

EBOOK

**PLAYBOOK:
HOW TO ADDRESS
ENGAGEMENT ISSUES**

Executive Search &
Management Consultants

Benefits of employee engagement

Employee engagement or disengagement is a form of measurement that can illustrate how your employees feel about your organization and you or your leaders.

In almost all instances, the responsibility of engagement falls under HR - often overlooked as an overall organizational concern. Moreover, this lack of focus on talent fit usually leaves companies and their leaders without developing a talent strategy, leaving them unequipped to deal with disengagement when it happens.

Considering the pandemic and its effect on the workforce - The Great Resignation, The Great Reshuffle, The Big Quit - leaders at all levels need to focus on engagement and its impact on the organization as a whole.

Ignoring disengagement consequently affects retention, reputation, and dollars spent. Not only does low engagement reduce productivity, but it can cause higher attrition - decreasing productivity and lagging your business to reach peak performance. According to Gallup, low engagement employees are 14-18% less productive, cause turnover rates that are 18-43% higher than companies with highly engaged teams and affect the replacement cost to \$25,000 and \$100,000 per employee.

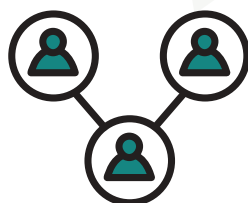
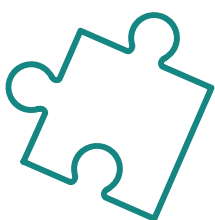
Organizations must include tackling low engagement in their talent strategy. Aligning talent strategy to the business strategy is the first step to improving productivity, keeping your reputation, and reducing costs.

Reading this e-book, you'll have the tools to understand how talent optimization addresses engagement, discover company people issues and redefine your current action plan to create a successful and engaged team.

It's all about fit.

Four environmental stressors ultimately affect employee engagement. It comes down to these four forces: poor job fit, poor manager fit, poor team fit, and poor culture fit.

- **Job Fit:** A lack of job fit impacts motivation, productivity, and overall discretionary effort. Poor job fit usually occurs when positions are not clearly defined, the employees' natural tendencies get ignored, or the growing business needs are misaligned with the team member's experience and skill level. Tune in to how the company is changing and coach as needed.
- **Manager Fit:** The relationship between employees and their manager is crucial to lasting engagement and discretionary effort. Managers need to be adequately trained in understanding and need to adjust their leadership style to motivate, excite and engage employees.
- **Team Fit:** Now, more than ever, team-based work determines employee engagement. Uneven distribution of work, lack of trust between team members, and flawed or unorganized team meetings can be the reason for employee disengagement. All team members must be aware of their behavioral differences and understand how these differences can be used as strengths in pushing the team forward.
- **Culture Fit:** Employees require trustworthy leaders, a work environment free from dysfunction and toxicity, and feel connected to the company's values. Engagement, discretionary effort, and productivity suffer without these environmental factors. Figure out how employees' viewpoints and include how their role impacts the overall mission and vision.



PLAYBOOK TO REENGAGE YOUR TEAM

Detect team issues.

In tackling disengagement in your organization, it's vital to know first what they are. Engagement surveys, behavioral assessments, job performance data, and employee attitudes collected from exit interviews or review sites help spot engagement issues.

Once the data has been collected and measured, connecting the data to any particular patterns is critical. It's good to answer questions like:

- Is the same problem being reported? What is the frequency?
- What is the level of impact these issues have on my business related to morale, effort, and performance?
- Is this issue highlighted by high performers or low performers?

It's critical to handle universal issues seriously affecting your company and restraining your high performers.



It's always best to prevent potential engagement issues. Be proactive and keep a constant rhythm to reviewing performance data. Be conscious of hiring, managing, training, and equipping your teams and managers. Align your company policies to the company's core values, and make sure that changes reflect what is necessary to complete organizational goals. Staying a step ahead allows you to address issues as they come and steer them as needed to prevent disengagement.

Tackling disengagement: poor job fit

Prevent poor job fit by having the correct data on your team- avoid poor matching with the below:

- **Be deliberate with how you hire:** Assessments help collect people data necessary to guarantee to hire the candidate that is the right behavioral and cognitive fit for the role.
- **Offer consistent development opportunities:** Open communication is critical to maintaining job fit. Roles are ever-changing, and managers need to connect regularly to discuss challenges, development opportunities, and career growth. It also allows managers to assess whether the position has evolved outside of the team member's skill set.
- **Opportunities for career advancement:** Offering development and career opportunities helps keep your employees engaged. Potential professional growth will give teams something to look forward to - whether new skills or a promotion.
- **Assess whether the role has changed:** This works primarily if an employee is already displaying poor job fit - have an open and honest conversation with the employee by recognizing the changes their role has taken. Assess the original role responsibilities to the ones the employee currently has and determine if there are other options in the organization. If there are no other options, consider outplacement services to assist them in finding employment that matches their current skillset.



Tackling disengagement: poor manager fit

Practical tips to prevent management-related disengagement:

- **Connect efforts with impact:** Connect employees' roles and responsibilities to your company's mission and values. Share with concrete examples of how they have impacted your organization and clients.
- **Put in place goals and expectations:** Accountability is attainable once roles are clearly defined and specified expectations. Transparency reduces poor results and low engagement.
- **Recognition can go a long way:** Demonstrating appreciation through prizes, awards, or verbal recognition can show your employees that they are seen and valued.

If managerial misalignment is a challenge - think about:

- **Being receptive to feedback:** Collecting feedback through one-on-one sessions or anonymous surveys are strategies that can help prevent poor manager fit. All leaders have blind spots - it's pivotal to receive feedback from everyone from all levels- employees will perceive that you do care.
- **Be able to adjust to your teams' needs:** Use assessments to understand how your employees are wired. Be flexible enough to tailor your communication and management style to motivate, excite, and engage your team.

We can help you create a custom manager development chart, [find out how](#).



Tackling disengagement: poor team fit

Practical tips to prevent management-related disengagement:

- **Create a space that is aware and understanding:** Assessments, along with other objective data, can describe how your team is motivated, behaves, and works. Having people-data will create a culture that is aware of everyone's differences and provide an understanding atmosphere in developing strategies to improve communication, accountability, and collaboration based on everyone's differences.
- **Embrace healthy conflict:** Encourage a space of trust. Trust will promote transparency, which will, in turn, create an environment that allows for healthy conflict, bringing about better results.

If poor team fit currently exists:

- **Support employees in resolving interpersonal conflict:** Be aware of interpersonal challenges and highlight how they negatively impact the team and company. Having candid conversations with employees helps them understand how they are wired and how they might be contributing to conflict. While challenging, these conversations need to happen to prevent a deteriorating work culture.
- **Conduct a team-building session:** Trust is important amongst colleagues. Without trust, the team will never get to peak performance. Team-building days and events are paramount to strengthening bonds, breaking down barriers, sharing common challenges, and resolving issues.

Navigate team dynamics better, [we can help.](#)



Tackling disengagement: poor culture fit

Practical tips to prevent management-related disengagement:

- **Ensure your organization stands behind its mission, vision and values:** Communicating regularly what its mission, vision, and values are will put into motion your business' culture and highlight which behaviors are rewarded and how the policies are created
- **Transparency is necessary at all levels:** Assumptions are made when there is little to no awareness of why systems are in place. Decide on what processes need to be transparent and communicated openly.

If there is poor culture fit, consider:

- **Recognizing errors:** Reconsider decisions made recently that may have impacted work culture and consequently engagement. Reassess changes in policies that include compensation, benefits, a recent acquisition. Admit the error in the decision, and communicate the plan to correct it.
- **Reevaluate your team to ensure fit:** A company's leadership team should be aligned with the business strategy and are overall well-rounded leaders. Consider leadership coaching to develop leaders in areas of weakness.



Set it in motion.



Assess

- Collect and measure employee engagement data.
- Analyze and look for trends.
- Bucket feedback into the key areas of job, manager, team, and organization.
- Identify spheres of influence in impacted areas. It's important to connect to the right parties for context and action planning.



Plan

- Choose which engagement issues you'd like to address and set a goal for improvement.
- Determine the best course of action to reach that goal.
- Make a list of action items and a timeline for implementation.
- Anticipate and proactively address employees who may have a natural resistance to the change.



Execute

- Share your plan. Increase accountability and make sure people know what you're doing to improve engagement.
- Execute on your action plan. Follow-through is critical in turning around engagement issues.
- Follow up to ensure actions are taken in a timely manner and to gauge the impact of your efforts on engagement levels.

Find out your engagement score.

Connect with specialist to get you started on taking our engagement diagnostic and see how your company rates on a scale of 1-100.

[Schedule a session](#)