

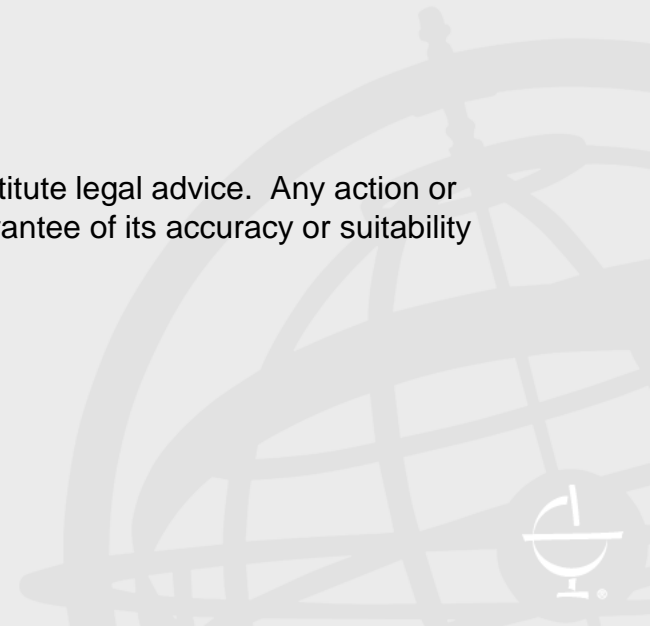
# Building an Inclusive Work Environment

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# 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**

# ENGAGEMENT

**CRIM, ET AL (2006, p.1):**

**“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.”**



# RESEARCH BY GALLUP MANAGEMENT JOURNAL

**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.**

# GALLUP RESEARCH

**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

**EMPLOYEE ENGAGEMENT IS DERIVED FROM HOW WELL EMPLOYEES' PERSONAL VALUES AND GOALS ALIGN WITH THE ORGANIZATION'S VALUES AND GOALS.**



# RESEARCH FINDINGS

## RESEARCH TEAM:

**DAVID MACLEOD AND NITA CLARKE**

## FOR ENGAGEMENT TO OCCUR:

- ° **STRATEGIC NARRATIVE**
- ° **ENGAGING MANAGERS**
- ° **EMPLOYEE VOICE**
- ° **ORGANIZATIONAL INTEGRITY**



# ENABLERS OF EMPLOYEE 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

## 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**



# 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 EMPLOYESS 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

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**Sample policies, procedures, training programs available.**



# SAMPLE RESOURCES

**Macey, W., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology, 1*, 3-30.**

**Purcell, J. (2014). Disengaging from engagement. *Human Resource Management Journal, 24*, 241-254.**

**Saks, A., & Gruman, J. (2014). What do we really know about employee engagement? *Human Resource Development Quarterly, 25*, 155-182.**

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

