



Employee Engagement

Ben Rosen

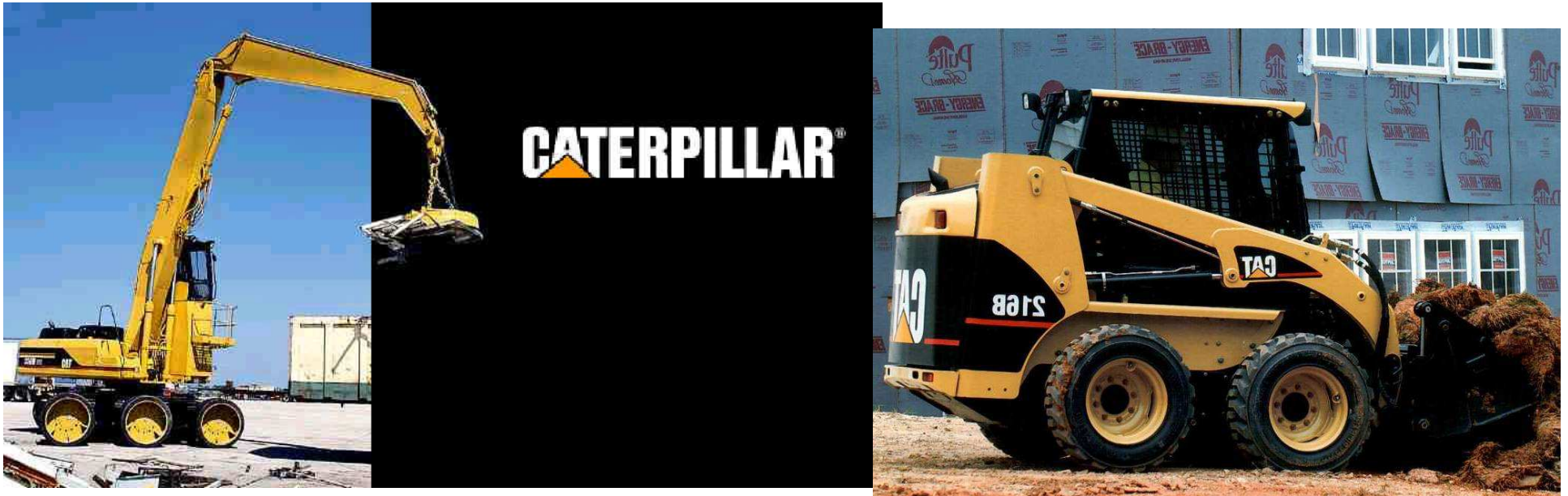
Director, Water and Wastewater
Leadership Program

The University of North Carolina
Kenan-Flager Business School

[Overview]

- What is employee engagement?
- What is the payback for building an engaged workforce?
- What strategies improve engagement?
- A career development opportunity to strengthen engagement of high potential managers

What is employee engagement?



Engagement is the extent of employees' commitment, work effort and desire to stay in the organization.

[Dell



Engagement means we need to win over the minds and hearts of employees In ways that lead to extraordinary effort.

[Employee engagement

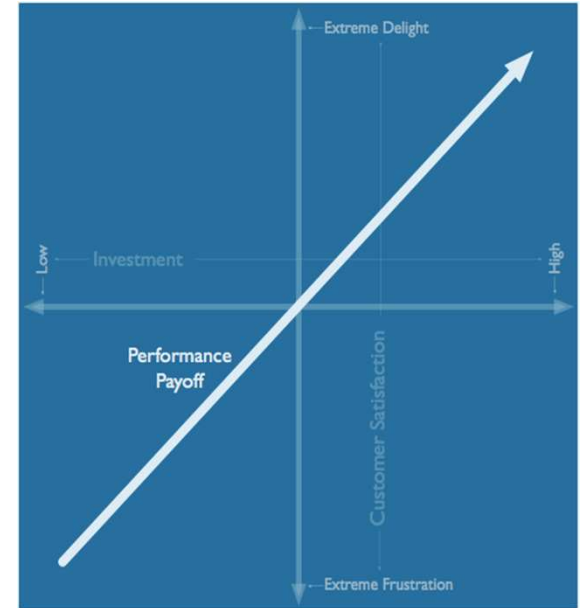
1

- A sense of ownership
 - Pride
- A commitment to organizational success
 - Citizenship behavior
- A willingness to go the extra mile for internal and external customers



[Organizational Payback]

- Superior productivity (apparel mfg, insurance, professional service)
- Financial performance (Sears)
- Customer satisfaction (across industries)
- Retention (Caterpillar)
- Safety (Molson Coors)



[Levels of engagement (Gallop Report)]

54% Disengaged



29% Fully Engaged



High variance between companies and some variance within companies.

Why so much disengagement?

■ Scientific Management Movement

- Engineers determine the best way to do every job.
- Job procedures rigorously specified









The unintended consequences of over engineering

Simplified, often boring jobs, low satisfaction, low quality, high turnover =
Low employee engagement



Strategies for building employee engagement

- Highlighting the meaningfulness and significance of jobs
- Expanding autonomy and empowering employees
- Providing opportunities for mastery
- Caring Leaders
- Investing in career development

1. Highlighting the meaningfulness and significance of jobs

- Callers soliciting university alumni donations
 - 350% annual turnover
 - Repetitive calls
 - Standardized script
 - Frequent rejections



Research conducted by Professor Adam Grant—UNC/Wharton

[How Can We Engage Them?]

- Standard approaches
 - Goal-setting: assign call quotas
 - Provide incentive compensation
- Make job more meaningful
 - Callers receive little information about how the funds they raise are used
 - Can introducing them to scholarship students enable them to see how their work makes a difference?
 - Can this increase their motivation to perform this difficult job?



[The Intervention]

- Control: No exposure
- Experimental: Exposure to scholarship recipients:



“ The scholarship has let me pursue my dream In biomedical engineering.”

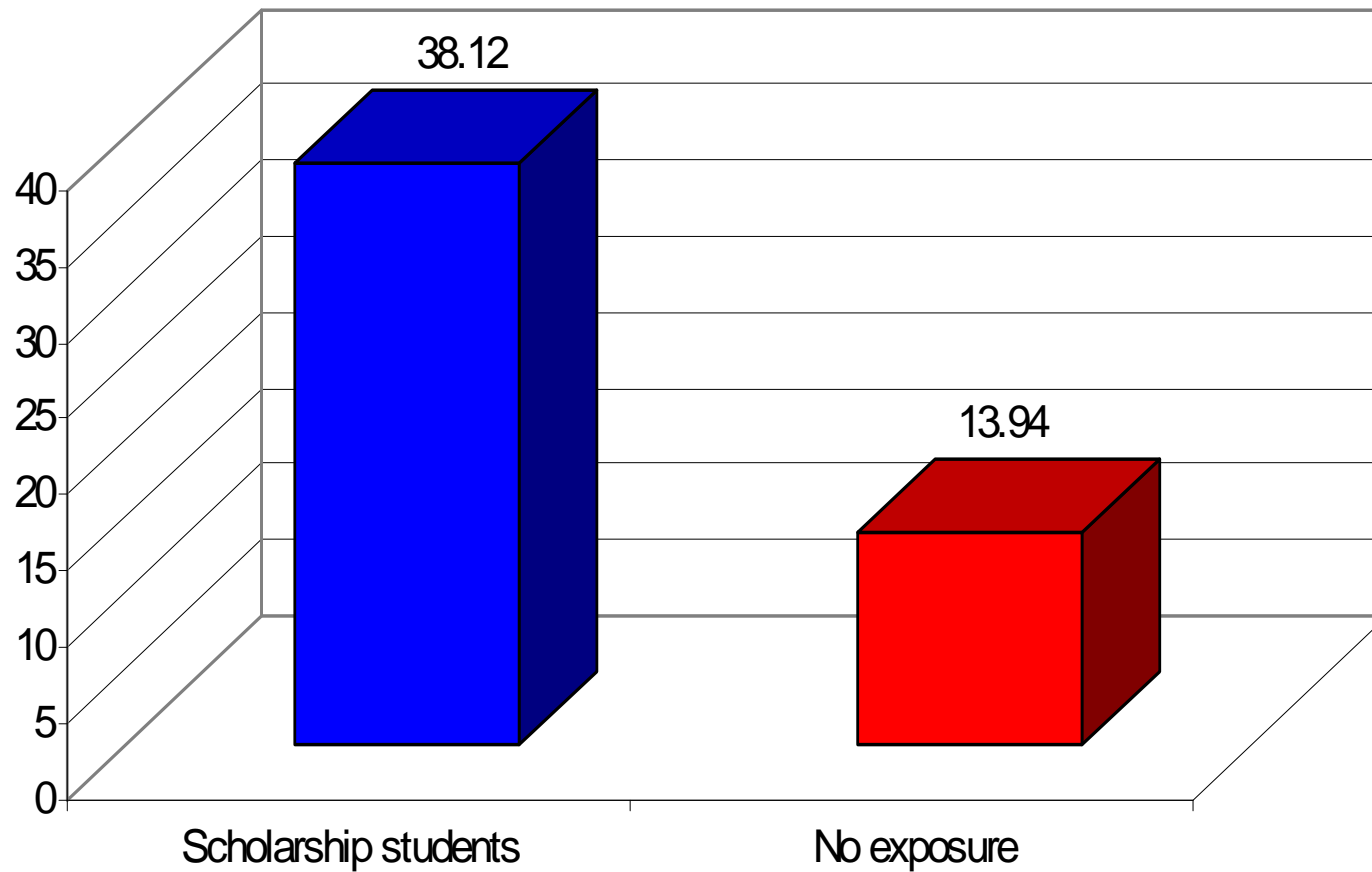


“I’m the first person from my small town to attend the University.”

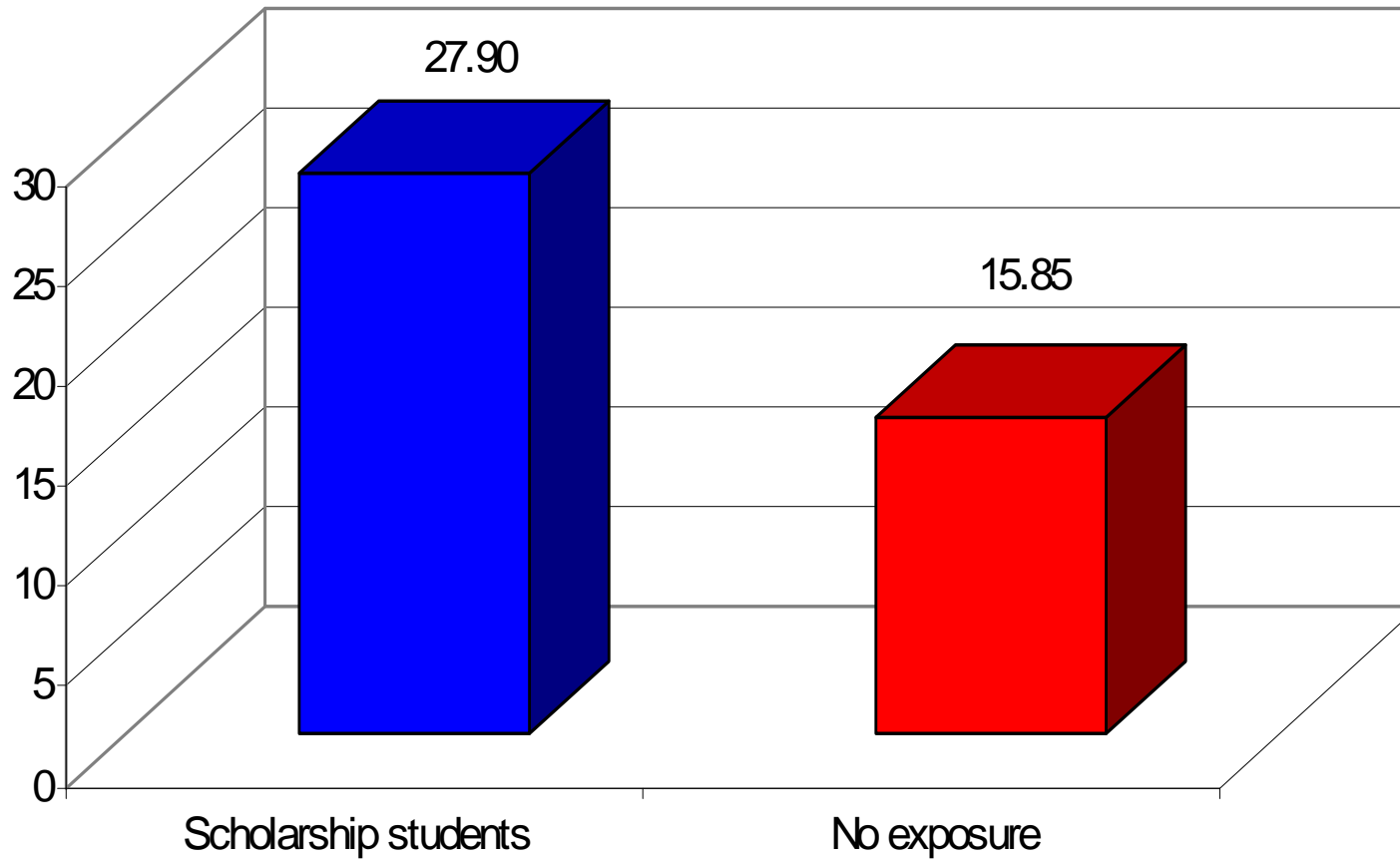


“Without the scholarship, I would be attending Junior College and working two part-time jobs.”

Calls Made in 1st Week



Pledges Obtained in 1st Week



[Why?



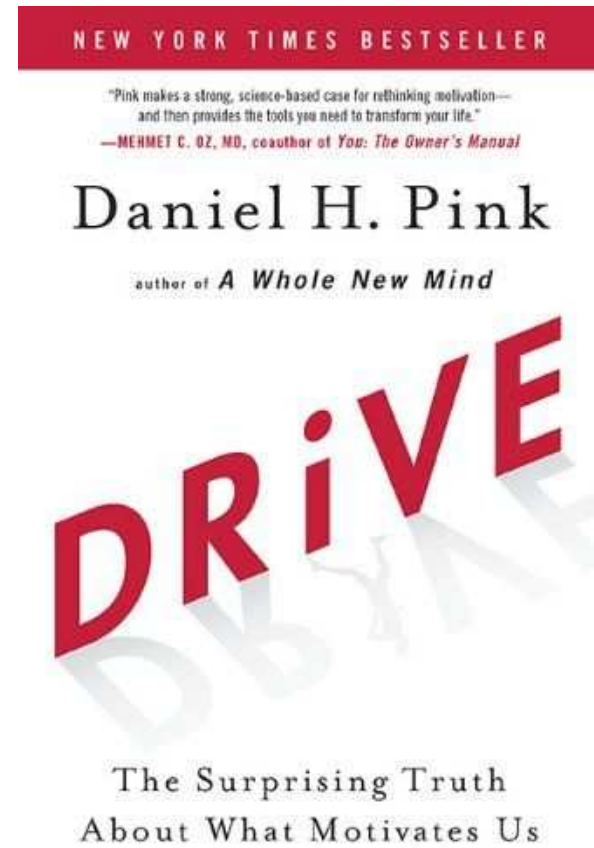
- Increase in job significance
- Increases fund raisers' feelings that their efforts to raise scholarship funds makes a difference in others' lives
- Increased employee engagement

2. Expanding autonomy and empowering employees



Insurance company administrative assistant


3. Mastery and purpose build engagement





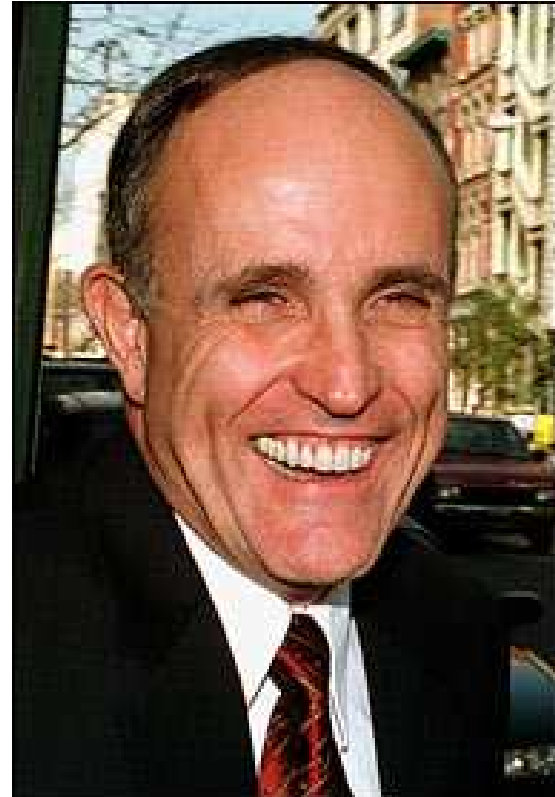
[In summary...]

- Autonomy
- Mastery
- Challenging work
- Sense of purpose



Employee
Engagement

[4. Caring Leaders]



“Employees don’t care how much you know, until they know how much you care”

5. Investments in Career Development



The Water and Wastewater
Leadership Program at the
University of North Carolina

Leadership Program Themes and Objectives

- Self-awareness and self-assessment
- Leading and managing skills
 - Negotiations
 - Leading change
- Thinking strategically
- Leveraging technology
- Financial analysis
- Taking it home and putting it to work
 - Personal development plan
 - Business improvement plan

Learning: what we offer

- World-class faculty
- Variety of pedagogies
 - Cases
 - Role-plays
 - Simulations
- Fabulous facilities
- Wonderful networking opportunity
- Ask any of the past participants



[Employee Engagement]

