mm.

be the 32%!

Engagement Fundamentals

MANAGER MATERIAL GUIDE FOR UNDERSTANDING AND DRIVING EMPLOYEE ENGAGEMENT

WHAT IS IT AND WHY DO I CARE?

Gallup is one of the world's leading analytics and advisory companies founded in 1935.
One major focus is workplace research and employees. They define "Engagement"
simply as "*involvement and enthusiasm of employees in their work and workplace.*"
How this shows up in reality though is **why you care**.

Key statistics on "Engagement" tell us that high engagement is responsible for:

- **81% Drop in "absenteeism"** - *Do you have team members regularly calling in?*
- **43% Drop in turnover** - *Less people leaving leads to higher productivity and more focus on your customers*
- **18% gain in productivity** - *Engaged employees get more done and do it better.*

Altogether, these findings mean that a shift to high engagement across 10 employees is the
equivalent of gaining almost two new headcount for the team. *What could you get done with
two additional people on your team?*

SO WHAT CAN I DO?

Over 70% of the variance in employee engagement can be explained by the influence of
Managers. (*Gallup)

The two most addressable components are:
1. Expectations
2. Resources

YOUR ROLE IN ENGAGEMENT

First, you should understand your baseline. How engaged is your team? Measure it or work with your HR partner to get a regular measurement in place (quarterly). **NOTE**: *I always recommend you start by partnering with HR to execute this.*

The two most important survey questions are:

1. I know what is expected of me in my role.
2. I have the tools and resources needed to do my job.

***Example*:**

1. I know what is expected of me in my role

○ Very Clear

○ Often Clear

○ Often Unclear

○ Very Unclear

Use a four-choice scale that eliminates middle-of-the-road answers. Assign 1-4 points to each answer and keep track of the average over time.

FREE TOOLS

Your survey should be anonymous. Free tools like SurveyMonkey and Google Forms can be used for a quick pulse. While these are better done across a minimum of 3-4 teams of 8-10 people, they can be effective for getting conversations going with a single team.

Your first survey results will not be perfectly reliable. In most cases, these first results are skewed positive as the team doesn't fully trust the anonymity. This is where the work begins.

YOUR FOLLOW UP - EXPECTATIONS

Since you are mainly concerned about two areas - expectations & resources - your follow up will focus on these as well.

EXPECTATIONS

Review **when** and **how** you communicate expectations as well as how often you follow up around measurement and accountability. For most divisions (Finance, Sales, Operations, etc) anything less than every two weeks is too far between follow ups. Communicating expectations in a long email or all hands at the beginning of the year and no follow up for a month or more results in confusion around expectation clarity.

ACTION

- Put a framework in place for communication **and** follow up. See **Action Guides** in **Manager Material** for 1x1 documents and guides as well as Team meeting sample agendas. Also see holding effective meetings in **Mini Drops**.
- Put a metrics packet in place for consistent review of results vs expectations.
  - If you are in sales or operations for example, report numbers relative to goal and cover action items to achieve goal or double down if overachieving.
  - If you are in a more "program" oriented division (e.g. engineering), report on progress to goal and use status update methodologies such as "Green, Yellow, Red" weekly. A project should never be green for weeks only to fall to red suddenly at the end. Any Yellow or Red programs need a detailed path-to-green ready.
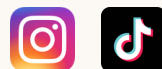
YOUR FOLLOW UP - RESOURCES

Resources can be people, time, money, training or any number of missing pieces necessary to reasonably hit your goal.

mm.

RESOURCES

You don't have a team of magicians (*most likely*) so they aren't going to be the ones to accomplish a task that requires 20 people and 3 months, but do it with 10 people in a week. The ugly truth that many senior leaders won't admit is that *they don't know the right answer*.

When a goal is set (e.g. "deliver xyz project completely in 3 weeks) they are likely guessing or *stretching* the team. It is your role as a manager to be close to the details, rely on data where possible, and *advocate* for what your team needs. To do this you must know your business well, be communicating with your team and create an environment where they can truly be open with you.

ACTION

- Make a habit of following a regular shared agenda with each team member in your 1x1's. See **Action Guides** section in **Manager Material** for the template - or use your own.
  - Ask: What can I get out of your way this week?
  - Ask: What do you need from me or the company to... (hit the goal, go faster, more confidence etc)?
- Use data you collect from the team to justify the resource ask. If you have 10 people and your best rep can achieve 85% of the target, yet everyone on the team has been delivering their inputs (calls, code check-ins etc), then that is a pretty good case for adding resources (people etc).

Tip on Communicating Up: Your leadership most likely wants to hear "*in order to do X it is going to take Y*" instead of "*It's impossible*, we *need to lower the goal.*"
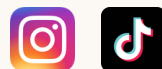
SUMMARY

- Engagement can have a very meaningful impact on your team.
- You as the Manager influence over 70% of the Engagement Level.
- Expectations & Resources are your *biggest levers*. Be clear. Check in often.
- You must invest the time and focus in order to make change. As a manager, that change has *exponential impact*.
- You can gain an edge through traditional management techniques, but the improvement you gain from driving engagement scores is *10x*. This is the secret sauce. *The above is just the start - Dig in with the resources below!*

MANAGER MATERIAL RESOURCES

- **Mini Drops**: Check out videos on HR Partnerships, Job Descriptions, Holding 1x1's, Running Effective Meetings
- **Monthly Dev Drops**: Parts 1 & 2 cover key contributors to engagement and how to handle as a manager.
- **Action Guides:** Tips on Ramping, Effective 1x1's, templates and more
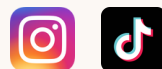
Hi!

I'm Erin!

I develop people managers. That's my passion.

I'm so excited you are investing in yourself, your career, and in being a more effective manager for your team. Your are one of the few managers (32% to be exact) taking managing people seriously. I'm really proud of you for that!

Being a people manager can feel overwhelming and lonely at times. In an ideal world, you would have someone like me in your company to walk alongside you. But I know that's not always the case, so I'm really glad we found each other! Make sure to check out everything Manager Material has to develop you into a high-performing manager!

Manager Material is the best, most direct investment you can make in developing yourself as a manager. If you haven't subscribed yet, what are you waiting for?

Try it for a month.

Put in the work. *You won't regret it.*

MANAGER MATERIAL

copyright 2023