

Supervisor Sessions

Bringing Out The Best in Your Employees:
Employee Engagement 101

April 20, 2022



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What is employee engagement?

Employee engagement is ...

the emotional commitment the employee has to the organization and its goals. When employees care—when they are *engaged*—they use *discretionary* effort.

What employee engagement *isn't* ...

Employee engagement doesn't mean ...
employee happiness *or* employee satisfaction.

<https://www.forbes.com/sites/kevinkruse/2012/06/22/employee-engagement-what-and-why/?sh=6b9eb8777f37>



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An engaged employee is ...



... fully absorbed by and enthusiastic about their work and takes positive action to further the organization's reputation and interests. They have a positive attitude towards the organization and its values.

A disengaged employee ...

... may range from someone doing the bare minimum at work (aka 'coasting'), up to an employee who is actively damaging the company's work output and reputation.



12 tips to promote employee engagement

1) Help employees understand what is expected of them at work.

Expectations. Defining and clarifying the outcomes that are to be achieved is perhaps the most basic of all employee needs and supervisor responsibilities. How these outcomes are defined and acted upon may vary between business unit.



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2) Provide the necessary materials and equipment for employees to do their work well.

Materials and equipment. Getting employees what they need to perform their work maximizes efficiency and demonstrates that they are valued and supported. Supervisors can help employees see how their requests for materials and equipment connect to important unit outcomes.



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3) Provide employees with opportunities to do what they do best.

Opportunity to do what I do best. Helping people get into roles where they can most fully use their inherent talents is the ongoing work of great supervisors. Learning about individual differences through experience and assessment can help supervisors position people efficiently, within and across roles.



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4) Give recognition or praise for employees doing good work.

Recognition for good work. Employees never report that they suffer from too much recognition! Supervisors should make it a point to understand how each of their employees prefers to be recognized for their good work, achievements and accomplishments.



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5) Demonstrate to employees that you care about them as a whole person.

Someone at work cares about me. For each person, feeling “cared about” may mean something different. The best supervisors listen to individuals and respond to their unique needs. In addition, they find the connection between the needs of the individual and the needs of the institution.



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6) Encourage your employee's growth and development.

Encourages development. How employees are coached can influence how they perceive their future. If the supervisor is helping the employee improve as an individual by providing opportunities that are in-sync with the employee's talents, everyone benefits!



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7) Listen to your employee's ideas.

Opinions count. Asking for the employee's input, and considering that input as decisions are made, can often lead to better decisions. The one working directly with the problem may know the best solution! Additionally, when employees feel they are involved in decisions, they take greater ownership of the outcomes.



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8) Help your employees understand how their jobs are important and support NIU's mission/purpose.

Mission/Purpose. Great supervisors often help people see not only the purpose of their work, but also how each person's work influences and relates to the purpose of the institution and its outcomes. Reminding employees of the big-picture impact of what they do each day is important.



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9) Ensure that your employees are committed to doing quality work and recognize quality work from coworkers.

Associates committed to quality. Supervisors can influence the extent to which employees respect one another by selecting conscientious employees, providing some common goals and metrics around quality, and increasing associates' frequency of opportunity for interaction.



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10) Support (don't discourage) friendships between coworkers.

Best friend. Supervisors can create opportunities for connection between coworkers. Trusting relationships are essential for engagement to thrive. The best supervisors support friendships as they occur naturally at work, which is a basic human need. Nurturing and maturing relationships can enhance communication and trust.



12 tips to promote employee engagement

11) Talk with employees about their progress.

Progress. Providing a structured time to discuss each employee's progress, achievements, goals, and so on, is important for both supervisors and employees. Great supervisors meet regularly with their employees to learn, share, support, and guide.



12 tips to promote employee engagement

12) Give your employees opportunities to learn and grow.

Learn and grow. In addition to having a need to be recognized for good work, most employees have a need to know they are improving and have chances to improve themselves. Great supervisors identify training opportunities to benefit both the individual and the organization.



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Team Culture

Culture is ...

... set by the collective behavior of individuals.

... the sum of the emotional intelligence of the group of people working together and what standards and values they adhere to.

“Culture
defeats
strategy,
every time.”

- Seth Godin

<https://medium.com/swlh/how-to-assess-your-teams-culture-and-make-it-what-you-want-39914b26ff6>



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Questions to consider as a supervisor ...

Do people care about the work that is being done or are they just doing the work for a paycheck?

What modes of encouragement do you use?

Do you praise staff and acknowledge when there is a job well done?


How do you show appreciation for a team member when they go above and beyond their normal job role?

Does your team go the extra mile for you either when asked or voluntarily? Do you often ask them to?

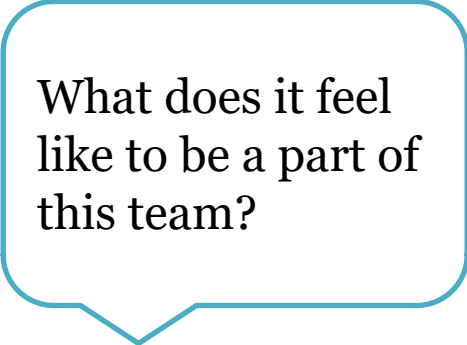


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How would your team members answer questions like these?




What does it feel like to work here?




What does it feel like to be a part of this team?



What is appealing about working here?



What is the best thing about working here?



What's the worst?



Do people feel valued and respected?



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A good team culture is one where ...

... everyone in the team is aligned on purpose, values, behaviors and working practices while also feeling they are celebrated as individuals.

... members of a team understand group and individual purpose as well as their role within the team.

Which elements are important to you for great team culture?

- ✓ Clearly defined purpose and goals.
- ✓ Alignment on team values & working practices.
- ✓ Space for personal and professional growth.
- ✓ Regular opportunities for open, honest discussion.
- ✓ Flexible working hours.
- ✓ Wellbeing programs.
- ✓ Supportive policies on illness and vacation.
- ✓ Opportunities for cross-function collaboration and connection.
- ✓ Team core values.
- ✓ Transparent, communicative management.
- ✓ Thoughtful systems for feedback.
- ✓ Time and space to have fun as a team.



What are ways you can improve your team's culture?

- Define your purpose.
- Co-create your culture and put it into writing.
- Clarify how you want to work together.
- Build trust.
- Develop shared understanding.
- Appreciate one another.
- Have fun together!



How can I lead by example?

- Start with yourself.
- Lay a foundation of trust and mutual respect.
- Turn weekly meetings into learning opportunities.
- Ask questions.



Future *Supervisor Sessions*

- Your role as a supervisor in engaging your team members and managing their performance.
- Tools, tips and resources for developing and recognizing employees and giving feedback and holding employees accountable for their performance.
- Practice techniques to providing ongoing feedback and coaching with employees to encourage growth.



Questions/Comments

Two things great leaders need to have: empathy and perspective. The real job of a leader is not about being “in-charge” but about taking care of those “in our charge.”

– *Simon Sinek*



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