Engaging Employees through Performance Management

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LOSS CONTROL TRAINING CONSULTANT
What does it mean to be engaged?

fully occupied or having your full attention
Are you still watching?

Continue watching

Back
Are you still watching?
“Employee commitment to achieving goals”

“Extent to which employees feel passionate about their jobs and organizations”

“Mental and emotional connection employees feel toward their work”

“Level of enthusiasm and dedication to work”
“Employee commitment to achieving goals”

“Extent to which employees feel passionate about their jobs and organizations”

“Mental and emotional connection employees feel toward their work”

“Level of enthusiasm and dedication to work”
Levels of Engagement

ENGAGED
- HEAVILY INVESTED IN THEIR WORK
- CARE ABOUT THE SUCCESS OF THE ORGANIZATION
- POSITIVE ATTITUDE
- OFFER IDEAS AND TAKE ON NEW INITIATIVES

NOT ENGAGED
- EMOTIONALLY DISCONNECTED FROM WORK
- DO THE BARE MINIMUM
- MOTIVATED BY PAYCHECK
- RESISTS CHANGE AND GROWTH

ACTIVELY DISENGAGED
- EXPRESS NEGATIVE ATTITUDE
- UNDERCUT EFFORTS OF THEIR COWORKERS
- BLAME OTHERS FOR THEIR POOR PERFORMANCE
- SPREAD DAMAGING INFORMATION
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## Levels of Engagement

<table>
<thead>
<tr>
<th>Engaged</th>
<th>Not Engaged</th>
<th>Actively Disenaged</th>
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<tbody>
<tr>
<td>▪ Heavily invested in their work</td>
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<td>▪ Care about the success of the organization</td>
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<td>▪ Positive attitude</td>
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<td>▪ Offer ideas and take on new initiatives</td>
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<td>▪ Emotionally disconnected from work</td>
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<tr>
<td>▪ Do the bare minimum</td>
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<tr>
<td>▪ Motivated by paycheck</td>
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<tr>
<td>▪ Resist change and growth</td>
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<td>▪ Express negative attitude</td>
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<td>▪ Undercut efforts of their coworkers</td>
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<td>▪ Blame others for their poor performance</td>
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<td>▪ Spread damaging information</td>
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2022 Engagement Data

US Workplace Engagement

Engaged
Not Engaged
Actively Disengaged

Gallup 2023
Why does it matter?

- Recruitment
- Retention
- Public Image
- Productivity
Why does it matter?

- 63% say retaining is more challenging than recruiting now
- $5000 on average in just hiring costs to replace an employee
- 59% less turnover in organizations with highly engaged employees
Why does it matter?

- The best way to improve customer service is to focus on employee experience
- Employees first, customers second (Southwest Airlines)
- Happy employees make customers feel valued
Why does it matter?

• Organizations with high employee engagement are 21% more profitable

• Engaged employees are 17% more productive than their peers

• Highly engaged workplaces saw absenteeism reduce by 41%
Why does it matter?

RECRUITMENT

RETENTION

PUBLIC IMAGE

PRODUCTIVITY
CULTURE
Your impact on culture

- You set the tone for how employees will be treated
- You set expectations
- Focus on goals
WHAT CAN WE GET OUT OF OUR EMPLOYEES?

VS.

HOW CAN WE HELP OUR EMPLOYEES SUCCEED?
A new concept?

- Ratings/evaluations
- Merit based pay
- Promotions
- Focus on organization
- Annual process

- Improve employee well-being
- Correct trajectory
- Align strengths with responsibilities
- Retain top talent
- Focus on human experience
- Continuous process
Key Components of Engaging Performance Management

- Clear expectations
- Development
- Regular feedback
- Recognition
Setting Expectations
Why set performance expectations?

- Help employees understand that their role and responsibilities are essential to achieving organizational objectives
  - 80% of employees feel more engaged when their work is consistent with the core values of the organization
- Clear expectations allow you to more easily correct poor performance
How to set expectations

- Expectations should be as specific as possible
- Should align with organizational objectives
- Results vs. Actions & Behaviors
- Agree on what success looks like
Expectation: Respond to Taxpayer Requests

**ENGAGED EMPLOYEE**
- Greets customers as soon as they walk in.
- Shows concern for customer needs.
- Provides warm and attentive service.
- Communicates with customer until issue is resolved.

**DISENGAGED EMPLOYEE**
- Barely looks up at customer.
- Treats customers disrespectfully.
- Does the bare minimum to resolve the issue.
Exceeded expectations
Developing the Capacity to Perform
Employee development

- Should align with organization \textit{and} employee goals
- Employee development plan
  - How can I continue to grow?
  - How can I avoid performance issues I’ve faced in the past?
  - Where am I now and where would I like to be?
- More than just training
Development Opportunities

- Formal training/certifications
- Informal training
  - Cross training
  - Lunch & Learn
- Committees
- Leadership development
- Projects with other departments
- Mentoring
Feedback

- Open dialogue – should not be a one-way conversation
- Should not be a critique of every move they make
- Encourages empowerment
- Should address performance issues when they occur
- Decreases surprises
The role of empathy

- 76% of people who experienced empathy from their leaders reported they were engaged compared with only 32% who experienced little to no empathy.
- Empathy can help you understand why employees might not be reaching full potential, by understanding challenges.
- Employees will view empathy as a sign of caring, which helps when feedback is negative.
Focus on the future?
Recognition
All employees want to feel that they are valued

46% of employees have left a job because they felt unappreciated

37% reported that more appreciation would motivate them to produce better work

56% less likely to look for a new job when appreciation is a priority

45% of local government employees do not feel appreciated
unhappy unappreciated employees

PIzzZA PARty
Types of recognition

- Manager or supervisor praise
- Awards or other formal recognition
- Peer-based rewards program
- More responsibility?
Delivering recognition

▪ Be specific
▪ Be timely
▪ Don’t overlook the little things or the behind-the-scenes employees
▪ Connect to the bigger picture
Where do you start?

- Survey engagement
- Evaluate your current performance management strategies
  - Do you have the four components of engagement?
- Invite your employees to the discussion
- Find ways to integrate engaging performance management into your culture
Thank you

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