

# Employee Engagement

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# What is Employee Engagement?

- ◆ “Employee engagement is a heightened connection between employees and their work, their organization, or the people they work for or with. Engaged employees find personal meaning in their work, take pride in what they do and where they do it, and believe that their organization values them.” (Merit Systems Protection Board)
- ◆ “Employee Engagement is the emotional commitment the employee has to the organization and its goals.” (Forbes)
- ◆ “Engagement represents the energy, effort, and initiative employees bring to their jobs.” (Harvard Business Review Blog)

# Employee Engagement is more than:

- ◆ Employee Satisfaction

- ◆ Only satisfied with job, not necessarily engaged
- ◆ Extent to which they feel the company meets their expectations

- ◆ Employee Happiness

- ◆ May be happy, but not necessarily working hard and productively on behalf of the organization

# Profile of an Engaged Employee

- ◆ Do their best
- ◆ Feel stretched beyond their comfort zone
- ◆ Take personal satisfaction in their quality of work
- ◆ Sometimes find work stressful, but rewarding and fun
- ◆ Love their job!

# Engagement in the Federal Workforce

- ◆ 33% are fully engaged
- ◆ 50% are somewhat engaged
- ◆ 17% are not engaged

**How can we do better?**

# Organizational Drivers of Employee Engagement

- ◆ Relationship with immediate supervisor
- ◆ Belief in senior leadership
- ◆ Pride in working for the organization

# How to Engage

- ◆ Challenge
- ◆ Communicate
- ◆ Strengths
- ◆ Competence
- ◆ Recognition
- ◆ Relationships
- ◆ Feedback
- ◆ Creativity
- ◆ Autonomy
- ◆ Mastery
- ◆ Purpose
- ◆ Ownership
- ◆ Responsibility
- ◆ Growth
- ◆ Mentoring
- ◆ Orientation

# Real Life Examples

- ◆ Daniel Pink's DDM: The Science of Motivation
  - ◆ Atlassian – “FedEx Day”
  - ◆ Columbia Credit Union – “Genius Hour”
  - ◆ Google – “20 percent time”
  - ◆ Zappos



# Resources

## ◆ Forbes:

- ◆ What is Employee Engagement? <http://www.forbes.com/sites/kevinkruse/2012/06/22/employee-engagement-what-and-why/>
- ◆ Study Explores Drivers of Employee Engagement <http://www.forbes.com/sites/victorlipman/2012/12/14/study-explores-drivers-of-employee-engagement/>
- ◆ It's Time to Rethink Employee Engagement <http://www.forbes.com/sites/cywakeman/2013/01/14/its-time-to-rethink-employee-engagement/>

## ◆ Harvard Business Review:

- ◆ Employee Motivation: A Powerful New Model <http://hbr.org/2008/07/employee-motivation-a-powerful-new-model/ar/1>
- ◆ How Employee Engagement Hits the Bottom line <http://blogs.hbr.org/schwartz/2012/11/creating-sustainable-employee.html>
- ◆ The Three Rules of Employee Engagement [http://blogs.hbr.org/cs/2008/03/the three rules of employee en.html](http://blogs.hbr.org/cs/2008/03/the_three_rules_of_employee_en.html)
- ◆ How to Increase Employee Commitment [http://blogs.hbr.org/goldsmith/2008/01/how to increase employee commi.html](http://blogs.hbr.org/goldsmith/2008/01/how_to_increase_employee_commi.html)
- ◆ Getting Beyond Engagement to Creating Meaning at Work [http://blogs.hbr.org/cs/2010/06/getting\\_beyond\\_engagement\\_to\\_c.html](http://blogs.hbr.org/cs/2010/06/getting_beyond_engagement_to_c.html)

◆ **DecisionWise:** Drivers of Employee Engagement <http://www.decision-wise.com/articles/DecisionWise-Newsletter-Employee-Engagement.html>

◆ **Merit Systems Protection Board:** The Power of Federal Employee Engagement <http://www.mspb.gov/netsearch/viewdocs.aspx?docnumber=379024&version=379721>