Employee Engagement is Broken

Unlocking the True Driver of Employee Performance

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Why do we survey for engagement?

BUSINESS RESULTS
Something is wrong with this picture.

- **Engagement**
- **Performance**

Year 1  Year 2  Year 3
THE DESIGN FLAW: Three Faulty Assumptions

All employee responses are equally credible.

Perfecting employee circumstances will drive engagement.

Engagement drives results.
Design Flaw #1: All employee responses are equally credible.

Design Flaw #2: Perfecting employee circumstances will drive engagement.

Design Flaw #3: Engagement drives results.
Design Flaw #1: All employee responses are equally credible.
DESIGN FLAW #1

All employee responses are equally credible.

Are all employees created equal? NO
DESIGN FLAW #1

Employee Spectrum

Who do you trust more?
EMPLOYEE SPECTRUM

Deb the Driver

Vickie the Victim
We differentiate between employees all the time.

Why not Engagement?
All employees are NOT equally credible.

Treating their opinions as equal is INSANE.
Design Flaw #2: Perfecting employee circumstances will drive engagement.
REALITY-BASED LEADERSHIP

Change Mindsets

Change Reality

Quit

BMW Drive
Perfecting employee circumstances drives ENTITLEMENT, not engagement.
Design Flaw #3:
Engagement drives results.
The **mindset** that results happen because of one’s actions, not in spite of them

Accountable people believe that they **choose** their own destiny
PERSONAL ACCOUNTABILITY

COMMITMENT
RESILIENCE
OWNERSHIP
CONTINUOUS LEARNING
<table>
<thead>
<tr>
<th>COMMITMENT</th>
<th>The willingness to do whatever it takes to get results.</th>
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<tr>
<td>RESILIENCE</td>
<td>The ability to stay the course in the face of obstacles and setbacks.</td>
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<tr>
<td>OWNERSHIP</td>
<td>The acceptance of the consequences of our actions, good or bad.</td>
</tr>
<tr>
<td>CONTINUOUS LEARNING</td>
<td>The perspective to see success and failure as learning experiences to fuel future success.</td>
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Engagement doesn’t drive results. **Personal Accountability** drives both engagement AND results.
Treating all employees responses the same is insane.

and

Perfecting circumstances creates entitlement.

and

Personal accountability is the true driver of performance.
It's time for a different approach to engagement.
FIXING ENGAGEMENT
1. Stop surveying the victims.
2. Fix the right stuff.
3. Action plan differently.
4. Work with the willing.
5. Engage or leave.
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DOES MY OPINION COUNT?
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There are three basic roles:

- Decision Maker
  - Communicating roles & asking for input
- Consultant
  - Watch the ego
- The Informed
  - Act quickly then provide feedback
Your role is to do whatever it takes to get the job done
How can you get great results without a great plan?
Accepting Accountability for Failures Leads to a Loss of Credibility
Limiting Belief:

There is no “I” in team
Limiting Belief:

Don’t bring me a problem without coming armed with a solution
Limiting Belief:

There is no such thing as a stupid question
Why doesn't anyone tell me anything?

Why do they keep changing?

When will they get it?

Adapted from John Miller's QBQ
WHAT?
HOW?
“|”
ACTION VERB

Adapted from John Miller’s QBQ
RIGHT OR HAPPY?
What does this mean for HR?

1. Engagement
2. Performance
3. Rewards & recognition
4. Retention
5. Employee morale & satisfaction
6. Hiring & staffing
7. Leadership
Great Coaching Questions

What did you do to help?

What do you know for sure?

What could you do next to add value?

Are you using your opinion to move the idea forward or to stop the action?

What would add more value right now, your opinion or your action?

Would you rather be right or happy?
QUESTIONS?
WANT MORE?

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