Employee Engagement 101

Good Feedback Drives Great Performance

Presented by
John Finley  CCM
Paisano Performance Partners
&
Thomas G. Smith CHAE
Imperial Golf Club

- What Does It Mean?
- Why Is It So Important?
- How Do We Get Some?
Employee Engagement
What does it Mean?

“People Need to Be Reminded More Often Than They Need to be Instructed” Samuel Johnson

What Do You Think?
Engagement is the ability to be present, focused, and energized.

*But what it does is even more interesting.*

Engaged people go above and beyond what is expected of them because they feel part of a purpose larger than themselves.

---

Gallup, Inc., is an American management consulting company. Founded by George Gallup in 1935, the company became known for its public opinion polls. It provides research and strategic consulting to large organizations in many countries.

The Gallup Q12 Index. Gallup's employee engagement work is based on more than 30 years of in-depth behavioral economic research involving more than 17 million employees. Through rigorous research, Gallup has identified 12 core elements -- the Q12 -- that link powerfully to key business outcomes.
Gallup Poll Data for the past 18 years
Gallup defines engaged employees as those who are involved in, enthusiastic about and committed to their work and workplace.

Engagement is up and disengagement is down but.............

Three Types of “Engagement”

**Engaged** employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.

**34% of the workforce**

**Not-engaged** employees are essentially “checked-out”. They’re sleep walking through their workday, putting time --- but not energy or passion--- into their work.

**53% of the workforce**

**Actively disengaged** employees aren’t just unhappy at work, they’re busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.

**13% of the workforce**
After surveying over 1,000 club specific employees, Club Benchmarking (CB) is able to determine Employee Engagement and Performance by analyzing the Net Promoter Score. CB has found a direct correlation between an employee’s NPS response and their overall engagement, performance and satisfaction. As well as significant differences between Promoters, Passive and Detractors.

With increasing difficulties in employee recruitment and retention, this metric goes beyond engagement and captures how likely an employee is to recommend your club as a preferred place to work. 

\[
NPS = \% \text{ Promoter} - \% \text{ Detractor}
\]

To calculate your Net Promoter Score, subtract the percentage of Detractors from the percentage of Promoters. Disregard passive responses.

Club XYZ has a NPS of 4.

Soooooo, Why is Employee Engagement Important?

Ain’t nobody got time for that
Let’s Start With: Jobs that we **ASSUME** have high engagement………….

**It’s must be a BIG DEAL!**
**But WHY?**
According to Gallup, Employee Engagement is a BIG DEAL Because Employee Engagement moves the needle!

**Gallup’s 12 Elements of Engagement**

**Q01. I know what is expected of me at work.**
Six in 10 U.S. employees strongly agree with the first engagement element. By moving that ratio to eight in 10 employees, organizations could realize a 14% reduction in turnover, a 20% reduction in safety incidents and a 7% increase in productivity.

Clear expectations are the most basic and fundamental employee need.

**Q05. My supervisor, or someone at work, seems to care about me as a person.**
Four in 10 U.S. employees strongly agree with the fifth engagement element. By moving that ratio to eight in 10 employees, organizations could realize an 8% improvement in engaged customers, a 32% reduction in safety incidents and a 41% reduction in absenteeism.
A club on average has a net 9% of its staff actively recommending their club.

The top five factors impacting Employee Engagement and ultimately their NPS:
- Fulfillment in One's Role
- Compensation
- Understanding the Vision and Goals for the Club
- Reduced Stress Levels
- Satisfaction with Specific Benefit Offerings

8.97 • Overall Net Promoter Score per club in the Industry
40% • Average Amount of Promoters Per Club
60% • Average Amount of Dis-Engaged Employees per Club
30% • Average Amount of Detractors Per Club

Engaged Millennials?

Fake News
Millennial Challenge

• 33% know within the first week if they will stay
• 63% within the first month

• According to the Aberdeen Group Study, 87% were NOT connected to their job at the end of 6 months.

• 31% leave within the first 6 months

• This generation is the leading indicator of workforce trends.

The industries with the highest separation rates

• Staffing: 352% (Source: American Staffing Association)
• Hotels: 60-300% (Source: CHA International)
• Supermarkets: 100% (Source: Small Business Chronicle)
• Retail: 59% (Source: Small Business Chronicle)
• Fast food (or QSR): 100%

* Quits are voluntary separations initiated by employees. Therefore, the quit rate can serve as a measure of workers' willingness or ability to leave jobs.
* The number of quits has exceeded the number of layoffs and discharges for most of the 2010s history. During the Great Recession, this relationship changed as layoffs and discharges outnumbered quits from November 2008 through March 2010.
# Rey Sol Cruz  Working with Millennials

## What They Wanted
- Sense of belonging
- Interesting or challenging work that pushes them to grow
- A boss and co-workers they like
- A mission or purpose they believe in or want to support
- Compensation and benefits
- 43% Want WEEKLY Feedback!

## What Rey Gave Them
- Part of a TEAM
- Took the time to relate the relationships they were developing with the members
- Developed strong relationships
- Made sure everyone understood how their work contributed to the success of the team
- Emphasized the financial success of each team member
- **Met with Team DAILY!**

Rey Believed That HE Was Making a Difference in the Lives of the Team Members

---

## Engagement, How Do We Get Some?

**It Starts With YOU!**

![Moi?](Moi.png)
Great managers consistently engage their teams to achieve outstanding performance.

But not every team is led by a great manager.

So How Do I Become a Great Manager?

Three Signs of a Miserable Job
Patrick Lencioni

1. Anonymity
2. Irrelevance
3. Immeasurement
Three Steps to Employee Engagement:

1. Get To Know Your People
2. Define How Their Job Makes A Difference
3. What Can THEY Measure to Drive Performance

Server

Three Steps to Employee Engagement:

1. Get To Know Your People
2. Define How Their Job Makes A Difference
3. What Can THEY Measure to Drive Performance

Dishwasher
Three Steps to Employee Engagement:

1. Get To Know Your People
2. Define How Their Job Makes A Difference
3. What Can THEY Measure to Drive Performance

Three Steps to Employee Engagement:

What About You?
The Truth About Employee Engagement

John Guy, CCM
General Manager,
Westmoreland Country Club

The Bottom Line

Thomas G. Smith CHAE
Chief Business Officer,
Imperial Golf Club
### Club Culture Pulse — Survey

<table>
<thead>
<tr>
<th>Club Culture</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you have a culture of engagement or “Just Do It?”</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Relationships</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do your managers cultivate real relationships OR Please Leave Your REAL SELF At The Door?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic Alignment</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is your performance management built around Cascading Goals AND Tied to Your Mission?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Accountability</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do your managers Measure What They Manage and hold people accountable?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Four Steps to Develop an Engagement Strategy

**First - Commit to Engagement as your Culture**
- Because the employees **MUST** believe this is real and not just a passing fad
- Purpose determines what you need from your team

**Second - Communicate OFTEN**
- On-going communication builds healthy **Relationships**
- Honest communication ensures **Transparency**
- Good communication encourages **Action**

**Third – Develop SMART Goals for ALL Strategic Initiatives**
- The meaningful work starts **AFTER** the board retreat
- The best goals are developed with the team
- The **T** in SMART is ALWAYS the pot hole in the road

**Fourth - Set Goals, Measure Progress and Provide Relevant Feedback**
- You must have the ability to measure and score engagement levels on an ongoing basis
- People are wired to want and need feedback

The end goal of any employee engagement strategy should be **improved performance**, not inspiring a certain feeling in employees or hitting a specific number in a survey.
Thank You!

Employee Engagement 101

John Finley, CCM
Paisano Performance Partners