



ELEVATE
— ENGAGEMENT —

ELEVATING EMPLOYEE ENGAGEMENT

By: Cornerstone Learning

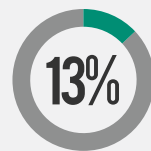


TRULY ENGAGED EMPLOYEES ARE WHAT EVERY ORGANIZATION STRIVES TO ACHIEVE.

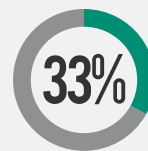
Much has been written and documented concerning the positive impact that engaged employees have on the bottom line of an organization.

There is no denying that organizations with greater percentages of engaged employees perform with higher, sustained levels of performance. Engaged and committed employees create a more loyal workforce with higher retention rates and greater employee satisfaction. Unfortunately, the consistent lack of overall employee engagement has also been well documented.

In the American Workplace Study, conducted annually by the Gallup Organization, it is reported that only 33% of employees in North America and 13% globally are engaged. What is even more remarkable is that these percentages have not changed significantly in the last decade, since Gallup has been publishing the study.



Global Workers



U.S. Workers



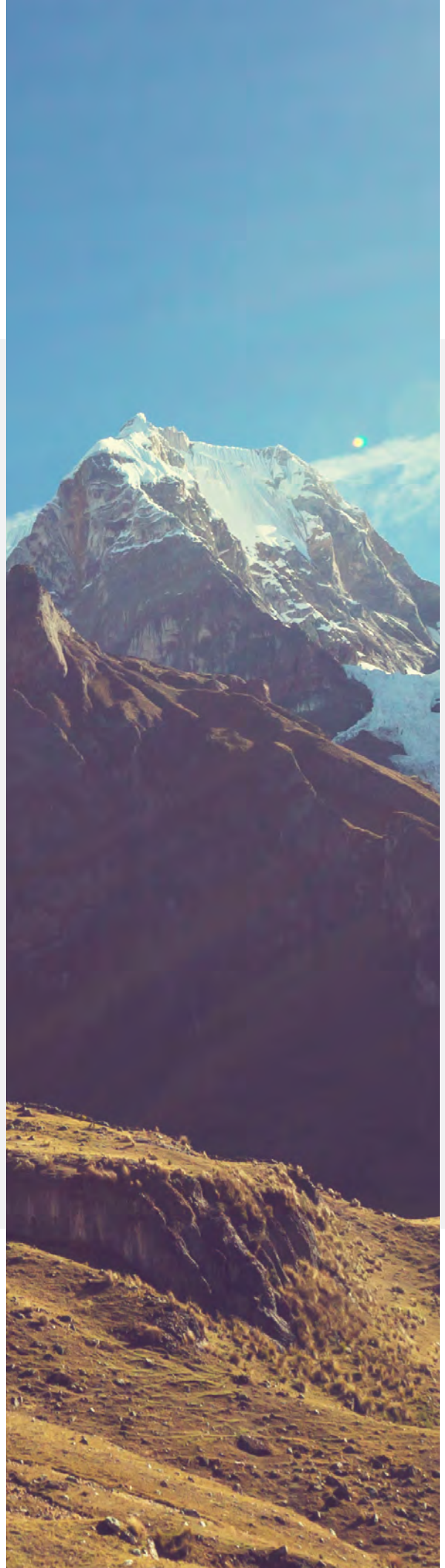
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COMPLEX AND FAR REACHING

So, if we know the profound impact that having an organization of highly engaged employees has on the bottom line, why is there such a lack of engagement in most organizations?

Because creating, cultivating and, most importantly, sustaining engaged employees is just plain difficult!

Employee engagement is complex and far reaching. So many variables can impact the engagement of an employee on a daily basis. From the organizational performance environment people walk into and experience every day, to the various leadership styles that formal leaders display which impact their people on a daily basis, to the multitude of personalities and workstyle behaviors exhibited by individuals throughout any organization. Any one or all of these can positively, or negatively, impact overall engagement in any given interaction.





RAISING THE BAR ON EMPLOYEE ENGAGEMENT



Elevating employee engagement goes far beyond just surveying employees.

Simply surveying employees for levels of satisfaction and engagement is not enough. In fact, the annual employee engagement survey often causes disengagement and promotes employee apathy. In most cases, little to nothing is done once these engagement surveys are completed. There might be a flurry of activity by Human Resources or front-line managers tasked with improving the engagement scores, but rarely does anything change long term. And it's not their fault. ***Elevating employee engagement is not a project or task to be delegated, it is a strategic, competitive advantage to be invested in and cultivated every day.***

KEY ENGAGEMENT FACTORS

We have found that engagement needs to be taught, developed and reinforced.

As strange as it sounds, it's true. Knowing how and when to engage as an individual, cultivating a "lead where you are" performance environment, working effectively within agile, high-performance engagement teams and leading in this age of employee engagement are all areas that can be taught, developed and reinforced.

We have found in our work assisting organizations around the world that greater employee engagement requires engaging your employees, supporting them, and organizationally enabling them. And not just during employee engagement survey season, but all year, every day. In addition, effective communication with and between employees on an ongoing basis and a robust, engaging "Triboarding" (onboarding, reboarding and transboarding) process are paramount to sustaining high levels of engagement.

Three key engagement factors that work in concert with one another to support and enable sustained employee engagement.

OLE Performance

Communication

Triboarding

To cultivate and leverage the profound impact engaged employees have on bottom line performance organizations must intentionally enable it and continually identify and eliminate actions and activities that actually cause employee disengagement.

Organization Enabling Engagement

Opportunities to engage:

- Align the stated, often aspirational, organizational culture with the actual organizational performance environment to ensure it enables and accelerates employee success, not impedes or becomes a barrier to success.
- Form and train enterprise-wide, cross-functional employee engagement teams with a charter to elevate overall engagement.
- Provide all employees engagement training with the vision to develop an organization that is Employee-engaged, Leader-supported, and Organizationally-enabled (ELO) - see our white paper, [Organizational Performance Reimagined](#).

Eliminate or Evolve Organizational Activities the Disengage Employees

- Annual employee engagement surveys with little to no visible follow-up.
- Outdated and ineffective “check the box” performance processes with their primary focus on end of year and or mid-year performance reviews prepared by management for submission to HR.
- Leadership styles that focus on managing employee time and daily activities.

THE ORGANIZATION



The Cornerstone Learning model for engagement success, C.A.R.E, ensures an organization provides strategic **clarity**, continually **aligns** people and process to outcomes, and provides the necessary **resources** and **enabling tools and leadership** to elevate both employee engagement and organizational performance.

An organization can survey its employee population annually with a goal of enhancing employee engagement and the organization can task and train leaders to better lead their people in hopes of enabling greater engagement, but if the organization fails to evolve, invest in and cultivate an employee-led, employee-engaged culture with a supporting performance environment, then the effort to accelerate and develop greater employee engagement will continually fall short.

Is your organization falling short?



THE LEADERSHIP

The outdated World War II management model of planning, controlling, directing and managing people and activities is rapidly coming to an end. Rather than creating performance environments of employee engagement and commitment, these past leadership styles and traits created performance environments of top-down, command and control management resulting in greater employee compliance, not engagement. By definition, complying is not engaging!

To ensure and enable ongoing and elevated employee engagement leaders at every level must seek to inspire, energize, facilitate and develop organizations and people. No one wants to be “managed!” Engaged people want to be guided, supported and provided with challenging and rewarding opportunities to grow, develop and showcase their unique talents.

Today's leadership is not about holding people accountable, it is about creating performance environments where people willingly hold themselves accountable, no matter the circumstances. Today's leaders focus on pursuing and enabling organizational and employee performance, not reviewing it and managing it.

The goal is to cultivate a performance environment through training and coaching where every person in the organization owns their performance and is responsible for setting expectations and reviewing their performance monthly with the manager. These 20-30-minute monthly performance connections allow the leader to pursue better performance versus becoming mired in tactical performance review tasks, and shifts the opportunity and responsibility for performance growth to the engaged employee.

In addition to developing and cultivating individual employee engagement, it is important for leaders to leverage the power of engaged performance teams. The future of performance will have its foundation based on developing a network of agile and highly effective teams that come together for a purpose, deliver that purpose, and disband once their defined purpose is achieved. But this future of organizational performance requires leaders to match talent to opportunity, often regardless of title and position. They must provide a clear vision for the team, and then enable team success, not manage it. Leading and enabling, not managing, engaged people, and cultivating and leveraging the power of high-performance teams is the future of leadership.

Have you made the leadership?

If not, go to <http://www.cornerstonelearning.com/leadership> for more insights and tools on leading and cultivating employee engagement.

THE EMPLOYEE

EMPLOYEE ENGAGED,
TEAM DRIVEN PERFORMANCE

If you want better employee engagement, you'd better engage your employees, individually and as collective teams, leveraging unique talents and skills, not simply creating and awarding titles and positions.

To meet the challenges of the future and to create and sustain a competitive advantage, every employee from the board room to the mail room and beyond must personally engage and "lead where they are". With the speed and complexity of today's business demands and tomorrow's opportunities, an agile network of high-performance teams that form, perform, and reform as needed becomes a strategic competitive advantage for the organization.



ELEVATE
— ENGAGEMENT —

CREATING INDIVIDUAL ENGAGEMENT



Creating purpose driven, employee engaged performance environments, where every employee is known for and valued for their unique talents and contributions, not for their seniority, title and position, is a key to cultivating high levels of personal engagement.

Training, developing, coaching and rewarding every individual to lead where they are, no matter where they are in the organization, taps into and unleashes the amazing human potential that resides in every employee in the organization.

Truly engaged employees own their own performance, set performance expectations based on the organizational direction and goals, and conduct employee-led monthly performance CARE (Clarity, Alignment, Resources, Enablement) sessions with their manager with the goal of continually connecting their performance and results to those of the organization.

Highly engaged employees, leading where they are, lead change and intervene to make things happen rather than just letting things happen. They invest in and cultivate authentic relationships, connecting with others, not solely relying on technology to communicate. And, they become role models for accountability, no matter the circumstances.

For more information, tools and training on elevating personal engagement check out: www.cornerstonelearning.com/lead-where-you-are





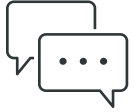
DEVELOPING TEAM ENGAGEMENT

The future of performance? An agile and fluid network of teams tapping into the collective talents of highly engaged employees that match unique and powerful employee talents to enterprise performance opportunities.

These engagement teams become powerful assets to a company as they form, perform and reform as opportunities for improvement and growth arise. Look no further than the data and feedback received from a recent organizational employee engagement survey - this is a perfect opportunity to engage a cross-functional performance team to provide insights and recommendations on enhancing employee engagement throughout the organization.

But engagement teams require training, coaching and guidance to set and enable successful team performance. In working with engagement teams all across the globe, we have found the most successful of these teams have four key elements in common. They each have a clear and defined **purpose**, they consistently exhibit the right team **behaviors**, individuals are personally accountable and **committed** to the team, and the team has tremendous **support** from their organization for their charter and purpose.

With the right foundation, this network of teams, can become an undeniable competitive advantage and tremendous tool for enhancing and sustaining overall employee engagement.



EMPLOYEE COMMUNICATION

There is a critical intersection between employee engagement and employee communication.

The better, more effective and relevant the communication, the better and higher the engagement in the organization is. Communication is highly synergistic with creating and sustaining employee commitment and engagement at every level of the organization.

In the past, quarterly, semiannual or annual townhalls or all employee meetings coupled with the as needed all employee email blasts were the primary internal corporate communication tools. However, in today's organizations the expectations for communication have changed dramatically. Now people want near real-time information delivered in different ways and formats that most organizations are not accustomed to and currently don't have the resources or expertise to provide. Your people resources are focused on running the business with little time to think about engaging, consistent and effective communication.



And the communication strategy **should not** be limited to just corporate or leader communication. Engaged employees are your best advocates for increasing employee engagement and letting them share their insights and stories is a great way to enable those engaged behaviors. This probably sounds like a lot to take on as an organization, and it can be. But that's why we're here. We partner with you to create an employee communication strategy and plan that works for you and can provide the resources to enable internal employee communication success.



**"THERE IS A CRITICAL
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EMPLOYEE ENGAGEMENT
AND EMPLOYEE
COMMUNICATION."**





TRIBOARDING



Triboarding provides a strategy and framework for intentional programs and activities designed to engage employees throughout every milestone in their careers.



Onboarding

Effective onboarding, not just new hire orientation, can improve employee retention by as much as 82% and increase productivity by 70%.



Reboarding

Cultivate a culture where employees are re-recruited and valued to lead where they are everyday. Companies with highly engaged employees are 21% more profitable.



Transboarding

Enhancing talent transitions and mobility strategies reduces time to productivity, reduce turnovers, improves overall employee engagement, and captures job knowledge.



If you want better employee engagement, you'd better engage the employees.

Elevating employee engagement is often aspirational in most organizations. Our ELO model (Employee-Engaged, Leader Supported, Organization Enabled) for elevating employee engagement by enabling the organization, supporting the leadership, and cultivating each employee moves from talking about and surveying employee engagement to engaging, enabling and sustaining employee engagement.



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