Building an Inclusive Work Environment

MICHELE PALUDI, Ph.D.
Excelsior College

SHRM Webinar: MAY 24, 2017

This webinar is designed for informational purposes only, and does not constitute legal advice. Any action or inaction by the viewer based on the information provided is done without guarantee of its accuracy or suitability for a particular purpose.
AGENDA

Welcome and Introductions
Notes of Appreciation
Overview of Employee Engagement
HR and Psychology: Understanding Employee Engagement
Responsibilities of Human Resources Departments
General Summary
Discussion
WITH APPRECIATION

I would like to express my appreciation to my colleagues at Excelsior College:

- Dean LiFang Shih
- Associate Dean Scott Dolan
- Cheryl McPhillips, Assistant Director of Academic Operations
- Instructional Faculty in Human Resources and Leadership
- Student Chapter President, Paul Balmforth
- Student Chapter Vice President, Kerry McCormick

“A professor in a recent executive education program on leadership elicited a lot of laughs by telling the following joke: “A CEO was asked how many people work in his company: ‘About half of them,’ he responded.”
29% OF EMPLOYEES ARE ACTIVELY ENGAGED IN THEIR JOBS AND WORK TO MOVE THE ORGANIZATION FORWARD.

54% ARE NOT ENGAGED; THEY HAVE “CHECKED OUT”. THEY PUT IN TIME, BUT NO COMMITMENT INTO THEIR WORK.
17% OF EMPLOYEES ARE ACTIVELY DISENGAGED. THEY ARE LIKELY TO ENGAGE IN:

BULLYING
WORKPLACE VIOLENCE
UNDERMINING THEIR COWORKERS’ ACCOMPLISHMENTS
GALLUP RESEARCH

DISENGAGED EMPLOYEES COST ORGANIZATIONS $450 BILLION-$550 BILLION ANNUALLY IN LOST PRODUCTIVITY

- ABSENTEEISM
- WORKPLACE ACCIDENTS
- HEALTH CARE COSTS
ADDITIONAL FINDINGS

TOWERS PERRIN SURVEY:

84% OF ENGAGED EMPLOYEES BELIEVE THEY CAN POSITIVELY IMPACT THE ORGANIZATION

72% OF ENGAGED EMPLOYEES BELIEVE THEY CAN IMPACT CUSTOMER SERVICE

68% OF ENGAGED EMPLOYEES BELIEVE THEY CAN POSITIVELY IMPACT COSTS IN THEIR JOB OR UNIT
WHAT IS EMPLOYEE ENGAGEMENT?

EMPLOYEE ENGAGEMENT REFERS TO WAYS ORGANIZATIONS CREATE AND SUSTAIN CONDITIONS IN WHICH EMPLOYEES OFFER MORE OF THEIR CAPABILITY AND POTENTIAL.
WHAT IS EMPLOYEE ENGAGEMENT?

RUTLEDGE: “GETTING ENGAGED: THE NEW WORKPLACE LOYALTY”

EMPLOYEES ARE INSPIRED BY THEIR WORK ("I WANT TO DO THIS")

EMPLOYEES ARE COMMITTED TO THE ORGANIZATION ("I AM DEDICATED TO THE SUCCESS OF WHAT I AM DOING")

EMPLOYEES ARE FASCINATED BY THEIR WORK ("I LOVE WHAT I AM DOING")

ENGAGEMENT: COGNITIVELY VIGILANT AND EMOTIONALLY CONNECTED TO THE ORGANIZATION
WHAT ISN’T ENGAGEMENT?

ENGAGEMENT IS SOMETIMES USED INTERCHANGEABLY WITH EMPLOYEE HAPPINESS OR SATISFACTION.

HOWEVER, ENGAGEMENT IS NOT THE SAME AS SATISFACTION OR HAPPINESS.
EMPLOYEE ENGAGEMENT

*INCREASES OPPORTUNITIES FOR ORGANIZATION SUCCESS, PRODUCTIVITY AND EMPLOYEE WELL-BEING.

*PROVIDES WAYS FOR EMPLOYEES TO FEEL INCLUDED AS A TEAM MEMBER, TRUSTED, EMPOWERED, SUPPORTED AND THANKED.
EMPLOYEE ENGAGEMENT IS DERIVED FROM HOW WELL EMPLOYEES’ PERSONAL VALUES AND GOALS ALIGN WITH THE ORGANIZATION’S VALUES AND GOALS.
RESEARCH TEAM:
DAVID MACLEOD AND NITA CLARKE
FOR ENGAGEMENT TO OCCUR:
° STRATEGIC NARRATIVE
° ENGAGING MANAGERS
° EMPLOYEE VOICE
° ORGANIZATIONAL INTEGRITY
ENABLERS OF EMPLPOYEE ENGAGEMENT

- Recognition
- Clarity
- Autonomy
- Stress
- Workload
- Fairness
- Growth
- Relationship

EMLOYEE ENGAGEMENT
MORE DETAILS ON ENABLERS

STRATEGIC NARRATIVE
ENGAGING MANAGERS
EMPLOYEE VOICE
ORGANIZATIONAL INTEGRITY
MORE RESEARCH FINDINGS

INVOLVE EMPLOYEES IN ORGANIZATIONAL PLANNING

CREATE A KNOWLEDGE SHARING SYSTEM

ENCOURAGE AND PROVIDE LEARNING OPPORTUNITIES
MORE RESEARCH FINDINGS

CREATE EXCITEMENT ABOUT UPCOMING OPPORTUNITIES

HAVE EMPLOYEES CREATE THEIR OWN ONBOARDING EXPERIENCE

MAKE ONBOARDING FUN!
ENGAGEMENT: EMPLOYEES ARE COMMITTED EMOTIONALLY TO THE ORGANIZATION BECAUSE THEY CARE!
ENGAGED EMPLOYEES WANT TO HAVE THE ORGANIZATION SUCCEED.
HOW CAN WE ASSIST EMPLOYEES BECOMING ENGAGED?

CRIM, ET AL (2006):
10 Cs OF EMPLOYEE ENGAGEMENT:

CONNECT
CAEER
CLARITY
CONVEY
CONGRATULATE
CONTRIBUTE
CONTROL
COLLABORATE
CREDIBILITY
CONFIDENCE

Employee Engagement
LET’S DISCUSS THE 10 Cs!

CONNECT: LEADERS MUST SHOW THEY VALUE EMPLOYEES

CAEER: LEADERS MUST PROVIDE CHALLENGING AND MEANINGFUL WORK

CLARITY: LEADERS MUST COMMUNICATE A CLEAR VISION

CONVEY: LEADERS MUST PROVIDE FEEDBACK TO EMPLOYEES

CONGRATULATE: LEADERS MUST GIVE RECOGNITION TO EMPLOYEES FOR GOOD WORK
LET’S DISCUSS THE 10 Cs!

CONTRIBUTE: LEADERS INFORM EMPLOYEES HOW THEIR WORK MATTERS TO THE ORGANIZATION

CONTROL: LEADERS MUST SHOW EMPLOYEES THEIR WORK IS VALUED

COLLABORATE: TEAMS WORK!

CREDIBILITY: LEADERS MUST DEMONSTRATE HIGH ETHICAL STANDARDS

CONFIDENCE: LEADERS MUST MODEL HIGH ETHICAL AND PERFORMANCE STANDARDS
HR: HELPING TO ENCOURAGE A CULTURE OF ENGAGEMENT

FIND ENGAGED EMPLOYEES AND KEEP EMPLOYEES ENGAGED THROUGHOUT THE EMPLOYMENT RELATIONSHIP

ENSURE THE GOALS OF THE ORGANIZATION ARE ALIGNED WITH THE EMPLOYEES’ GOALS

FREQUENT EFFECTIVE COMMUNICATION

ENSURE EMPLOYEES HAVE THE INFORMATION THEY NEED TO DO THEIR JOB AND UNDERSTAND HOW THEIR JOB IMPACTS THE ORGANIZATION’S MISSION

ENSURE MANAGEMENT AND LEADERSHIP DEVELOPMENT IN PERFORMANCE DEVELOPMENT PLANS AND SUCCESSION PLANS
FOSTERING EMPLOYEE ENGAGEMENT

OFFER FLEXIBLE WORK ARRANGEMENTS
RECOGNITION AND REWARD SYSTEM
FREQUENT FEEDBACK—NOT ONLY ONCE A YEAR, BUT DAILY
SHARED VALUES
MANAGERS DEMONSTRATE TRUST AND RESPECT
ENSURE ENGAGED EMPLOYEES WORK WITH ENGAGED PEERS
GIVE EMPLOYEES SOME AUTONOMY OVER THEIR WORK
QUESTIONS?
THANK YOU

Michele Paludi, Ph.D.
Assistant Dean
Faculty Program Director, Human Resources and Leadership
Excelsior College
7 Columbia Circle
Albany, New York 12203

(518) 464. 8729

mpaludi@excelsior.edu

Sample policies, procedures, training programs available.


ABOUT MACLEOD AND CLARKE: http://www.hrmagazine.co.uk/article-details/engagement-special-david-macleod-and-nita-clarke-on-engage-for-success