

Supporting the survivors of an economic downturn

*How Engagement
Coaching can help*

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Agenda

- Rationale
- Definitions
 - » Employee engagement
 - » Engagement coaching
- Process
- Approaches
- Results

The evidence for supporting the survivors

- $\frac{3}{4}$ of survivors of layoffs say their own productivity is declining, customer service has worsened, and quality of products has also declined – source: Leadership IQ study by I4CP
- The people who are left behind pick up the work loads of those who have departed and wonder if they will be next and when
 - » “Survivors are left to fend for themselves, to somehow manage on their own.”
Downsizing analyst David Noer
- Expenditure is being tightened and perks are being cut, potentially making work a less attractive place
 - » Like many managers, I've been asked by the board to cut frivolous expenditure - no more taxis, expensive lunches or free fruit. Most of my team have been understanding about the cuts we've made but a couple have been very negative, and bad feeling is spreading. It's likely that further savings will have to be made in order to avoid taking more serious decisions - the last thing I want to do is to make a redundancy. How do I keep morale up?

“What does being engaged mean to you?”

- Motivated
- Passionate
- Aligned
- Committed
- Enthusiastic
- Loyal
- Focused
- Productive
- Connected
- Discretionary effort

Engaged employees means...

- Increased operational income
 - » highly engaged employees increased operation income by 19%. Conversely, companies with low levels of engagement saw operating income drop more than 32% (source: Towers Perrin Global Workforce Study 2007-2008)
- Increased monthly revenue
 - » increased engagement level amongst sales people improved their average monthly revenue by 59% (source: Gallop)
- Reduced compensation claims
 - » Workgroups in the top 50% of employee engagement experienced declining claims rate over four quarters (source: Gallop)

Definitions of Employee Engagement

- **EMOTIONALLY ENGAGED**
 - » loyal enthusiasts who are glad they joined and urge their friends to join...
- **RATIONALLY ENGAGED**
 - » Satisfied but unenthusiastic employees who can be easily wooed by the competition...
- **DISENGAGED**
 - » Unhappy employees trapped in (what they see as) a bad relationship...



Emotional Engagement matters most

Every interaction an employee has with their manager represents an opportunity to build that employee's emotional connection ...or diminish it!

Deloitte Consulting Human Capital Report, 2005

Definition of Engagement Coaching

Engagement coaching is about helping managers to improve their connections with employees so as to build an employee's emotional connection with their workplace



3 reasons for managers to practice engagement coaching

1. If a manager primarily ignores their employee the chances of being actively disengaged are 40%
2. If a manager focuses on an employees weaknesses the chances of being actively disengaged are 22%
3. If a manager focuses on the employees strengths the chances of being actively disengaged are only 1%

(source: Gallop StrengthFinder 2.0)



“How can you help managers build emotional engagement with their employees?”



“Why do managers resist engagement coaching?”

- Worried creates employee expectations for more
- Have a telling style
- Don't have the time
- Believe they are already doing it

The process of Engagement Coaching

1. Developing a manager's engagement **style**
2. Sharing/creating with managers a **structure** to hold engagement conversations
3. Positioning engagement **information**
4. Building a managers **confidence** to have engagement conversations



Can also be implemented by a coach

1. Developing an engaging style

“How do/would you build a managers engagement style?”

- Build a business case for desired behaviour
 - » Link to employee engagement survey
- Ask them to gather examples
- Discussion
- 360 feedback
- Questioning
- Mandate it

Retention and Engagement Index

- Do you assume that employees will tell you what they want from their work?
- Do you give employees information on a need to know basis?
- Do you avoid giving negative or corrective feedback to your employees?
- .
- .

Source “Love ‘Em or Lose ‘Em”



“What types of management behaviour support employee engagement?”

Example of an engaging manager

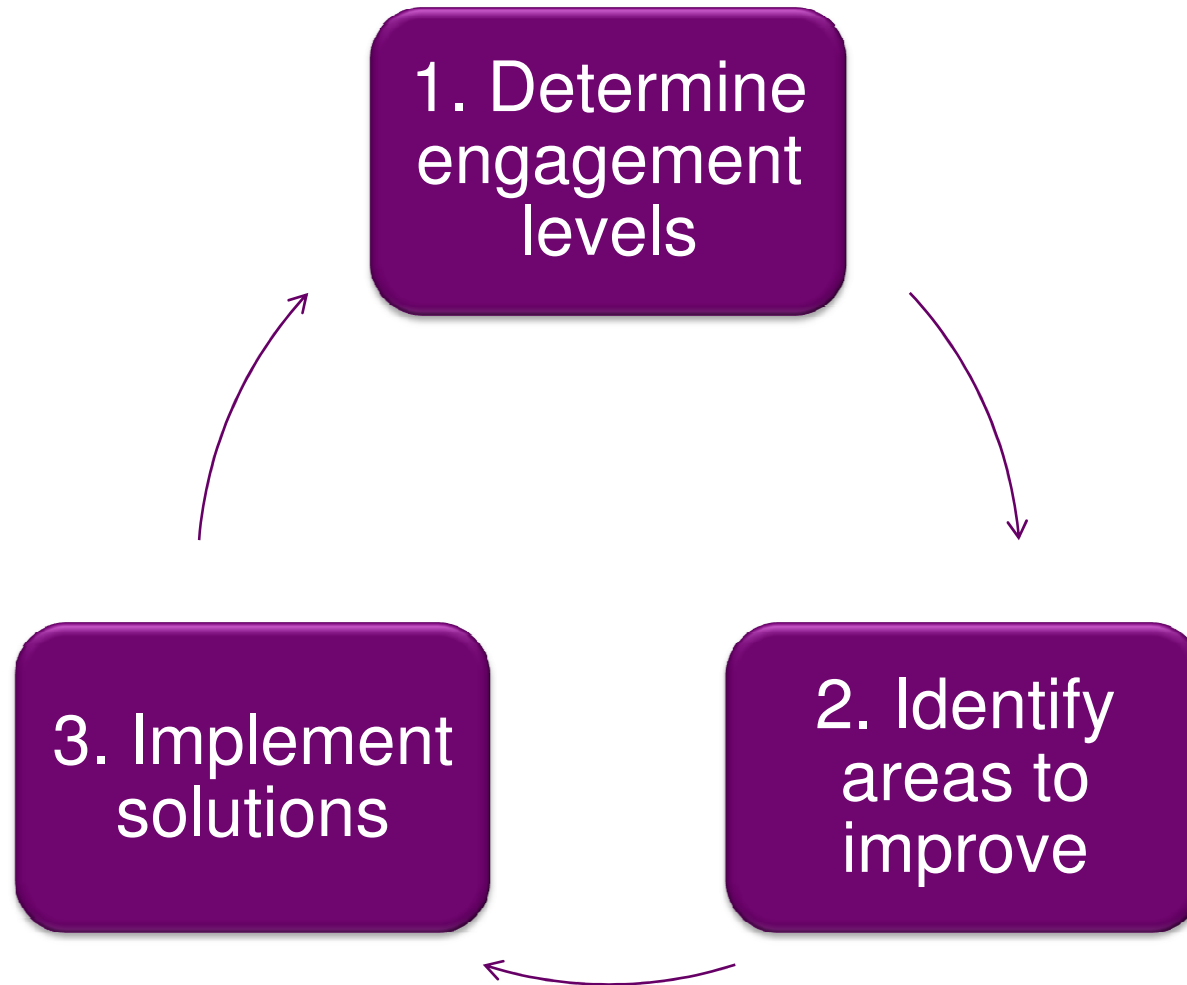
- One V.P. of engineering called his direct reports in (one at a time) and said this, “We’re laying people off and yes, there is tremendous uncertainty regarding the future – for all of us. But I want you to know how important you are to me and to this team and organisation. I’d like you to hang in here with me if you can. I need your help now, during the storm, and I will certainly need it after the storm clears. I can’t promise anything and wish I could. But I can thank you for all you have done and hopefully will do with and for the company and me.” That V.P. kept all of his direct reports during and following layoffs, salary freezes and tough times.

Critical success factors for managers

- Take responsibility for engaging employees
- Demonstrate desired behaviours
- Be authentic
- Hold regular conversations
- Personally believe in the process

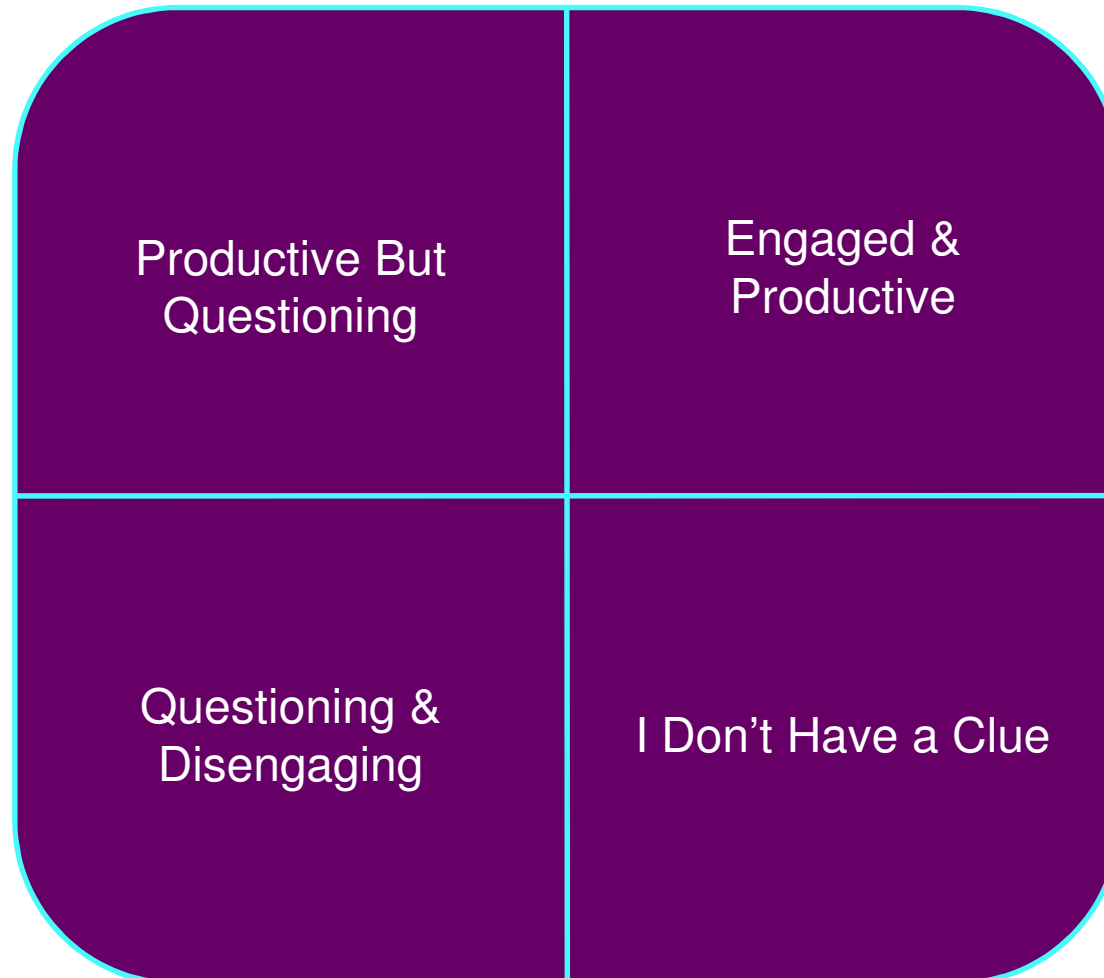
2. Sharing/Creating a structure

Process for engaging employees





“Does your client know how engaged their employees are?”





“Does our client know where to start improving engagement levels?”

- Employee engagement surveys
- Research by Career Systems intl found 91% of respondents listed at least one of the first two items among the top few reasons they stayed
 1. Exciting work & challenges
 2. Career growth, learning & development
 3. Working with great people
 4. Fair pay
 5. Supportive manager/good boss



“Does our client know where to start improving engagement levels?”

- Engagement conversations - managers ask employees “what keeps you?” remembering, people stay for more than pay
- Tools
 - » Retention focused manager
 - » evp™

Values

Values are the emotional salary of work, and some folks are drawing no wages – Howard Figler

Values

Elicit values...

- What is important to you in your career?
- What do you need most from your work?
- What makes for a really good day?
- What would you miss if you left your job?
- What did you like best about other jobs you've had?
- Was there a time when you felt really energised at work, what was happening for you?

Values

- Making own decision
- Having job security
- Time freedom
- Recognition
- Work challenge
- Spending time with family & friends
- Feeling need & appreciated
- Pursuing excellence
- Advancing career
- Gaining new knowledge
- Influencing others
- Being part of a team
- Having high income
- Job security
- Being creative

3. Positioning

Positioning conversations

- *You are a valuable member of the organisation/team and we want to recognise that by putting some time aside today to understand what we can do for you to improve your engagement*
- *We may not be able to satisfy all of your requirements but at the end of this conversation we will still be in a better position than when we started*

4. Building confidence

“How do you build confidence (in holding an engagement conversation)?”

- Prepare
- Role play
- Offer words of encouragement before and after the conversations
- Explore issues affecting confidence, apply appropriate techniques

Engagement coaching

- Helps managers to take **responsibility** for the engagement levels of their direct reports
- Gives managers a **structure** around which to have engagement conversations
- Provides a range of **tools** to support the process
- Can be completed one-on-one or in groups

What can you achieve?

Managers who are...

- More rounded in their skill set
- Empathetic
- Confident
- Recognise contributions
- Trusted
- Approachable
- Communicating more not less

RAISING PERFORMANCE

Results

- Workers who give their managers high scores for approachability, candor and visibility are 72% less likely to report a decrease in their productivity and 65% less likely to report a decline in the company's product or service
- Engagement solutions are often low cost or no cost to the business

Applications of Engagement Coaching

- Supporting the survivors
- Helping with retention as and when the market turns
- Improving performance
- Raising morale
- Increasing sales
- Improving safety

For information on engagement
coaching...

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Thank you

Papers

- The care of the un-downsized by Bob Nelson Ph.D
- Juggling ...adjusting, gearing up and hanging on by Bev Kaye and Sharon Jordon-Evans