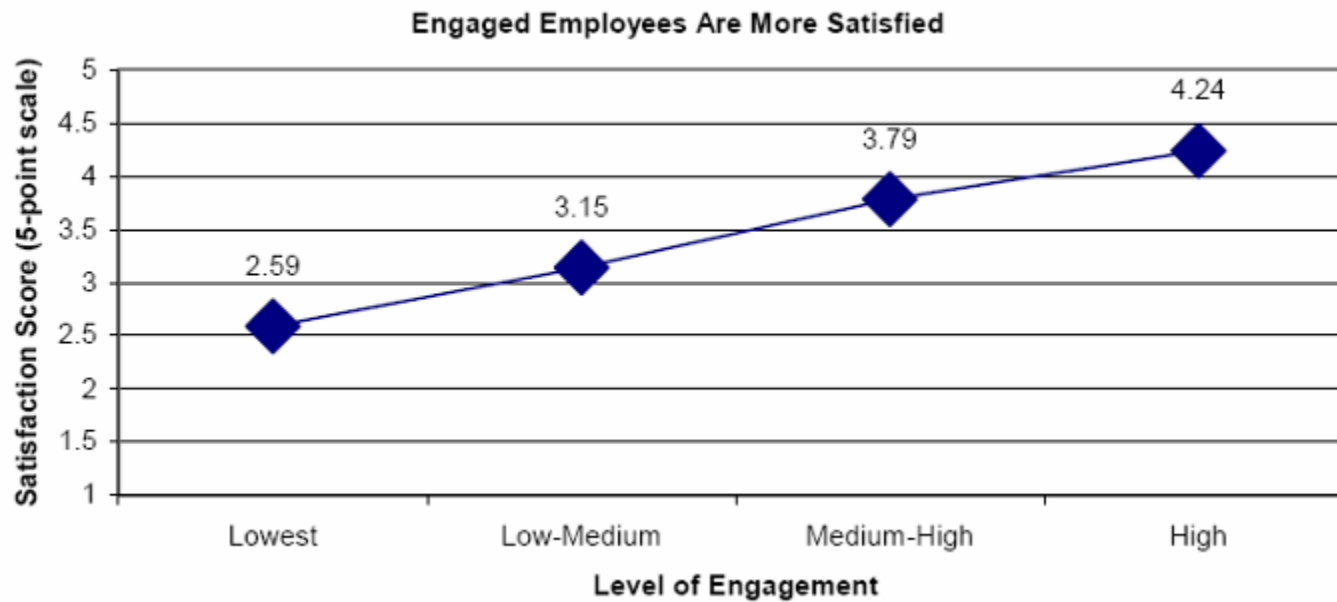
How Engaged Are We?

- 26% Fully Engaged
- 55% Not Engaged  An opportunity to build engagement!
- 19% Actively *Disengaged*  May not be able to reach these people!

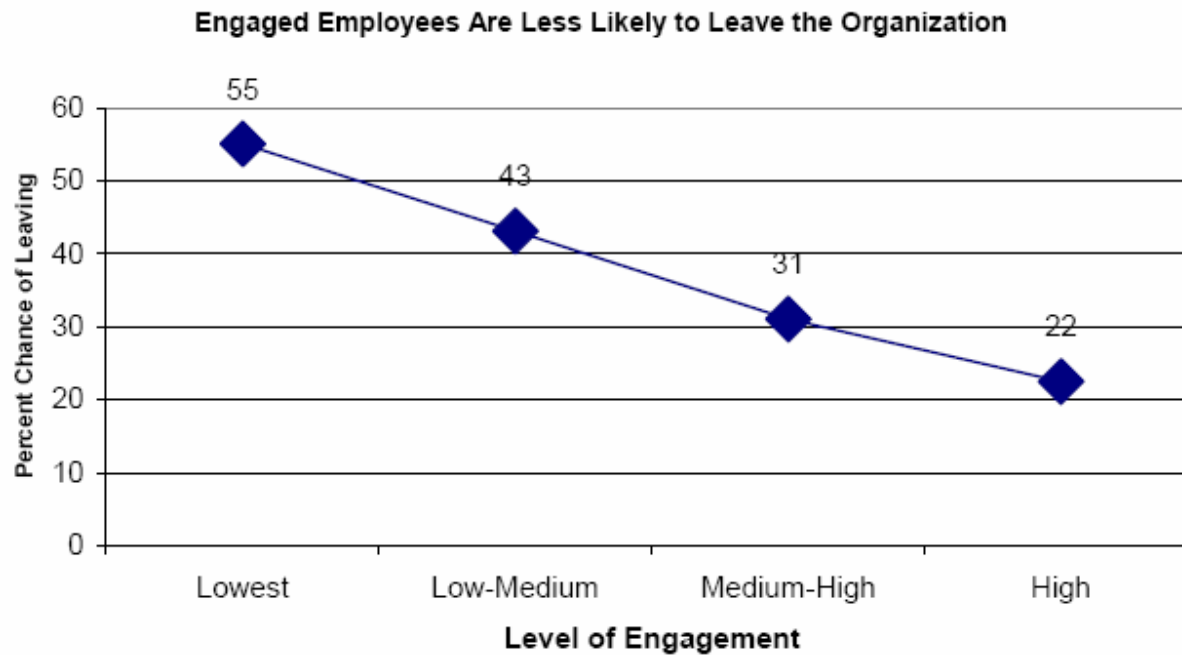
Why It Matters . . .

- **Hewitt Associates Study** – improvement in engagement preceded financial performance
- **Towers Perrin Study** – companies that sought to development engagement posted 3.74% increase in operating profit vs. a 2% decline in companies with poor levels of engagement
- **DDI Study** – engaged employees less likely to leave, employees more productive, higher customer satisfaction, higher revenue growth and profitability

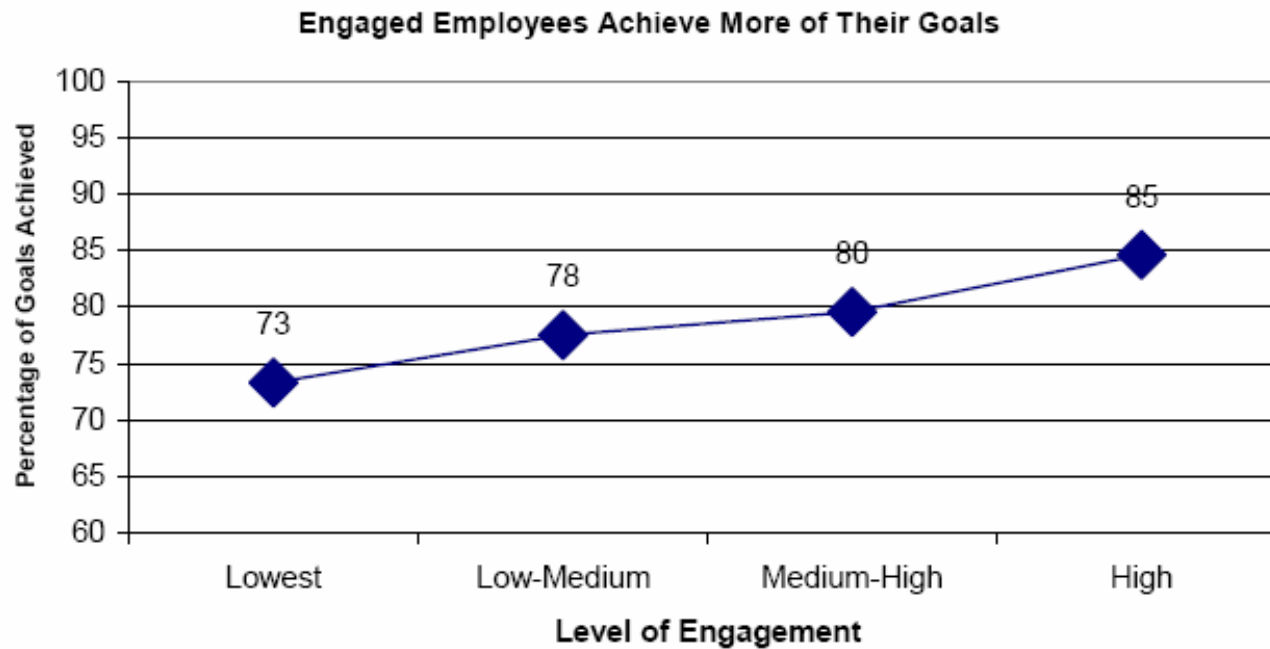
Engagement and Satisfaction



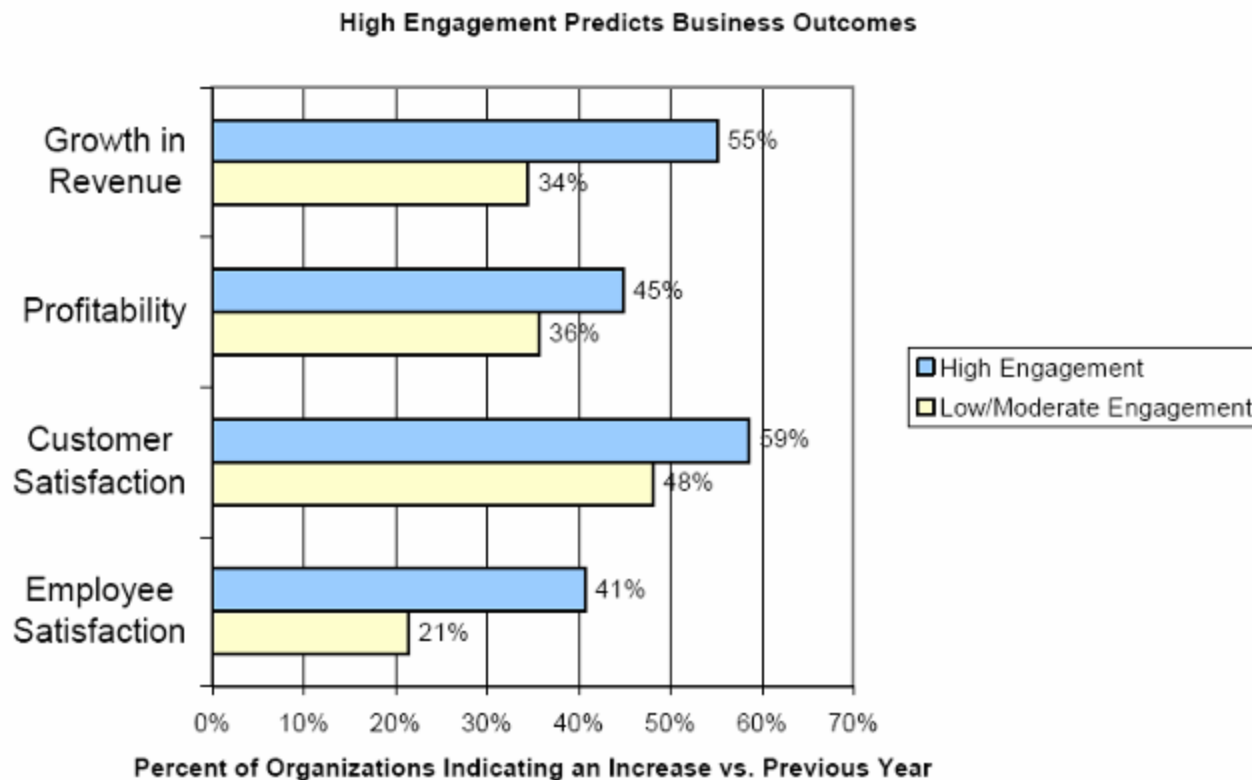
Engagement and Turnover



Engagement and Productivity



Engagement and Business Outcomes

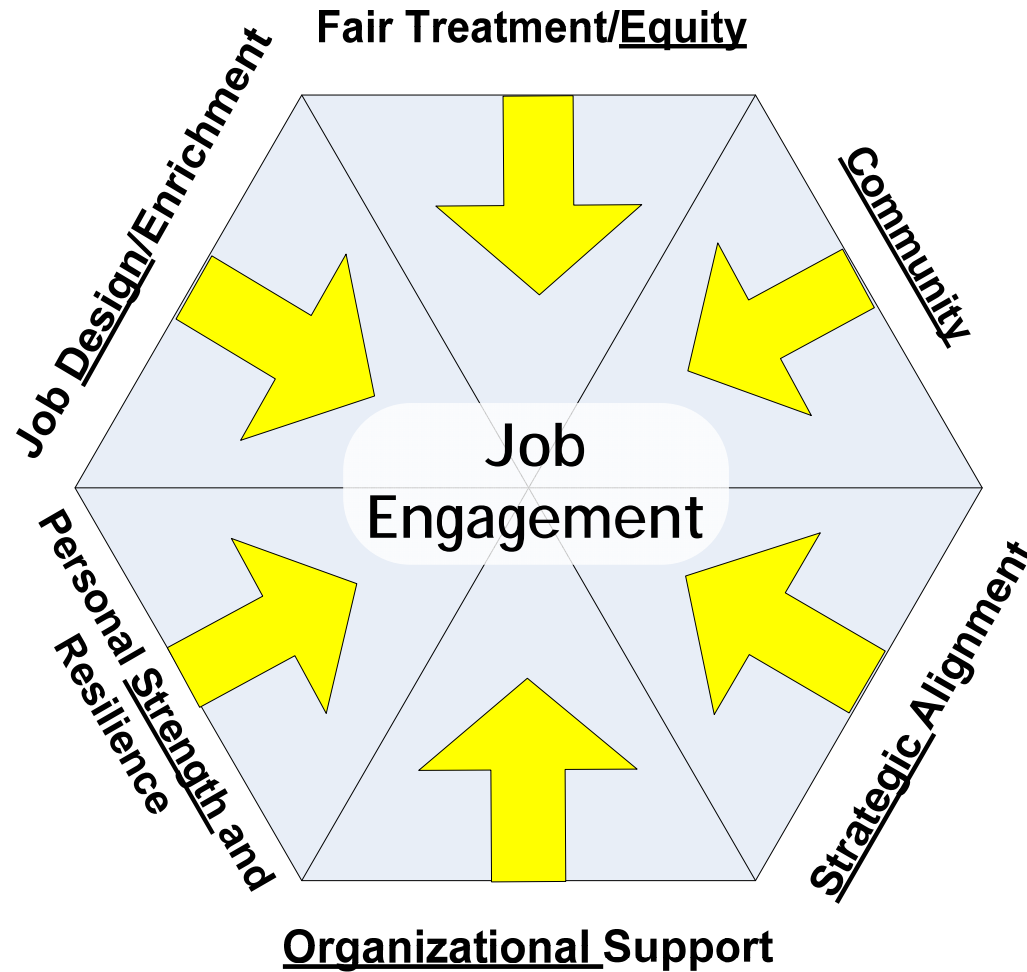


What Facilitates Engagement?

Turn to two or three people around you and identify . . .

- What organizational factors enable employees to be fully engaged in their work?
- What personal factors (characteristics within the person) enable employees to be fully engaged in their work?

Job Engagement Dimensions

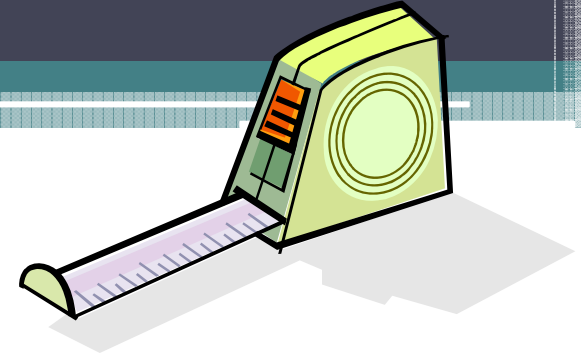


Best Practices Facilitating Engagement

10. Free flow and exchange of information.
9. A work environment that is free of harassment and discrimination.
8. High levels of teamwork, cooperation, and collaboration.
7. Employee participation in decision making.
6. At least annual *effective* performance reviews that are linked to strategic goals.

Best Practices Facilitating Engagement

5. Clear, consistent, and accessible HR policies and practices to which all leaders and managers are deeply committed.
4. Quality leadership/management selection and development.
3. To the greatest extent possible, employees have the freedom to define/develop their own jobs.
2. A well-developed *talent management system*.
1. A genuine leadership concern for and commitment to employee well-being.



In Addition . . .

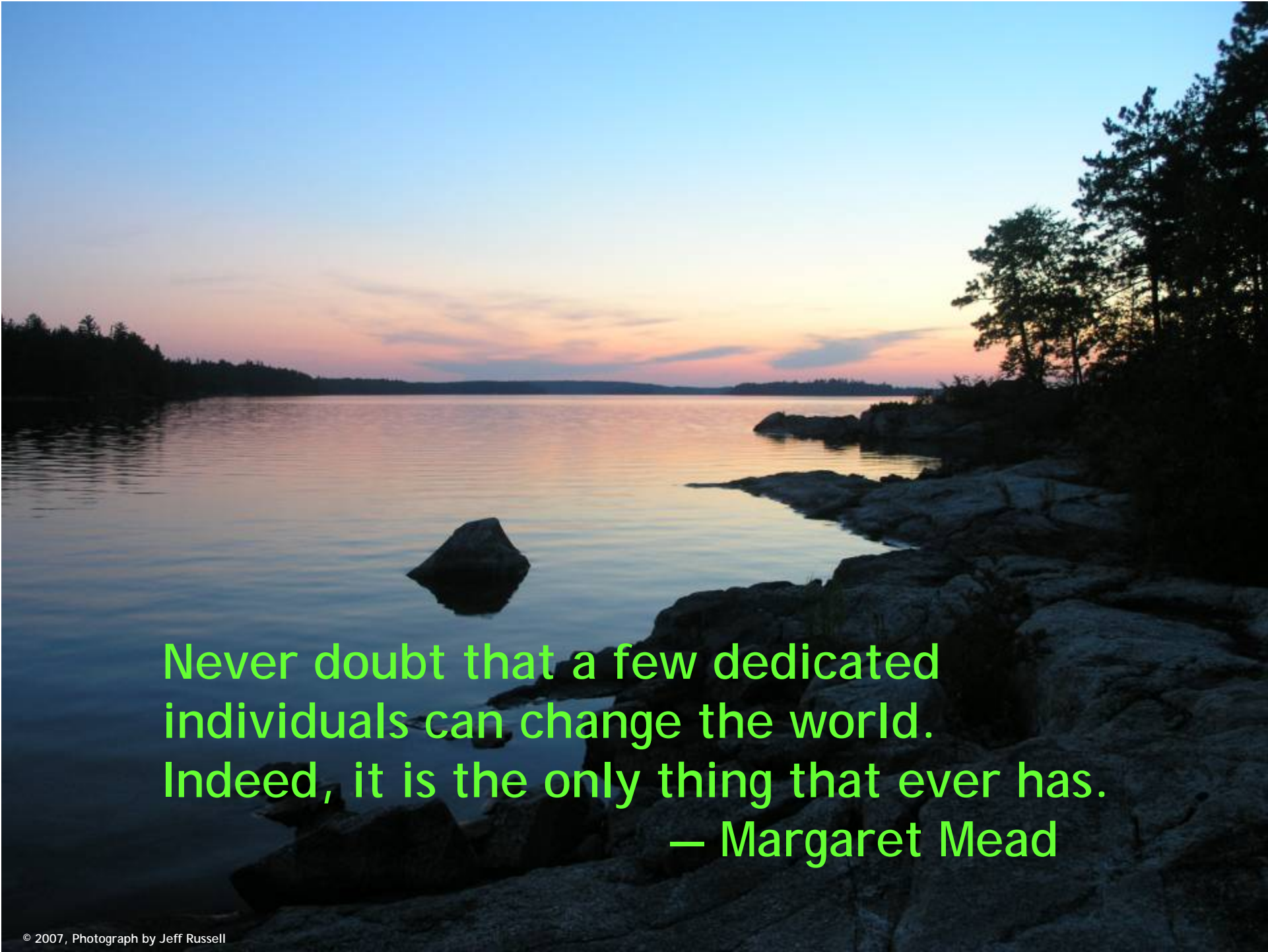
Routinely measure job engagement levels.

- Develop a baseline measure of JE
- Periodically assess progress toward improvement
- Demonstrate the linkage between JE and customer satisfaction, productivity, and profitability
- Actively engage all organizational stakeholders in identifying actions that they can take to enhance their own engagement and the engagement of others
- Develop a *Job Engagement Development Plan* anchored by the JE metrics and which holds leaders and managers accountable for JE progress

Whatever you do will be insignificant, but it
is very important that you do it.

— Mahatma Gandhi



A photograph of a calm lake at sunset. The sky is a mix of blue, orange, and pink. The water is still, reflecting the colors of the sky. In the foreground, there are large, dark rocks. On the right side, there are silhouettes of trees. A single large rock is in the middle of the lake.

Never doubt that a few dedicated
individuals can change the world.
Indeed, it is the only thing that ever has.
— Margaret Mead

Thank You . . .

for your active participation in this session!

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