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

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