



Employee Engagement ... an integral  
strategic objective

# Strategic Model

- Company Mission
- Vision
- Strategic objectives
  - Increase Sales X% per year
  - Maintain operating costs at X % of sales
  - Customer satisfaction and retention
  - Improve employee Engagement and retention

# History Perspective

- 1980's

Tom Peters , Stephen Covey, Malcom Baldrige

- In Search of Excellence
- 7 habits of Highly Effective People
- Customer 1st
- Total Quality Management (TQM )

# History

- 1990's
  - Jenson and Meckling
    - Theory of the Firm
    - Management needs to be aligned with Shareholders
  - Shareholder 1<sup>st</sup>
  - Stock options
  - Six Sigma

# Current State

- CEO pay multiples 200 - 400
- Top 1%
- GIG Economy
- Defined benefits gone
- Stagnate wages

# Why is Engagement a hot topic ?

- Unemployment at a 40 year low
  - Competition for talent
  - Increased turnover
- Minimum wage increase
  - Need more production
  - Employees need to earn to or through their salary

# Employee Perception

- A cost or an asset?



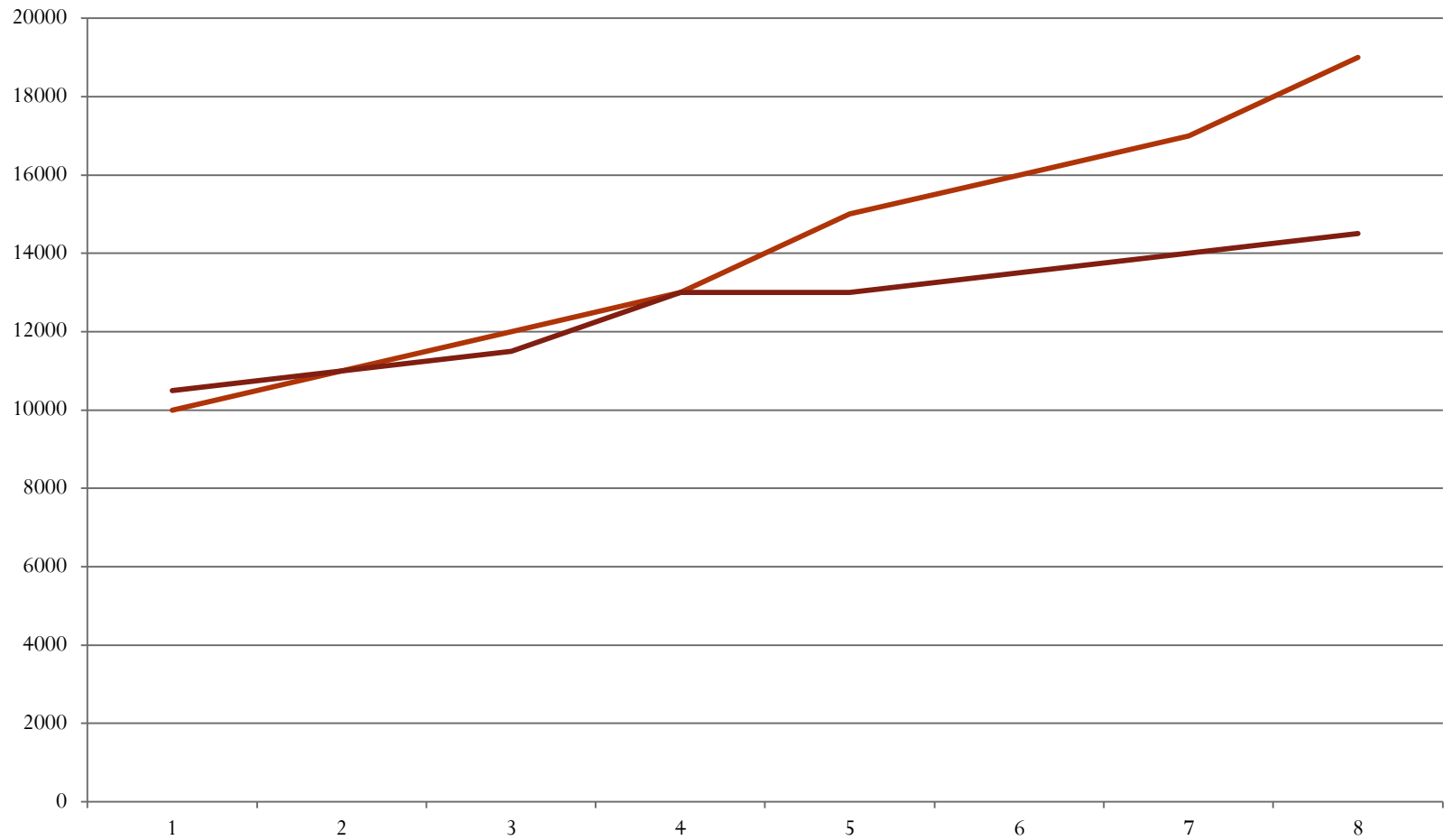
# Benefits of Engaged Employees



- They can make you money
- They can save you money



# Revenue Vs. Cost



# Engagement Starts with You

- Bad Leader?



# Engagement Starts with You

- Good Leader



# The Leader

- Role Model Behaviour
  - Would you work for you ?
  - Good listener
  - Patient and even tempered
  - Recognizes good performance
  - Avoids humiliating employees
  - Trusting
  - Empowering
  - Talk boundaries of empowerment.
  - Nix the Boss name

# Professional Development

- Admit that you aren't perfect
- Seek Objective feedback from others
  - Peers
  - Close friends
  - Spouse
- Consider 360 degree assessment

*Effective  
Communication*



# Communication is key

- Talk to your employees
  - Management by walking around
  - Always greet them
  - Display empathy avoid aloof
- Your behaviour on display





# Positive Environment



- Glass is half full
- Recognize good performance
  - Recognition is free
- Avoid berating in front of others

# High Performance Culture

- Strategic Plan
  - Clearly defined objectives
  - No more than 4
  - Performance Metrics
- Align staff with Objectives
  - Communicate often
  - Performance reviews
  - Compensation / Bonus/ rewards

# Gaining Employee Buy in

- Include your direct reports in strategic planning
- Increasing fingerprints enhances ownership and commitment
- Facilitate don't dictate
- Caring is Contagious

# Core metrics

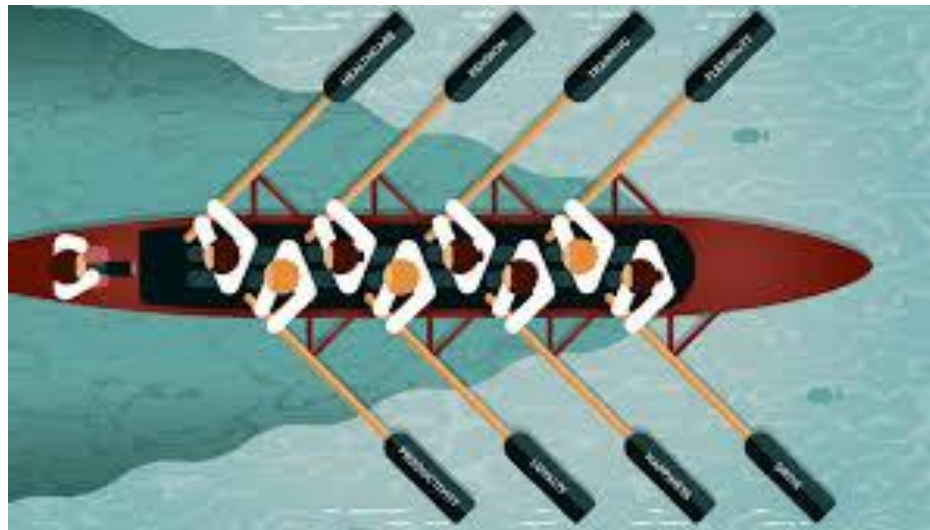


- If you can't measure it you can't manage it
- What get's measured gets managed
- Be careful what you measure
- Balanced scorecard

# Driving Performance

- Consider team based bonus
  - Monthly / Quarterly vs Annual
  - Promotes teamwork
  - Peer pressure
  - Collegial behaviour

# Balanced Scorecards



- Link metrics to Strategic objectives
- Alignment Across and down the Org Chart.
- Sales/ Revenue is a must
- When you save a buck it's a whole buck!

# Performance vs Behaviour



- Measure and compensate performance ... the right behaviour will follow

# Key Take Aways

- Caring is contagious
- Bad news travels fast
- You are on display 24 x 7
- Reward and Bonus performance
- Consider team bonus plans
- Balanced metrics
- Engage employees in business planning
- Communicate
- Reinforce objectives daily
- My blog