



Outback

Team Building & Training

A Manager's Guide to Improving Employee Engagement

Table of Contents

PART ONE: Are Your Employees Engaged?

<u>Why Engagement Matters</u>	4
<u>How to Measure Engagement</u>	5
<u>Sample Survey Questions</u>	6
<u>Tracking Your eNPS</u>	7

PART TWO: Strategies to Improve Engagement

<u>Common Symptoms of Low Engagement</u>	10
<u>Low Motivation</u>	11
<u>Poor Quality of Work</u>	13
<u>Cynical Detractors</u>	15
<u>High Turnover</u>	17
<u>Departmental Conflicts</u>	19

PART THREE: How to Sustain Engagement

<u>Long-Term Tips</u>	22
<u>Advice from Outback's HR Department</u>	23
<u>Get In Touch</u>	25



PART ONE:

Are Your Employees Engaged?

Tools for Measuring and Tracking Your Team's Engagement Levels

Why Engagement Matters

For a lot of businesses, employee engagement isn't high up on the priority list. But it can play a crucial role to your bottom line.



Workplace engagement, which can be measured by your employee Net Promoter Score (eNPS), has been directly linked to statistics, such as:

- Highly engaged employees are **87% less likely** to leave an organization compared to disengaged employees. (*Corporate Leadership Council*)
- Organizations with highly engaged employees achieved **2X** the annual net income. (*Kenexa*)
- Highly engaged employees are **21% more** productive, **22% more** profitable, and receive **10% higher** customer ratings. (*Gallup*)
- Unengaged employees have **37% more** absenteeism and **35% more** turnover. (*Fast Company*)

How to Measure Engagement

It can be hard to pin down how employees are actually feeling, so you may want to try one of these survey tools.



Officevibe – *Recommended by Outback!*

Officevibe is a survey tool that can automatically send weekly questions to employees and measure their engagement. It uses visual cues and short questions to encourage employees to continually provide feedback.

Gallup's Q

Gallup provides another highly-rated employee engagement staff survey platform, with robust reporting and customizable solutions.

TINYpulse

TINYpulse helps you discover how employees are feeling and performing on any given day of the week. It even includes custom options for recently onboarded employees and exit interviews.

Sample Survey Questions

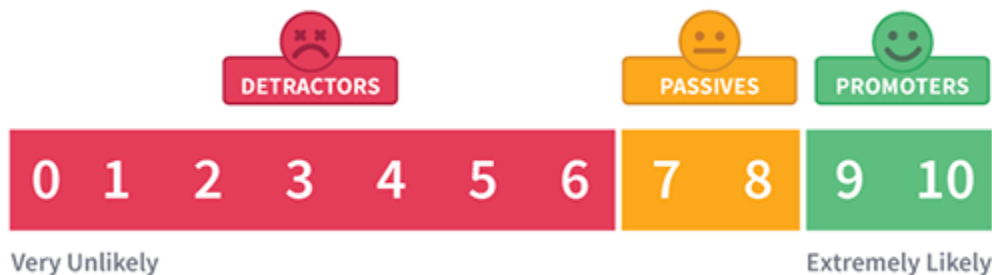
To get the ball rolling, here are some questions you can ask employees to get a sense of how engaged they really are.



- On a scale from zero to 10, how happy are you at work?
- Do you feel valued at work?
- Does the work you do feel important to you?
- Do you foresee yourself working here five years from now?
- What is the best thing about working here?
- What is the worst thing about working here?
- If you were in charge of the company, what is the first thing you would change?
- How would you describe our workplace culture?
- **How likely are you to recommend working here to a friend or family member?**

Tracking Your eNPS

If you're looking to measure your employee engagement as a data point, you'll also want to track your eNPS on a monthly basis.



Your employee Net Promoter Score, or eNPS, is measured by asking employees one simple question:

“How likely are you to recommend working here to a friend or family member?”

Employees should be able to answer anonymously on a scale from zero to 10. Take their answers and group them into the following categories:

- Rating between 0 – 6: **Detractor**
- Rating between 7 – 8: **Passive**
- Rating between 9 – 10: **Promoter**

To calculate your eNPS score, simply subtract the percentage of **Detractors** from the percentage of **Promoters**. [Click here for more info.](#)



An amazing team building exercise! Very high level of engagement with all employees. The Outback staff were well prepared, open, and had a good sense of our group dynamics. 10/10!

NOVA[®]

The team from **Nova Measuring Instruments** participated in [Cardboard Boat Building Challenge](#) as part of their employee engagement strategy



PART TWO:

Strategies to Improve Engagement

*How to Combat the Most Common
Causes & Symptoms of Low
Engagement*

Common Symptoms of Low Engagement

How do you know if your employees aren't engaged? Here are the most common underlying causes of disengagement to look out for.



SYMPTOM	POTENTIAL CAUSE
Low Motivation in the Workplace	Lack of Rewards or Recognition
Poor Quality of Work	Lack of Communication or Feedback
Cynical Detractors	No Changes or Progress on Known Issues
High Turnover Rate	Poor Relationship with Manager
Departmental Conflicts	Poor Alignment of the Leadership Team

Symptom #1: Low Motivation

Do employees just seem like they don't care about the work they're doing? Here's why they might be dragging their feet.



Potential Cause: Lack of Recognition

There are two main reasons that employees tend to become unmotivated at work...

1. They don't feel like the work they're doing is meaningful.
2. They don't feel like it matters how hard they work.

As a Manager, it's your responsibility to motivate employees so they feel excited about the work they're doing. You want to make sure their effort doesn't go unnoticed, and that they understand how important their work is.

Strategy #1: Celebrate Employees

Here are three things you can do as a Manager to help motivate employees and make them more enthusiastic about their work.



- 1. Recognize Contributions** – While you might often give feedback when an employee does something wrong, how often do you give feedback when they do something right? Whenever you can, try to recognize a job well done by calling it out, sincerely thanking an employee for their work, and explaining why their contribution matters.
- 2. Reward Good Work** – You should reward team members when they go above and beyond. A small item, like a gift card or a lunch out, can be a great way to keep employees motivated.
- 3. Celebrate Success** – You should celebrate whenever your team reaches an important milestone or hits a specific target. Host a company BBQ, try a [team building activity](#), or go somewhere fun to thank them for their hard work.

Symptom #2: Poor Quality of Work

Are employees not delivering the same quality of work that they used to? Here's what to do if they're not putting in as much effort as before.



Potential Cause: Lack of Feedback

Providing timely feedback is one of the most crucial parts of being a Manager. While giving negative feedback can make some people uncomfortable, it truly is the best way to make sure employees know what is expected of them. If they don't know what they're doing wrong, then they might just give up entirely!

Here at Outback, we like to think of feedback as a valuable gift. If you internalize the feedback you have for someone, then it's like you're purposely keeping that gift to yourself.

Strategy #2: Give Regular Feedback

Get into the habit of providing feedback on a regular basis. It's the only way employees are going to know if they're on the right track!



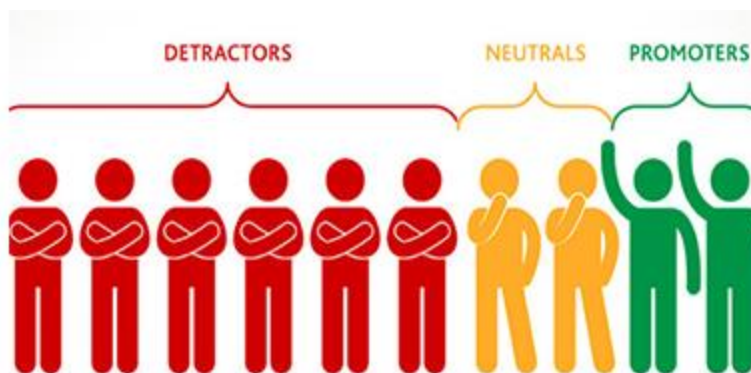
Lack of feedback is one of the major reasons for low engagement. Don't wait for a performance review to tell employees what they're doing wrong and what they're doing right – provide brief, immediate feedback whenever possible.

You can use the **Situation – Behavior – Impact** model to provide better feedback to your colleagues.

1. **Situation:** Start by identifying the situation to provide context for the feedback.
2. **Behavior:** Next, you'll want to give specific examples of what they did right or wrong.
3. **Impact:** You should finish by explaining the consequences of their actions and how it affected you, the rest of the team, or the organization.

Symptom #3: Cynical Detractors

What if you have colleagues who are just negative about their work? Here's how to effectively manage the detractors on your team.



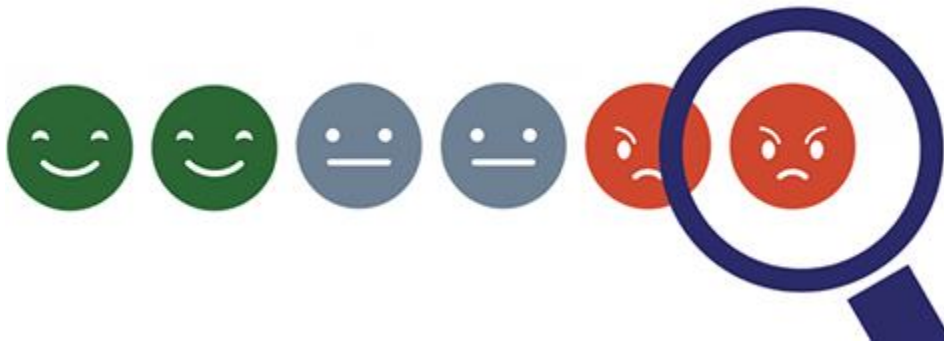
Potential Cause: Lack of Progress

As mentioned earlier in this guide, a **Detractor** is someone who rates your company lower than a seven on the scale between zero and 10. These individuals are actively disengaged at work, and are typically pretty cynical about their role within the company.

There's a high likelihood that these individuals are not satisfied with the way your workplace currently operates. Whether or not they've expressed these feelings to you, they are frustrated that nothing seems to be changing the way they want it to. Over time, these employees can become jaded...or even toxic.

Strategy #3: Start / Stop / Keep Sessions

Start speaking with employees about how they would go about improving your organization. Take action with requests that you agree with!



- 1. Stay / Stop / Keep Meetings** – Hold regular meetings with small groups of employees to discuss their feelings about the organization. Frame these as “Start / Stop / Keep” sessions to get honest and structured answers.
- 2. Create Action Plans** – When ideas come up in these meetings that you can take action on, make sure to do so! Create action plans for more complex goals, and keep employees updated as you work to implement them. Progress of this kind can help turn **Detractors** into **Promoters**!
- 3. Remove Detractors** – If a **Detractor** shows no sign of changing even after you’ve taken action, then you may want to let them go. Their attitude can rub off on other employees, and cause further problems down the road.

Symptom #4: High Turnover

How often do employees leave your organization? Here's how to keep engaged individuals around for longer.



Potential Cause: Relationship with Manager

The number one reason that employees leave a job is because they have a bad relationship with their boss or manager (*Gallup*). It's not because they got a better opportunity, wanted more money, or disliked their work – it's because the **Manager-Employee relationship** wasn't strong or constructive enough.

As a Manager, you might be unclear, timid, or too demanding. Whatever the case, you won't know what you're doing wrong unless employees are willing to speak up and help you improve.

Strategy #4: Exit / Stay Interviews

Address employee turnover directly by speaking with individuals one-on-one about their reasons for leaving.



- 1. Exit Interviews** – When employees decide to move on from your organization it can be extremely valuable to discover why. Hold a formal “Exit Interview” to get a better sense of the reasons they’re leaving. Exiting employees are more likely to be honest, and can help you uncover problems other employees are too afraid to speak up on.
- 2. Stay Interviews** – You don’t need to wait for an “Exit Interview” to get a sense of why people are leaving your organization. Try facilitating “Stay Interviews” to keep employees around longer. These are great opportunities to discover why people like working on your team, what can keep them around longer, and what might eventually tempt them to go somewhere else.

Symptom #5: Departmental Conflicts

How well do the different departments within your organization work together? Here's one strategy to get everyone back in sync.



Potential Cause: Unaligned Leadership

It's never a good thing when employees feel like they're being pulled in different directions. If the leaders at your company aren't aligned, then you're more likely to have departmental conflicts and lower levels of engagement.

Why? Because there's nothing worse than feeling like the work you're doing doesn't matter, or that other departments think you're doing a poor job. Employees want to feel valued not just by their own team, but by the company as a whole. If different departments have different priorities, then you run the risk of individuals becoming disengaged.

Strategy #5: Improve Alignment

Reduce departmental conflicts by getting company leaders aligned. Strong leadership means strong employee engagement!



1. **Agree on Your Goals** – Your company leaders should be coming together at least once a quarter to discuss shared goals and priorities. This is the best way to make sure you're all working towards the same thing.
2. **Strategize Together** – Each department should have a role to play in achieving your goals. If this isn't the case, then you may want to rethink what your goals are.
3. **Management Consulting** – Bring your leadership team together with a series of Customized Management Consulting sessions. You'll work one-on-one with a professional consultant to improve alignment and overcome challenges that are specific to your business.



PART THREE:

How to Sustain Engagement

*Tips to Keep Employees
Engaged Over the Long Term*

Long-Term Tips

Once you do the work to improve employee engagement, you'll want to keep it that way. Here are some tips and long-term strategies.



Don't Quit While You're Ahead

Employee engagement levels can drop just as fast as they can rise. Keep up with the strategies that have been working for you and your team, even if employees are now in a good place.

Invest in Training & Development

To keep employees engaged over the long-term, you'll want to invest in their personal development. Mentor them, encourage their learning, and continue to challenge them as they grow into new positions.

Recommended Program

Active Employee Engagement – Help your team drive greater engagement with this half-day facilitated training program and interactive workshop.

Advice from Outback's HR Department

Here at Outback Team Building & Training we make every effort to improve employee engagement.



Over the course of a single year, Outback's eNPS went from a low point of **30** to an outstanding **65**. Olivia Jackson, HR Generalist, says she used strategies provided in this guide to boost those numbers:

"Employee engagement is all about having a team that shows up and puts their best foot forward. And here at Outback, we do! It's for this reason that we're achieving results, reaching new goals, and celebrating together to keep our momentum going. The important thing is to put in continuous effort over time – and not just let your engagement fall by the wayside."

- Olivia Jackson, HR Generalist, Outback Team Building & Training



Your exercises made the entire session very interactive and really helped bring the concepts to life. It was completely practical, and I can see us using this learning immediately.

SCHULER 

The team from **Schuler Group** took part in a half-day training program on Active Employee Engagement



Get In Touch

For more advice and program options, get in touch with our Employee Engagement Consultants:



1-800-565-8735



info@outbackteambuilding.com



www.outbackteambuilding.com

BOOK YOUR FREE CONSULTATION