

Employee Engagement

The Supervisor's Guide to Gaining and Sustaining Commitment

Learning Summary

Reasons Why People Leave

Your goal is to eliminate the following conditions that cause employees to leave:

- Lack of meaningful work
- Lack of trust and respect
- Lack of support and appreciation
- Constantly shifting priorities
- Feeling ignored or micromanaged

Know, Show, Grow, and Crow

- ✓ **Know:** Know your employees as individuals and what their unique strengths are.
- ✓ **Show:** Show your employees you support them by giving them the resources they need to do their jobs well and by removing obstacles that hinder their ability to do so.
- ✓ **Grow:** Give your employees the right amount of attention and feedback to help them develop their skills and feel their work is meaningful.
- ✓ **Crow:** Share information and recognize and appreciate all employees for their contributions to the organization.

Identify and Leverage Strengths

In conjunction with the employee, answer the following questions:

- What does the employee do exceptionally well?
- What does the employee learn with ease?
- What activities or tasks does the employee love to do?
- What accomplishments is the employee most proud of?
- How can the employee's strengths support the organization's goals?
- What responsibilities align with the employee's strengths?
- What should the employee do more or less of?

Combatting Diminishing Engagement

- ✓ Be attentive to your employees. It not only shows you care but also allows you to find ways to improve systems and strategies for making your organization the best it can be.
- ✓ Gauge where employees need the most support by observing where they are least engaged.

Common Obstacles to be Aware Of

- Emphasis on busywork rather than results
- Shortcomings in the work environment
- Too many meetings or a lack of information
- Inadequate resources
- Lack of flexibility
- Bad management—examine your own behavior to make sure you are not a reason that good employees leave.

How to Overcome an Imbalance of Attention

- Clearly articulate expectations.
- Set clear parameters.
- Establish guidelines for problems.
- Set up regular check-in times.
- Give employees credit for success.

Aspects of Fulfillment

- ✓ **Autonomy and authenticity:** Freedom to decide how to accomplish your work without compromising your values
- ✓ **Challenge:** A sense that you're accomplishing something every day and moving in the right direction
- ✓ **Opportunity:** Being appreciated for your potential

Communicating for Engagement

- You can't over-communicate!
- In the absence of information, people tend to overreact to the information they have.
- Communication from senior management largely influences how engaged employees feel.
- Talk is cheap—how supervisors and senior management behave is as important as what they say.

Use Praise to Engage Employees

Praise is free, and everyone appreciates a "thank you" for their efforts. Follow these tips to make it meaningful to your employees. Praise should be:

- Spontaneous
- Specific
- Sincere
- Spread