Employee Engagement During Times of Change
Gaining and Sustaining Commitment

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Introduction

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Workshop Objectives

• Understand the change management process
• Understand why change initiatives fail and how to ensure their success.
• Implement a framework to actively lead change efforts.
• Increase engagement effectiveness
• Create understanding of how they contribute to the organization mission and goals.
• Show appreciation and recognition
Change Is Here to Stay

• “Crisis” in Chinese has two characters:
  – Danger
  – Opportunity
• Change has the same negative and positive connotations.
• Leaders must identify positive prospects and communicate opportunities.
What are Your Views About Change?

What comes to mind when you hear the word “change?”
Why Does Change Fail?

• Change fails more often than it succeeds.
  – Kotter: change fails “more than 70 percent” of the time.

• Important to explore why.
What Causes Change to Fail?

Think of a change effort you were involved in.

• What was not handled well?
• What was done well?
What Causes Change Efforts to Fail?

- Need for change is unclear
- Complacency overcomes urgency
- Resistance is unexpected and mismanaged
- Communication is limited
- Lack of commitment throughout the organization
- Lack of accurate and comprehensive information
What Helps Change Efforts to Succeed?

- Clear vision
- Leadership support and involvement
- Employee contribution and buy-in
- Accountability
- Alignment with organizational goals/values
- Excellent communication
What are the challenges of employee engagement during times of change?

• Clear communication
• Clear path
• Creating the “new norm”
• Defining expectations
• Replacing old with new
ACT to Lead Others Through Change

Activate the Change
- Clarify and align the vision and goals
- Determine readiness
- Establish a sense of urgency
- Establish a communication plan

Create a Plan
- Gather and analyze data
- Plan to manage resistance
- Involve and engage others

Transition the Change
- Design the implementation
- Institutionalize the changes
- Evaluate the effort
ACT to Lead Through Change

• Clarify and align the vision and goals
• Determine readiness
• Establish a sense of urgency
• Establish a communication plan
Clarify and Align the Vision and Goals

Clear vision helps employees:

• Appreciate purpose and advantages
• View the end state
• Be supportive of the ultimate goal
Communicating the Vision and Goals

How can you communicate the vision and goals of your organization?

• Identify ideas for your organization with your small group.
Determine Readiness

- Take organizational temperature.
- Identify hurdles to success.
- Talk to people at all levels.
- Expect pushback.
Establish a Sense of Urgency

- How do you spark urgency?
  - Heighten energy and motivation
  - Reduce fear, anger, or complacency
Create a Communication Plan

• Good communication is important to:
  – Expand individuals’ ownership
  – Hasten the change process
  – Build a critical mass of support
  – Increase the number of those who support the change
Create a Communication Plan (cont.)

• Communication should be both giving information and gathering information.

• To deliver, utilize:
  – Email, meetings, communiques, announcements, newsletters, supervisory conversations, etc.

• To gather, utilize:
  – Focus groups, questionnaires, evaluations, suggestion meetings, one-on-one discussions, social media, open forums.
Communication Advice to Leaders

What advice about communication would you give leaders of change?

• Brainstorm 5 ideas.
Practice Phase I—Activate the Change

• Read the scenario with your group and respond to the questions that follow.
ACT to Lead Through Change

- Gather and analyze data
- Plan to manage resistance
- Involve and engage others

Create a Plan
Involve, Engage, and Motivate Others

• Involve as Many as Possible.
• Develop Teams.
• Engage and Motivate Everyone Involved.
Indicators of Successfully Involving, Engaging, and Motivating Others

- Suggestions and input requested from all
- Everyone involved that should be
- Reasons for change is understood
- Employees know what to learn and how to prepare
- Management is assisting alignment
- Naysayers are speaking up
- Teams are producing results
ACT to Lead Through Change

• Design the implementation
• Institutionalize changes
• Evaluate the effort

Transition the Change
Design the Implementation

- Review current information.
- Create a roadmap to complete key steps.
- Ensure the plan will be successful.
- Prepare people for the change.
- Refine the communication plan.
- Recognize and celebrate success.
Organize Your Plan with a RACI Chart

R—Responsible
• Ensures process works as planned

A—Accountable
• Completes the activity, step, or process and approves work provided by person who is responsible

C—Consult
• Signs off major decisions

I—Inform
• Individual(s) who need to be informed but not consulted
## Example of a Simplified RACI Chart

**R**—Responsible  
**A**—Accountable  
**C**—Consult  
**I**—Inform

<table>
<thead>
<tr>
<th>Activity</th>
<th>Mason</th>
<th>Thad</th>
<th>Katrina</th>
<th>Liam</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct risk analysis for division design.</td>
<td>R/A</td>
<td>C</td>
<td>I</td>
<td>C</td>
</tr>
<tr>
<td>Finalize organizational construct.</td>
<td>A</td>
<td>R</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td>Define developmental requirements.</td>
<td>A</td>
<td>C</td>
<td>C</td>
<td>R</td>
</tr>
<tr>
<td>Interview department heads for assignments.</td>
<td>C</td>
<td>A</td>
<td>I</td>
<td>R</td>
</tr>
<tr>
<td>Develop new job descriptions.</td>
<td>I</td>
<td>A</td>
<td>R</td>
<td>C</td>
</tr>
<tr>
<td>Compile/revise Career Development Handbook.</td>
<td>I</td>
<td>A</td>
<td>R</td>
<td>C</td>
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<tr>
<td>Integrate organizational chart in Talent Management Plan.</td>
<td>I</td>
<td>I</td>
<td>A</td>
<td>R</td>
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Institutionalize the Changes

• Change needs to stick and become a lasting part of the culture.
• Change needs constant attention.
Evaluate the Effort

• Evaluate the impact.
  – Did we do what we said we wanted to do?
• Evaluate the process.
  – How well did we do what we did?
• Evaluate the leader.
  – How well did the leader perform?
Why Do People Follow Leaders?

• Rath and Conchie’s four themes:
  – Trust
  – Compassion
  – Stability
  – Hope
The Importance of Leadership

• Respond to the questions for each of the four themes.
  – What effect does it have on successful change?
  – How does a leader exhibit the characteristic?
Communicate as You ACT: A Tool

- Use this tool to remind you that you can:
  - Prepare for resistance
  - Manage resistance
  - Implement practical steps to deal with resistance

<table>
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<tr>
<th>Communicate as You ACT</th>
<th>Notes</th>
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<tbody>
<tr>
<td><strong>Activate the Change</strong></td>
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<tr>
<td><strong>Communication Activity</strong></td>
<td><strong>Notes</strong></td>
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<tr>
<td>Share the vision.</td>
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<tr>
<td>Talk broadly about the need for change.</td>
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<tr>
<td>Ask: <em>What do you need to know?</em></td>
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<td><strong>Create a Plan</strong></td>
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<td>Listen to concerns.</td>
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<td>Engage in honest and open dialogue.</td>
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<td>Ask: <em>Do we have the right focus?</em></td>
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<tr>
<td><strong>Transition the Change</strong></td>
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<td>Honestly state what is working and what needs to be done.</td>
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<td>Share praise liberally.</td>
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<tr>
<td>Ask: <em>What have we learned?</em></td>
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Gaining Commitment

William Bridges—“Four Ps”

• Purpose, or the reason for the change
• Picture of the expected outcome
• Plan for navigating from the current situation to the future
• Part the employee will have in ensuring a successful change
Why Employees Leave

- Lack of meaningful work
- Lack of trust and respect
- Lack of support
- Lack of appreciation
- Constantly shifting priorities and reorganization
- Feeling ignored or micromanaged
- Other?
Know, Show, Grow, Crow

• **Know**—know your employees as unique individuals.

• **Show**—show your employees you support them (provide needed resources and remove obstacles).
Know, Show, Grow, Crow (cont.)

- **Grow**—give your employees the right amount of attention and feedback.
- **Crow**—share information and recognize and appreciate every employee.
Who Are Your Employees?

- Greet all employees using their name every day.
- Understand what motivates each employee.
- Acknowledge birthdays and employment anniversaries.
- Be polite and respectful all the time.
- Show concern—but don’t pry!
Who Are Your Employees? (cont.)

• Spend individual time with each employee—goals, values, hobbies?
• Generational differences in the workplace
• Get to know employees’ individual work styles—interactions, stresses, personalized work space?
Conduct a “Stay” Interview

• Why did you come to work here?
• Why have you stayed?
• What do you like most/least about working here?
Conduct a “Stay” Interview (cont.)

• What would make you leave?
• What would you like to change or improve?
• What would you tell the CEO/owner/leader?
Let Employees Know You Care

• Laugh with your employees.
• Volunteer to help.
• Provide lunch and eat together.
• Provide a coffee or ice cream bar.
• Meaningful rewards.
Let Employees Know You Care (cont.)

- Reward those who receive customer praise.
- Offer free chair massages.
- Wash employees’ cars.
Identify Strengths

• What does the employee do well?
• What does the employee learn with ease?
• What activities does he/she love to do?
• What accomplishments is the employee most proud of?
Recognizing Signs of Diminishing Engagement

• Be attentive to employees.
• Observe where employees are least engaged.
• Look for obvious and subtle signs.
Common Obstacles

• Emphasis on busyness
• Shortcomings in the work environment
• Too many meetings

• Lack of information and communication
• Inadequate resources
• Lack of flexibility
• Bad management
Are You an Obstacle?

How do you treat others?

How do people react to you?

What conversations do you need to have?
Signs You Ignore Your Employees

• Having little or no understanding of employees’ tasks
• Delegating without information
• Giving answers without explanation
• Showing up late or skipping meetings
• Avoiding problems until they become “fires”
• Canceling meetings because of “fires” or other “higher priority” tasks
Signs You Micromanage

• Paying excessive attention to minor details
• Constantly questioning employees
• Making numerous unwarranted changes
• **Bottom line:** Managing the process instead of managing the outcome
How to Overcome an Imbalance

• Clearly articulate expectations.
• Set clear parameters.
• Establish guidelines for problems.
• Set up regular check-in times.
• Give employees credit for success.
How to Offer Constructive Criticism

• Deliver it in private.
• Deliver it in person.
• Be specific and concise.
• Focus on behavior.
• Get the employee’s perspective.
• Discuss behaviors you want to see.
Provide Future-Focused Coaching

To effectively coach employees:

• Meet the prerequisites.
  – Relationship should be based on trust and respect.
  – Offer frequent praise and appreciation.

• Focus on one issue or behavior at a time.

• Benchmark star performers’ strategies and determine ways the employee can adopt them.
Provide Future-Focused Coaching (cont.)

- Get agreement about specific behaviors to focus on.
- Provide support and resources.
- Agree on a follow-up date to review progress.
Broaden Employees’ Perspectives

• What outcomes do you achieve that contribute to organizational success?
• How do you make the organization a better place to work?
• How do your values align with the organization’s?
• How are you enhancing customers’ experience?
Four Elements of Growing Employees

- Meaningfulness
- Choice
- Competence
- Progress
What: Principles of Communication

- You can’t over-communicate.
- Absence of information causes overreactions.
- Communication from senior management influences employee engagement.
- Talk is cheap.
Ask Questions to Tailor Recognition

- What type means the most to you?
- From whom do you most like to receive recognition?
- What do you like to be recognized for?
- What kinds of rewards motivate you?
Use Praise to Engage Employees

Your praise should be:

• Spontaneous
• Specific
• Sincere
• Spread
One Final “O”: Dough

• Money doesn’t buy engaged employees—but don’t discount a pay raise as a motivator!
Action Plan
Questions?