

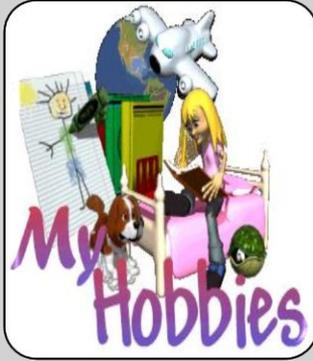
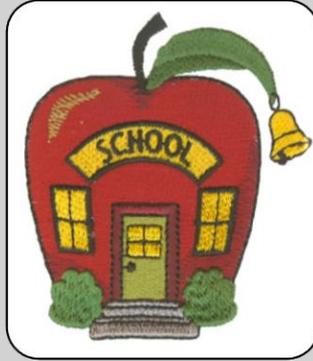
# Ready, Set, Engage

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<p>Your Role?</p> <p>Company?</p>	<p>Where do you live?</p>	<p>Hobbies?</p>	<p>Where did you...</p> <ul style="list-style-type: none"> <li>• School?</li> <li>• Grow up?</li> <li>• Travel?</li> </ul>	<p>One fun fact?</p>

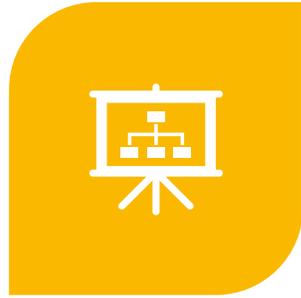
# Objectives

- Develop a deeper understanding of the root causes of engagement and disengagement to make **high engagement** a normal part of your organization's culture
- Understand why most efforts to improve employee engagement are doomed to fail
- Learn about the four basic psychological needs that drive people's engagement levels
- Start the process of implementing specific takeaways to increase engagement levels in your organization.

# Ready, Set, Engage

- Business leaders know that high engagement is critical to their success.
- 2/3 of the US workforce consistently rates themselves as “disengaged”
- Engagement is an emotional state. You can’t “reason people” into being engaged

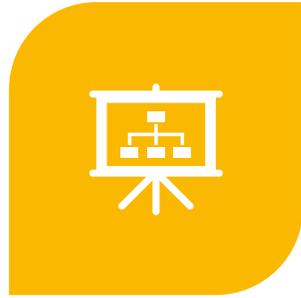
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YOUR ORGANIZATION

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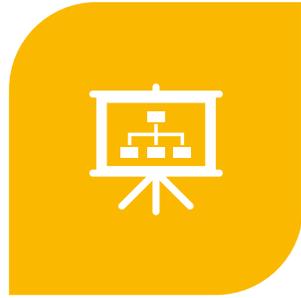


YOUR ORGANIZATION



YOUR CUSTOMERS

Ready, Set,  
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YOUR ORGANIZATION



YOUR CUSTOMERS



YOUR ABILITY TO  
RECRUIT OTHER QUALITY  
SERVICE TECHS

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# Exercise

## In groups of 2

- One person reads questions 1-6 to your partner
- Allow person to reflect and answer
- 3 minutes each person
- Then switch positions doing the same thing.

# Exercise



Think of a situation at work where you've been **highly engaged**. Imagine you're in that situation now. Briefly describe to your partner?



What did that experience **feel like** to you?



What do you believe was causing you to be highly engaged?



Think of a situation at work where you've been **highly disengaged**. Imagine you're in that situation now. Briefly describe the situation to your partner?



What did that experience **feel like** to you?



What do you believe was causing you to be highly engaged?



**Question**

Why do most efforts to fix disengagement fail?

## Exercise

*Break into groups of four*

- *One at a time, share your experience of your organization's attempts to improve engagement*
  - *What were the results of these efforts?*
  - *When these efforts were ineffective, why do you believe this was the case?*

## Why's it so difficult to identify Root Causes of Disengagement?

When we see problems, we usually see the outward signs or symptoms and rarely see the actual root cause

People usually communicate what their unhappy about rather than what's underneath driving their unhappiness

Increases in pay, benefits, days off, social events, etc. are usually met with initial enthusiasm followed by the familiar "right back where we were" rebound effect



*The root cause of disengagement is unmet psychological needs*



*Everyone has the same basic needs.*

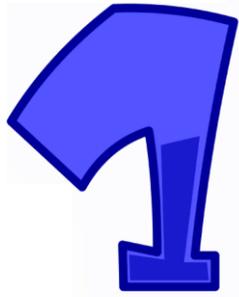


*Once need for survival and physical safety are met, there's four basic psychological needs.*



*When basic needs are met, people are engaged.*

What's the Root Cause of Disengagement?



## Four basic psychological needs

### To feel valued and understood

People need to feel like they matter as a human beings rather than just what they do for you

- Practice **active listening** to truly understand what person is saying before responding
- Confirm person feels **understood and their feelings respected**- “acknowledge and validate” (Note: This doesn’t mean you agree with what is said)
- Communicate on a **regular basis**. Know what’s going well, where help is needed, and provide encouragement



## Four basic psychological needs

*Addressing need to feel valued and understood is the core of building high engagement*

- Allows you to build trust and connection with others
  - Creates opening for people to reveal what's truly driving disengagement
  - Calms fears and lowers defensiveness so people are open to your influence
- 

## Exercise

- Pair up and role-play
- Person A shares a concern
- Person B: **Acknowledge** concern (paraphrase synopsis of what was said) and confirms until Person A says “that’s right”
- Person B: **Validate** the feeling/s of Person A “It makes sense that you feel...” or “it seems that you feel which makes sense” and confirm that your validation is correct.
- If not sure of feeling, ask how Person A is impacted and then validate feeling
- Switch roles and each person repeats role-play



## Four basic psychological needs

- To express our innate talents and interests. People need to do work that aligns with their abilities and interests.
- Use one or more reliable **assessment instruments** to objectively measure applicants' alignment with job
- Use **well-thought-out** question to gauge passion level for service tech work
- Consider moving people to roles that align better

## Exercise

**Purpose:** Understand how your own engagement level is impacted by your job fit

*Think of job you've had that was **poorly-aligned** with your talents and interests. Write your answers to these questions:*

- How did that impact your engagement level?
- What if anything was effective in raising your engagement while in this role?

# Ready, Set, Engage

**Purpose:** Understand how your own engagement level is impacted by your job fit

- *Think of job you've had that was **well-aligned** with your talents and interests. Write your answers to these questions:*
  - How did that impact your engagement level?
  - How did this impact your productivity and interactions with others?



## Four basic psychological needs

- **Meaning/purpose in our work. People need to feel like what they do matters to something greater than themselves.**
  - When people understand how they company mission, their work comes to life which boosts engagement
  - Provide opportunities to see the impact rather than just telling them
  - Consistently reinforce impact especially when they're feeling down

## Exercise

### Develop a group mission that provides purpose to engage employees

You work for ACME Industries, a manufacturer of fabric for fire-resistant suits worn by firefighters.

- Break into groups of eight and adopt a “fun and collaborative” energy
- As a group, develop a brief, compelling mission statement to engage the employees- **5 minutes**
- Create message to communicate to Sue in Accounting her work supports your mission- **3 minutes**
- Choose one representative to declare your mission statement and to explain to Sue how work is vital to the company mission **2 minutes**



## Four basic psychological needs

- Internal drive to grow/ develop. People appreciate when others believe in them and “challenge them” to grow.
  - Learn what goals **drive** each individual. Reinforce **connection** between job performance and goal attainment
  - Provide **quality** training and development to help them excel and address weaknesses
  - Set **clear and reasonable** performance standards that require them to **stretch**
  - Provide **fair and consistent** consequences (rewards and sanctions) based on performance relative to agreed-upon standards

## Group Discussion

Think of a manager whose performance standards were unclear or low

- How did this impact your engagement level?
- How did this impact the productivity of you and others?

## Group Discussion

Think of a manager whose performance standards clear, high and fair (you had to grow and develop to meet expectations).

- How did this impact engagement levels?
- How did this impact productivity?

Contact:

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