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Cracking the Code to Employee Engagement Success through Strategic Initiatives

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- DISCOVER Questions® for Connections, Clarity & Control
- Leadership Development Program Architect
- Certified Master of The Leadership Challenge®
- Certified Executive Coach, CEC, ICF
- Management, Soft Skills, Personal Effectiveness
- Former HR Director: Fortune 500 Media Company
- Founder of People First Productivity Solutions and People First Leadership Academy

deb.calvert@peoplefirsttps.com
www.peoplefirsttps.com
www.peoplefirstpotential.com



Deb Calvert


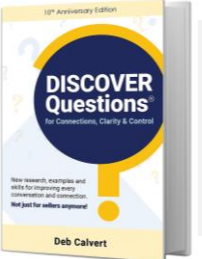
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Take a Deeper Dive!

Research, examples & tools for building the soft skills needed for influence.

**Build connections.
Create clarity.
Reclaim control.**

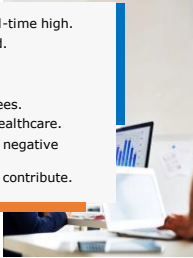
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The Great Resignation

- Record numbers leaving their jobs. Quit rate at an all-time high.
- Record numbers of open positions that linger, unfilled.
- Ripple effects of the pandemic.
- Re-evaluate how to attract and retain talent.
- Resignation rates highest among mid-career employees.
- Resignation rates affect all fields, highest in tech & healthcare.
- Virtual and remote work is in high demand but has a negative impact on employee engagement levels.
- Emotional overload, burnout and compassion fatigue contribute.



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Retention & Engagement Stats

- ▶ 52% of workers under the age of 41 are thinking of switching jobs
- ▶ That's half your bench strength!
- ▶ Only 35% of employees are engaged in their jobs. Millennials have a higher tendency to be distracted and disengaged.
- ▶ Teams in the top 20% of employee engagement scores experience 59% less turnover
- ▶ Pay is NOT the main issue...

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Leaving for Better Pay?



“
 Association between salary and job satisfaction is very weak...
 There is less than 2% overlap between pay and job satisfaction levels.

- HBR, Tomas Chamorro-Premuzic, Meta-Analysis from 92 quantitative studies

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Pay Increases = a Risky Strategy

"Offering a high wage in a job ad instead of benefits might attract applicants at first, but what is going to retain them after they are hired? What would stop them from leaving your company for a competitor offering a higher wage?"

- Paychex, Jennifer Benz

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Or Is It Something Else?

"Non-financial rewards like work flexibility, growth opportunities, access to valued relationships, and positive work environments are frequently at least as important as money in shaping employee meaning."

- Dave Ulrich, *The Why of Work*

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Increasingly Important

"82.39% of employees now say that a lack of progression would influence their decision to leave their jobs. Opportunities to advance are more important than pay."

- CareerAddict

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The Real Reason Employees Leave

Without expectations and guidance, I do not have a sense of what it takes to be successful. I'm not sure what my manager wants or how to go about delivering.

My manager does not provide consistent and clear expectations.

My manager has not shown me clear ways to enhance my earning potential and career development.

My manager does not provide regular feedback or coaching about my work performance.

- Gallup

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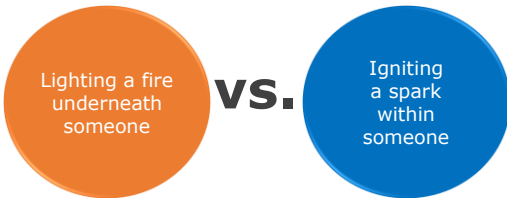
Something Meaningful...

POSITIVE Viewed in a favorable way		
EXTRINSIC Someone else wants it	"If you finish the project on time, you will get a bonus."	"I'm so excited about this project and I'm eager to complete it!"
	"You'd better finish that project on time or you're fired!"	"I don't like this project and I don't care if I finish it or not."
NEGATIVE Viewed in an unfavorable way		INTRINSIC You want it

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What's the Difference?



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The E's of Intrinsic Motivation

Enablement – Ennoblement – Encouragement – Engagement

- **Challenge** – Stretch assignments
- **Control** – Choice in HOW to do the work
- **Cooperation** – Helping and being helped
- **Recognition** – Meaningful feedback and affirmation
- **Happiness** – Likes the work and the people
- **Trust** – Feeling trusted and being able to trust others
- **Meaningful** – Work is more than tasks & paychecks



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What Is Employee Engagement?

Employee Engagement:

a **heightened emotional connection** that the employee feels for his/her organization, that, in turn, influences him/her to apply **additional discretionary effort** to his/her work.



Employee Engagement is a means to an end. It is NOT a stand-alone goal.

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Emotional Commitment

"**Emotional commitment** drives effort. Emotional commitment is **four times as valuable** as rational commitment in producing discretionary effort. Indeed, the search for a high-performing workforce is synonymous with the search for **emotional commitment**."

- Corporate Executive Board

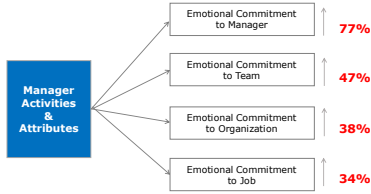
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Manager Impact on Commitment

“The Manager has tremendous impact on employees’ levels of commitment to the team, organization and job.”

- The Corporate Leadership Council



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Why Engagement Matters So Much

“Engagement is the primary enabler of successful execution of **any** business strategy.”

- DDI
Employee Engagement:
The Key to Realizing Competitive Advantage

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Summary of Engagement Benefits

Organizations with above-average levels of employee engagement also reap:



- 38% above-average productivity,
- 50% higher customer loyalty levels,
- 50% higher sales, and
- 27% higher profits

- The Impact of Engagement, Gallup

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Your Role In Employee Engagement

Managers must be effective in order to get the emotional commitment that leads to additional discretionary effort and the domino effects that come with engagement.

Managerial Effectiveness includes:

- ☺ Recognizing success & encouraging people
- ☺ Developing people and preparing them for expanded roles
- ☺ Communication & inclusivity that imparts a sense of belonging... and fosters widespread emotional commitment

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HR Retains Employees Via Managers

- Train Managers/Supervisors
- Develop Emerging Leaders
- Give Voice to ALL Employees
- Create Culture for Belonging
- Improve Communication
- Boost Engagement Levels
- Make Work Meaningful



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Leadership Development

- 30 specific leadership behaviors are proven to have double-digit impact on employee engagement levels.
- No other variable comes close to this type of impact.
- Sadly, most leaders have no idea what these 30 behaviors are.
- Average age for participating in leadership development is 42...
- Cost of leadership development is significantly less than costs related to turnover, reduced productivity, and poor customer satisfaction.

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Take the Next Steps for Engagement!



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Deb Calvert
deb.calvert@peoplefirstps.com

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