

Session XVII: Optimizing Your Most Important Asset & Human Resources Issues and Trends

**Marine Terminal Management Training Program
Baltimore, Maryland**

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**“Employee’s are your most
important asset!”**

NOT !!!!

“The system that enables people to perform at their best is the organizations most valuable asset.”

~ Dick Beatty PhD

“EVERY business-large or small – should care about employee engagement because, when correctly measured, it has been proven that engagement provides management with a new method to maximize their bottom line! “ ~ Gallup, 2010



Employee Engagement – really?

“We are in tough times, but thankfully, our employees are hanging in there with voluntary turnover numbers holding steady or running very low”

49% looking for a new job or plan to do so

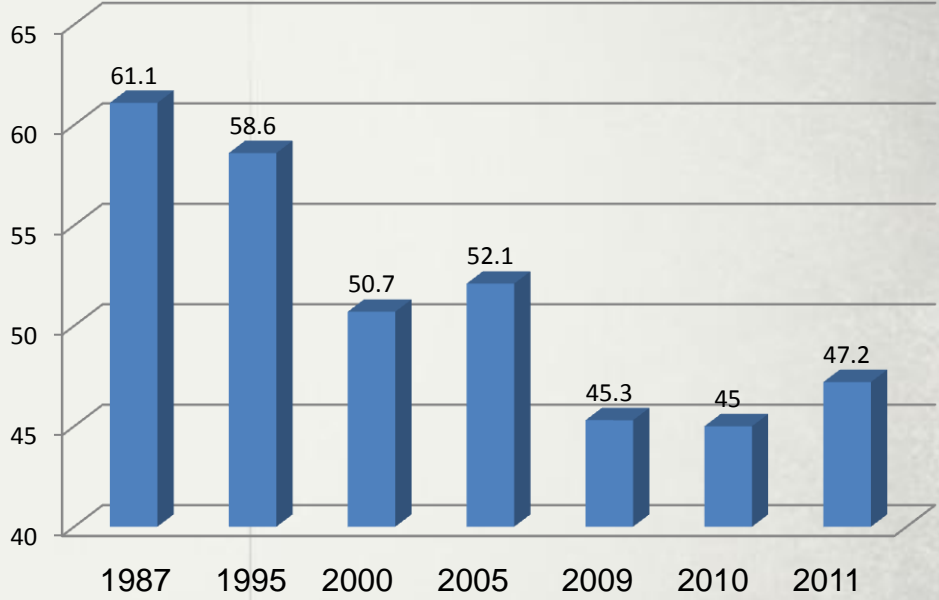




Job Satisfaction

Top 5 Aspects Most Important to Employee Job Satisfaction Since 2002

- 1) Job Security (63%)
- 2) Opportunities to use skills and abilities (62%)
- 3) Organization's financial stability (55%) and relationship with immediate supervisor (55%) – tied
- 4) Compensation / pay (54%)
- 5) Benefits (53%) Communication between employees and senior management (53%) and the work itself (53%) - tied



Conference Board Survey, 2012

Engagement Defined

- Is defined as a combination of dedication, motivation and sense of belonging
- Is described as a “one step up” from commitment
- Has its foundation in relationship
- Takes two parties working together (employer and employee)

Employee engagement happens when two different, but connected things happen:

- An employee’s personal satisfaction in their role
- His/her contribution to the organization’s success

When these two forces align, both the individual and the organization benefit in both the short and long term

Engagement – Three Critical Questions

#1 Do your Employees have the capacity to be engaged?

- Physically Energized
- Emotionally Connected
- Mentally Focused
- Spiritually Aligned

#2 Are your managers trained for engagement?

- What is Employee Engagement
- What does EE look like?
- How do you personally model and support Engagement?

#3 Does your organization have a culture for Engagement?

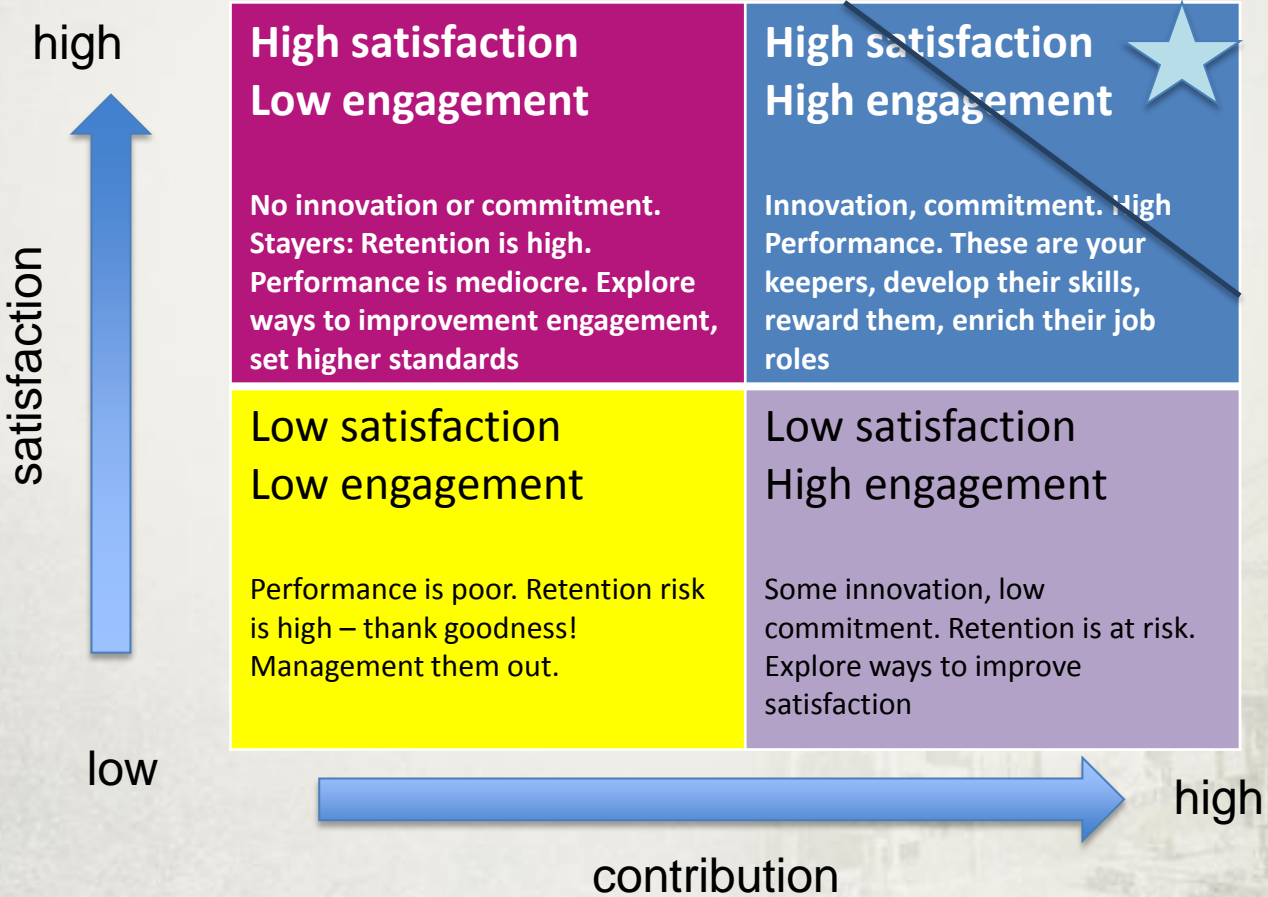
- Ask; What is your motivation for measuring employee engagement?
- Ask; How will you use your engagement results?

Answer should be along the lines of:

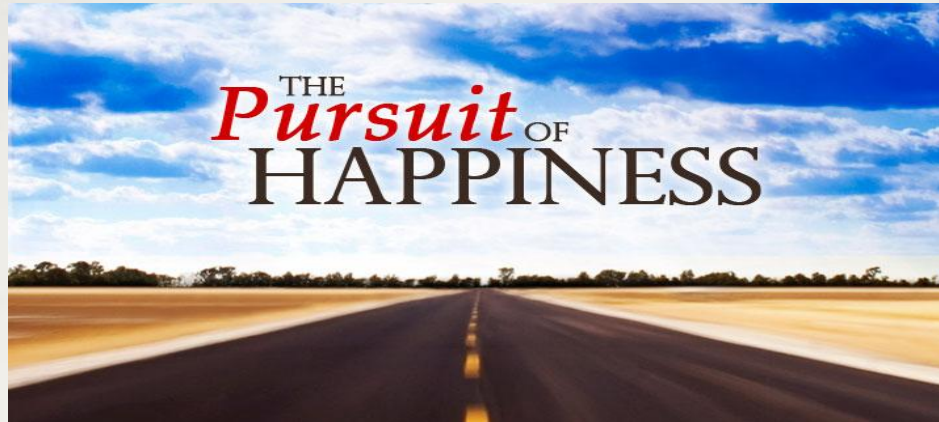
“To create a workplace environment that facilitates top performance ! “



Engagement is not Satisfaction



X Model

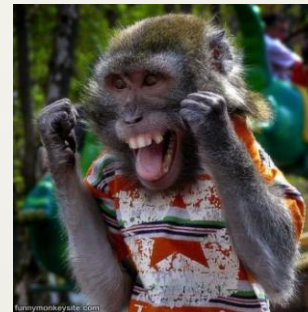


What we ALL Want:

To be significant

To be accepted

To know we are secure



Engaged and Happy Employees

- ✓ Care about the future of their company
- ✓ Feel a strong emotional bond
- ✓ Are more productive and more profitable
- ✓ Higher quality of work
- ✓ Work with passion
- ✓ Invest in discretionary effort
- ✓ Excellent ambassadors for your company
- ✓ More likely to stay with you
- ✓ “A” players begin to squeeze out “C” and “D” players

Disengaged & Unhappy Employees

- **Lost productivity**
- **“Zombie” employees**
- **Cost of Turnover**
- **Lost intellectual property & corporate knowledge**
- **Customer trust weakens**
- **Lost relationships**
- **Immeasurable opportunity costs**
- **Responsiveness to markets compromised**
- **Worse reputation in your market**
- **Talent pool skewed downward in quality**

Seven Rules for Employee Happiness & Engagement

- 1. Provide the resources that employees need to execute their jobs**
- 2. Clearly communicate expectations to employees**
- 3. Provide task diversity**
- 4. Avoid micromanagement**
- 5. Protect employees' career path**
- 6. Protect employees' time**
- 7. Be the employees' advocate**

10 Engagement Practices

- 1) **Link Engagement Efforts to High Performance**
- 2) **Engagement Starts at the TOP**
- 3) **Engage First-Line Leaders**
- 4) **Plan Robust Communications**
- 5) **Individualize Engagement**
- 6) **Create a Motivational Culture**
- 7) **Create Feedback Mechanisms**
- 8) **Reinforce and Reward the RIGHT Behaviors**
- 9) **Track and Communicate Progress**
- 10) **Hire and Promote Behaviors and Traits for your Culture**

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Gallup Q12[®] Engagement Pyramid

- 12: Opportunities to learn & grow
- 11: Progress in last six months
- 10: I have a best friend at work
- 9: Co-workers are committed to quality
- 8: Mission / Purpose of company
- 7: At work, my opinions seem to count
- 6: Someone at work encourages my development
- 5: Supervisor / someone at work cares
- 4: Recognition in last seven days
- 3: Do what I do best every day
- 2: I have the materials and equipment I need
- 1: I know what is expected of me at work





Case Study; Engagement Survey

Fall 2011

Survey as part of statewide DOT, 2nd for DOT, 1st for NCSPA

Advance Communications

How to be used

Encourage participation

Assure anonymity

Process

On line – web based (paper avail)

5 – 8 minutes

General background info on the employee

Six sections, 35 questions; linked closely to the Q12

Four Key Engagement Measures

Commitment to My Job

Commitment to My Immediate Supervisor

Commitment to My Work Group

Commitment to My Organization

Discretionary Effort

Intent to Stay

Overall Employee Engagement



Survey Findings

Overall Employee Engagement Score = 5.49



Commitment Score = 5.36



Discretionary Effort Score = 6.08



Intent to Stay Score = 5.04



Commitment Score = 5.36



Commitment to Job Score = 5.77



Commitment to Work Group Score = 5.41



Commitment to Supervisor Score = 5.41



Commitment to Organization Score = 4.84

EMOTIONAL INTELLIGENCE (EI / EQ)

IQ + EI → Leader Effectiveness

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EI is NOT about being nicer, friendlier... likeability is a byproduct but not the goal

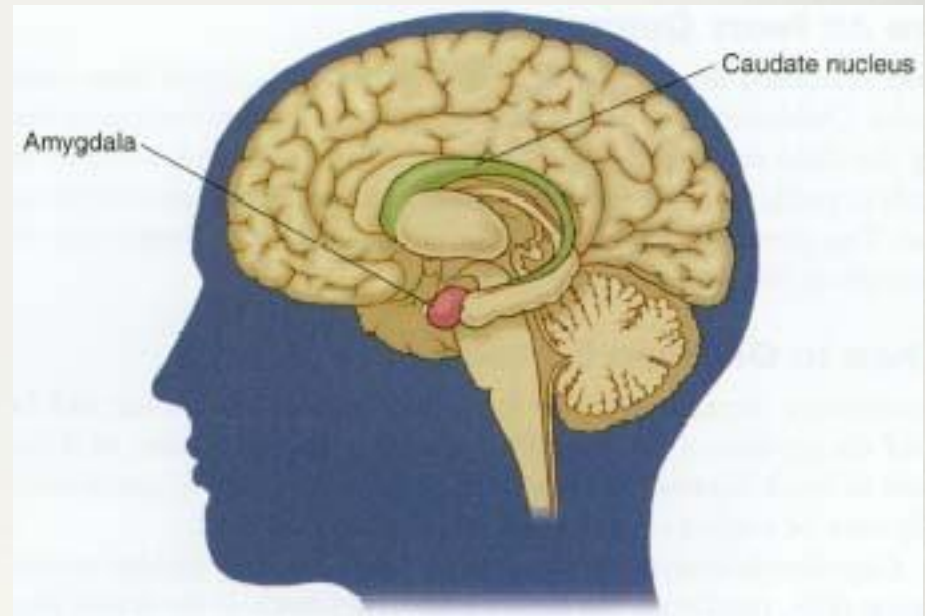
Effectiveness needs balanced with appropriateness. If not appropriate style or persona – then effectiveness of others goes out the window.

We all have EI or we wouldn't a relationship

Unrealistic to expect emotions to be kept out of the office... “leave your emotions at home” ... as leaders you must deal with them, not ignore!

AMYGDALA

Shown in research to perform a primary role in the processing of memory and emotional reactions, the amygdalae are considered part of the limbic system





Define....

Emotions

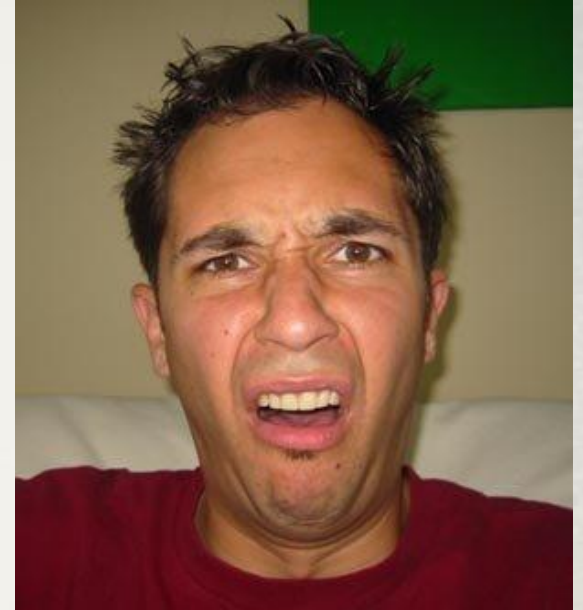
Feelings

Mood

Thinking

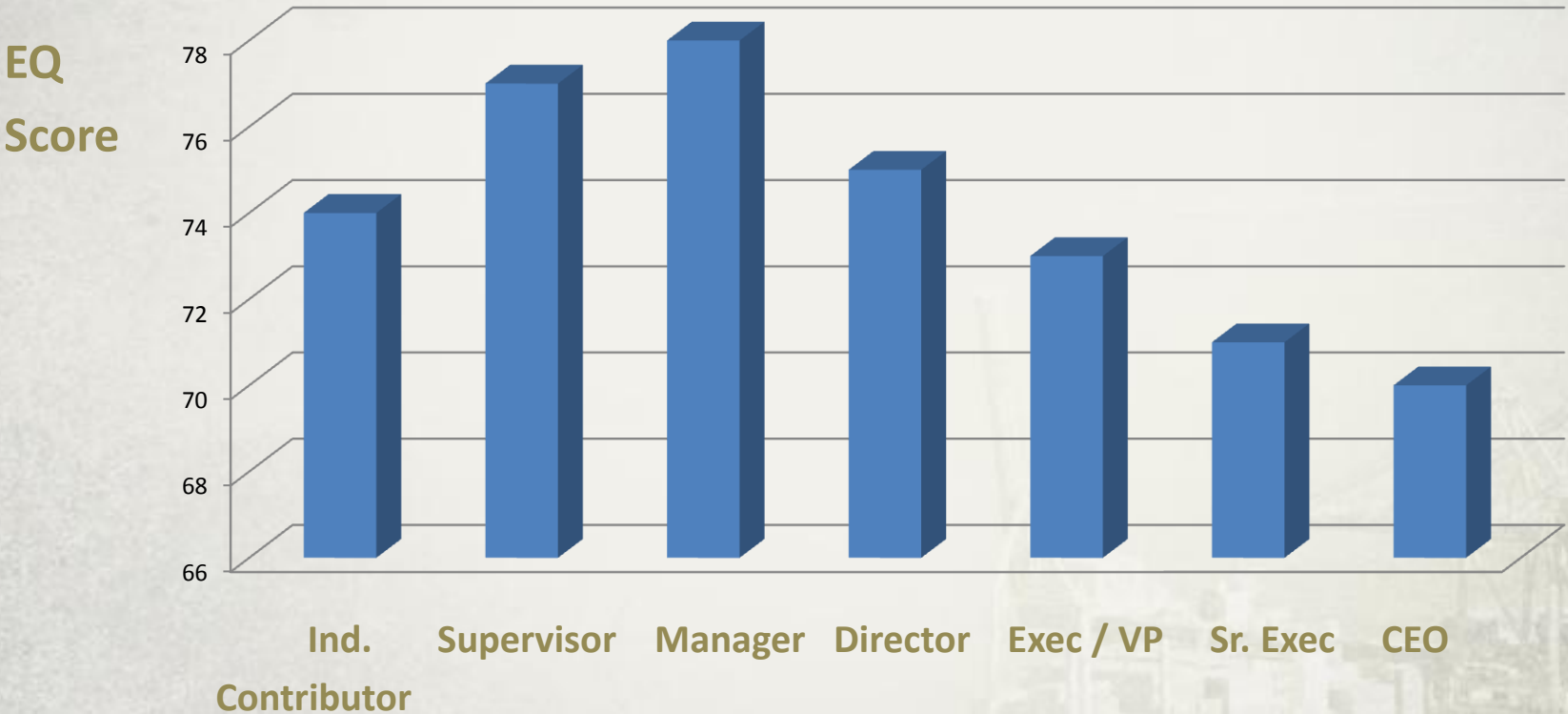
EI is about connecting the head with mood, feelings, emotions... how can we link them up better. It is the study of the work that goes on about relationships.

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EQ and Job Title



Source: Emotional Intelligence 2.0. Dr. Travis Bradberry

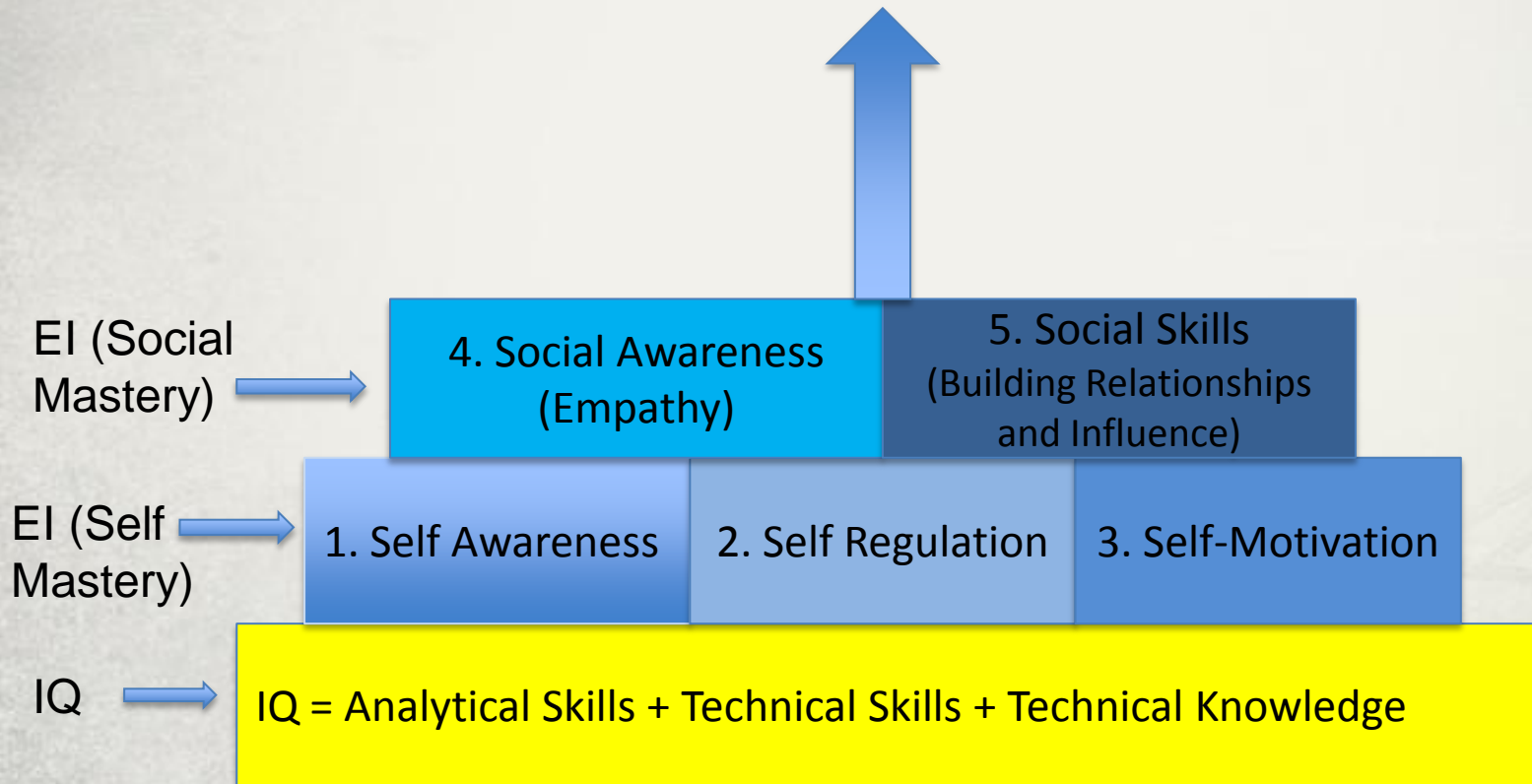
The logo consists of the letters 'b' and 'vo' in a stylized, white, sans-serif font. The 'b' is lowercase and the 'vo' is lowercase. A thin vertical line separates the 'b' from the 'vo'.

b | vo

THE BUSINESS VOICE

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LEADER EFFECTIVENESS



Self Awareness

Self Awareness is knowing what drives us and what we are passionate about. The more we understand ourselves, the better we can choose the behaviors that will make us effective

Self awareness consists of accurate self-assessment and self-confidence, it includes:

- Having a realistic assessment of yourself – your strengths, weaknesses, tendencies
- Understanding your moods, emotions, drives
- Having self-confidence and self-esteem
- Having a sense of humor and not taking yourself too seriously.

Self-Regulation

The second component of EI involves managing your feelings so they do more good than harm. It is about giving your rational side the time to make good choices and about expressing your emotions in socially appropriate ways.

Self-regulation involves self-control, consistency, trustworthiness, and adaptability, it includes

- Having your emotions in ways to assist you, not obstruct you, in the task at hand
- Handling distress well
- Thinking BEFORE you act
- Being open and flexible to change
- Demonstrating consistency and good judgment

Self-Motivation

This competency is all about channeling the power of our emotions toward a purpose that will motivate and inspire us. Our enthusiasm and optimism can be contagious and energizes others, just as our anger and depression can damage others.

Self-motivation includes:

- Taking initiative
- Persevering to overcome obstacles and setbacks
- Showing enthusiasm, controlled ambition and a passion to go above and beyond
- Accepting challenges
- Remaining optimistic during tough times.

Social Awareness (Empathy)

This competency involves the tuning in to the feelings of others, seeing things from their perspective, and responding appropriately with sensitivity and compassion.

Social Awareness (Empathy) includes interpersonal awareness, situational awareness, compassion, and a desire to be of service to others. It involves;

- Sensing what others are feeling, seeing and needing
- Reading the dynamics of social situations
- Reading the currents of organizational life and politics
- Taking an active interest in the concerns of others
- Treating people according to their emotional reactions
- Establishing rapport with different types of people

Social Skills (Relations Management)

This competency involves interacting well with others and adeptly managing their emotions. Ultimately it involves influencing and leading them.

Social Skills (effective relationships and influence) involve good listening, communicating clearly, being a catalyst for change, coaching, persuading, and managing conflict well. It involves;

- Listening actively and sending well-tuned, clear, convincing messages
- Building trusting relationships and rapport; interacting smoothly; building team work
- Taking charge; inspiring with a compelling vision; initiating new ideas
- Influencing using a wide variety of persuasive tactics; bringing about change
- Coaching, counseling, mentoring and developing others
- Negotiating and bargaining tactfully for win-win outcomes
- De-escalating conflict, settling disputes, and getting cooperation

The Elements of Trust

Strengthen your relationships by building more trust

To earn higher levels of trust, focus on these common elements of trust:

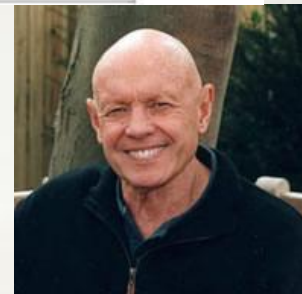
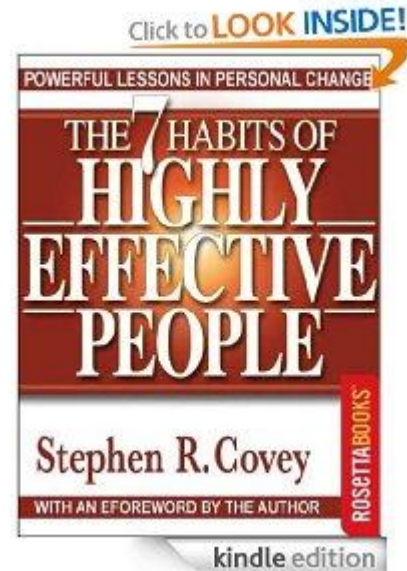
- ❖ **Continuity - maintain contact, be visible, be there**
- ❖ **Commonality – find common ground, seek shared beliefs, values, experiences**
- ❖ **Caring – meet the person’s needs, be a giver, not a taker**
- ❖ **Communication – share information, thoughts, and feelings. Be genuine. Listen**
- ❖ **Competence – show skill in doing your job, seek continuous improvement**

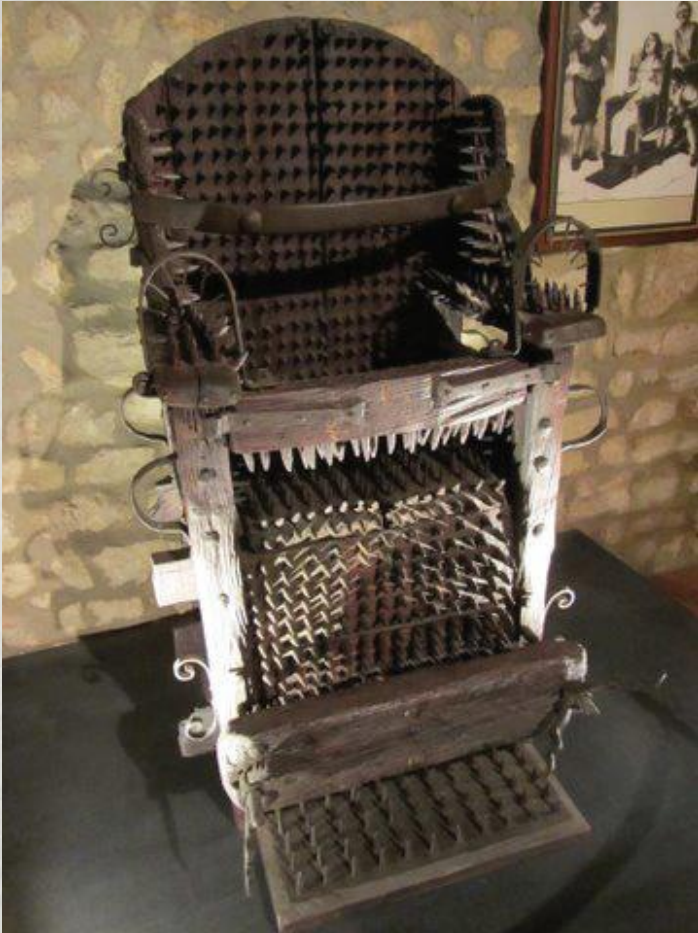


Emotional Intelligence Competencies



1. **Be Proactive**
2. **Begin with the End in Mind**
3. **Put First Things First**
4. **Think Win/Win**
5. **Seek First to Understand, Then to be Understood**
6. **Synergize**
7. **Sharpen the Saw**





Does this photo remind you of performance review time in your company? I believe most employee performance review systems were modeled on the Spanish Inquisition of the 1480's. Back then, torture was used to extract the "truth" and coerce the future behavior of victims. Managers and employees are modern victims of poor review processes!

Good processes do some or all of these valuable things: tell the employee where they stand on the important expectations for their role, how those contributions connect up to company goals and what they need to do next to succeed. These are simple purposes. So, why do our systems fail so miserably?

Bruce Clark, President, CAI, Raleigh NC



**Questions,
Comments,**



Tanga.com

**Snide
Remarks**

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