

A LEADER'S GUIDE TO EMPLOYEE ENGAGEMENT

*It is remarkable what a group of people
can accomplish when they are inspired,
prepared, and supporting each other.*





YOUR MISSION IS OUR MISSION



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How to get “there” (using this guide):

This guide gives you a practical overview of the essential areas to develop to better engage your employees. Then, it will help you to discover which steps to focus on at this time. This is followed by simple actions that you can take to lead your team to new levels of success, fulfillment, and impact.

You’re our kind of people:

The world is changed by disruptive leaders and inspired teams that are committed to making a big impact. We champion leaders like you because you want to do great things in an intelligent and transformative way. This guide will help you do just that.

The challenges you face:

Teams are under more pressure than ever before. With constantly changing technology, new work environments, and always-moving targets, it’s hard for teams to stay on top of it all. Additionally, workers themselves have different expectations for their work and for their leaders. They are no longer willing to settle for the old autocratic paradigm. They want greater ownership, more opportunities, and more personal investment. Delivering that environment while still getting results is the challenge of modern leadership.

Where you want to land:

Impactful leaders are focused, organized, optimistic, and proactive. They get the most important things done, connect with their stakeholders, and deliver high-quality results (without getting hung up on perfection). Their teams work together purposefully and accomplish their most important work. These leaders consistently reach new levels, enjoy the ride, and help raise others up as well.

Let’s get started!





THE DANGERS

For the first year in more than a decade, the percentage of engaged workers in the U.S. **declined** in 2021. Just over one-third of employees (34%) were engaged, and 16% were actively disengaged in their work and workplace, based on a random sample of 57,022 full- and part-time employees throughout the year. This compares with 36% engaged and 14% actively disengaged in 2020, a year with unprecedented highs and lows.



60% of employees have high levels of stress at work.



Stressed employees take twice as many sick days.



Stress results in employee turnover rates up to 40%.

Globally, 85% of employees are either not engaged or are actively disengaged at work.





THE REWARD

The benefits of an effective Employee Engagement program

- ✓ 81% reduction in absenteeism.
- ✓ 58% reduction in safety incidents.
- ✓ 18% reduction in turnover for high turnover organizations.
- ✓ 43% reduction in turnover for low turnover organizations.
- ✓ 28% reduction in theft.
- ✓ 64% reduction in accidents at work.
- ✓ 41% reduction in quality defects.
- ✓ 10% increase in customer loyalty/engagement.
- ✓ 18% increase in sales.
- ✓ 23% increase in profitability.

Whose Job Is Employee Engagement?

70% of the variance in team engagement is determined solely by their manager.





STEPS TO ENGAGING YOUR EMPLOYEES

There are countless steps you can take, and that's the problem.

No one has time to do all of it, so we must be very strategic about where we put our time and energy. Leaders who want to have their team be successful and make a meaningful impact must **focus on these key areas.**

MEASURE: EVALUATE, ADJUST, AND KEEP GOING

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- Check in periodically to measure progress.
- Make adjustments based on interviews, feedback, and observations.
- Stick with it no matter what.

DEVELOP: KNOW WHAT NEEDS TO BE DONE

2

- Clearly define what your people need in order to be more engaged.
- Identify what the leader needs to do to engage employees more effectively.
- Develop and implement an action plan of at least 6 months.

ASSESS: KNOW WHERE YOUR PEOPLE ARE AT

1

- Assess the current level of employee engagement.
- Assess the leader's current approach to employee engagement.
- Diagnose the accountability systems for ensuring best practices are followed.





1. ASSESS THE CURRENT STATUS

Your first step is to discover how your employees are doing.

1. Assess the current level of employee engagement.

- ✓ Utilize an employee engagement survey that gives you clear insights on a wide range of employee topics.
- ✓ Compile the results to identify important trends, and as a benchmark for future comparisons.

2. Assess the leader's current approach to employee engagement.

- ✓ Conduct a 360 survey about the leader to identify areas that the leader needs to focus on when working with their team.
- ✓ Consider training and coaching to help leaders implement changes in key areas.

3. Assess the accountability systems for ensuring best practices are followed.

- ✓ Take an honest look at how you hold leaders accountable for ensuring that employees are engaged, inspired, and effective.
- ✓ Improve (or develop) your leadership accountability plan.



SAMPLE EMPLOYEE ENGAGEMENT SURVEY

Rate your work environment in the following areas

1 = not at all, 3 = moderate, 5 = strong

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|---|---|---|---|---|---|
| ▪ I have clear goals and expectations for my work. | 1 | 2 | 3 | 4 | 5 |
| ▪ I have the resources and training I need to do my work effectively. | 1 | 2 | 3 | 4 | 5 |
| ▪ I receive regular constructive feedback on my performance. | 1 | 2 | 3 | 4 | 5 |
| ▪ I am able to focus on the work that I am most skilled at. | 1 | 2 | 3 | 4 | 5 |
| ▪ My input and feedback is respected. | 1 | 2 | 3 | 4 | 5 |
| ▪ The people I work with are committed to doing quality work. | 1 | 2 | 3 | 4 | 5 |
| ▪ I frequently receive recognition or praise for doing good work. | 1 | 2 | 3 | 4 | 5 |
| ▪ There are people at work who care about me as a person. | 1 | 2 | 3 | 4 | 5 |
| ▪ I have at least one friend at work. | 1 | 2 | 3 | 4 | 5 |
| ▪ My personal and professional development are supported. | 1 | 2 | 3 | 4 | 5 |
| ▪ I feel that the work we do is important and purposeful. | 1 | 2 | 3 | 4 | 5 |
| ▪ I have consistent opportunities to grow and develop. | 1 | 2 | 3 | 4 | 5 |





2. DEVELOP ACTION PLANS

Employee Engagement Process

Employee engagement is not an event,
it is a systematic approach that must be consistently implemented.

1. Clearly define what your employees need in order to be more engaged.

- ✓ Use the data from the employee engagement survey to determine general trends that need to be addressed.
- ✓ Create an action plan for systemic changes needed to improve engagement.
- ✓ Create individual plans for engaging each employee.

2. Identify what the leader needs to do to engage employees more effectively.

- ✓ Look for specific behaviors on the part of the leader that need to be addressed.
- ✓ Consider an executive coach and training to help the leader implement these new behaviors.

3. Develop and implement an accountability plan of at least 6 months.

- ✓ Hold leaders accountable for consistently following through on employee engagement plans.

You do not have an employee engagement problem, you have a leadership engagement problem.



SAMPLE EMPLOYEE ENGAGEMENT PLAN

Use this chart to start gathering your ideas for what each of your people needs to be more engaged, inspired, and fulfilled in their work.

Employee	Aspirations	Challenges	Plan





3.

MEASURE PROGRESS

Employee Engagement Is Like Fitness - It is A Life-Long Commitment

True transformation comes from the initiatives that we consistently maintain over time. Employee engagement is not something you fix, it is something you nurture. Here are a few tips to get you started.

Check in periodically to measure progress.

- ✓ Employee engagement scores
- ✓ Leadership feedback scores

Make adjustments based on interviews, feedback, and observations.

- ✓ Periodically measure employee engagement.
- ✓ Re-assess leadership behavior through 360s and interviews.

Stick with it no matter what.

- ✓ Follow through for a minimum of six months.
- ✓ Holding leaders accountable for employee engagement should be a cultural expectation.
- ✓ Do not tolerate a lack of focus on this essential area of leadership.





YOUR ACTION PLAN

Mapping Your Journey

Now that you have some ideas, let's put them into motion. Decide on 2 or 3 action steps you can take right away, soon, and over time to ensure you make real progress.

What I will do right now.

(make a phone call, schedule a meeting, order a book, create a task)

What I will do in the next 24 hours.

(talk with my team, talk with a mentor, interview a coach, make a list of stakeholders)

What I will do in the next week.

(read a book, have a team meeting, meet with a coach, launch a survey)

What I will do in the next month.

(host a team retreat, schedule a team building, conduct one-on-one interviews)

“Character is the ability to carry out a good resolution long after the excitement of the moment has passed.”

~ Cavett Robert.





TURBO-BOOST YOUR JOURNEY

You can figure this out on your own. But why waste your valuable time reinventing the wheel? With the right support you can make progress faster with fewer set backs. Our process for supporting you and building your team follows these basic steps.

Leadership and Team Development Process

1. **Identify where you are now.**

It's essential to be honest about your current situation. With key assessments, peer feedback, and a SWOT analysis, you will have the clarity you need to decide where to focus your efforts.

2. **Identify where you want to be someday.**

Although it sounds obvious, many leaders do not have clear goals for their career AND the life they want to live along the way. The same is true for teams - which are often just plodding along. Specific and meaningful goals give us the focus and energy to move forward.

3. **Develop a strategy for getting there that is quicker, smarter, and more enjoyable.**

With an intelligent and personalized plan, you will find yourself moving forward without feeling like you have to constantly push yourself or your team. You'll be driven by intention, not stress.

4. **Regularly work on it and get feedback.**

When we work on it regularly, our progress takes surprisingly little time each week. Quick check-ins with your stakeholders and your coach will give you and your team the information you need to adjust course, and give you valuable data for supporting and tracking your growth.

Free 30-Minute Strategy Session

In this free, 30 minute call, you will gain clarity on where you are now, where you want to go, and what steps you need to take to get there. Valued at \$250, this call will help you discover what kind of support may be a good option for you and your team. **Schedule your call here:** calendly.com/atlcoaching





SHAWN CLARK

LEADERSHIP IMPACT

COACH



Shawn Clark is the President of Atlanta Challenge, LLC, an Atlanta-based training and coaching enterprise where he develops and facilitates cutting-edge workshops and effective coaching for teams and leaders. Shawn has been involved in team training and executive coaching for 25 years and established Atlanta Challenge 17 years ago. He is a certified coach through several of the most cutting-edge coaching processes and combines these unique approaches to help leaders and teams create lasting change and essential results.

Shawn's Integrated Coaching Approach



Shawn developed the *Teamwork Compass*,[®] an amazing team design process that helps teams and their leaders develop a powerful and effective culture of success. During his extensive career, Shawn has brought his unique combination of insight and inter-action to thousands of companies such as Accenture, Coca-Cola, Home Depot, and Cox Media. He has also worked with many non-profit and government organizations, including the US Army, CDC, American Cancer Society, and thousands of other groups. He also works with teachers and students at many Atlanta area schools.

His company's charitable programs support the Boys & Girls Club of America and the Georgia National Guard Family Services Program, which have received hundreds of bicycles, countless toys, and thousands of dollars worth of other donations. Shawn is also an avid hiker, kayaker, and father of 2. He lives in the Atlanta area with his wife of 25 years.

