



Driving Performance Through Employee Engagement

Jeff Burger

Achiever | Positivity | Strategic | Relator | Arranger

Our Goals for Today

- Understand drivers behind performance
- Learn how employee engagement impacts performance
- Keys to creating engagement
 - Measure right things
 - Leaders Lead
 - Support Managers
 - Engage Employees



How to Define Performance?

Equip

Inspire

Improve



Both employees
and team
leaders have
lost faith
in their
performance
management
system.

Only
3
in
10

workers agree
that their
company's
performance
management system
helped improve their
performance.

95%

of managers are
dissatisfied
with their performance
management system.

Only
1 in **5**

Employees strongly
agree their performance
is managed in
a way that
motivates them.

Three Types of U.S. Employees

Employees can be grouped into three fundamental psychological conditions of engagement that are behaviorally predictive.



Employees are highly involved in and enthusiastic about their work and workplace. They are psychological “owners,” drive performance and innovation, and move the organization forward.



Employees are psychologically unattached to their work and company. Because their engagement needs are not being fully met, they’re putting time — but not energy or passion — into their work.



Employees aren’t just unhappy at work — they are resentful that their needs aren’t being met and are acting out their unhappiness. Every day, these workers potentially undermine what their engaged coworkers accomplish.

GALLUP TOP QUARTILE

70%

31%

7%

HOW THE ITEM WORDING AFFECTS MEASUREMENT

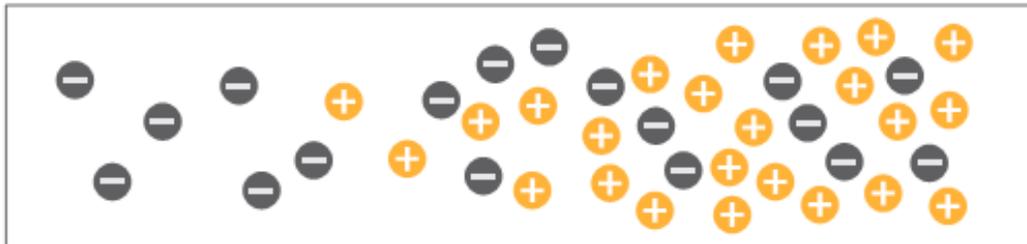
The Sorting Effect:

The Q^{12} items needed to distinguish, or sort, high-performing teams from low-performing teams.

Low rating

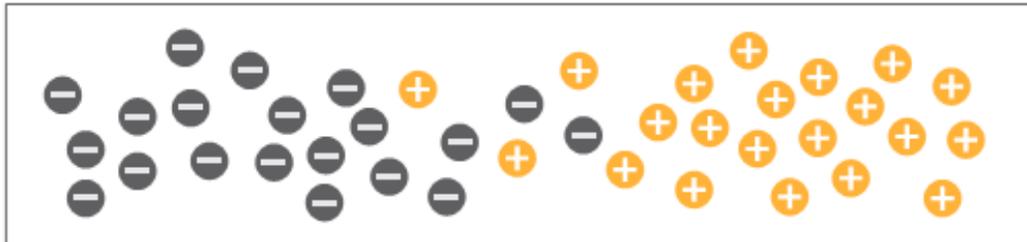
High rating

+ More productive teams - Less productive teams



Poor Item

"I have a good friend at work."



Great Item

"I have a best friend at work."

1. MEASURE THE RIGHT THINGS: THE SECRET SAUCE!



Q12. This last year, I have had opportunities at work to learn and grow.

Q11. In the last six months, someone at work has talked to me about my progress.

Q10. I have a best friend at work.



Q09. My associates or fellow employees are committed to doing quality work.

Q08. The mission or purpose of my company makes me feel my job is important.

Q07. At work, my opinions seem to count.



Q06. There is someone at work who encourages my development.

Q05. My supervisor, or someone at work, seems to care about me as a person.

Q04. In the last seven days, I have received recognition or praise for doing good work.

Q03. At work, I have the opportunity to do what I do best every day.



Q02. I have the materials and equipment I need to do my work right.

Q01. I know what is expected of me at work.

Higher Engagement Leads to Better Business Outcomes

Engaged employees are ...

2x

MORE LIKELY to say that they are extremely satisfied with their personal life.

4x

MORE LIKELY to evaluate their condition of life as excellent.

11x

MORE LIKELY to indicate that they are extremely satisfied with their current company as a place to work.

Business units in the top engagement quartile of those Gallup has studied have ...

17%

Higher Productivity

21%

Higher Profitability

10%

Higher Customer Metrics

41%

Lower Absenteeism

70%

Fewer Safety Incidents

28%

Less Shrinkage

59%

Less Turnover
(in low-turnover organizations)

20%

Higher Sales

... than bottom-quartile business units.

The Staggering Cost of Active Disengagement

Gallup estimates that actively disengaged employees cost the U.S. **\$483 billion to \$605 billion** each year in lost productivity.

Workplace Expectations Are Shifting

What Employees Want and Need

LEADER AS COACH

PAST



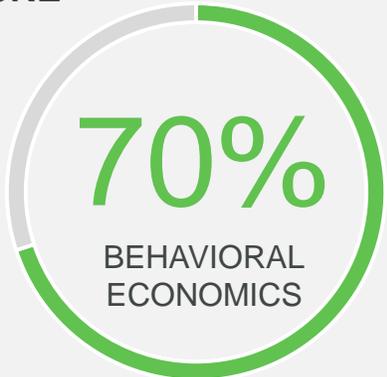
THE PAST

- My Paycheck
- My Satisfaction
- My Boss
- My Annual Review
- My Weaknesses
- My Job

OUR FUTURE

- My Purpose
- My Development
- My Coach
- My Ongoing Conversations
- My Strengths
- My Life

FUTURE



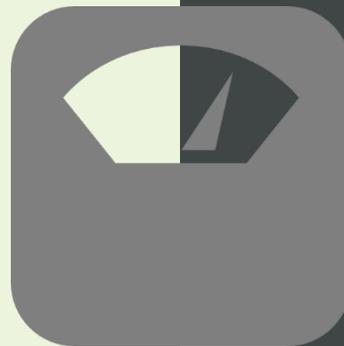
Divide in Approaches to Employee Engagement

CONVENTIONAL THINKING

Survey or program
Emphasis on data and scores
Favorability
Isolated
Happiness

STRATEGIC THINKING

Ongoing performance management
Developing employees and managers
High bar performance predictor
Integrated
Ownership and well-being



2. Leaders Lead, “Children seldom listen to their elders but they never fail to imitate them”

1. Establish expectations

2. Create accountability

3. Continuous coaching



The Shift to Performance Development

Traditional Performance Management

Occurs annually

Evaluations are based on performance ratings

Focused on fixing or addressing weaknesses

Top-down cascading of goals from leaders to individual contributors

Primarily evaluates past behaviors

Top down, led by manager

Aimed at comparing employees for sake of compensation

New Approach to Performance Development

Continual performance conversations

Development based on **clear expectations and accountability**

Focused on **leveraging strengths**

Aligning **individual goals with team goals** and organization's objectives

Coaching focused on **improving future behaviors and reaching future achievements**

Collaboration between manager and employee

Aimed at **individualizing expectations and improvement**

Managers Make the Difference

1/2

One in two employees have left their job to get away from their manager at some point in their career.

70%

Managers account for at least 70% of the variance in employee engagement scores across business units.

59%

Employees who are supervised by highly engaged managers are 59% more likely to be engaged than those supervised by actively disengaged managers.

THREE CHARACTERISTICS OF HIGH-PERFORMANCE TEAM LEADERS

STRENGTHS-BASED

ENGAGEMENT-FOCUSED

PERFORMANCE-ORIENTED

Leadership Domains

EXECUTING

People with dominant Executing themes know how to make things happen.

Achiever
Arranger
Belief
Consistency
Deliberative
Discipline
Focus
Responsibility
Restorative

INFLUENCING

People with dominant Influencing themes know how to take charge, speak up, and make sure the team is heard.

Activator
Command
Communication
Competition
Maximizer
Self-Assurance
Significance
Woo

RELATIONSHIP BUILDING

People with dominant Relationship Building themes have the ability to build strong relationships that can hold a team together and make the team greater than the sum of its parts.

Adaptability
Connectedness
Developer
Empathy
Harmony
Includer
Individualization
Positivity
Relator

STRATEGIC THINKING

People with dominant Strategic Thinking themes help teams consider what could be. They absorb and analyze information that can inform better decisions.

Analytical
Context
Futuristic
Ideation
Input
Intellection
Learner
Strategic

Coaching Conversations Roadmap

Five Conversations That Drive Performance

Establish Expectations	Lead Ongoing Coaching Conversations			Create Accountability
1 Role and Relationship Orientation	2 Quick Connect	3 Check-In	4 Developmental Coaching	5 Progress Review
Onboarding (1–3 hours)	Daily (5–15 minutes)	Regular Intervals (Weekly/Monthly) (30 minutes–1 hour)	As Opportunities Arise (30 minutes–1 hour)	Twice Each Year (1–2 hours)
<ul style="list-style-type: none"> • Role orientation • Understand and appreciate strengths • Build engagement and collaboration • Establish expectations and priorities 	<ul style="list-style-type: none"> • Emails, phone calls and hallway conversations • Successes: What is going well and why? • Barriers: What is getting in your way that I can help with? 	<ul style="list-style-type: none"> • Expectations <ul style="list-style-type: none"> - Touch base - Workload - Goals - Needs • Successes and barriers • Align and set priorities 	<ul style="list-style-type: none"> • Immediate feedback following performance • Scheduled skills training • Strengths coaching • Engagement action planning 	<ul style="list-style-type: none"> • My purpose • My goals • My metrics • My development • My strategy • My team • My life

CULTIVATING INDIVIDUALIZED DEVELOPMENT 