

Regional **N**etwork for **E**xcellence at **W**ork



How to Engage the Workforce

September 28, 2010

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a Regional Network
*of business, education,
government, healthcare
and not-for-profit leaders
that fosters strategies
and practices leading to*
Excellence at Work

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RENEW Seminars

**Performance Excellence for
Leaders** Nov 2009

Strategic Planning Mar 2010

Use of Performance Data Jun 2010

Workforce Engagement Sep 2010

Process Management Dec 2010

Baldrige Overview

Organizational Assessment

Change Management

Presenters

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The Goal of this Session

WORKFORCE ENGAGEMENT



HIGH-PERFORMANCE WORK

ever-higher levels of organizational
and individual performance

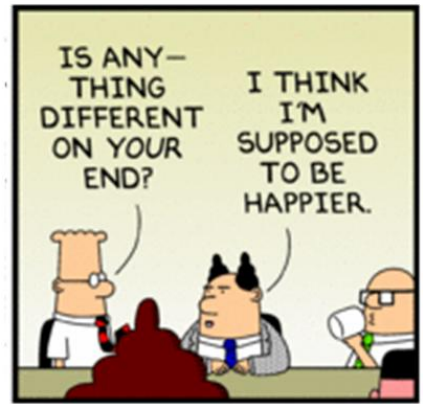
- 
- ◆ **EVER-IMPROVING VALUE TO CUSTOMERS
AND OTHER STAKEHOLDERS**
 - ◆ **IMPROVED OVERALL ORGANIZATIONAL
EFFECTIVENESS AND CAPABILITIES**

Today's Agenda

- A** Workforce Engagement
- B** Strategies for Engaging the Workforce
- C** Examples of Effective Engagement
- D** Management of the Engagement Process



What is Workforce Engagement



Used with permission

Satisfaction vs. Engagement

SATISFACTION tends to be more ephemeral, more easily affected even by superficial factors.

ENGAGEMENT tends to be more lasting, resilient, based on more substantive factors.

Savage Chickens

by Doug Savage



The Human Side of Performance Improvement

TAYLOR

**Scientific
Management**

MASLOW

Hierarchy of Needs

MCGREGOR

Theories X and Y

HERZBERG

**Motivators and
Hygiene**

Assumptions

- Rational, economic, seek to maximize gain
- Respond as individuals
- Can be treated in standardized fashion

Conclusions

- People are motivated by wages, linked to output
- Manager's job: tell people what to do
- Worker's job: Do as told and get paid accordingly

MASLOW

Hierarchy of Needs

SELF-ACTUALIZATION

ESTEEM NEEDS

BELONGING NEEDS

SAFETY NEEDS

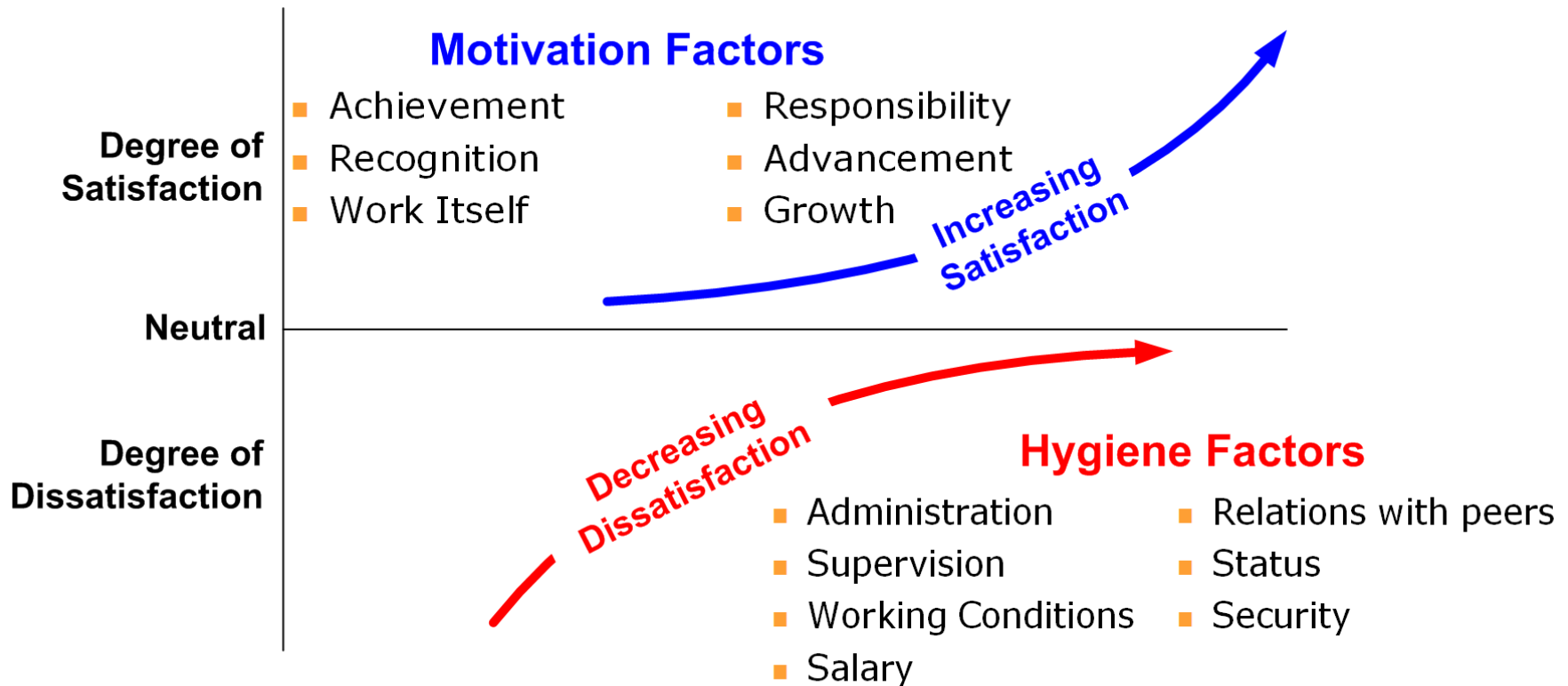
PHYSIOLOGICAL NEEDS

Theory X

- AVOID WORK
- NOT AMBITIOUS
- LITTLE CREATIVITY
- SELF-CENTERED
- RESIST CHANGE
- NOT INTELLIGENT

Theory Y

- WORK IS NATURAL
- SEEK RESPONSIBILITY
- CAN BE SELF-DIRECTED
- CREATIVE
- CAN BE COMMITTED TO ORGANIZATION OBJECTIVES IF THEY MEET HIGHER NEEDS

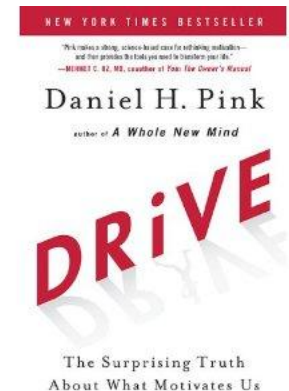


In your experience, what characterizes employers with an engaged workforce?

-
-
-
-
-

B

Strategies for Engaging the Workforce

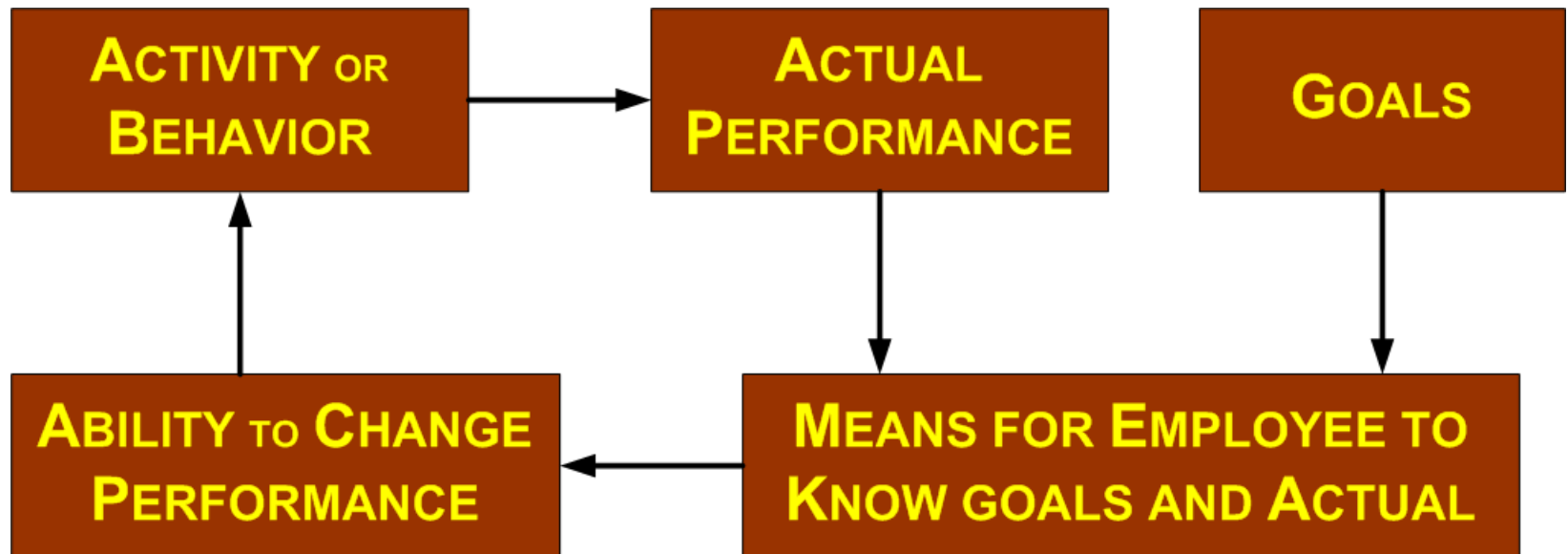
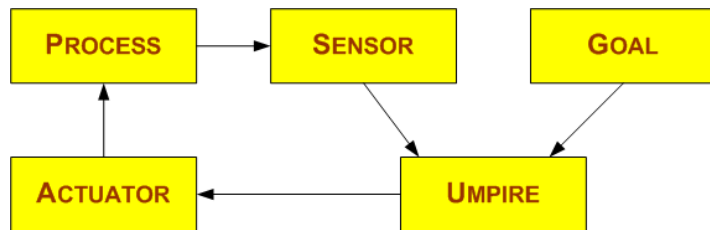


Performance Improvement Experts

e.g., Dr. Joseph Juran



Juran's concept of self-control is based on a conventional feedback control system.



An Expansion of Juran's Concept of Self-Control to Employee Engagement

Effective engagement requires that employees have:

- Knowledge of goals or requirements
- The skills to accomplish them
- Adequate resources
- Feedback on actual performance
- Authority to act — a means to change performance

... and receive from leadership

- Encouragement, recognition and support

World-class Management System Models

e.g., The Baldrige *Criteria for Performance Excellence*



The Baldrige *Criteria for Performance Excellence* define workforce engagement.

“the extent of workforce commitment, to accomplish the work, mission, and vision of the organization.”

Workforce feels engaged when they

- find meaning and motivation in their work
- receive positive interpersonal and workplace support.

Employees want to do whatever they can for the

- benefit of their internal and external customers
- success of the organization as a whole.

Baldrige Item 5.1 clearly ties high performance to employee engagement.

5.1 Workforce Engagement: How do you engage your workforce to achieve organizational and personal success? (45 pts.)

Describe how your organization engages, compensates, and rewards your workforce to achieve high performance. Describe how members of your workforce, including leaders, are developed to achieve high performance. Describe how you assess workforce engagement and use the results to achieve higher performance.

The Baldrige Characteristics of High Performance Work

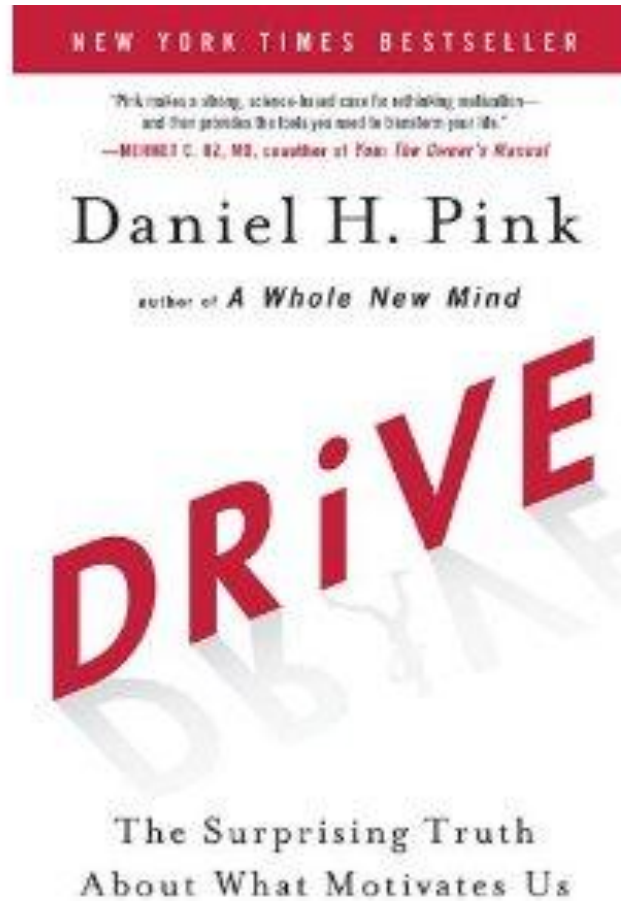
- Flexibility, Innovation, Knowledge and Skill Sharing
- Good Communication and Information Flow
- Alignment with Organization Objectives
- Customer / Stakeholder Focus
- Rapid Response to Changing Business Needs and Customer Requirements

Pick a high-performance characteristic and identify strategies to incorporate it.

A	<input type="text"/>
B	<input type="text"/>
C	<input type="text"/>
D	<input type="text"/>
E	<input type="text"/>
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Application of Research on Human Motivation

e.g., DRiVE by Daniel Pink



How do extrinsic and intrinsic motivations differ in impact on behavior?

“Intrinsic motivation is conducive to creativity; controlling extrinsic motivation is detrimental to creativity.” (Amabile)

“Enjoyment based intrinsic motivation, namely how creative an individual feels when working on the project, is the strongest and most pervasive driver (Lakhani/Wolf)

Csikzentmihalyi (1975) defines flow as the ‘holistic sensation’ that people feel when they act with total involvement. Flow is the state in which there is little distinction between the self and environment. When individuals are in Flow State little conscious control is necessary for their actions.

Carrots and Sticks: The Seven Deadly Flaws

They can:

- 1** EXTINGUISH INTRINSIC MOTIVATION
- 2** DIMINISH PERFORMANCE
- 3** CRUSH CREATIVITY
- 4** CROWD OUT GOOD BEHAVIOR
- 5** ENCOURAGE SHORTCUTS & UNETHICAL BEHAVIOR
- 6** BECOME ADDICTIVE
- 7** FOSTER SHORT TERM THINKING



Carrots can work for algorithmic tasks.

Offer rationale for why task is necessary

Acknowledge that task is boring

Allow people to complete task their own way



"I understand the concept, sir, but I think I'd do better if it were a donut"

Used with permission

Carrots may also work for recognition rather than rewards.

Unexpected and offered only after task completed

“Now, that” rather than “If, then”

Meaningful feedback focusing on specifics about effort and strategy

“great use of color”, rather than achievement of outcome

But high performance work requires a deeper understanding of motivation.

Autonomy

The desire to direct our own lives

Mastery

The urge to be better and better at something that matters

Purpose

The yearning to do what we do in service of something larger than ourselves

Autonomy

People need autonomy over:

TASK

What they do

TIME

When they do it

TECHNIQUE

How they do it

TEAM

With whom they do it

Mastery

The key characteristics of mastery are:

MINDSET

Abilities are infinitely improvable

PAIN

Effort, grit, deliberate practice

ASYMPTOTIC

Impossible to fully realize

Purpose

Purpose expresses itself in three ways:

GOALS

Use profit to reach purpose

WORDS

Emphasize more than self

PROCESS

Allow people to pursue purpose



Examples of Effective Workforce Engagement

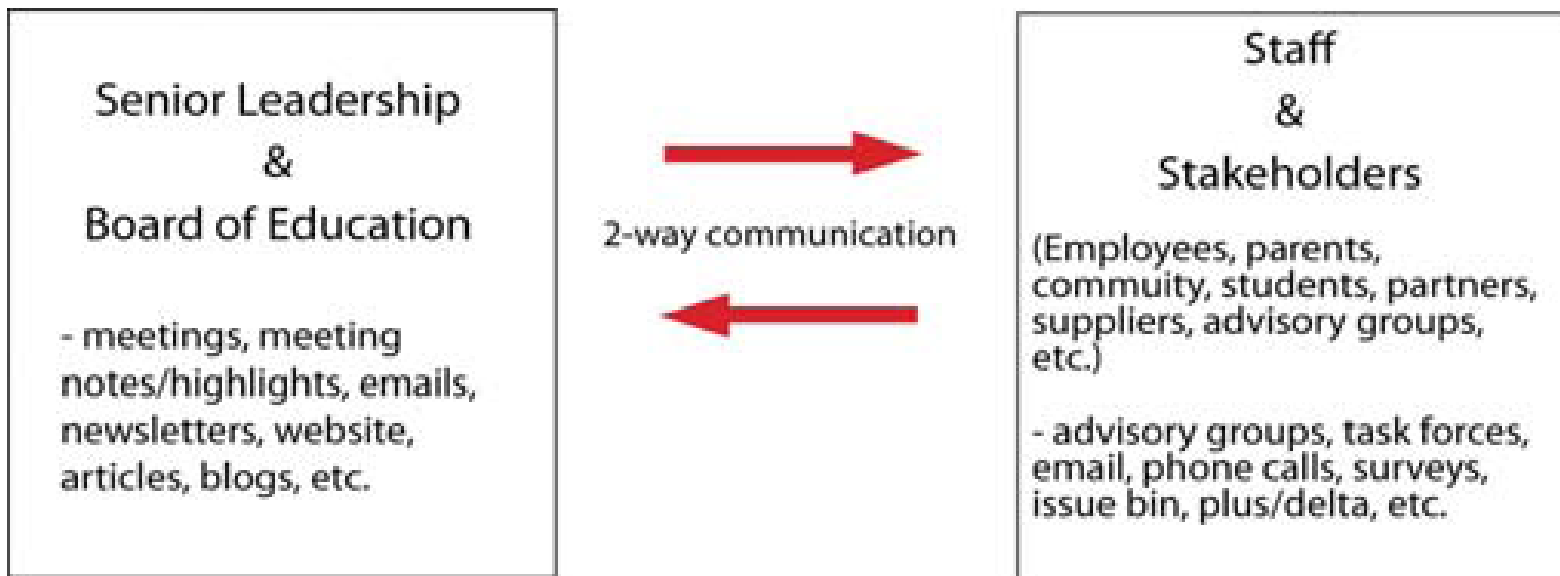


Iredell-Statesville Schools

AtlantiCare

Taking You Well Into The Future

Applications in Education



*Based on Grunig's (1992) 2-Way Symmetrical Communication Model

...and what results might be achieved?

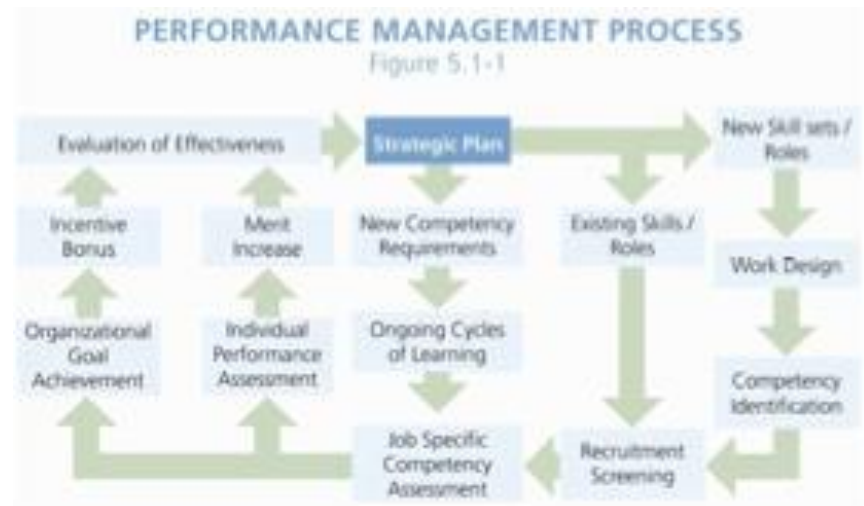
- **Student self-motivation**
- **Student retention in school**
- **Graduation rates**
- **Student participation and success in post secondary education**
- **Meeting and exceeding local, state, and national standards and benchmarks**
- **Community participation and support for schools**



Applications in Healthcare

AtlantiCare 2009 - Health Care

- Linkage to organizational goals
- Understanding of organization Behavioral & Technical Competencies
- Workforce development plans aligned with action plans
- Manager training in Baldrige framework
- Tiered Leadership Development & Professional Ladder
- Manager's recognition kit
- Customer Service Awards
- Generous tuition benefits
- Systematic knowledge transfer from departing workers

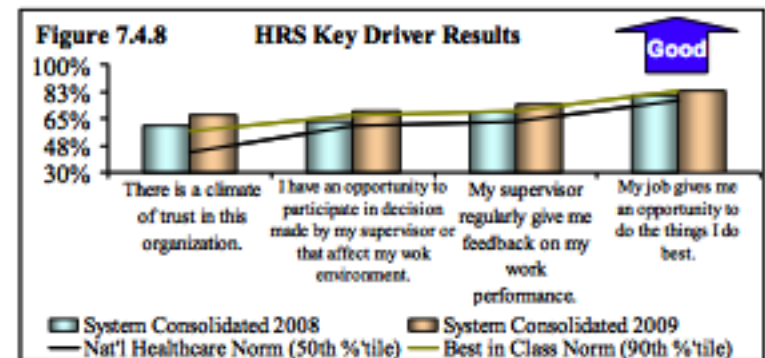


...and what results might be achieved?

AtlantiCare 2009 - Health Care

Figure 7.4.9 HRS Dimensions

Items	At or Above Nat'l Healthcare Norm	At or Above 75 th % ^{ile}	At or Above Best in Class
Organizational Effectiveness	●	●	●
Recognition/Career Advancement	●	●	●
Supervisory/Mgm't	●	●	●
Coworker Performance/ Cooperation	●	●	●
Overall Satisfaction	●	●	●
Pay/Benefits	●	●	●
Training & Development	●	●	●
Productivity/Efficiency	●	●	●
Communication	●	●	●
Job Stress	●	●	●
Image/Community Involvement	●	●	●
Respect and Trust	●	●	●
Diversity	●	●	●
Survey Effectiveness	●	●	●
Concern for Patient Care	●	●	●



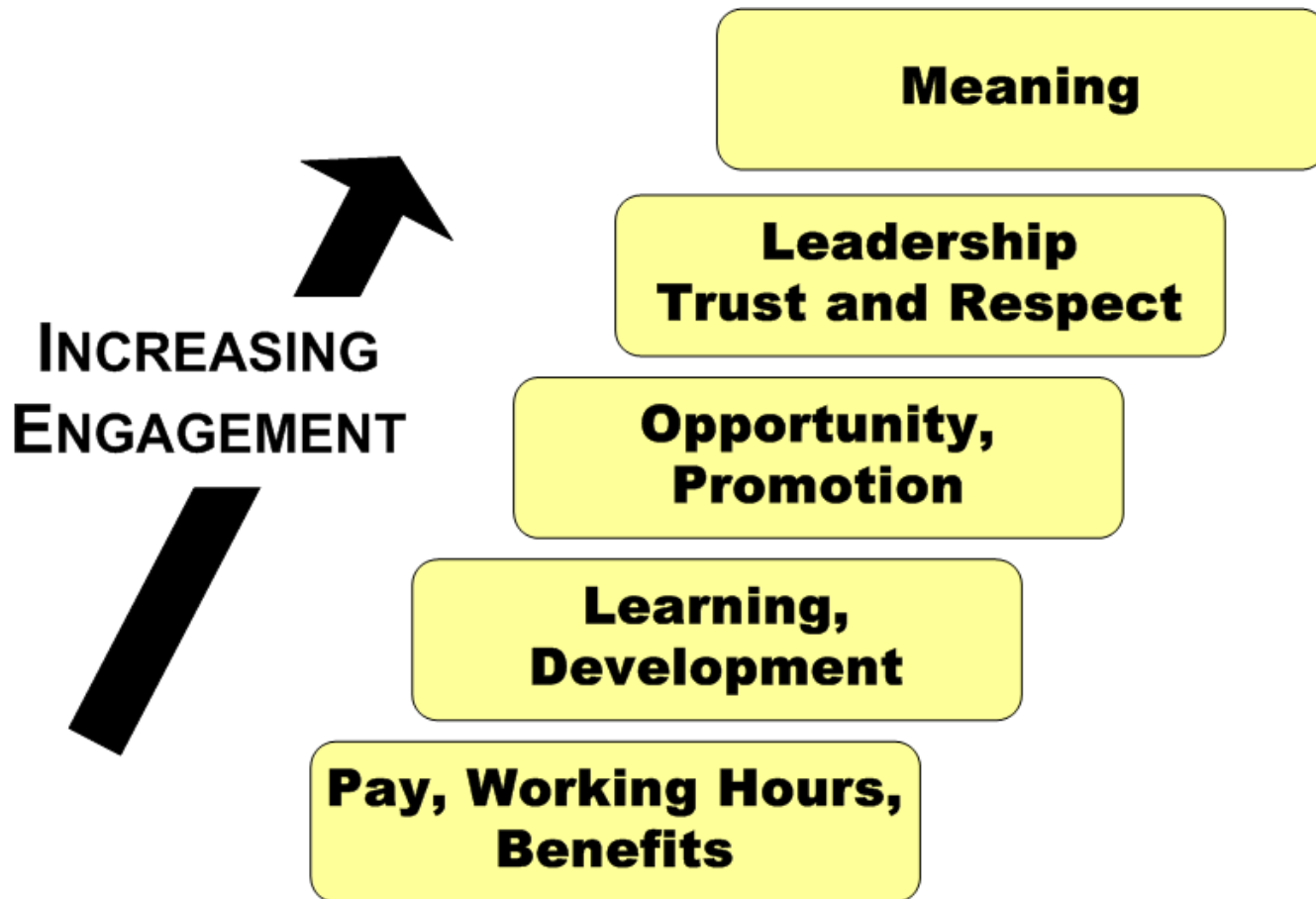
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What Does All This Mean for How We Lead Our Organizations?

WHAT SHOULD I AS A
LEADER DO TO ENGAGE
THE WORKFORCE?

WHAT DO I DO
NEXT, WHEN I GET
BACK TO WORK?

What can an employer do to develop an engaged workforce?



An engagement process might begin with assessing the current state,

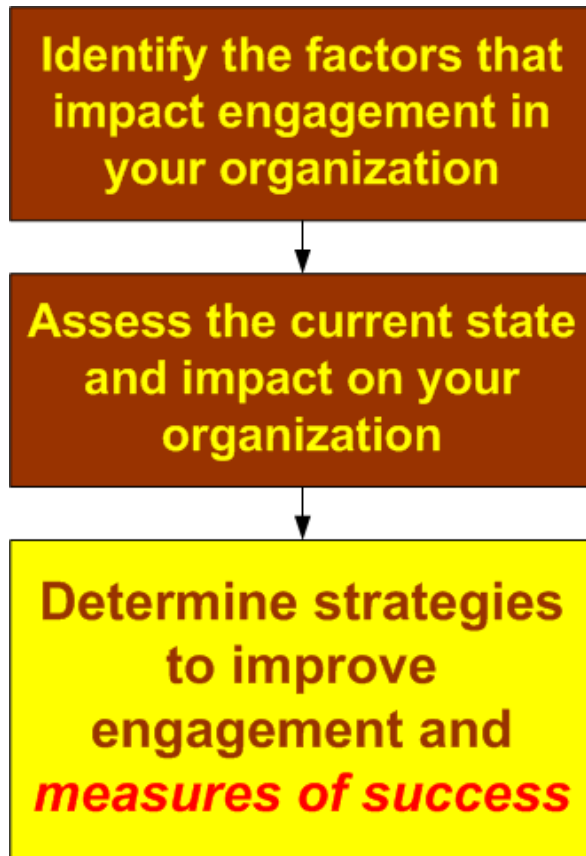
**Identify the factors that
impact engagement in
your organization**

**Assess the current state
and impact on your
organization**

Gallup Q12

**[danpink.com/
drive-survey](http://danpink.com/drive-survey)**

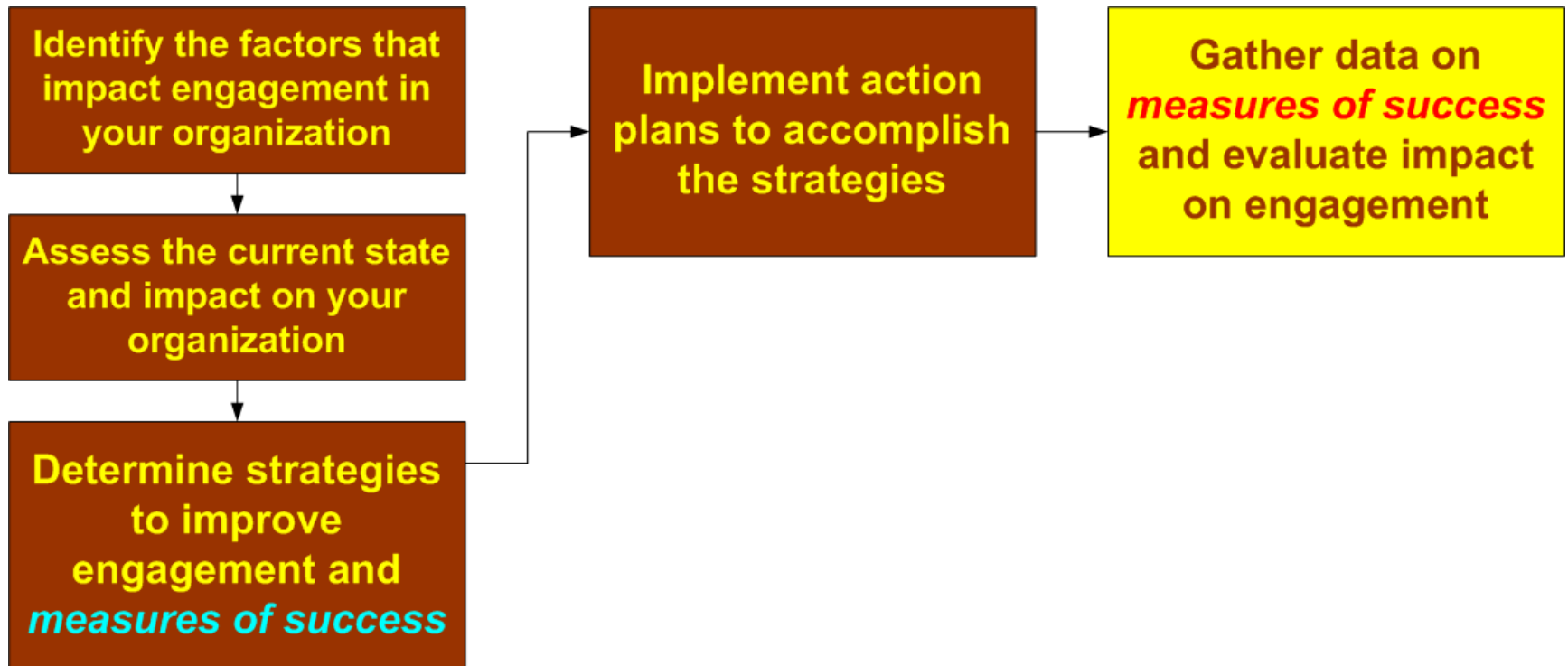
... then figuring out some improvement strategies,



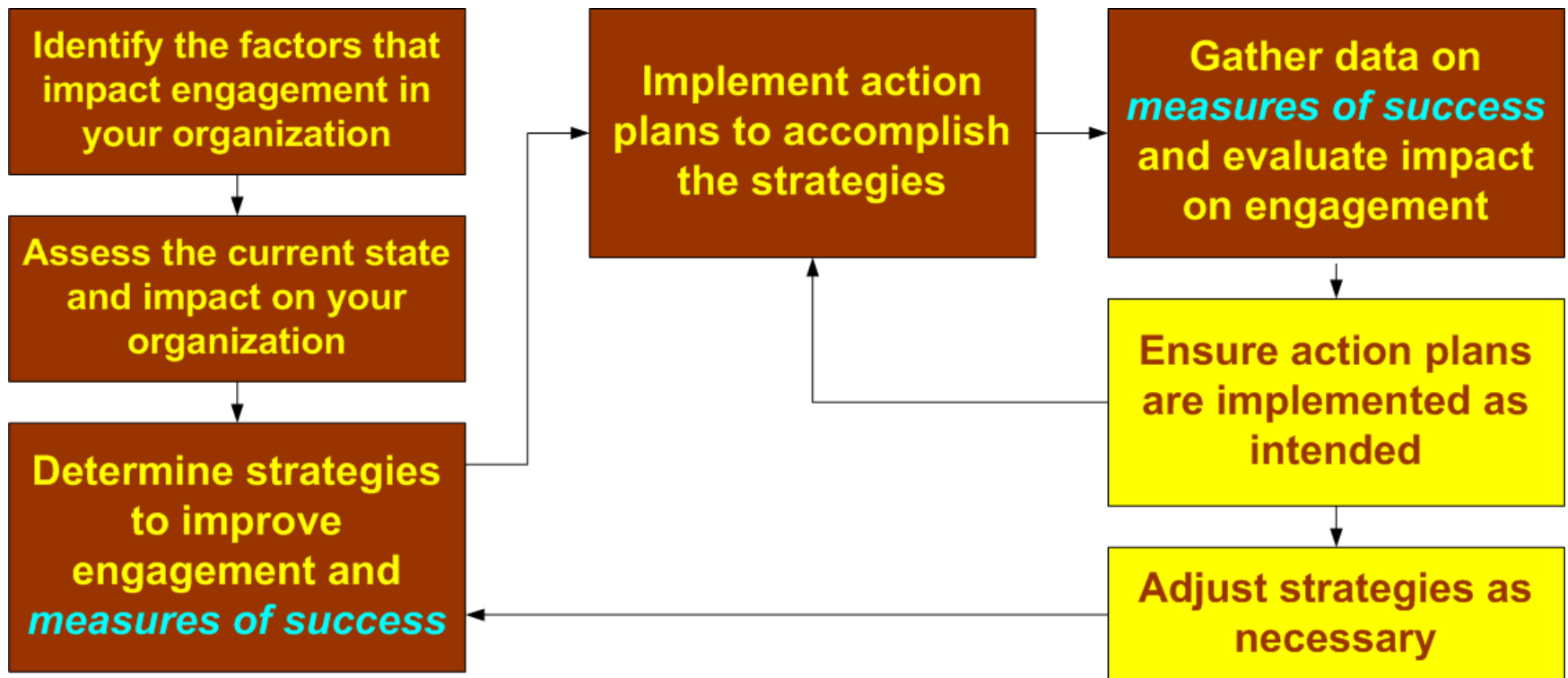
... putting those strategies into action,



... checking to see if the actions have improved engagement,



... and then making adjustments, and continuing to improve engagement.



Summary

- A** Workforce Engagement
- B** Strategies for Engaging the Workforce
- C** Examples of Effective Engagement
- D** Management of the Engagement Process

Up-coming ReNEW Activities

ReNEW – a **Regional Network** of business, education, government, healthcare and not-for-profit leaders that fosters strategies and practices leading to **Excellence at Work**



Coming in November

Networking @ Breakfast

Facilitated peer-to-peer discussion
of member-selected topics

Details to be announced

ReNEW – a **Regional Network** of business, education, government, healthcare and not-for-profit leaders that fosters strategies and practices leading to **Excellence at Work**



presents

How to Design, Manage and Improve Key Work Processes

This session explains how to manage, evaluate and improve an enterprise's processes to deliver ever-improving stakeholder value and achieve organization success and sustainability.

Monday December 6th, 2010 8:00 a.m. - 10:30 a.m.

Capital Region BOCES 900 Watervliet Shaker Rd, Albany, NY

I 87 exit 4 then Rt 155 West approx. 2½ mi. then left onto S. Family and right into lot

www.ReNEW-NewYork.org



ReNEW (Regional Network for Excellence at Work) is a grassroots initiative to create a partnership among industry and non-profits (education, government and healthcare) to share performance management skills and best practices, and to improve the quality of life in the Capital Region.