Explore Team Engagement

The benefits and impact of an engaged team:

- Engaged employees perform better, stay longer, produce more and miss work less than non-engaged employees.
- Engaged employees inspire and motivate others by the work they do, their enthusiasm, and by creating a positive work environment.
- Studies performed over the years have consistently shown a positive correlation between increased engagement and improvements in business results (increased sales, reduced costs, improved customer ratings, and higher profitability) to name a few.

The benefits of engagement are clear. The question is, how do you as a manager tap into that potential by maximizing the engagement level of your team?

Begin by measuring your team’s current level of engagement:

- Refer to the most recent Community Survey which identified engagement levels for your team across multiple items in the engagement index.
- Identify areas of strength and opportunity for your team.
- Refer to suggestions provided by the Community Survey to increase engagement levels in each area.
- You can also look at recent performance trends for your team:
  - Level of performance on assigned goals and initiatives
  - Interest in developmental opportunities
  - Turnover and absenteeism rates/trends

How can I improve my team’s engagement level?

- As the manager, you are in the best position to impact the engagement of your team. In fact, many of the key engagement drivers for employees are related directly or indirectly to their manager:
  - My relationship with my manager
  - Career Development
  - Recognition
  - Job Content – are employee skills being utilized to their full potential?
  - Connection to and confidence in organization vision and strategy

- Listening – a powerful engagement tool for all managers.
  - In team and individual discussions, actively listen to feedback from your employees regarding the work they do, their goals, interests, challenges and concerns.
  - Listening shows your employees that you care which will increase their willingness to share their career and development goals and to talk about any concerns or areas of opportunity.
  - Not all employees are the same. Listening allows the manager to have a better understanding of how they can best support each employee in their development.
  - Listening allows the manager to identify any issues, concerns or other factors that may be having a negative impact on the engagement level of their team.
Explore Team Engagement

- Create an environment with your team that establishes the framework for engagement:
  - Create an environment of respect, trust, and open two-way communication.
  - Provide ongoing feedback and recognition – celebrate the wins as they occur.
  - Share information about the organizations’ vision, strategy and goals and help the team see their connection to and impact on that vision.
  - Discuss questions that were on the most recent Community Survey. Identify areas you as a manager are working on to improve your level of engagement and work with the team to identify areas for team improvement (clarify that you are not aware of any information provided by any individual person on the Community Survey and you are not attempting to do so).
  - Communicate to the team that you will be setting up individual 1:1 sessions to talk about engagement and how you can support them in that process.
  - Establish ongoing 1:1 sessions with each employee on your team to talk about their career goals and interests, establish development plans to help them achieve those goals and to ensure their skills are being fully utilized in their current role.

NOTE: See Explore Individual Engagement guide for tips on having effective individual sessions.