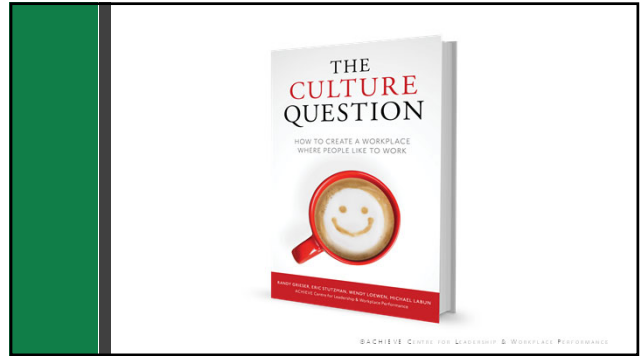




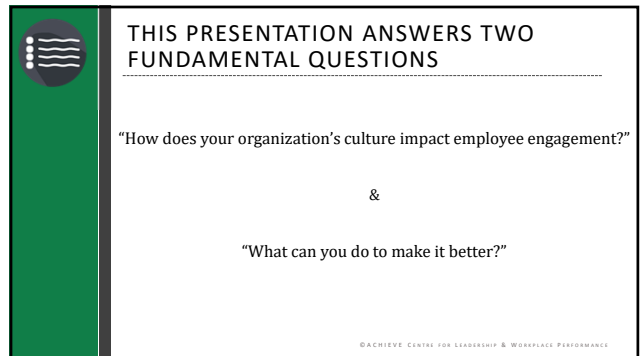
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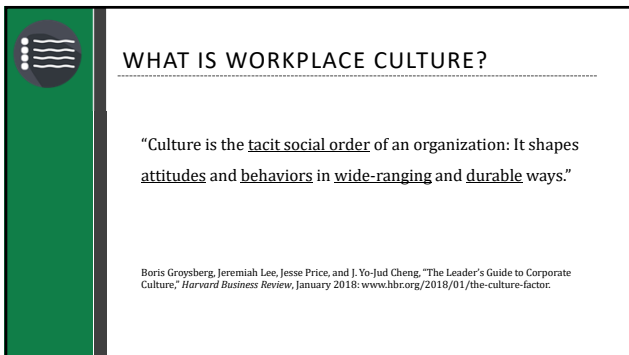
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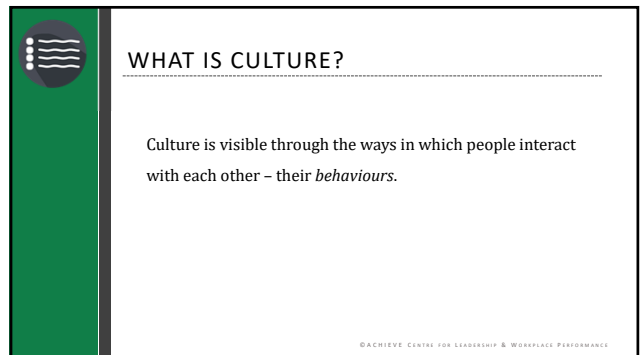
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4



5



6




"We have a great team and a strong vision. Our manager is amazing and gives us freedom to try new things. I feel like I am making a difference in the lives of the people I work with. I am able to use my gifts and talents in ways that make me feel valuable and useful. I love my job, my boss, and my coworkers!"

.....

SURVEY PARTICIPANT

7




"My work environment is full of toxic conflict. My skills aren't well used. My supervisor micro-manages me and, as a result, quashes any desire I have to get work done. The trust level is very low between frontline staff and management."

.....

SURVEY PARTICIPANT

8



**DISCUSSION**


.....

1. Describe the culture of your organization?
2. What parts of your culture are healthy (you are proud of) and what parts are unhealthy (you are embarrassed by)?

.....

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**ENGAGED EMPLOYEES**


.....

Engaged employees use discretionary time, brainpower, and effort beyond what is expected.

.....

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**THE "NOT ENGAGED"**


.....

- 67% of workers are "not engaged."
- Meaning that although they come to work, they have little energy for their work and feel a limited connection to the organization. They do the bare minimum required, and invest no discretionary effort.

.....

Gallup Organization (2017). *State of the Global Workforce*.

11



**THE "ACTIVELY DISENGAGED"**

.....

- The remaining 18% are "actively disengaged."
- Meaning they are unhappy, unmotivated, and actively looking for ways to do less work. They may even intentionally undermine the efforts of the organization.

.....

Gallup Organization (2017). *State of the Global Workforce*.

12




## THE “ENGAGED”

- A mere 15% of workers feel engaged at their place of work.
- These workers feel a connection to their organization, they are productive and loyal.

Gallup Organization (2017). *State of the Global Workforce*.

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## DISCUSSION

- In what job were you the most disengaged and why?
- What job have you been the most engaged with and why?
- What have these past experiences taught you about culture and engagement?

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“Whether it’s entering data or packing a box, we understand how that task fits into the purpose of our organization.”

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“We are not just drones with leaders making decisions. We are encouraged to be involved, have ideas, and be creative.”

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“Our leadership is great at identifying employee strengths and giving us tasks in those areas. Having tasks that I like brings me satisfaction.”

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“I’m not kept in the dark about what’s going on in our organization – I’m informed and involved.”

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"Leadership cares about me as a person, not just as an employee."

---

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"I'm given autonomy in how I structure my workflow, and I'm given the freedom to think about new ways of doing things."

---

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"Being able to work with others who are passionate and care about their work inspires me to be at my best."

---

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"Coming from an organization that was toxic, working in a healthy organization makes me actually want to come to work. I am happy to pick up extra tasks or work a little longer because our workplace is free from drama."

---

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"People matter. The people I work with are a large reason why I want to come to work. They care about me."

---

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### 6 KEYS TO A HEALTHY CULTURE

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- Communicate Your Purpose and Values
- Provide Meaningful Work
- Focus Your Leadership Team on People
- Build Meaningful Relationships
- Create Peak Performing Teams
- Practice Constructive Conflict Management

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## THE SECRET TO EMPLOYEE ENGAGEMENT

The secret to employee engagement is not carrots and sticks, and it's not perks – it's culture!

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## DISCUSSION

How is your workplace culture doing in relation to these six key areas?

- Communicate Your Purpose and Values
- Provide Meaningful Work
- Focus Your Leadership Team on People
- Build Meaningful Relationships
- Create Peak Performing Teams
- Practice Constructive Conflict Management

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## 6 KEYS TO A HEALTHY CULTURE

- Communicate Your Purpose and Values
- Provide Meaningful Work
- Focus Your Leadership Team on People
- Build Meaningful Relationships
- Create Peak Performing Teams
- Practice Constructive Conflict Management

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## CULTURAL HEALTH ASSESSMENT

- Rate each statement on a scale of 1-5.
- A "5" indicates you strongly agree with the statement.
- A "1" indicates you strongly disagree with the statement.

Tally your scores on page 2.

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## INTERPRETING SURVEY

- Statements that are rated 1 or 2 should be viewed with concern.
- Ratings of 3 should be given secondary attention.
- Ratings of 4-5 should be celebrated.

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## INTERPRETING SURVEY

- 96+ indicates a healthy culture
- 72-95 indicates an okay culture
- 0-71 indicates an unhealthy culture

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## REFLECTION & DISCUSSION

1. What individual responses indicate areas of concern that need to be focused on?
2. What overall patterns do you observe? Based on the assessment, which of the six key areas are you doing well in, and which ones are you not?

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## EMPLOYEE ASSESSMENTS

To be meaningful:

- 1) Be prepared to manage and attend to the findings
- 2) Share results
- 3) Offer a concrete plan for change

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## 6 KEYS TO EMPLOYEE ENGAGEMENT

### Building Meaningful Relationships

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“I work with lots of great, committed folks.”

“Everyone cheers each other on.”

“I feel well respected and enjoy interacting with staff who are warm, friendly, and caring.”

SURVEY PARTICIPANTS

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## BENEFITS OF RELATIONSHIPS

- Increased sharing of information
- Increased collaboration and innovation
- Lower levels of conflict
- Increased willingness to help where needed
- Increased motivation and productivity

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“There are a couple bad apples that make the environment toxic.”

“A few ‘dead bodies’ bring morale and expectations down.”

SURVEY PARTICIPANTS

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## CONSEQUENCES OF DISCONNECTION

- Lack of communication
- Withholding of information
- Increased conflict
- Increased stress, fear, and anxiety
- Increase in absenteeism
- Decreased motivation and productivity

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## 6 KEYS TO EMPLOYEE ENGAGEMENT

### Communicating Your Purpose and Values

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## SURVEY STATISTICS

**My organization has a meaningful purpose.**

According to our survey, **98%** of people who like their workplace also believe their organization has a meaningful purpose.

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## ACHIEVE'S PURPOSE / MISSION

Our mission is to *inspire learning and improve lives.*

At the heart of our workshop materials and resources lies a belief that people should be able to like where they work.

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## COMMUNICATING PURPOSE

- Connect purpose to daily tasks.
- Share stories of how work is impacting others.
- Ask, "How does this help us with our purpose?"

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## PROBLEM WITH A LOT OF VALUES

- Long list of "buzz words"
- Developed for marketing
- No input from employees
- Aren't used as a reference point

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## THREE KINDS OF VALUES

- **DNA values:** Values that are true and make an organization fundamentally unique.
- **Target values:** Values that an organization wishes were true, but they are still working to achieve.
- **Assumed values:** Values anyone would assume your organization would or should have.

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## FINDING DNA VALUES

- When your organization is at its best, what behaviors do you see?
- Which behaviors are so important that you would ask an employee to leave if they didn't live them out?

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## USING VALUES

- Hiring
- Performance Management
- Firing

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## REFLECTION & DISCUSSION

1. Does your organization have defined values? Are they accurate? Are they DNA, Target, or Assumed?
2. How could your organization use its values to better anchor its decisions and actions? (E.g., in hiring, performance management, firing, etc.)

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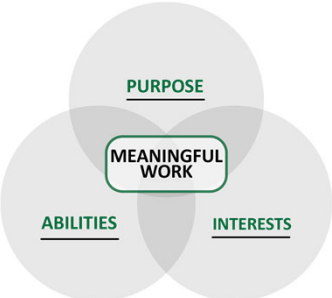


## 6 KEYS TO EMPLOYEE ENGAGEMENT

**Providing Meaningful Work**

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**PURPOSE**


**MEANINGFUL WORK**

**ABILITIES**      **INTERESTS**

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## IDENTIFY INTERESTS, PURPOSE, & ABILITIES

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- “What parts of your work make you happy?”
- “What daily tasks bring you satisfaction?”
- “What types of things do you learn quickly?”
- “In what ways do you find working here purposeful?”

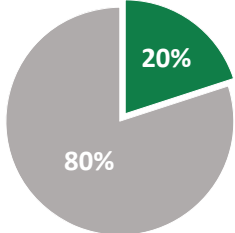
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## BALANCE

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## PRACTICAL IDEAS

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- Push boundaries
- Focus on job enrichment, not more work
- Be sure employees have the tools and resources required
- Foster professional development

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## 6 KEYS TO EMPLOYEE ENGAGEMENT

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**Creating Peak Performing Teams**

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## BENEFITS OF PEAK PERFORMING TEAMS

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- They manage themselves
- Accountability through positive peer influence
- Because of increased collaboration, they naturally foster meaningful relationships
- They increase each person’s performance
- Increased innovation and problem-solving capacity as a result of *collective intelligence*

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“The problem almost always is not that a team gets stale but, rather, that it doesn’t have the chance to settle in.”

---

DIANE COUTU

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## 6 KEYS TO EMPLOYEE ENGAGEMENT

**Focusing Your Leadership Team on People**

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“People don’t quit their organizations,  
they quit their bosses.”


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“sociopath”  
“autocratic”  
“mini-dictator”

SURVEY PARTICIPANTS


57



“My manager is a bully who ‘chews people  
up and spits them out.’ She regularly  
engages in verbal and mental abuse.”

SURVEY PARTICIPANT

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## SURVEY STATISTICS

It is noteworthy that, of any two statements in our survey, “**I trust my direct supervisor**” and “**My direct supervisor cares about me as a person**” have the strongest relationship of any other two statements. ( $r=0.84$ ).

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## REFLECTION AND DISCUSSION

1. Does your organization's leadership team have a unified approach to leading that focuses on its people? In what ways is this happening?
2. If not, what are the considerations required and steps that need to be implemented in order to better focus your leadership team on people?

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## 6 KEYS TO EMPLOYEE ENGAGEMENT

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**Practicing Constructive Conflict Management**

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## SURVEY STATISTICS


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The average US employee spends **2.8 hours** per week dealing with conflict, according to a major survey conducted by CPP, Inc.\* If an employee makes \$21 per hour, they are getting paid over \$3,000 each year just to deal with conflict.

\*"Workplace Conflict and How Businesses Can Harness it to Thrive," CPP, Inc., 2008.

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## CONFLICT ESCALATION

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- Level 1: Problem Identification
- Level 2: Fundamental Attribution Error
- Level 3: Alliance Building
- Level 4: Open Confrontation
- Level 5: Structural Change

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## THE IMPACT OF CONFLICT AT WORK


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81% of human resources professionals have seen people leave their organization as a result of conflict, and nearly half had seen someone fired because of it.

"Warring Egos, Toxic Individuals, Feeble Leadership: A Study of Conflict in the Canadian Workplace," Psychometrics Canada Ltd, 2009.

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"Conflict is avoided so that good people leave and the ones with poor boundaries and work ethics stay."

---

SURVEY PARTICIPANT

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## SURVEY STATISTICS


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**Leaders in my organization work to resolve conflict quickly.**

According to our survey, **81%** of people who **do not** like their workplace also don't have leaders who work to resolve conflict quickly.

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## SURVEY STATISTICS

It is noteworthy that, in our survey the following statements, **“Leaders in my organization work to resolve conflict quickly”** and **“People in my workplace deal with conflict constructively”** have the second highest correlation of any other two statements. ( $r=0.70$ ).

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## TRANSFORMING CONFLICT

- Focus on trust
- Coaching
- Build capacity – training

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## GLOBAL HUMAN CAPITAL TRENDS REPORT

Out of more than 7,000 CEOs and human resources leaders surveyed, only 19 percent felt they had the “right culture.”

“Global Human Capital Trends 2016: The New Organization: Different by Design,” Deloitte University Press, 2016.

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## KEY PRINCIPLES OF CHANGING CULTURE

- Culture Change Team
- Make Small and Simple Changes Now
- Assess Your Current Culture
- Envision a Desired Future
- Develop Specific Strategies
- Share and Teach the Desired Culture
- Monitor & Provide Accountability

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## REFLECTION AND DISCUSSION

1. What small and simple changes to your culture could you make today? This week? This month?
2. What are some initial ideas for how to deal with some of the larger concerns around culture you’ve identified today?

*If you already have a healthy culture, what do you need to continue to reinforce it? What do you need to be vigilant about preventing?*

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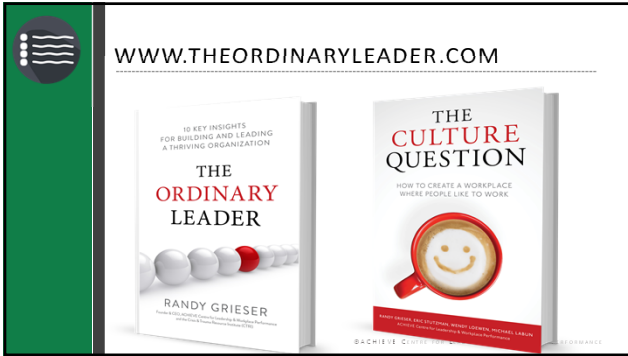
We believe everyone should be able to like where they work.

Our Free Resources

Check out our website for additional resources!

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