



Engagement Plus Proposed Outline

Part 1- Employee Engagement Explained

The session begins by orienting learners to the concept of Employee Engagement (EE). We explain how EE is defined and what is typically measured in EE surveys, including the Public Service Work Environment Surveys. We also define the terms “engaged”, “unengaged” and “actively disengaged”. We then compare sectoral, national and international EE scores to understand norms, trends and some of the factors affecting survey results. We conclude the discussion by sharing research findings that quantify the costs of engagement scores. *This is followed by a participant-driven discussion focusing on perceived engagement drivers in their respective workplaces.*

Part 2 – Employee Tribes

We leave the concept of engagement to examine a more recent analysis of employee behaviour known as “tribal theory”. In this theory, employees self-identify into certain groups (or tribes), each with distinguishing characteristics. There are three distinct employee tribes and each one shares common attitudes, adopts certain work ethos, acts and communicates uniquely. Managers must be able to recognize the members of each tribe and communicate effectively with all of them. To be an effective tribal leader, managers must also be aware of their own tribal characteristics and, in some cases, transcend these practices. The characteristics of effective tribal leaders are delineated and discussed in relevant case studies. *This discussion is followed by a group exercise challenging participants to identify the Top 10 attributes for effective tribal leadership.*

Part 3 – Effective Communication Skills

Any manager can direct employees. The essential skill required to motivate employees is the ability to communicate trustfully. In this section, we introduce the four foundations for trust building, non-assumptive communication:

- A Shared Vision of Excellence
- Context and Rationale
- Style
- 100% Closure

All effective organizations, especially those undergoing dramatic change, unify employee efforts by developing (or having staff develop) a clear, unifying vision that explains succinctly what the organization does, how they do it and whom benefits from this work.

Examples are given from the public sector, not-for-profit and other large organizations. We reinforce the importance of supplying employees with task context and rationale to maximize employee mindshare, effort and outcomes. We discuss the critical importance of communicating in someone's preferred style of learning (oral or written instructions, lists, visual representations or tactile modes). We conclude this section by demonstrating the importance of using 100% Closure in all communication with staff. *A group exercise designed to reinforce these 4 principles is conducted utilizing participants' experiential learning capacity.*

Part 4 - Strategies for Boosting EE

We conclude the session with a case study from an organization from the BC public sector. This organization experienced low EE, high absenteeism, a stressful workplace and an uncertain future. Managers and employees were given team building training with an emphasis on the four principles discussed above. The outcomes were the development of a Shared Vision of Excellence, established Communication Protocols, an Employee-led Code of Conduct exercise and a commitment to open and honest dialogue at regular intervals (the all-hands meetings). The result? Two successive years of Top EE Awards, low turnover, higher productivity and a bright, positive future.