

Keys to Engagement Series

ENGAGED
PURPOSE

ENGAGED
OWNERSHIP

ENGAGED
LEADERS

ENGAGED
EMPLOYEES

ENGAGED
CUSTOMERS

ENGAGED
ORGANISATION

ENGAGED EMPLOYEES

GUIDE



This Guide will help you understand who Engaged Employees are, why having them is vital, how to avoid some common mistakes, and will provide you with step-by-step instructions for nurturing them.

Your front line: where engagement meets the outside world

Engagement within your organisation isn't confined to your organisation. It spreads outwards, impacting everyone who comes into contact. Customers, of course, but also suppliers and vendors, partners and consultants, media and PR firms. Who inside the organisation has the most numerous and frequent impact on the world outside? Your employees. Engaged Employees are your greatest brand ambassadors.

Who are Engaged Employees?

When employees are truly Engaged, they become more animated, creative and positive. They understand how their role contributes to the organisation's success. They enjoy open and mutually trusting communications with their leaders, and often offer ideas to improve the business' performance. Engaged Employees use their progress in the workplace as a foundation for greater personal futures, too. All this because they are inspired by the organisation's Engaged Purpose, Ownership and Leaders.

“The way your employees feel is the way your customers will feel.”

– **Sybil F. Stershic**

Why having Engaged Employees is important

Engaging your employees is about unlocking their potential so that they, in turn, help you unlock yours and that of your organisation. It's about engaging their hearts and minds to enable them to be the best they can be, developing your organisation's relationship with them in a way that turns good employees into great people. As Betty Bender put it, “When people come to work, they shouldn't have to leave their hearts at home.”

How **not** to nurture Engaged Employees: six common mistakes to avoid

Mistake #1. Begin your engagement efforts with them, not with yourself and your leaders

Mistake #2. Ignore the untapped goldmine of resources and growth potential your employees represent

Mistake #3. Micromanage

Mistake #4. Fail to include everyone, concentrating only on leadership and, say, top revenue generators

Mistake #5. Focus on individuals' weaknesses, instead of understanding and leveraging strengths

Mistake #6. Launch your engagement initiative before you're fully prepared to share Survey results, set action plans with quickly achievable goals, and follow through by celebrating successes

"The difference in performance between employees who understand how their role fits into the organisation's Purpose and those who don't is night and day. The first have context; the latter are just doing a job. There's an old story about a man passing by three men digging a ditch. He asked each what he was doing.

The first man said, 'What does it look like? I'm digging a ditch.'

The second said, 'I'm earning twelve bucks an hour, that's what I'm doing.'

The third, 'I'm building a cathedral.'

I think the meaning is clear."

- Stefan Wissenbach

Founder & Chief Engagement Officer, Engagement Multiplier

Eight golden rules for nurturing Engaged Employees



1. Start at the top with Ownership and Leaders. If you are not Engaged, it is virtually impossible for your Employees to become Engaged. Poor Survey scores here? Go back to the beginning.



2. Look beyond Leadership for ideas for savings, innovations and improvements. Some of the simplest suggestions can have profound effects on engagement levels.



3. Attend to BOTH types of engagement

Transaction/financial

- You are paying them money for their time and effort. It's basic, but make sure to reward them fairly.

Emotional/non-financial

- They're not as motivated by money as you might think. They want appreciation, respect, support. Offering flexible hours to take care of family matters is an easy one.
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4. Provide clarity on their role, and the tools to do the job including clear deliverables and deadlines, and computers that don't crash.



5. Invest in the *person* not just the worker. Pay for classes, even for non-work-related skills and knowledge. Even provide a Personal Development Budget. Help them "bring their whole selves" to work.



6. Give them freedom to operate within reasonable boundaries, use their judgement, and be unafraid of consequences of failure.



7. Value efforts, show appreciation, celebrate successes in personal and meaningful ways whenever possible. Say Thank You.



8. Provide feedback good and bad, day to day, short and long term. Especially on Engagement Survey Results, and about quick wins on action items from the previous 90 days.

A note from Stefan

Employees are proud, excited and thankful to be given a voice.

Here's an outstanding example of a piece of anonymous and confidential feedback from an employee of an Engaged Organisation.

"I love this company immensely and I know that sometimes my goals as a customer advocate are the opposite to what makes good business sense. Thank you for always listening and implementing my ideas where applicable and able. It feels great to be respected in that manner and I hope that in the future I can become a more integral part of keeping people believing in the business.

I have never been treated half as well by my employer as I am today. I'm pretty low in the hierarchy here but I am consistently treated like a prince. I hope with my very deepest heart of hearts that this is the last place I ever work. Thank you so much."

Now that's an Engaged Employee! Wouldn't you just love an organisation full of people with that type of enthusiasm and commitment?



Stefan Wissenbach

Founder & Chief Engagement Officer, Engagement Multiplier

Are your Employees Engaged?

Here are a few signs – easy to see and hear on a daily basis – that your employees are already fairly well Engaged (their Survey scores should corroborate this):

- **Kudos from customers** – you hear good things from the people your employees serve
- **Thank-you culture** – when you hear employees saying Thank You to each other, it's probably because their Engaged Leaders (and you!) are leading by example, and fostering a culture of appreciation
- **Coachable moments** – people are not afraid to offer constructive criticism, even to colleagues with loftier job titles or in other departments
- **Transferable skills** – employees bring to the workplace talents and ideas they learned elsewhere
- **Extracurricular activity** – they look forward to, participate in, and enjoy social events together outside of the workplace... and talk about it the next day

If this sounds like a great place to work, it is. And that means lower turnover and recruitment costs, higher retention and morale, and a more profitable bottom line.

What having Engaged Employees will do

Engagement breeds more engagement. Employees share their day at work with their family and friends. Customers they made happy tell others. Referrals happen. And your reputation as an Engaged Organisation solidifies, expands and flourishes.

As an Engaged Owner, you appreciate the importance of having Engaged Employees. But it actually starts *before you hire them*. Ensure you employ only “pre-engaged” people in the first place. Add engagement language to your organisation’s recruitment and interviewing processes. Hire the *person*, not the resume. They’re going to be joining an Engaged Organisation, after all – so make sure batteries are included!

About Engagement Multiplier

We enable businesses with identifiable ownership to measurably improve morale, culture and retention - and innovate, thrive and grow. We provide a unique structure and framework for companies all over the world to systematically measure and improve employee engagement every 90 days. Our technology enables growth-minded business leaders to harness the true power of their greatest asset – their employees – and build wonderful companies.

Over 90% of our clients achieve Engaged Organisation Accreditation in less than a year.

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