

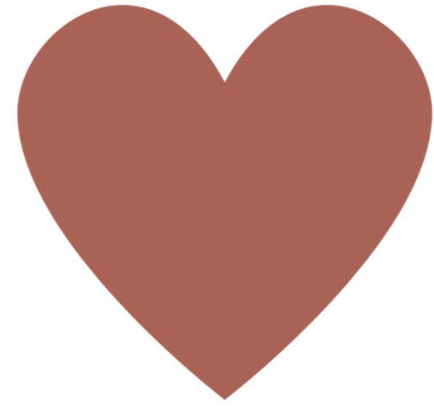


## EMPLOYEE ENGAGEMENT

**HOW TO CREATE AND DRIVE CULTURE TO IMPROVE EMPLOYEE RETENTION,  
SATISFACTION AND RESULTS**

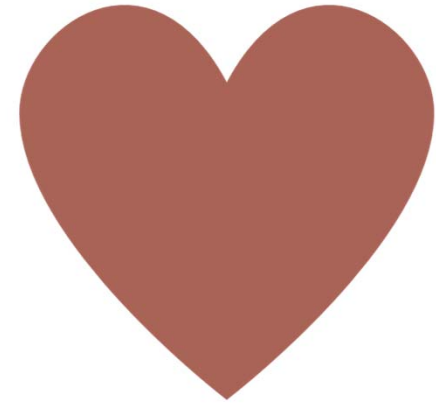
## CULTURE VS. ENGAGEMENT?

**Corporate culture** refers to the shared values, attitudes, standards, and beliefs that characterize members of an organization and **define** its nature. **Corporate culture** is rooted in an organization's goals, strategies, structure, and approaches to labor, customers, investors, and the greater community.



## **WHAT IS EMPLOYEE ENGAGEMENT?**

**An emotional state where we feel passionate, energetic, and committed toward our work. In turn, we fully invest our best selves – our hearts, spirits, minds, and hands - in the work we do.**



**Employee Engagement is a direct result of a strong company culture**

THERE IS A GROWING  
WORLD WIDE  
EMPLOYEE  
ENGAGEMENT CRISIS

GALLUP & DELOITTE

# THE THREE TYPES OF EMPLOYEES

DELOITTE



**26% - ENGAGED** employees work with passion and feel a profound connection to their company.



**74% - NOT ENGAGED** employees are essentially “checked out”. They're putting time – but not energy or passion – into their work.



**17% - ACTIVELY DISENGAGED** employees aren't just unhappy; they're undermining what their engaged coworkers accomplish.

# THE FIVE MOST COMMON FRUSTRATIONS OF A BUSINESS LEADER

## LACK OF CONTROL

The business is  
controlling you.

## PEOPLE

Right People? Right  
Seats? Same Page?  
You're Frustrated!

## TEAM ACCOUNTABILITY

Uninspired. Lack of  
accountability and  
leadership.

## PROFIT

There's not enough of it.

## STAGNATION

REAL growth has  
stopped and you can't  
break through.

## ICA SURVEY SAYS!

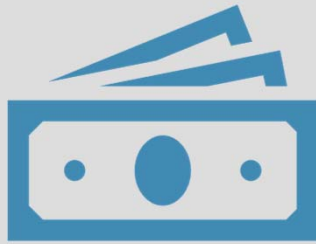
<b>FOCUS</b>	80% mostly or laser focused at the leadership level.
<b>VISION</b>	60% Didn't have a vision or it isn't useful to them.
<b>PEOPLE</b>	50% had uneven teams.
<b>CULTURE</b>	50% had an OK or toxic culture.
<b>CLIENTS</b>	40% didn't have enough clients. 60% just enough to maintain.
<b>DATA</b>	70% had poor or little data to measure results.
<b>YOU</b>	70% they are not delegating well.

WHY IS THE CRISIS  
GROWING?

GALLUP



# LABOR SHORTAGE



Colorado Unemployment at  
**3.5%**



US economy has **7.6 million unfilled jobs**, but only 6.5 million people were looking for work.

# HOSPITALITY LABOR SHORTAGE

**JWU**

30% DECREASE IN STUDENTS CHOOSING HOSPITALITY AS A MAJOR.

**AIA**

CLOSED 41 SCHOOLS - LOW ENROLLMENT

# COMMODIFICATION & MULTIGEN

## BUYING HABITS

- CONSUMERS EFFECTS OF OVERALL COMMODIFICATION.

## DIFFERENTIATION

- MANY AND MORE “GOOD ENOUGH” CATERERS WITH THE SAME MESSAGE.

## CHOICE

- EMPLOYEES EASILY ABLE TO SHOP AND COMPARE EMPLOYERS LIKE A PRODUCT

## MULTIGEN

- DEMANDING LIFE BALANCE AND CORPORATE PURPOSE

## THE PACE OF CHANGE

- Business leaders don't have the skills or resolve to focus on what's most important.
- Or what's changing. What got you here won't get you there.
- Leaders are in/out of our business much more frequently – no time for employees to absorb our personal culture as before.
- Many cultures coming into our businesses and disrupt what in the past we could control.
- Beware of the Rising Tide



# **3 ROOT CAUSES OF UNENGAGED EMPLOYEES**

THE TRUTH  
ABOUT EMPLOYEE  
ENGAGEMENT

PATRICK  
LENCIONI



**ANONYMITY** – employees who aren't known and individually appreciated by their managers.



**IRRELEVANCE** – Employees who don't know that their jobs matter and how their work impacts the lives of others.



**IMMEASUREMENT** – Employees need to be able to gauge their own level of contribution for themselves. Not rely on others subjective opinions.

## THE 3 ROOT CAUSES

WHY PEOPLE ARE NOT FULFILLED AND ENGAGED?

## **SIMPLE? OBVIOUS?**

**WHY DO MOST MANAGERS FAIL TO PROVIDE THEIR PEOPLE WITH THESE BASICS OF A MEANINGFUL JOB?**

- **TOO OBVIOUS?** Well educated people often have a hard time getting their hands around simple solutions.
- **TOO SIMPLE?** The key is to be reminded often and a lot. Maybe managers just are sure how to get started?

## REMEMBER THE ICA SURVEY?

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# BENEFITS OF A STRONG ENGAGEMENT PLAN

THE TRUTH ABOUT  
EMPLOYEE  
ENGAGEMENT

PATRICK LENCIONI

## **#1 - INCREASED PRODUCTIVITY**

### **ENGAGED EMPLOYEES HAVE:**

- More enthusiasm & More passion
- Higher attention to quality
- A sense of ownership and pride
- They arrive earlier, stay later, pitch in outside their areas of responsibility
- They look for ways to collaborate and improve performance

## #2 - GREATER RETENTION AND LOWER COSTS

### ENGAGED EMPLOYEES...

Hang on to fulfilling jobs because they know they are rare.

Attract other great employees.

Significantly lower costs related to recruiting, hiring, retraining and termination.

ROI – costs to an employer for engagement investment tend to return 5x

### **#3 - BUILD SUSTAINABLE CULTURAL DIFFERENTIATION**

- Attracts the right clients and the right strategy to get them.
- Employees themselves start to take a greater interest in their colleagues.
- Leadership grows organically in your organization.
- The BOTM mentality is not tolerated and self governed.
- RPRS becomes obvious – VWP are managed out. RP are managed up.

# OBSTACLES TO TAPPING INTO THESE BENEFITS

THE TRUTH ABOUT  
EMPLOYEE  
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## C-SUITE OBSTACLES

01

### **BELIEF**

O/E doesn't believe in the need to change.

02

### **OVERWHELM & EGO**

Own persona keeps them from ability to grow. Lack of vision.

03

### **INVESTMENT**

O/E unwilling to properly invest in a coach (internal or external) to help see the plan through.



## EMPLOYEE OBSTACLES

**RPRS LEADERS** – Don't have the aptitude or E.I. to change.

**G, W, C** – Don't **G**et It, **W**ant It or have the **C**apacity to change.

**SKILL** – Don't have the skill in HR or PM to lead and sustain the change of habit or behaviors into new.

**MANAGERS** – #1 reason people leave is their direct boss. The reason given and accepted is "Better Pay/Opportunity". The question from HR needs to be "**What is making you even consider leaving in the first place?**"

## ORGANIZATIONAL OBSTACLES

<b>FOCUS</b>	Leadership not focused on the future, issues or employees.
<b>VISION</b>	Lack of inspired future Vision, Purpose, Values, Behaviors
<b>PEOPLE</b>	RPRS – Lack of leader with the authority to maintain change
<b>CULTURE</b>	50% had an OK or toxic culture.
<b>CLIENTS</b>	STAGNATION 40% not enough clients. 60% just enough.
<b>DATA</b>	Inability or lack of desire to provide measurable data
<b>YOU</b>	You tell me...



## EMOTIONAL OBSTACLES

Leaders are not trained in understating their own or others personal confidence and emotional vulnerability.

Leaders do not help their people discover the relevance of their work and cannot demonstrate genuine interest in their employees.

QUICK TEST – WHERE  
ARE YOU?

ITS TIME ALL BUSINESSES  
HAVE AN EMPLOYEE  
EXPERIENCE STRATEGY

Deloitte - Global  
Human Capital  
Trends

# EMPLOYEE ENGAGEMENT STRATEGY

LENCIONI



**CREATE CLARITY** - Vision, Purpose, Values, Behaviors & Strategy



**BUILD A COHESIVE LEADERSHIP TEAM** – RPRS, 5 Dysfunctions



**OVERCOMMUNICATE CLARITY** – Drip by Drip, Cascade messages often and quickly

# EMPLOYEE ENGAGEMENT STRATEGY



## **REINFORCE CLARITY –**

Hire, onboard, review progress, set PIP, align all processes to Vision and Values.



## **MEASURE WHAT MATTERS**

OKRs or Traction, Clear Scorecard for every objective and person.



## **CREATE A STRATEGY AROUND THE EMPLOYEE EXPERIENCE –**

At least Anonymity, Irrelevance, Immeasurement

# 3 WAYS TO IMPROVE ENGAGEMENT NOW

THE TRUTH ABOUT  
EMPLOYEE  
ENGAGEMENT

PATRICK LENCIONI



## ANONYMITY

**Managers need to take a personal and genuine interest in their direct reports.**

- Take the time to sit down and find out about employees full lives – have breakfast, coffee.
- Have empathy and curiosity about how you can contribute to them becoming a better person. Ask questions – one mouth/two ears.
- Take an interest in making them better, more successful professionals and people.
- **Sound hokey?** Think of how much you appreciate it when others treat you this way.
- Important? Worthy? Valued? Validated? Connected!



## IRRELEVANCE

**Managers need to increase their skill to make others feel their work matters.**

- We all need to be needed. People who are not needed, who have no impact, begin to die emotionally.
- The Circle – help them realize their impact.
- Help ask your employees these three questions:
  - Who am I helping? How am I helping?
  - Whose lives am I affecting?
  - How can I make a bigger difference?
- Let them know how they personally impact your life?





## IMMEASUREMENT

### **Employees need clear and measurable goals**

- Lack of measurement creates ambiguity dependent on others subjective views.
- Measurement allows people to develop a greater sense of responsibility and engagement.
- Why sports and sales have higher engagement scores? It is easy to measure – a constant score.
- OKRs – Clear objectives, clear Key Results on how to get to the objective. Scorecard and a process.

## **W.I.N. - THE 90 DAY PLAN**

HAVE THE COURAGE TO  
CHANGE AND GROW!

WHAT WILL BE YOUR NEXT  
GREAT CHAPTER?



## RESOURCES

The Truth About Employee Engagement, Patrick Lencioni

Culture Solutions, Mathew Kelly

Traction, Geno Wichman

Measure What Matters, John Doer

Gallup, State of the American Workplace

Deloitte, The employee experience: culture, engagement and beyond.

Red Quill Solutions, [www.redquillsolutions.com](http://www.redquillsolutions.com)

People Stretch, [www.peoplestretch.com](http://www.peoplestretch.com)

Harvard Business Review, [www.hbr.org](http://www.hbr.org)

Trillion Dollar Coach, Eric Schmidt

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