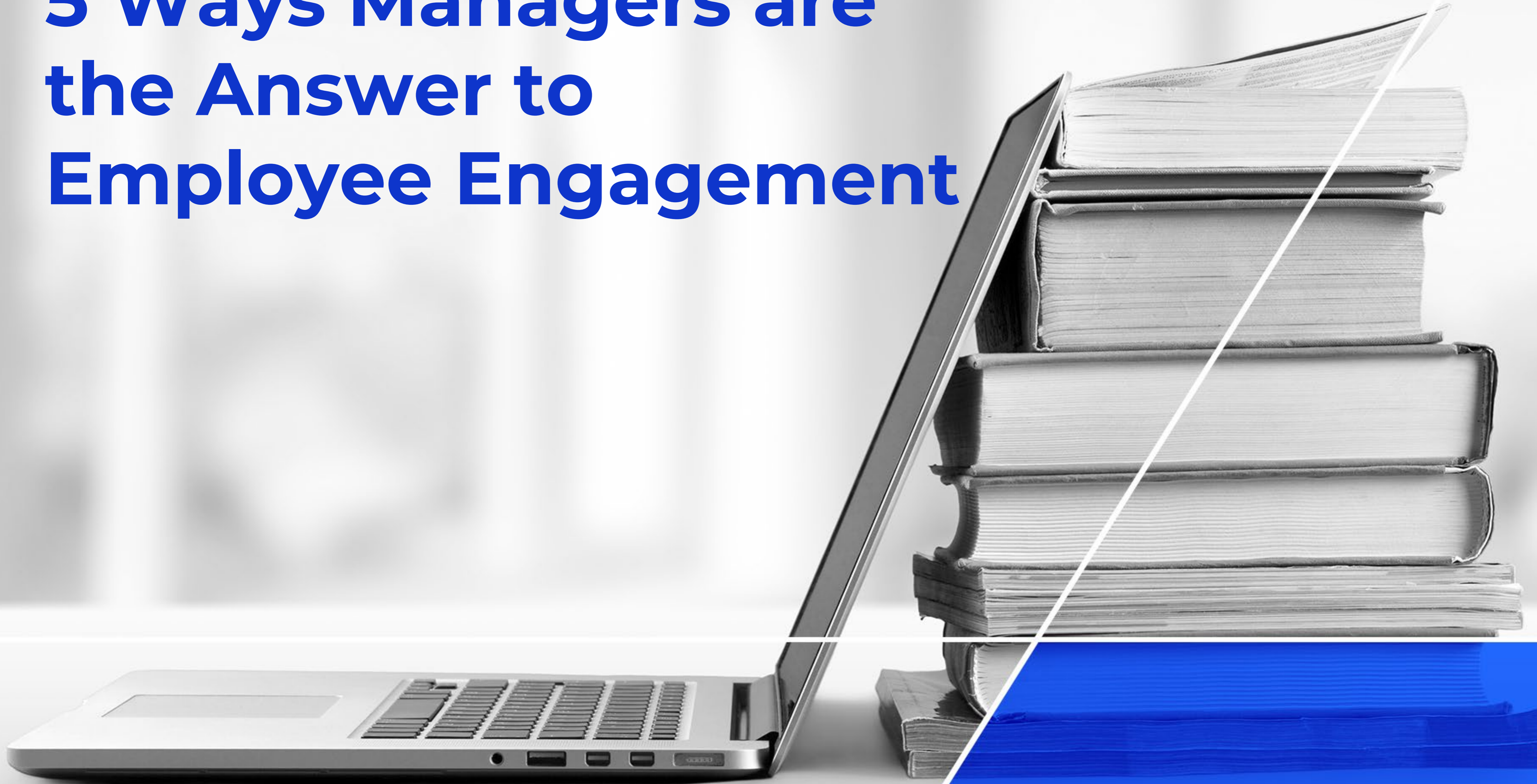


5 Ways Managers are the Answer to Employee Engagement





Today's discussion

We will focus on the importance of our managers to navigating our challenging work environment.

- The state of engagement
- The status of our managers
- Five ways managers create engagement
- How we can best support them

Employee Engagement Definition

Employee engagement is a state of mind in which employees feel **passionate** about their jobs, are **committed** to the organization and want to put **discretionary effort** into their work.



Three Categories



Engaged

Passionate
Connection
Performer
Enthusiastic



Not Engaged

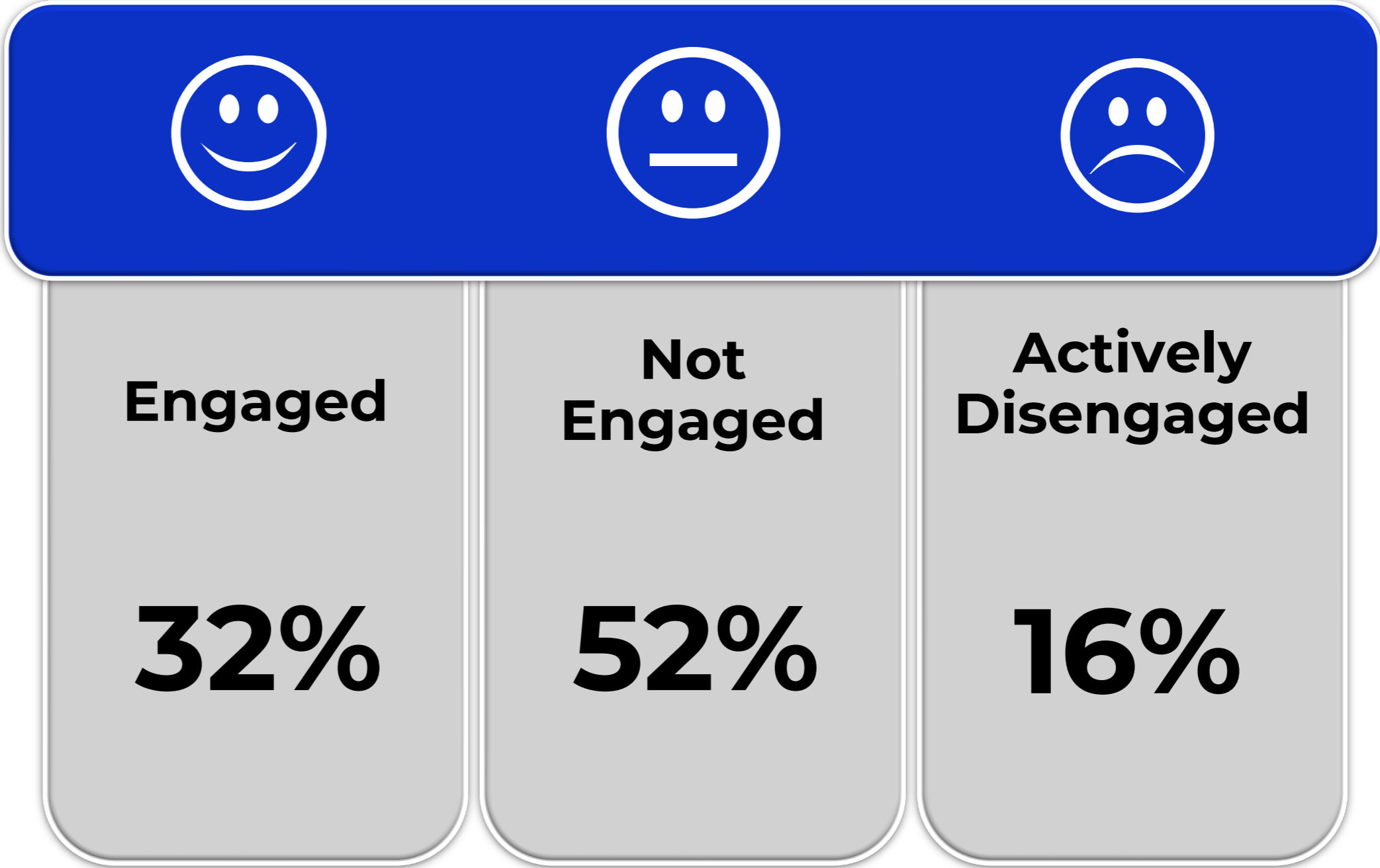
Checked-out
Putting in time,
not energy
Quiet Quitters



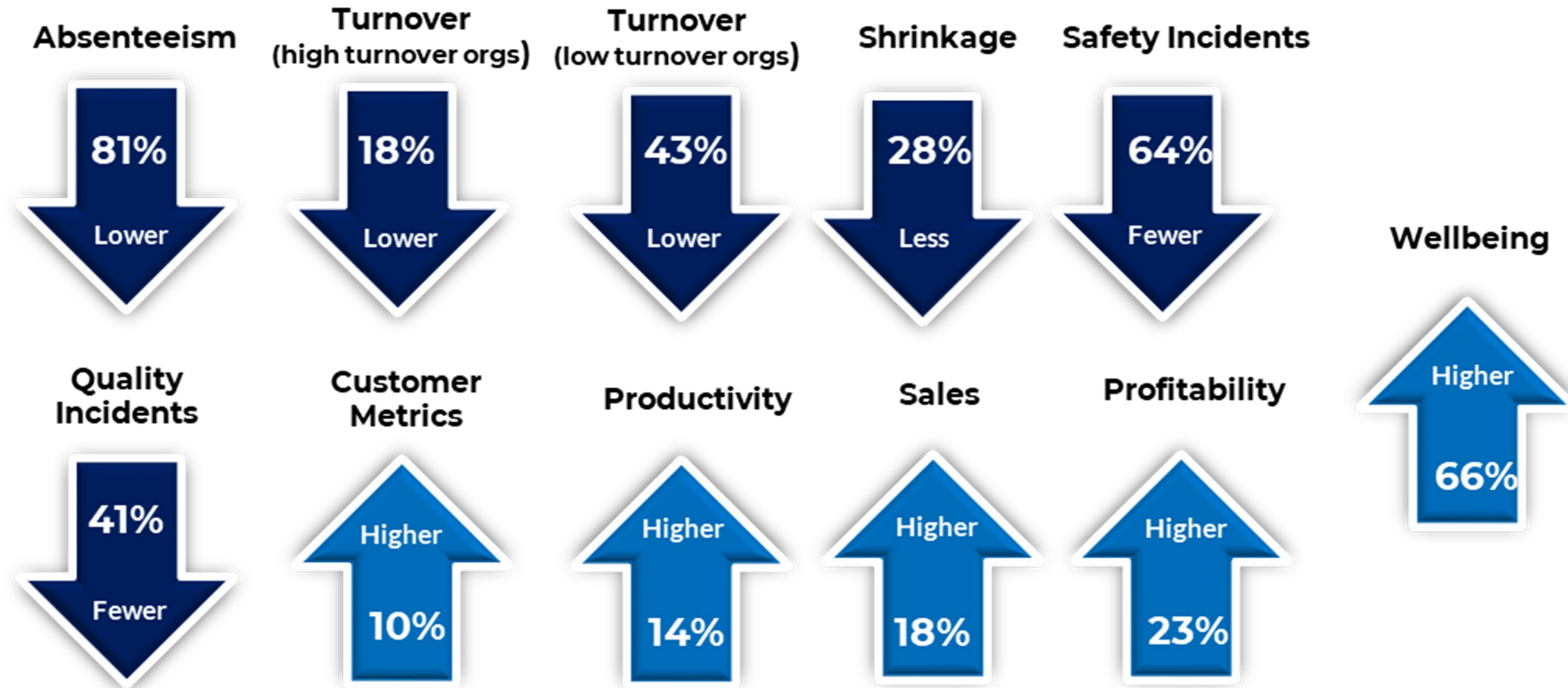
Actively Disengaged

Act out
Negative
Undermine
engaged
employees

**Three
Categories**



In addition to retention, employee engagement has a big impact on many critical business metrics



Source: Gallup
State of the American Workforce

State of the Workforce Quick List

- Labor shortage
- The Great Resignation
- Employee engagement is trending down
- A recession is looming
- Remote/hybrid work

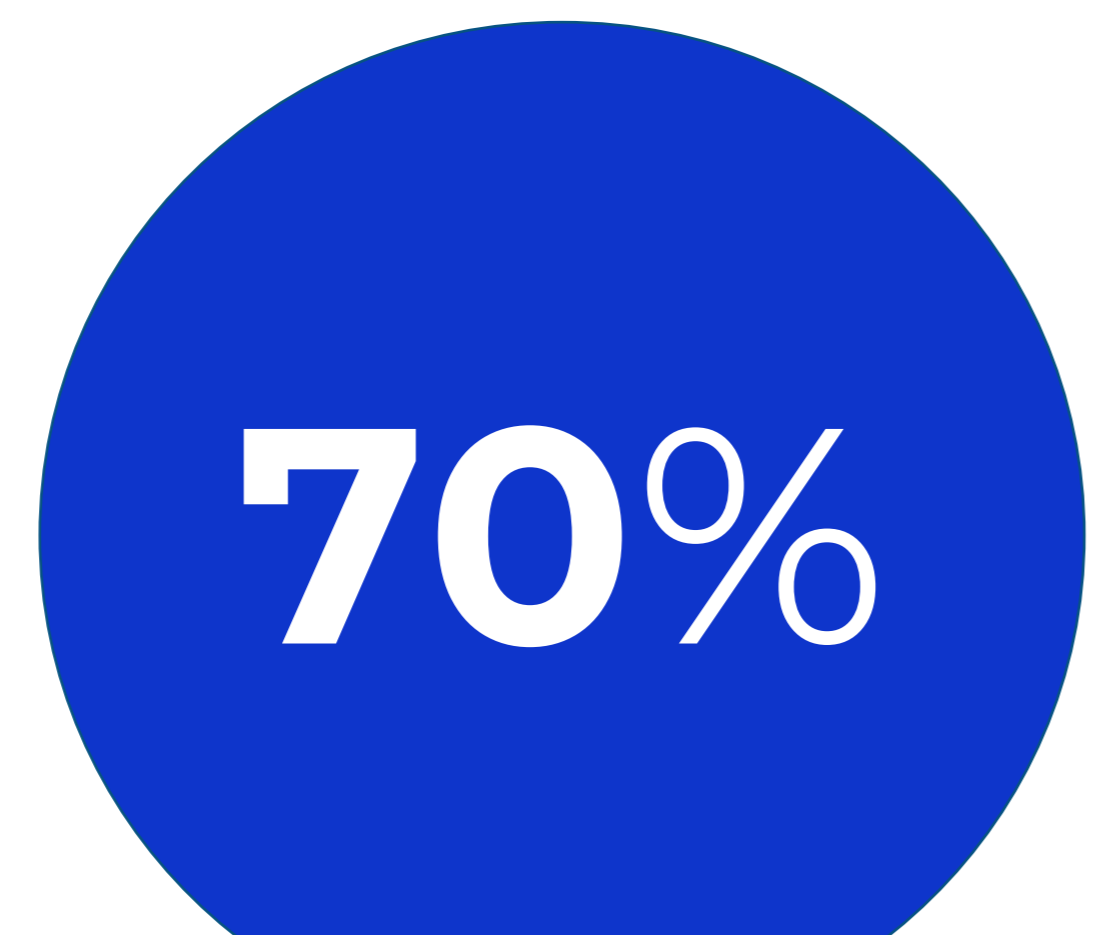
Our ability to successfully navigate these challenges and attract and retain our best talent lies with our managers



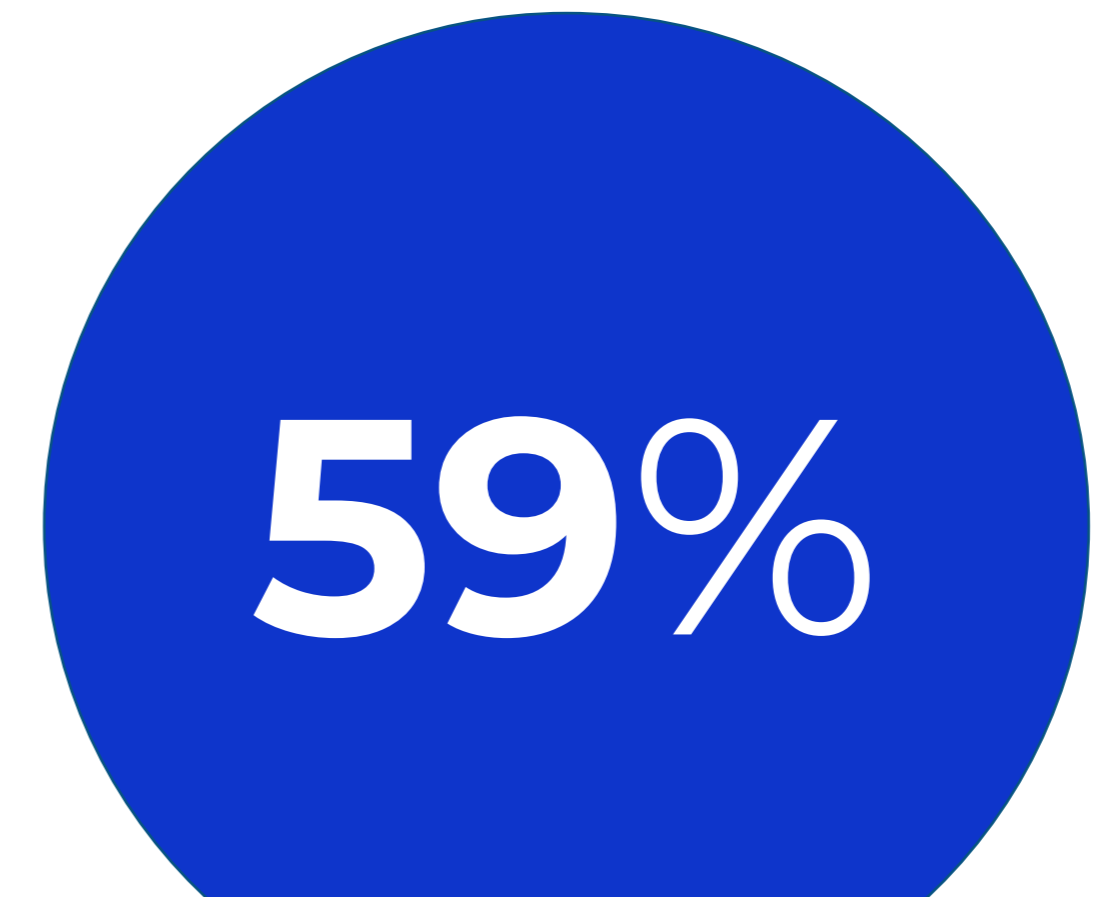


Let's talk about managers

Managers Influence Engagement more than any other factor



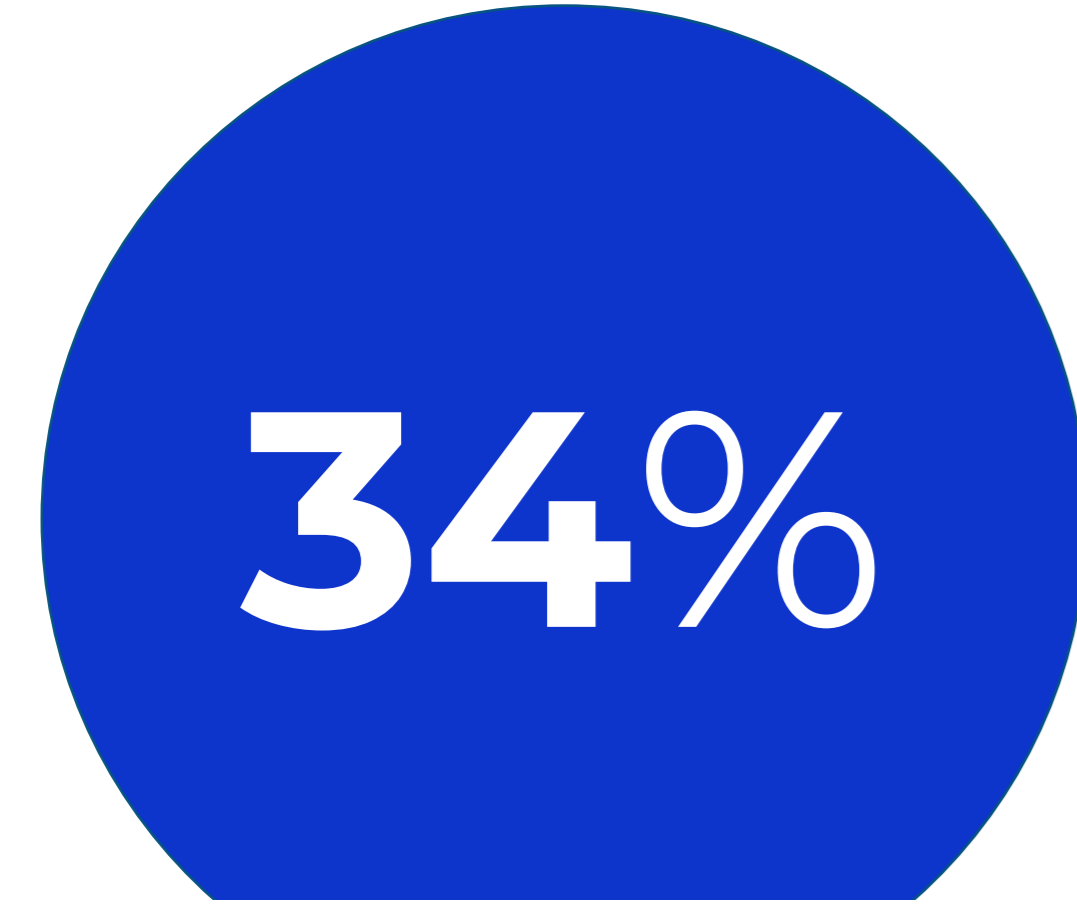
Managers actions
account for 70% of the
employee's engagement



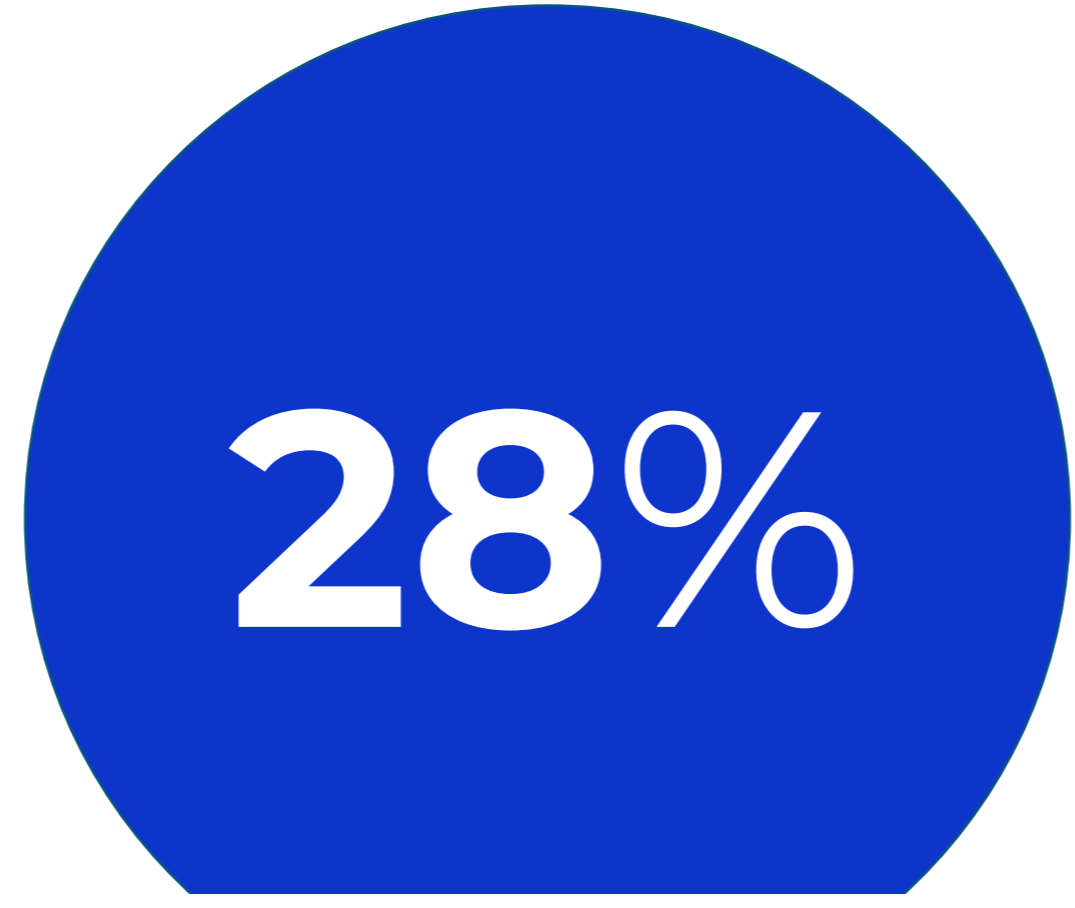
An employee is 59% more
likely to be engaged if
their manager is

[Source: Gallup](#)

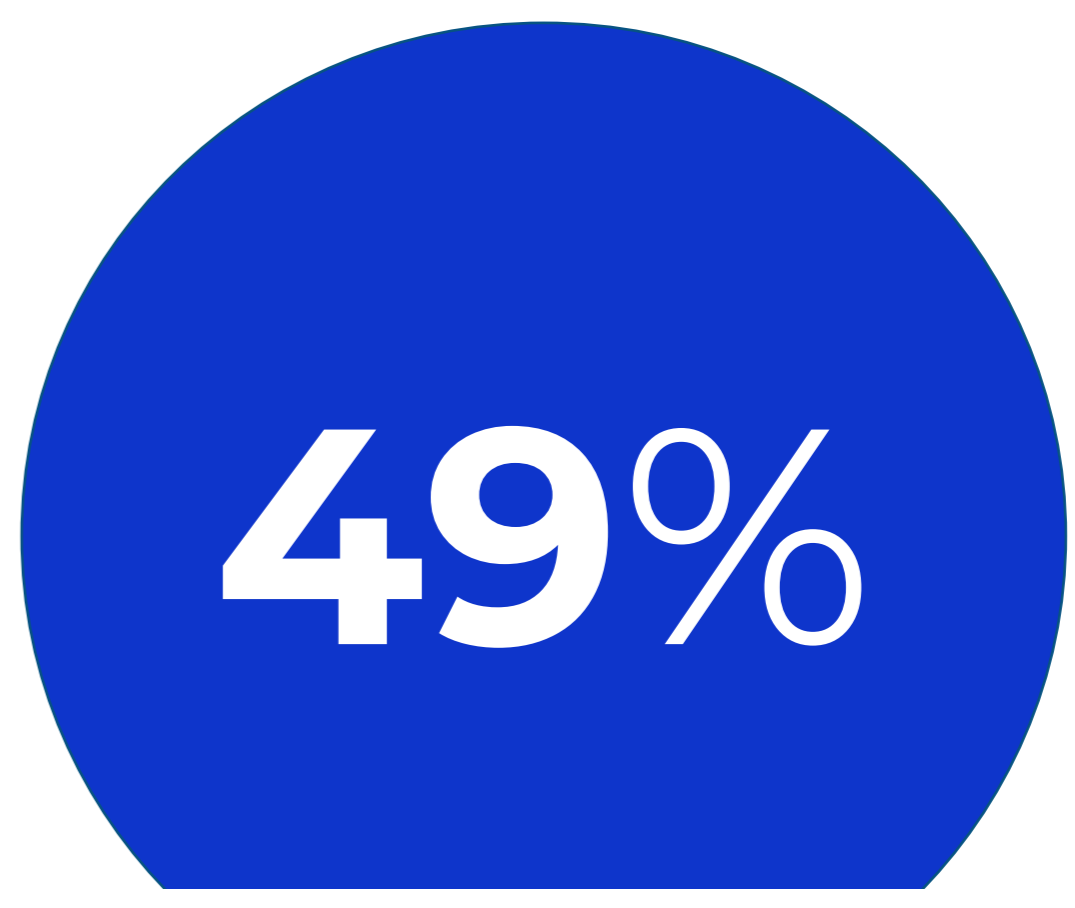
Our Managers May Be Struggling



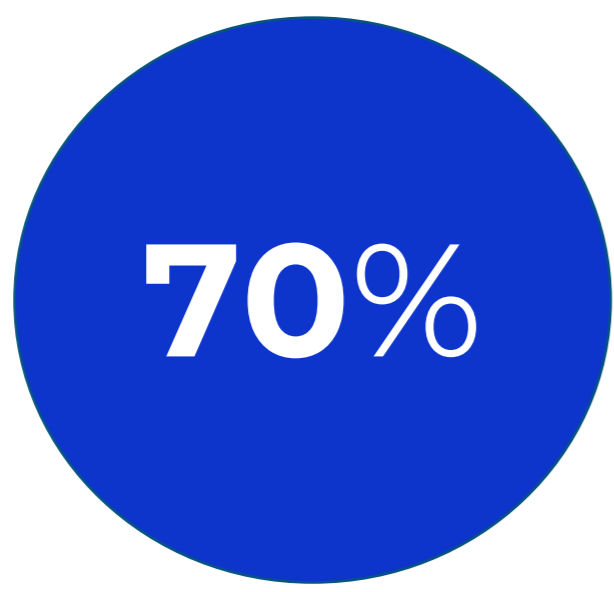
Are engaged



Report feeling
burned out

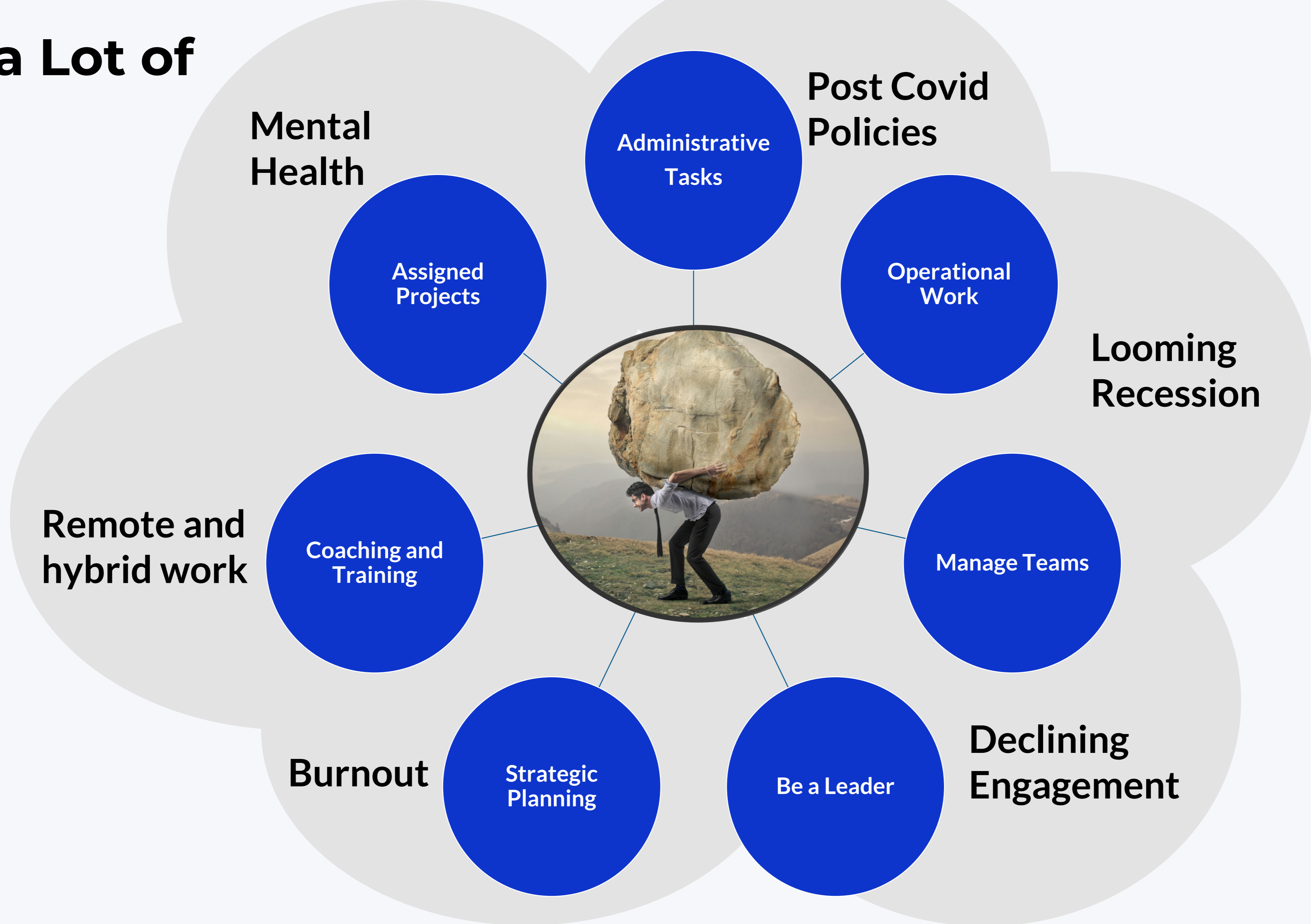


Are currently
watching postings



would take a pay cut right now for a job that
better supports their mental wellness

We Ask a Lot of them



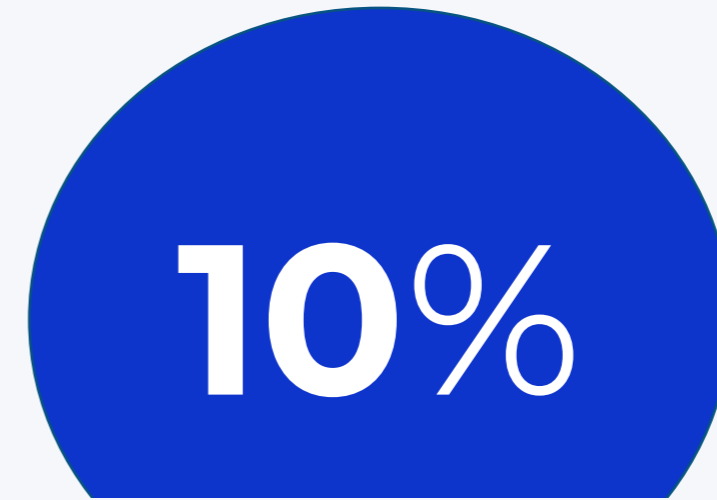
Do We Prepare Them?

We promote people into manager because:

Tenure/time in non-managerial job
Success in non-managerial role

We give full responsibility to lead a team

We provide little or no training and guidance and expect great work



of managers have the natural ability to manage and lead well

And in this unique environment, when asked if they received training the responses were:

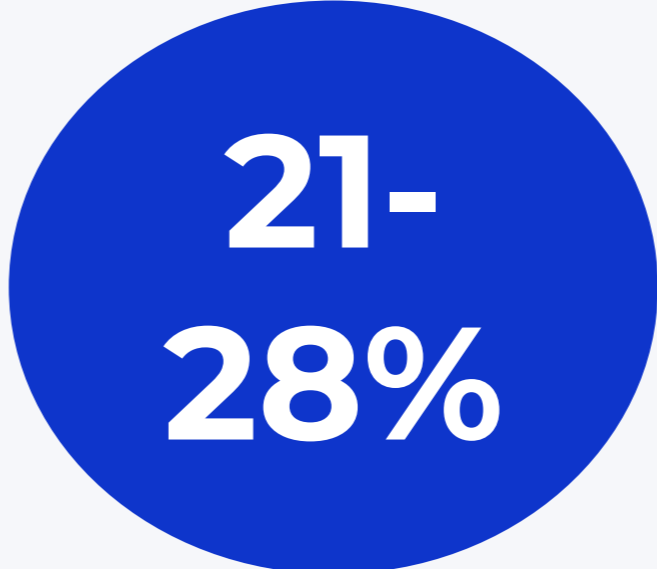
- 7% Had required training or coaching
- 19% Had optional training opportunities
- 15% Had informal advice and tips provided
- 57% **HAD NO FORMAL OR INFORMAL TRAINING**

It Makes a Difference

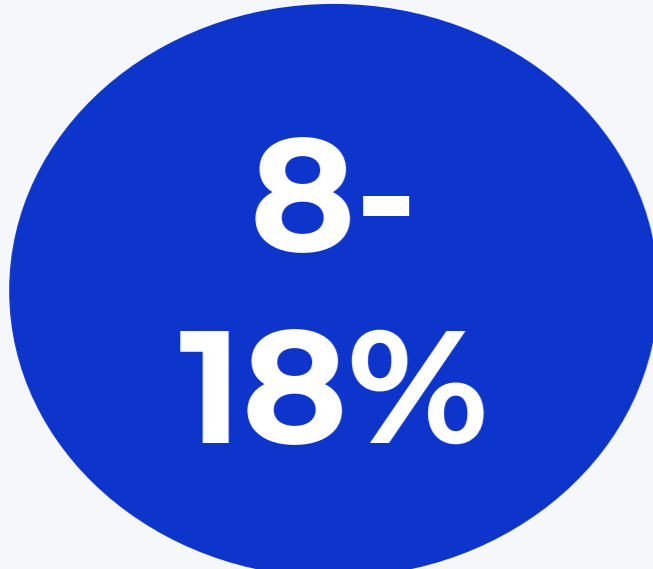
When managers receive training that help them to coach in this environment it has a significant impact. They...



Are more engaged themselves



REDUCTION in employee turnover



Higher team engagement



Higher likelihood of high performance

MANAGERS

THE ESSENTIAL
ELEMENT FOR
EMPLOYEE
ENGAGEMENT





5 Reasons Managers are the Answer to Employee Engagement



They Set Clear Expectations

1

Expectations by the Numbers

43%

Of **managers** believe that they are actively helping employees set priorities

46%

Of employees strongly agree they know what is expected of them at work

22%

Of **employees** strongly agree that their manager continually helps them clarify work priorities

1

Clarity of Expectations

Don't assume everything is clear, understood and equally applied across the organization because you don't hear about it.

- Unclear work requirements
- Success measurements unclear
- Priorities unclear and not shared
- Workload concerns not addressed
- Teamwork division unclear
- Unclear remote or hybrid expectations
- Policy requirements (post-Covid) unknown
- NEW or changing policy requirements
- Values and mission expectations
- Remote working arrangement ascerbate

1

To Clarify Expectations

Be frequent, clear and consistent

- Provide time/resources/training to managers
- Provide consistent direction and templates
- Create expectation/goal plan for every employee
- Discuss progress during daily/weekly/monthly communication
- Define excellence in each role
- Proactively explore workload and priorities asking open ended questions
- CONSISTENTLY APPLY POLICIES AND PROCEDURES**
- Model what you want to see more of
- Define expectations of mission and values
- Address performance problems promptly

We are living in a "they should know" world. AKA "I shouldn't have to tell them"/"no one had to tell me" world



**They Provide
Positive Feedback**

2

Positive Feedback by the Numbers

60%

percent of **managers** believe they do a good job recognizing good work?

17%

Percent of **managers** strongly agree they receive the right amount of recognition for the work they do?

34%

Percent of **employees** strongly agree that their manager gives them recognition when they do good work?

22%

Percentage of **individual contributors** strongly agree they receive the right amount of recognition for the work they do?

2

Positive Feedback by the Numbers

Employees are **4x** as likely to be **engaged** if they strongly agree they get the right amount of recognition for the work they do

Employees who do not feel adequately recognized are **2x** more likely to say they are **leaving their company** in the next year

Employees who receive **daily** feedback from their manager are **3x** more likely to be **engaged** than those who receive it **once a year** or less

When employees strongly agree that they have received recognition or praise in the **past week**, they are **39% less likely** to be looking for a different job

2

Positive Feedback

If we don't share our appreciation and positive feedback, they don't feel it

- Unsure they are doing a good job
- Unsure they are valued
- Unsure about what is most important
- Extra effort is not acknowledged (or squashed)
- Opportunities for growth are unknown
- Psychological motivation is hindered
- Unsure they are making a difference (mission)
- Unsure of future in organization
- Unsure what to continue or stop doing
- Feel invisible

2

Positive Feedback

Guidelines: Include it in your already established practices

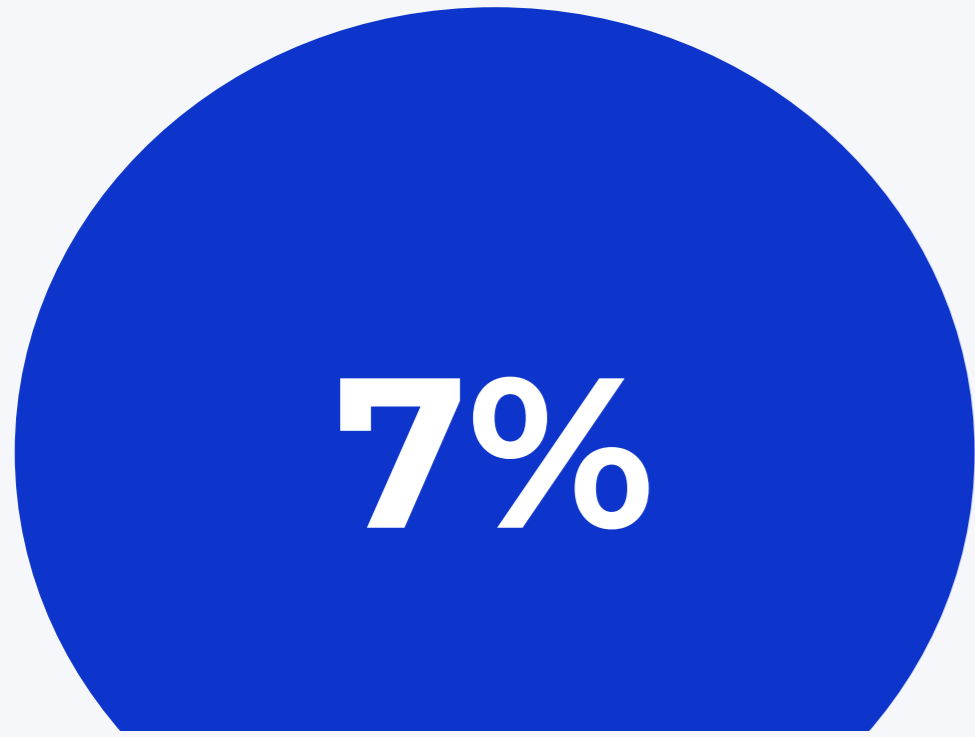
- Provide time/resources/training to managers
- Communicate recognition resources to managers
- Don't miss an opportunity to acknowledge contributions of individuals
- Acknowledge all team members once a week
- Recognize equally among all team members
- Make it a regular agenda item in all meetings
- Encourage peer to peer recognition through structures and/or contests and modeling
- Don't singly focus on annual/quarterly awards
- Positive feedback should be balanced with critical feedback
- Regularly include in company communication modes (e.g. emails, digital signs, etc.)
- Hold managers accountable to providing it



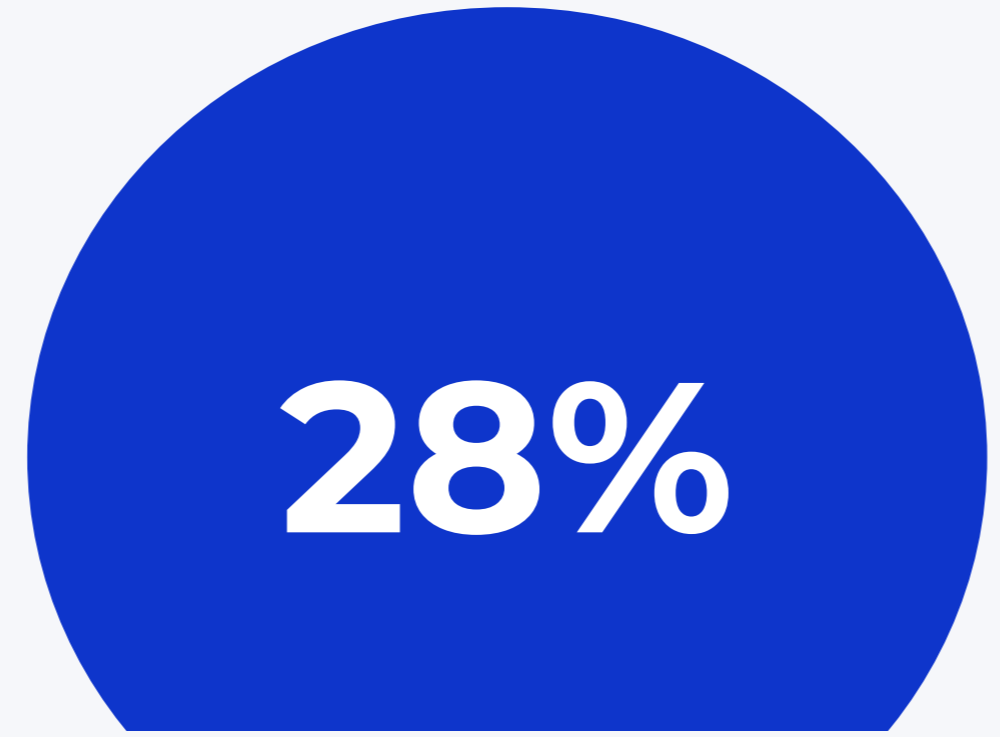
They Frequently and Intentionally Communicate

3

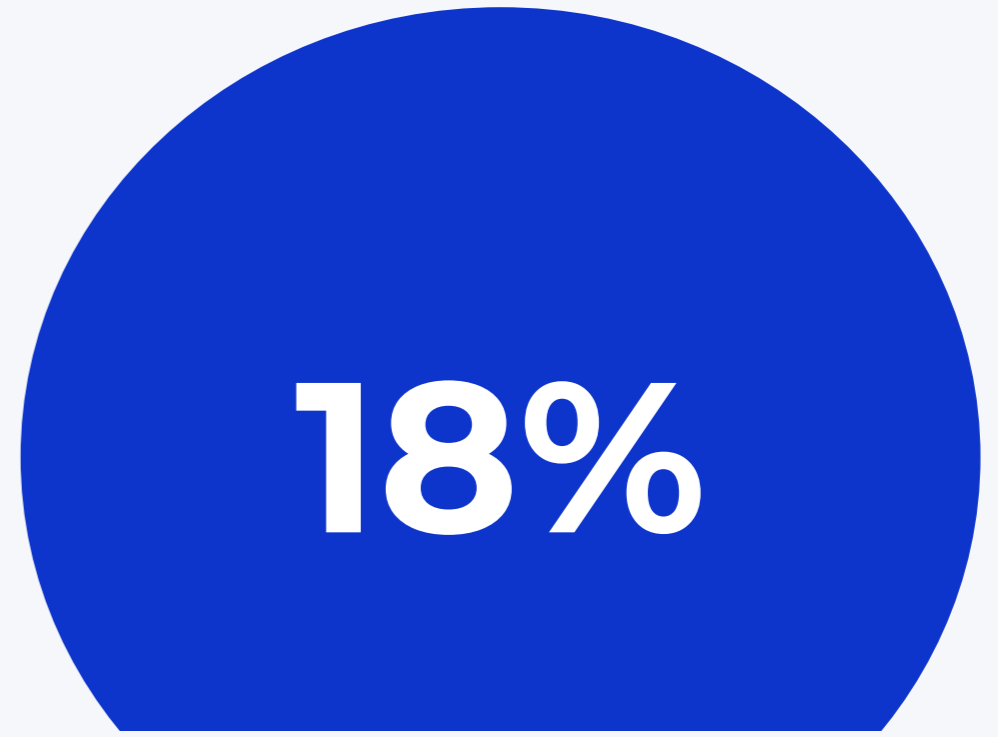
Communication by the Numbers



What percent of US workers agree communication is accurate, timely and open where they work?



What percent of employees agree their supervisor keeps them informed?



What percent of employees agree leadership communicates effectively?

3

Communication by the Numbers

Employees who have at least one meaningful conversation **each week** with their manager are nearly **4x** as likely to be engaged at work

3

Communication

What is happening

- Don't know what is going on
- Don't know how the company is doing
- Don't know how the dept. is doing
- Don't know how they are doing
- Don't know what they are supposed to do
- Don't know what my manager thinks
- Don't know priorities
- Don't know how things affect me
- Don't know about their colleagues
- Don't know about their managers/leaders
- Don't know what is most important
- Don't know about changes
- Don't know what is happening with their team members
- Don't know what to anticipate in the future
- Don't know about their future

3

Communication Guidelines

Share

- Provide time/resources/training to managers
- Provide tools/templates guidelines for managers
- Set communication expectations for everyone
- Communicate DAILY with each employee
- Require managers conduct 1:1 meetings
- Require regular team meetings
- Use multiple methods of communication
- Increase transparency
- Provide collaborative opportunities for managers to talk together
- Keep managers up to date on changes and other critical information to cascade to their team

Create Dialog

- Offer “listening” opportunities with leaders
- Infuse open ended questions into all interactions starting with “what” and “how”
 - “How was your evening?”
 - “What is your biggest challenge?”
 - “How can I help?”
 - “What do you think?”
- Stop and LISTEN to the answers (harder than you think)
- Be the last to speak in your meetings, listen to everyone
- Invite team members to brainstorm
- Invite team members to teach/share what they know or have learned



**They Encourage Growth
and Development**

4

Development by the Numbers

37%

Percent of **managers** agree that they invest in their employee's development?

50%

Percent of employees said they have had opportunities to learn and grow?

70%

Percent of employees say they do not possess the skills they need to become experts in their job?

25%

Percent of **employees** agree that their manager invests in their professional development?

4

Development

What is happening

- Job performance challenges
- Job change challenges
- Career aspirations
- Can't see a future in the organization
- Interested in other roles/areas
- Interested in other careers entirely
- Interested in management
- Don't know what resources are available
- Don't know what pathway is best
- Don't have a plan or support
- Want to be promoted
- Want visibility and exposure
- Want to work on the "cool" team
- Want to teach others

4

Development

Guidelines: Education and plans

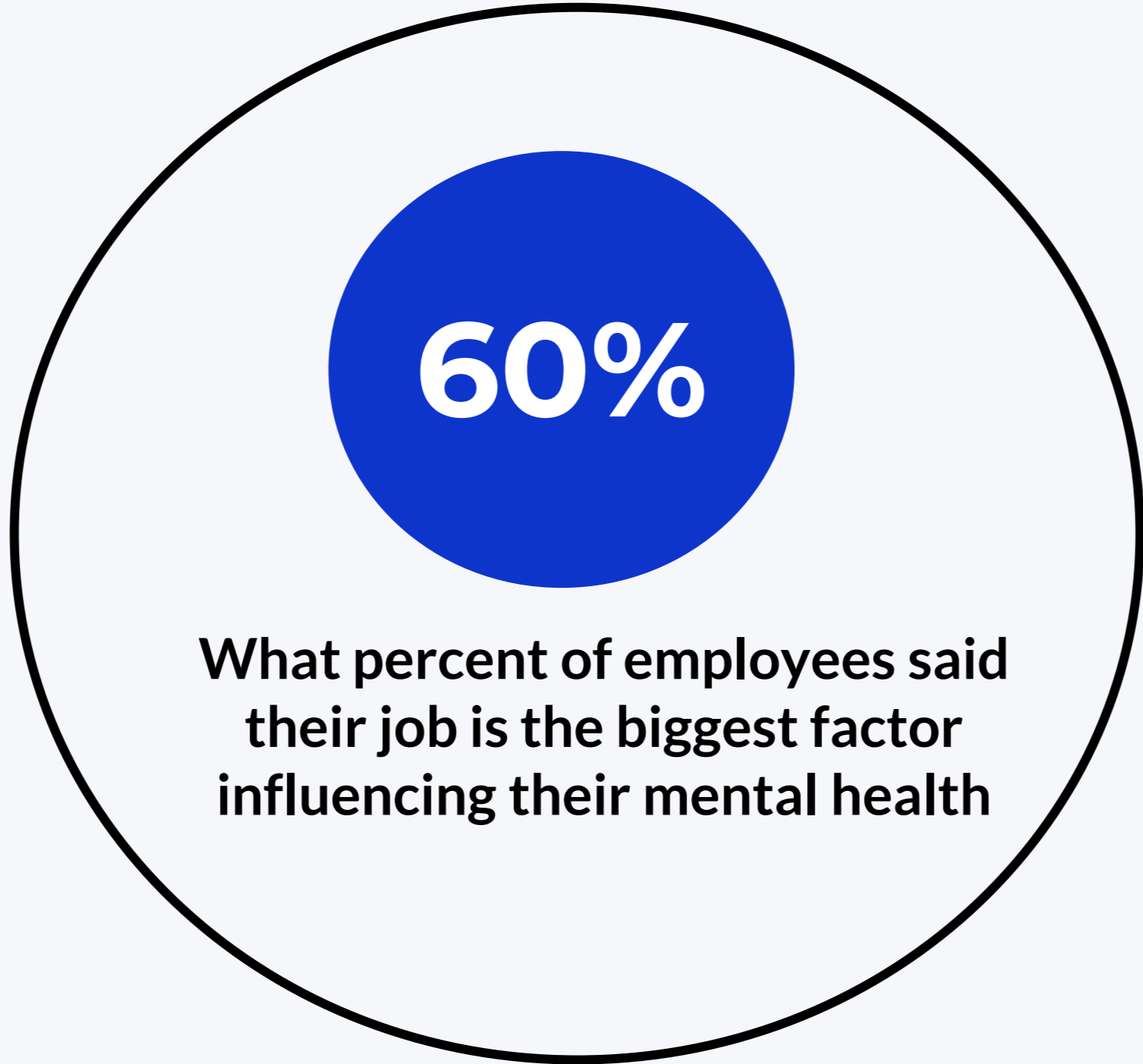
- Educate managers on development and career planning and how to be a coach
- Provide tools/templates guidelines for managers
- Communicate internal job posting process
- Share educational reimbursement/policies
- Understand ALL employees need and want development
- Secure learning resources for company and manager use
- Educate managers on available learning options and tools
- Require managers create and implement development plans for all employees
- Include development dialog as a standing agenda item for 1:1 and team meetings
- DO NOT ASK 'WHERE DO YOU SEE YOURSELF IN 1/3/5 YEARS?'



**They Focus on
Employee Well-Being**

5

Well-Being By the Numbers



24%

Workers strongly agree that well-being is cared about by their employers

69%

Workers say their manager has a big impact on their mental health

38%

Workers say they don't talk to their manager about it

41%

Workers say they experience daily worry

50%

Workers say they experience daily stress

22%

Workers say they experience daily sadness

Burned out employees are **2.6x** more likely to be actively seeking another job

5

Well-Being

What is happening

- I am treated unfairly at work
- Workload is heavy and unmanageable
- Communication is unclear
- Manager doesn't support me (or see me)
- I don't know what is going on
- I don't know how to do this (new) way
- I can't see a future here
- My best efforts are un-noticed
- I was looked over for promotion
- Deadlines are unreasonable
- Don't know what I am supposed to do
- I don't know anyone here

5

Well-Being

Focus on the human side

- Focus on employee engagement items 1-4
- Learn and share available internal resources if needed
- Show interest in workers – ask questions
- Build trust by sharing, asking and listening
- Discuss workload and priority frequently
- Communicate/connect daily with everyone
- Discuss future opportunities and development
- Create regular opportunities for workers to gather
- Foster a caring and fun environment
- Treat every employee fairly (no favorites)
- Communicate with empathy
- Show you care about your workers

Start Now!

Every moment counts:

- Focus on employee engagement to be ahead of the curve
- Check-in and acknowledge your managers
- Review your current manager training plans and adjust
- Consider measuring effectiveness of the 5 reasons through engagement survey
- Review your internal policies and procedures to support and include practices to best support:
 - Clear expectation setting
 - Regular positive feedback
 - Regular communication
 - Employee development planning
 - Employee well-being
- Make a plan and don't wait

A TEAM OF SUPPORT

Helping you create a plan to identify and solve your engagement or leadership and management development challenges and move you closer to being an engagement champion

We can provide:

- Custom Engagement Surveys
- Management and Leadership Development
- HR Assessments

Cheryl.Kuch@rehmann.com



Credits

For those eligible, use the activity ID to claim credit towards your SHRM and HRCI recertification requirements

HRCI Activity ID: 624221
SHRM Activity ID: 23-KVSV5



“This Program, ID No. 624221, has been approved for 0.50 Webinar/Webcast/Podcast recertification credit hours toward aPHR™, aPHRi™, PHR®, PHRca®, SPHR®, GPHR®, PHRi™ and SPHRi™ recertification through HR Certification Institute® (HRCI®). “

Rehmann is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP® or SHRM-SCP® recertification activities.