

The 10 Cs of employee engagement

Based on the article

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What is employee engagement?

- An engaged employee is a person who is fully involved in and enthusiastic about his or her work.
- Engaged employees care about the future of the company and are willing to invest the discretionary effort to see that the organization succeeds.
- Engaged employees are more productive than their disengaged counterparts.
- Engaged employees believe that they can make a difference in the organizations they work and that their efforts are valuable.

Engagement vs. Involvement?

- Many employees go through their daily grind mechanically but do not bring passion into their work.
- Never mistake activity for accomplishment.
- You can have involved employees without engagement. Just checking the box isn't adequate.
- Employee engagement has relatively little to do with macro-economic (math/statistics) conditions.
- Instead, it is the unique elements of the work experience and influence of their leaders that are most likely to influence engagement.

The 10Cs of employee engagement

- **Connect**
- **Career**
- **Clarity**
- **Convey**
- **Congratulate**
- Contribute**
- Control**
- Collaborate**
- Credibility**
- Confidence**

Connect

- Managers should connect with employees.
- If relationship with their managers is fractured, then no amount of perks will persuade employees to perform at top levels.
- Employee engagement is a direct reflection of how employees feel about their relationship with the boss.
- One of the most meaningful ways to connect to a person is listen and empathize! Empathize doesn't mean you have to agree with a person...but showing that you understand their perspective and a tolerance for other views is a mature/experienced approach.

Career

- Leaders should provide challenging and meaningful work with opportunities for career advancement.
- Organizations must provide job rotation for their top talent and assign stretch goals.
- Are people accountable for progress?
- Are jobs enriched in duties and responsibilities?
- Good leaders challenge employees; but at the same time, they instill the confidence that the challenges can be met.

Clarity

- Leaders must communicate a clear vision.
- People want to understand the vision that senior leadership has for the organization and the goals that leaders or departmental heads have for the division, unit, or team.
- Success in life/work depends critically on how clear individuals are about their goals and what they really want to achieve.
- People need to understand what part they will play in the plan/strategy to meet the goals.

Convey

- Leaders must clarify their expectations about employees and provide feedback on their functioning in the organization.
- Good leaders establish processes and procedures that help people master important tasks and facilitate goal achievement. The processes build habit doing it the ‘correct’ way from the start.
- They also receive/give feedback.

Congratulate

- Employees often receive immediate feedback when their performance is poor or below expectations.
- But praise and recognition for strong performance is much less common.
- Positive reinforcement and catching folks doing it the right way is 10 x better at influencing a repeat vs. catching folks doing it wrong and correcting.
- We have to do both...but we must build a habit and seek out and positively reinforce at least at a 4:1 ratio.

Contribute

- People want to know that their input matters and that they are contributing to the organization's success in a meaningful way.
- Employees' understanding of the connection between their work and the strategic objectives of the company has a positive impact on job performance.
- Good leaders help people see and feel how they are contributing to the organization's success and future.

Collaborate

- Studies show that when employees work in teams and have the trust and cooperation of their team members, they outperform individuals and teams which lack good relationships.
- Great leaders are team builders.
- They create an environment that fosters trust and collaboration.

Credibility

- Leaders should strive to maintain a company's reputation and demonstrate high ethical standards.
- People want to be proud of their jobs, their performance, and their organization.
- That is not possible in an unethical organization.
- Just one poor judgement call can cause years of damage on your credibility.
- People look and judge you for what you do...not what you say!

Control

- Employees value control over the flow and pace of their jobs.
- Leaders can create opportunities for employees to exercise this control.
- Leaders must consult with their employees with regard to their needs.
- Key questions are :
 - Do leaders involve employees in decision-making, particularly when employees will be directly affected by the decision?
 - Do employees have a say in setting goals or milestones that are deemed important?
 - Are employees able to voice their ideas?

Confidence

- Good leaders help create confidence in a company by being role models for high ethical and performance standards.
- In the face of errors and upsets, good leaders keep their focus and encourage. Good leaders calm and direct their team back on course.
- What better way to demonstrate the importance of safety than to live it 24-7 on/off work. Living safety as a core value is commitment/confidence!

Conclusion

- Leaders must...:
 - actively try to identify the level of engagement in their organization
 - identify barriers blocking full engagement
 - strive to eliminate those barriers
 - and implement behavioral strategies that will facilitate maximum engagement for your culture
- Don't get complacent...move on continuous improvement
- High performance employee engagement is hard to reach and takes mature/respected leaders to achieve
- If sustained, it gives an unmatched competitive advantage and with the right strategy can achieve and sustain safety excellence.

CONNECT ____/15	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5	<input type="checkbox"/> Build respectful relationships with my employees? <input type="checkbox"/> Know when life changing events affect my team? <input type="checkbox"/> Allow/allot time for feedback to share concerns?
CAREER ____/15	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5	<input type="checkbox"/> Sit down & understand the career goals of my team? <input type="checkbox"/> Encourage others to get involved to learn? <input type="checkbox"/> Seek out growth opportunities for myself and team?
CLARITY ____/15	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5	<input type="checkbox"/> Share critical goals and the strategy to achieve them? <input type="checkbox"/> Ensure plans have a level of detail that avoids gaps? <input type="checkbox"/> Ensure that employees are clear on scope/task?
CONVEY ____/15	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5	<input type="checkbox"/> Plan time to listen and receive/give feedback? <input type="checkbox"/> Give updates on goals and share status on follow-up? <input type="checkbox"/> Share timely alerts, incidents and new initiatives?
CONGRATULATE ____/15	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5	<input type="checkbox"/> Thank employees for doing the right thing/complying? <input type="checkbox"/> Show appreciation for those that volunteer? <input type="checkbox"/> Track & recognize key milestones/accomplishments?

CONTRIBUTE ____/15	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5	<input type="checkbox"/> First volunteer and contribute before asking others? <input type="checkbox"/> Articulate the value of safety and why it's important? <input type="checkbox"/> Share progress & connect employee activity to gains?
CONTROL ____/15	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5	<input type="checkbox"/> Ask for participation in goals, procedures & planning? <input type="checkbox"/> Ask for critique & act on improvement suggestions? <input type="checkbox"/> Keep employees in the loop and updated on status?
COLLABORATE ____/15	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5	<input type="checkbox"/> Seek out the successes and failures of my peers? <input type="checkbox"/> Ask for help on challenging tasks or upsets? <input type="checkbox"/> Find opportunities to learn with other leaders?
CREDIBILITY ____/15	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5	<input type="checkbox"/> Consistently demonstrate what I say/coach? <input type="checkbox"/> React in a respectful way even in times of upset? <input type="checkbox"/> Take accountability for my own errors/failures?
CONFIDENCE ____/15	1 2 3 4 5 1 2 3 4 5 1 2 3 4 5	<input type="checkbox"/> Give consistent messaging that safety matters? <input type="checkbox"/> Regroup efforts to push on even after incidents? <input type="checkbox"/> Live and coach safety as a core value on/off the job?

140-150 – You should be teaching the course – you are a world class leader!

120-140 – You are considered an engaging leader – work on gaps!

90-120 – You are off to a good start - create an action plan to improve!

60-90 – It's ok, find a mentor to help and seek additional training courses!

< 60 – Get with Matthew Kanneberg for some TLC and support!



