INCREASING EMPLOYEE ENGAGEMENT: GETTING THE BEST THROUGH UNDERSTANDING YOUR ORGANIZATIONAL CLIMATE

Rodney Jackson

Senior Coach and Consultant, PeopleFirst

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Common Responses

- Communicate and listen effectively
- Establish clear, aligned goals
- Maintain accountability
- Build trust
- Recognize contributions

Adapted From *The Carrot Principle*
by Adrian Gostick & Chester Elton

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Session Objectives

- Define organizational climate, how you measure it, and why it is important

- Understand employee engagement as a subset of your organizational climate, and how employee engagement impacts your profitability

- Know the key strategies and resources to help you better understand your organization's climate and current levels of employee engagement

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The "Peter Principle"

Why did you promote someone to a supervisor?

- "Good on the job" – in their current role
- Hard working and productive
- Loyal to the company
- Good team players

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Source: Dr. Laurence J. Peter and Raymond Hull . The Peter Principle.

Organizational Climate

> *What behaviors and practices,*
> *if consistently demonstrated by me and other leaders,*
> *would create a work climate of*
> *personal fulfillment,*
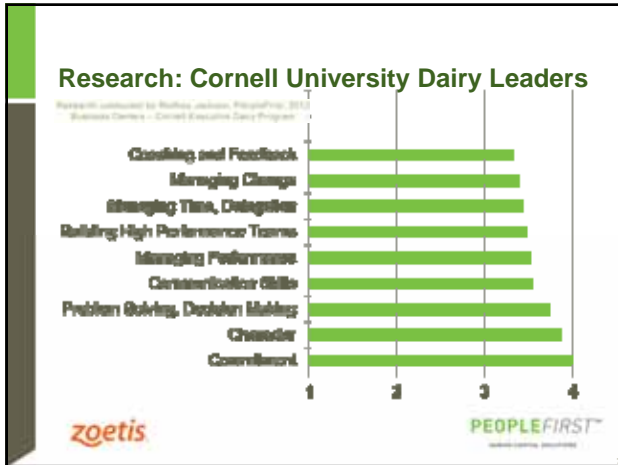> *engaged workers,*
> *and sustained profitability?*

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But How Do We Measure These Things?

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Slide 1: Research: Cornell University Dairy Leaders

Research conducted by Rodney Jackson, PeopleFirst, 2012
Business Centers – Cornell Executive Dairy Program

Categories (top to bottom):
- Coaching and Feedback
- Managing Change
- Managing Time, Delegation
- Building High Performance Teams
- Managing Performance
- Communication Skills
- Problem Solving, Decision Making
- Character
- Commitment

(scale 1 to 4)

Slide 2: Discussion

- **What did you score highest, and why?**

- **What did you score lowest, and why?**

- **How well do you think *your* scores would match the scores of *your employees*?**

Slide 3: Definitions

Organizational Climate

A psychological state strongly affected by organizational conditions, such as systems, structure, and leadership behavior.

Climate Assessment

An evaluation of culture and subcultures, assessing level of alignment with values.

Organizational Values

The things that define what is most important around here.

Slide 4: Climate Assessment Tools

The Survey	7 - Organizational Areas of Focus

The Survey:
- 30-question survey focusing on evaluating human capital at the organization level
- Given to all employees in the organization
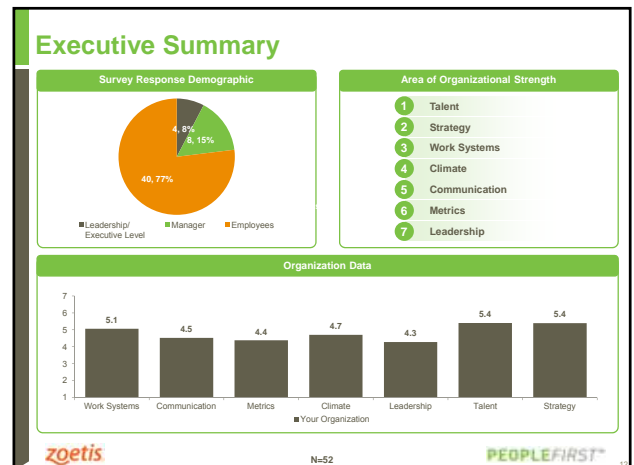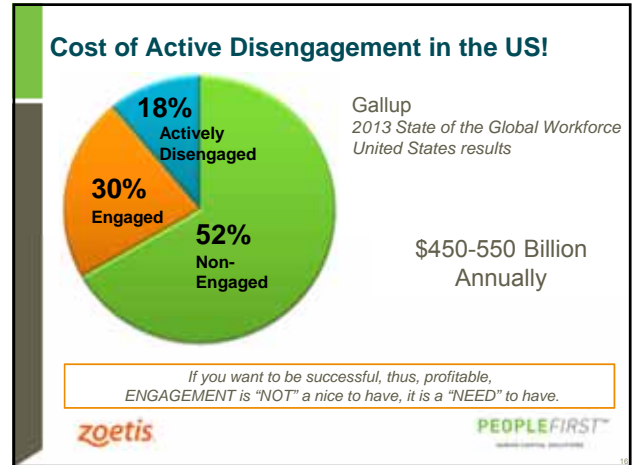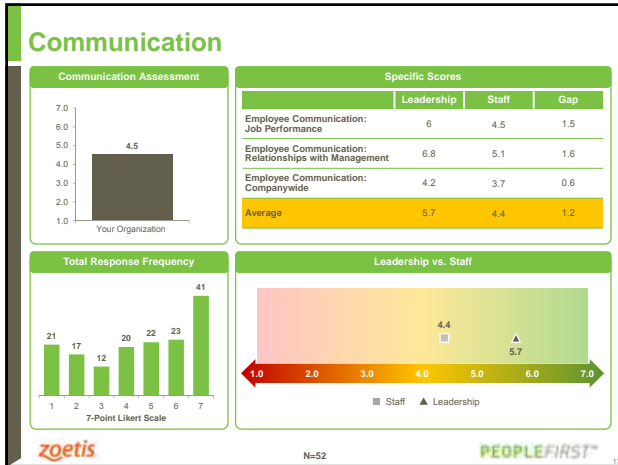- Participants can answer in English or Spanish

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Slide 5

Please indicate your level of agreement with the following statements.

Slide 6: Executive Summary

Survey Response Demographic

- Leadership/Executive Level
- Manager
- Employees

Area of Organizational Strength

1. Talent
2. Strategy
3. Work Systems
4. Climate
5. Communication
6. Metrics
7. Leadership

Organization Data

Work Systems	Communication	Metrics	Climate	Leadership	Talent	Strategy
5.1	4.5	4.4	4.7	4.3	5.4	5.4

- Your Organization

N=52

Slide 1: Communication

Communication

Communication Assessment

7.0
6.0
5.0
4.0
3.0
2.0
1.0

4.5

Your Organization

Specific Scores	Leadership	Staff	Gap
Employee Communication: Job Performance	6	4.5	1.5
Employee Communication: Relationships with Management	6.8	5.1	1.6
Employee Communication: Companywide	4.2	3.7	0.6
Average	5.7	4.4	1.2

Total Response Frequency

21 17 12 20 22 23 41

1 2 3 4 5 6 7

7-Point Likert Scale

Leadership vs. Staff

4.4 5.7

1.0 2.0 3.0 4.0 5.0 6.0 7.0

■ Staff ▲ Leadership

N=52

Slide 2: Cost of Active Disengagement in the US!

Cost of Active Disengagement in the US!

18% Actively Disengaged
30% Engaged
52% Non-Engaged

Gallup
2013 State of the Global Workforce United States results

$450-550 Billion Annually

If you want to be successful, thus, profitable, ENGAGEMENT is "NOT" a nice to have, it is a "NEED" to have.

Slide 3: EMPLOYEE ENGAGEMENT

EMPLOYEE ENGAGEMENT

What describes your best employee?

What describes your worst employee?

Slide 4: Discussion

Discussion

What makes you feel engaged at work?

What makes you feel disengaged at work?

What are you doing that contributes to disengagement?

Slide 5: Three Types of Employees

Three Types of Employees

1. **ENGAGED** employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.

2. **NOT-ENGAGED** employees are essentially "checked out." They're sleepwalking through their workday, putting time -- but not energy or passion -- into their work.

3. **ACTIVELY DISENGAGED** employees aren't just unhappy at work; they're busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.

Employee engagement levels in an average organization

Actively disengaged 18%
Actively Engaged 30%
Not Engaged 18%

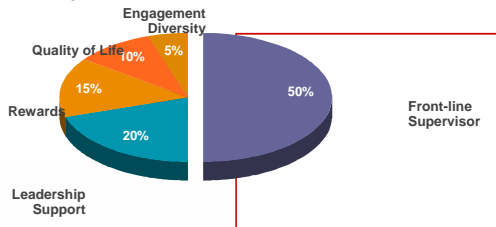## Slide 6: Leaders who inspire engagement are typically rated high on…

Leaders who inspire engagement are typically rated high on…

- Communicate and listen effectively
- Establish clear, aligned goals
- Maintain accountability
- Build trust
- Reward/Recognize contribution and achievements – The Accelerator

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Slide 1: Leadership Impacts Engagement

Leadership Impacts Engagement
Case Study Confirmation

Pie chart:
- Front-line Supervisor: 50%
- Leadership Support: 20%
- Rewards: 15%
- Quality of Life: 10%
- Engagement Diversity: 5%

Source: 2008 Sysco Foods. Engagement Study

Take Away Messages
- Supervisor behaviors accounted for 50% of employee engagement
- Leadership accounts for 20%

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Slide 2: Topics Today

Topics Today

- Servant Leadership
- Communication for Results
- Matching Strengths with Interests
- Benefits of Diversity in Teams
- Transitioning from Employee to Manager to Owner
- Building Effective Cross Cultural Work Teams

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Slide 3: What Can You Do?

What Can You Do?

Measure the factors of climate and engagement → Analyze and share your results with employees → Together, develop actions, measure again → Build leadership capabilities

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Slide 4: Your Role in Engagement

Your Role in Engagement

- What can you do to increase employee engagement?

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Slide 5: But How About My World?

But How About My World?

- I have different cultures and languages spoken.
- I can't figure out the thinking of the younger (older) generation!
- It's hard to keep up with the technology; I can't find good help!

Slide 6

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