



Whiteboard, LLC

Maximizing Human Capital

Increasing Employee Engagement by Fostering a Culture of RESPECT™

by

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Work Ethic – Fixed or Fixable?



Fixed

Fixable

Internal

Environment

Got *it* or don't

Potential for *it*



MOTIVATION



mo·ti·va·tion (mō'tə-vā'shən) *n.*

Latin (*movere*): a drive which directs behavior toward a desired outcome

*Motivation requires a desire to act, an ability to act, and having an objective
(Ramlall, 2004)*



Expectancy x Value Model

Motivation = Expectancy x Value

Expectancy: Degree to which one believes efforts will lead to a particular outcome

Value: Degree to which outcome is valued

Example: Shortstop for NY Yankees



I want to motivate my people!

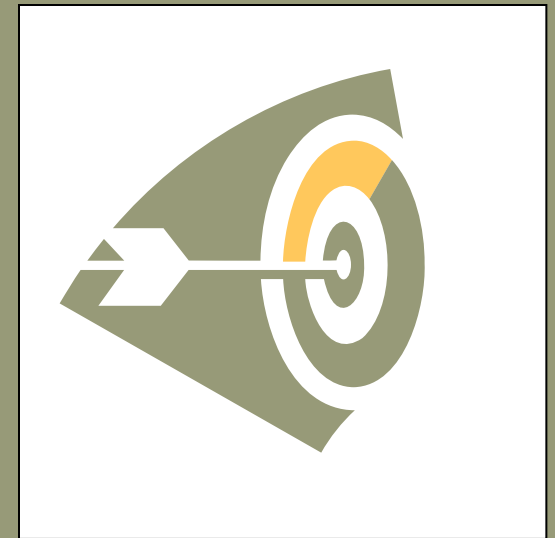


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What are we Motivating?

- Productivity
- Efficiency
- Initiative
- Independent Thinking/Creativity
- Personal Responsibility
- Teamwork
- Customer Service
- ???



Traditional Reward & Recognition Programs



Why Programs Fail

- Narrow focus on a single outcome vs. process
 - ✓ Losing weight vs. Healthy lifestyle
- Inconsistently administered
- Performance declines in other areas
- Performance declines post reward
- Rewards are not rewarding
- Recognition and rewards can evoke jealousy & embarrassment & avoidance of participation
- Weak reinforcement schedule (fixed, delayed)
- Program rarely evaluated relative to ROI or goals



Why Programs Fail Cont'd

- Traditional reward and recognition programs don't lead to sustained and meaningful changes in behavior because:
 - Best employees need them the least
 - No impact on poor performers
 - Average employees *de-motivated!*



ENGAGEMENT



Robust Impact of Engagement

- \$ Productivity & Performance (21% increase)
- \$ Profitability (+28 cents vs. -11 cents EPS)
- \$ Turnover (4x-9x)
- \$ Absenteeism (2x)
- \$ Employee Fraud
- \$ Customer Satisfaction & Loyalty
- \$ Quality Defects
- \$ Safety Compliance
- \$ Employee Satisfaction
- \$ Physical & Psychological Well-Being



en-gage-ment (ĕn-gāj'mənt) *n.*

- Old French (*en* + *gage*): to pledge, as in marriage; commitment, loyalty, dedication



“The higher the level of engagement,
the higher the performance of the business.
The research is not inconclusive, not limited
to one country or industry, and not
contained to a few hundred people –
it’s overwhelming.”

DDI

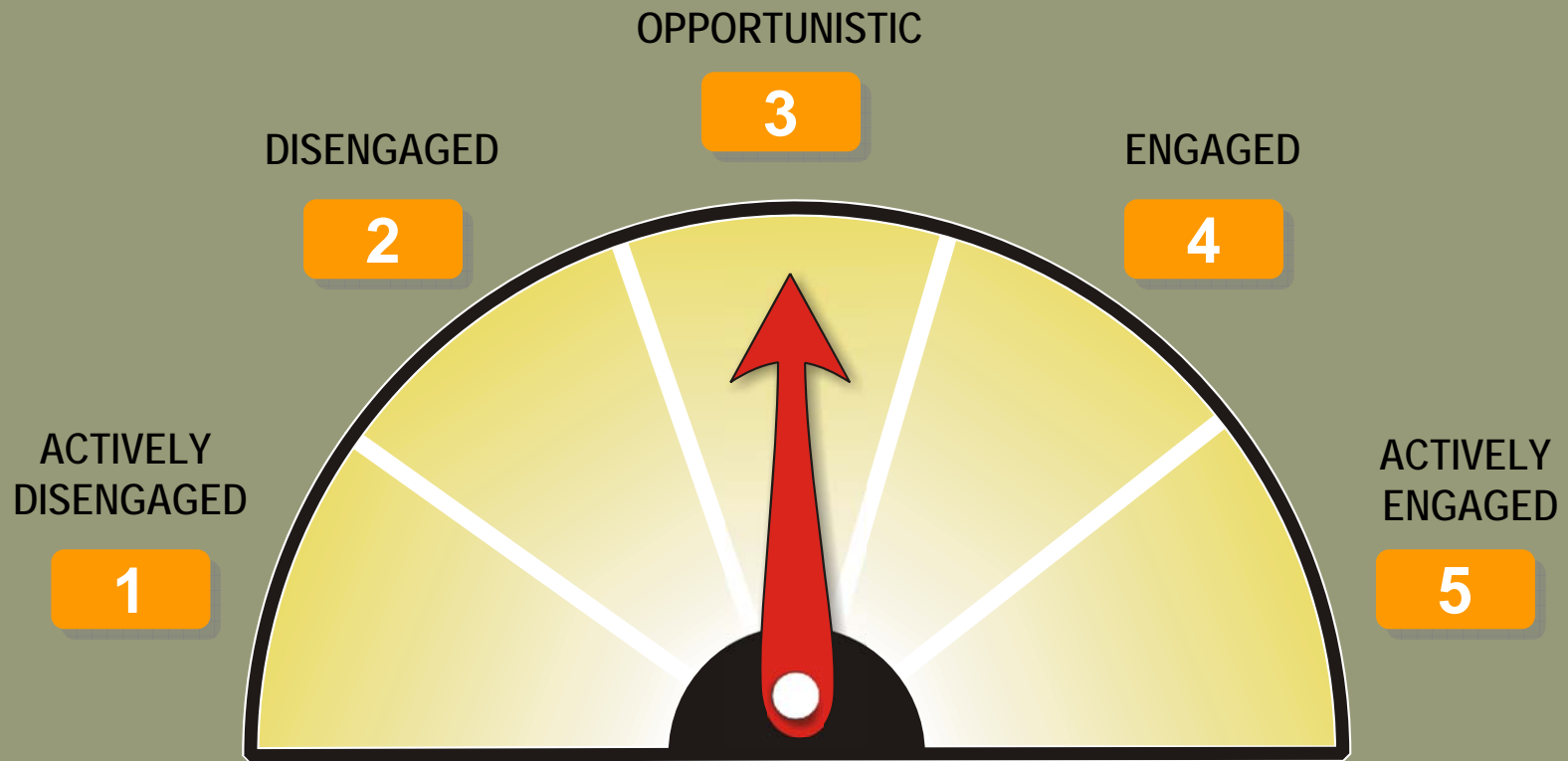


“ If more than 29% of your workforce is engaged, your company is among the most productive in your industry.”

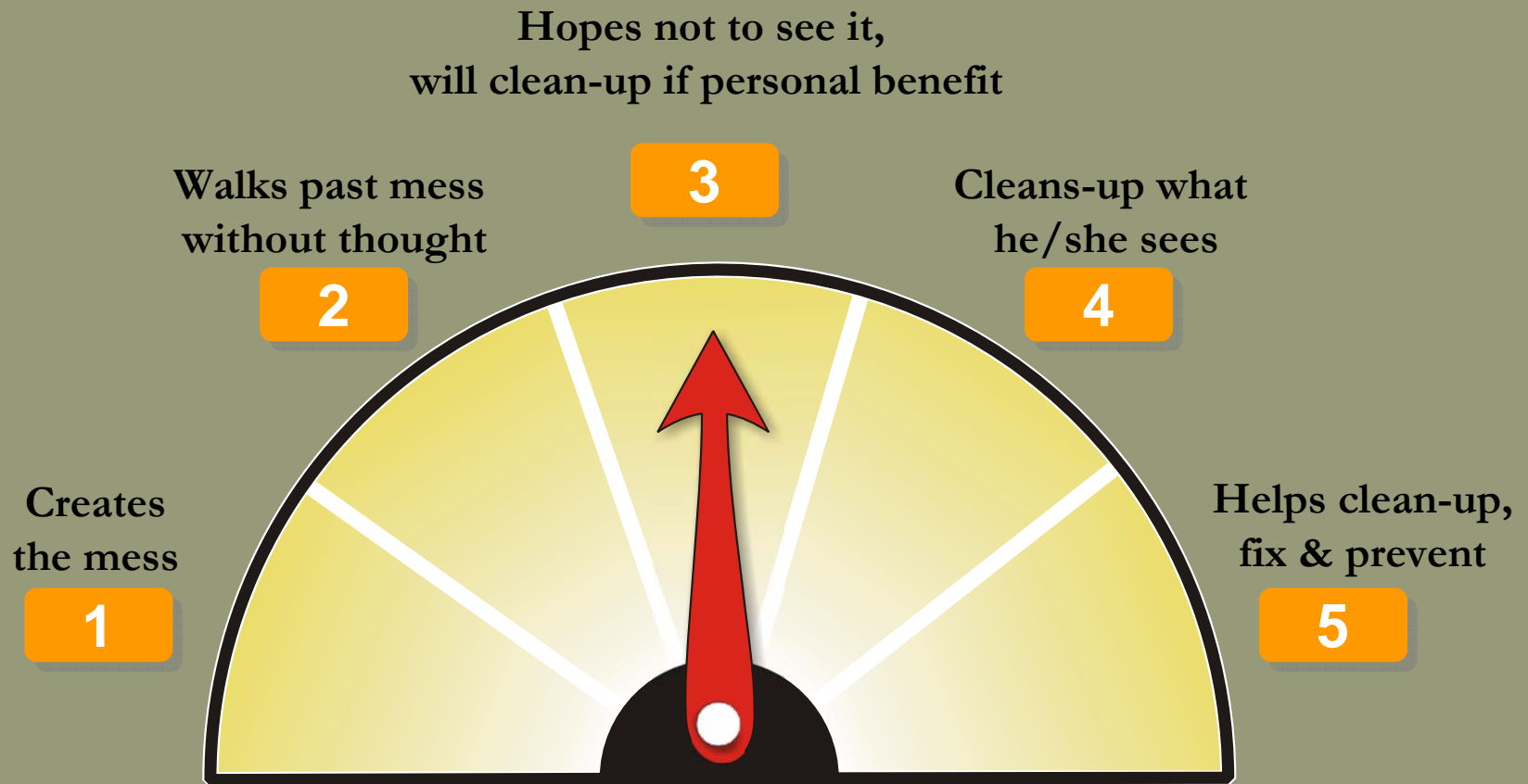
Michael E. Echois, Ph.D.



Engagement Meter



Engagement Behaviors



Psychology of Engagement

As employees experience increased engagement – both at an affective and cognitive level – they respond behaviorally with increased levels of *discretionary effort*.



Motivation



Transient

Engagement



Enduring



Discretionary Effort



Motivation vs. Engagement

- ✓ External Focus vs. Internal
- ✓ Opportunistic vs. Committed
- ✓ Short-term vs. Long-term
- ✓ Self vs. Organization
- ✓ Narrow Focus vs. Big Picture
- ✓ Unstable vs. Stable



Assessing Level of Engagement

- Compared to your initial expectations, how satisfied are you with your job?
- Which of the following most accurately describes your feeling toward coming to work?
- Imagine that a very similar job with the same pay and benefits became available at one of your organization's well-respected competitors. How interested would you be in applying for that job?
- If a job came open in your department, would you recommend it to a friend?

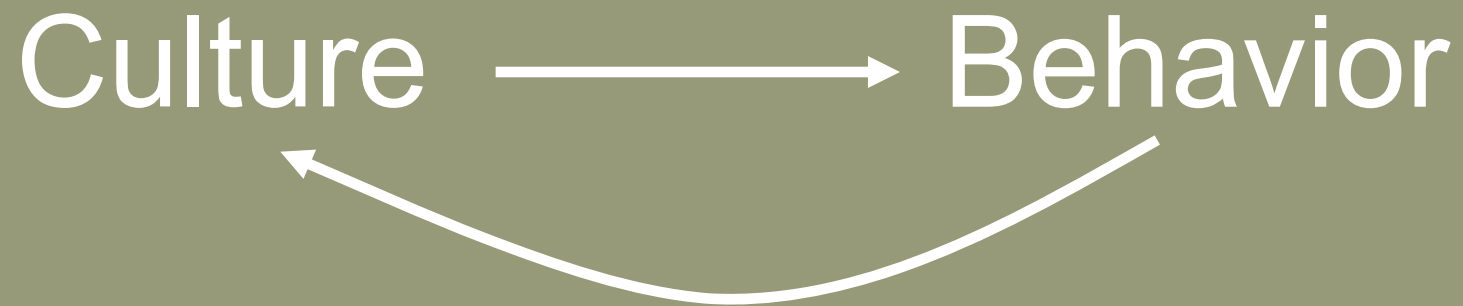


How do we Increase Engagement?

Realizing sustainable increases in EE requires influencing the **culture**.



Self-Sustaining Culture



RESPECT™ Model



What is the RESPECT Model?

An organizing principle and actionable philosophy which guides and directs behavior.



RESPECT Model



Respect the Organization



Respect the Supervisor



Respect Team Members



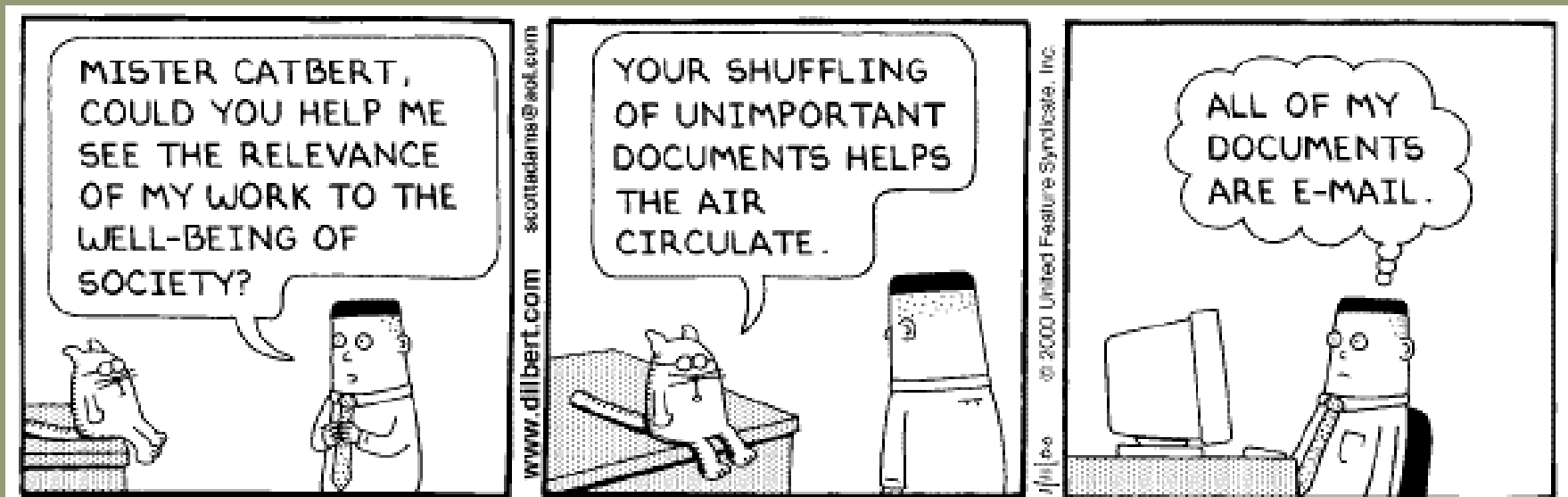
Respect the Work



Feel Respected

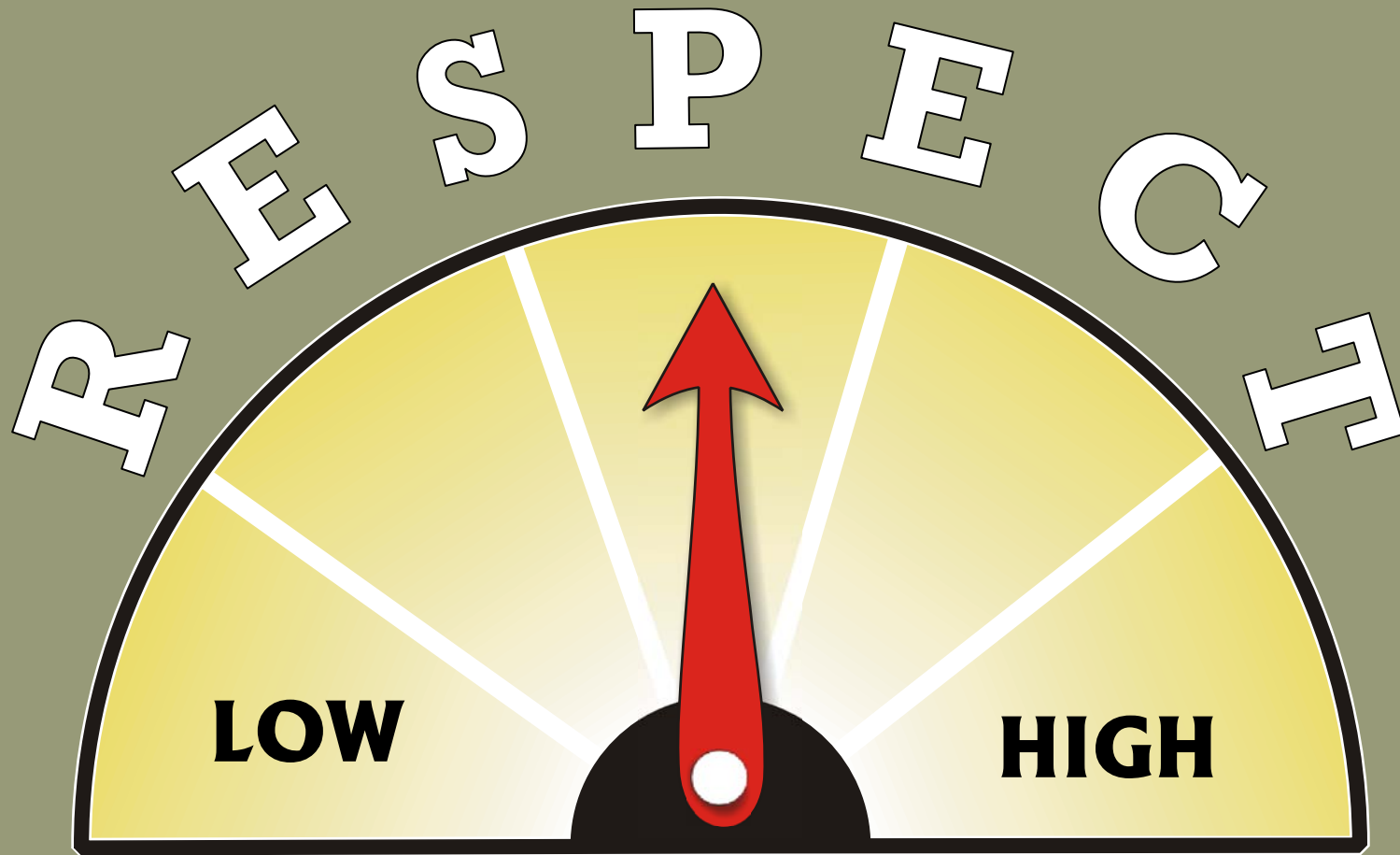


Dilbert on Relevance of Work to Society



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RESPECT Meter



ORGANIZATION * SUPERVISOR * TEAM MEMBERS * WORK * INDIVIDUAL



RESPECT Drivers

Leader & Organizational Culture



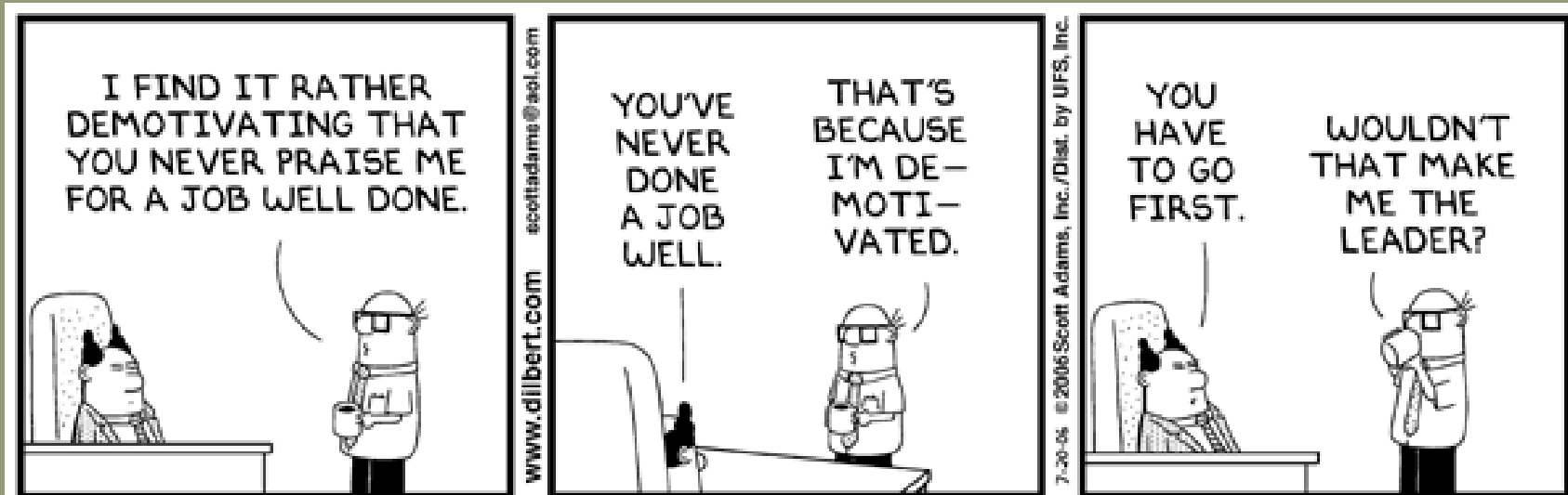
RECOGNITION

- Recognizes, acknowledges and shows appreciation for others' efforts and contributions
- Social reinforcement is the most powerful form of reinforcement: "Pat on the back"
- Timely, sincere, specific: "Thank you for staying last night and helping John finish up the proposal"
- What happens when we fail to recognize good performance?
- Few "problems" like material rewards
- Why so hard? "Squeaky wheel gets the grease"

recognition



Dilbert on Praise



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EMPOWERMENT

- Provides tools, training, information and resources to be successful, e.g., decision making authority, equipment, time, etc.
- Removes barriers to success
- Provides consistent vision and direction
- “What do you need from me to be successful?”
- Maintains “I know you can” attitude

empowerment



SUPPORTIVE FEEDBACK

- Delivers regular, constructive performance feedback in a positive and supportive manner
- Feedback should be timely, specific, behaviorally focused and future-oriented.
- Forget “positive” & “negative” – *all* feedback should be supportive because supervisors care about the employee’s success
- Annual performance appraisal: *Surprise!*

supportive feedback



PARTNERING

- Fosters collaborative working relationships at the individual, team and organizational level
- Builds bridges internally (team members, peers, departments) and externally (vendors, customers, unions, regulatory agencies)
- “How can **we** accomplish this?”
- “We are in this together – win or lose”
- Seeks “win-win” solutions

partnering



EXPECTATIONS

- Sets clear & consistent expectations
- Expectations are in alignment with other departmental and organizational initiatives
- Goals are challenging
- Goals are measurable
- People are held accountable
- You get what you accept.
- “Confused & Concerned”

expectations



CONSIDERATION

- Fair & honest treatment of all employees
- Elicits employee comments and concerns
- Demonstrates thoughtfulness & caring
- Good Manners – “Please” & “Thank You”
- Sensitive to gender, age, ethnic & religious differences
- Keeps people in the information loop
- Follows-up in a timely manner; avoids leaving people in limbo

consideration



T RUST

- Foundation for engaged workforce
- Avoids micro-managing
- “Walks the walk”
- Follows through on promises
- Owns up to mistakes
- Talks to you – not about you

trust



Key Takeaways

- Employee engagement is the single most important predictor of organizational vitality
- Motivation ≠ Engagement
- Traditional reward & recognition programs are designed to motivate and largely ineffective
- Engagement is manifested behaviorally through increased discretionary effort
- Fostering a culture of engagement requires changing how behaviors are consequted
- When people are treated with RESPECT, they engage and when they are treated disrespectfully, they disengage.



Questions & Comments



WHITEBOARD, LLC

**Maximizing Human Capital through
Targeted Behavioral Solutions**

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