

2016 LEADERSHIP INSTITUTE

Leaders as Catalysts of an Engaged Workforce

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Engagement Defined

- **Dictionary**
 - to attract or hold the attention of; to draw into; involve
 - “the state of being in gear”
- **As Applied to the Workforce**
 - Vigor, Energy
 - Absorption, Focus
 - Dedication, Commitment

Engagement Defined

“Employee engagement is a measurable degree of an employee’s positive or negative emotional attachment to their job, manager, colleagues, and the organization that profoundly influences their willingness to learn and perform at work”

Scarlett Surveys

Why Engagement?

- It positively impacts workforce productivity
 - Commitment
 - Energy and enthusiasm
 - Innovation
 - Retention
- New generations in the workforce require it



Data on Workplace Engagement

- Only 20% are engaged
 - These are the people who give freely of their time, energy, creativity, and knowledge to their work
- This leaves a huge untapped potential of up to 80% of our workforce

2010 Towers Perrin worldwide survey

Drivers of Engagement

- Autonomy
- Mastery
- Purpose



Drive – Daniel Pink

Drivers of Engagement The Employee Perspective

- AUTONOMY - I am given some control over my work
- MASTERY - I am good at what I do
- PURPOSE - I understand how my work benefits the whole, I am an important part of something bigger than myself
- **I AM A CONTRIBUTOR!**

Predictors of Engagement The Gallup12 (G12) survey

I have someone at work who encourages my development

I have the materials and equipment I need to do my job

I know what is expected of me at work

I have the opportunity to do what I do best every day

In the past seven days, I have received recognition or praise for doing good work

I have a friend at work who cares about me

I receive recognition or praise for doing good work

At work, my opinions seem to count

The mission of my department makes me feel my job is important

My fellow employees are committed to doing good work

I have someone at work that I trust and confide in

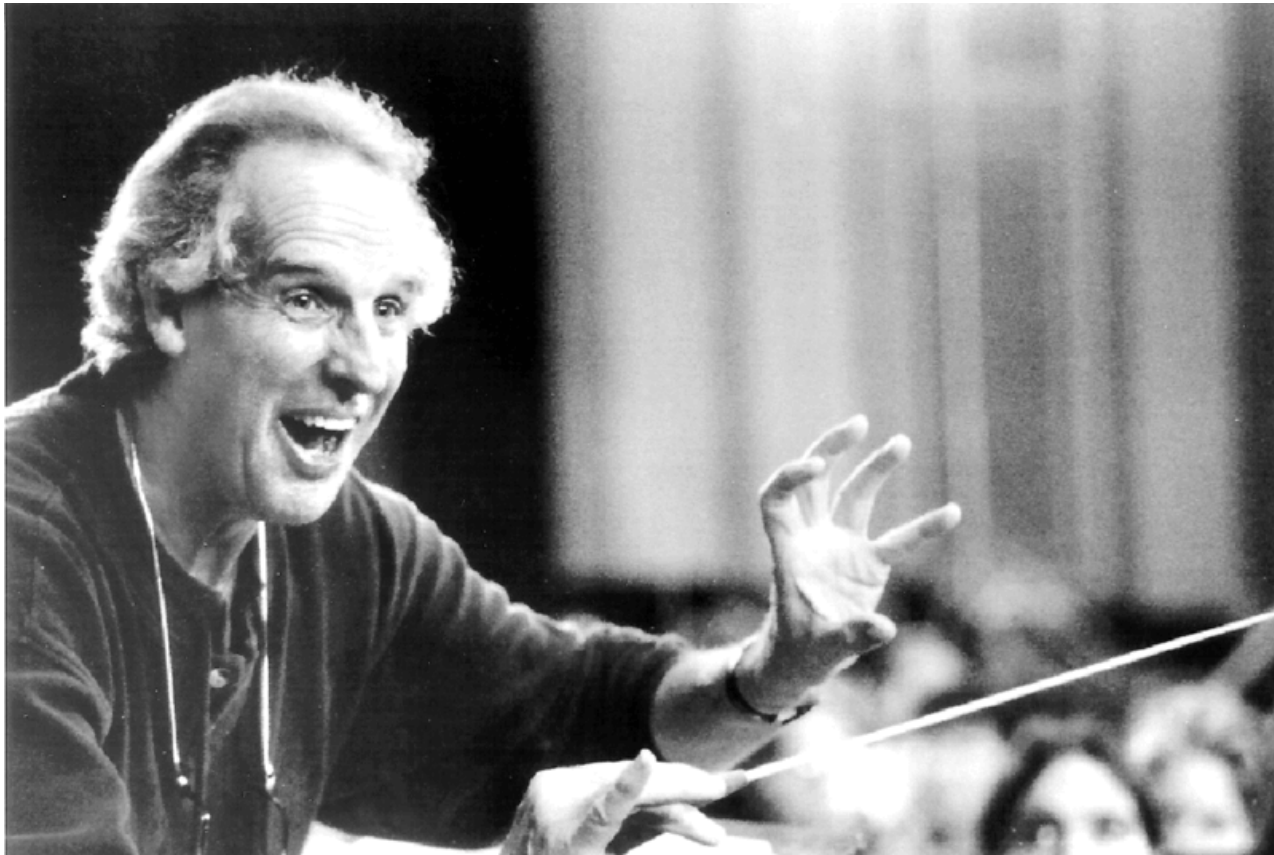
In the past six months, someone at work has talked to me about my progress



The Way in Which Leaders Communicate Effects Engagement

- Authentic, vulnerable, owning our mistakes
- Create dialog rather than diatribe
- Timely
- Communicate the “why”
 - talking about “why” we do this work engages our PURPOSE
- **Share what you know!**

Leadership: An Art of Possibility



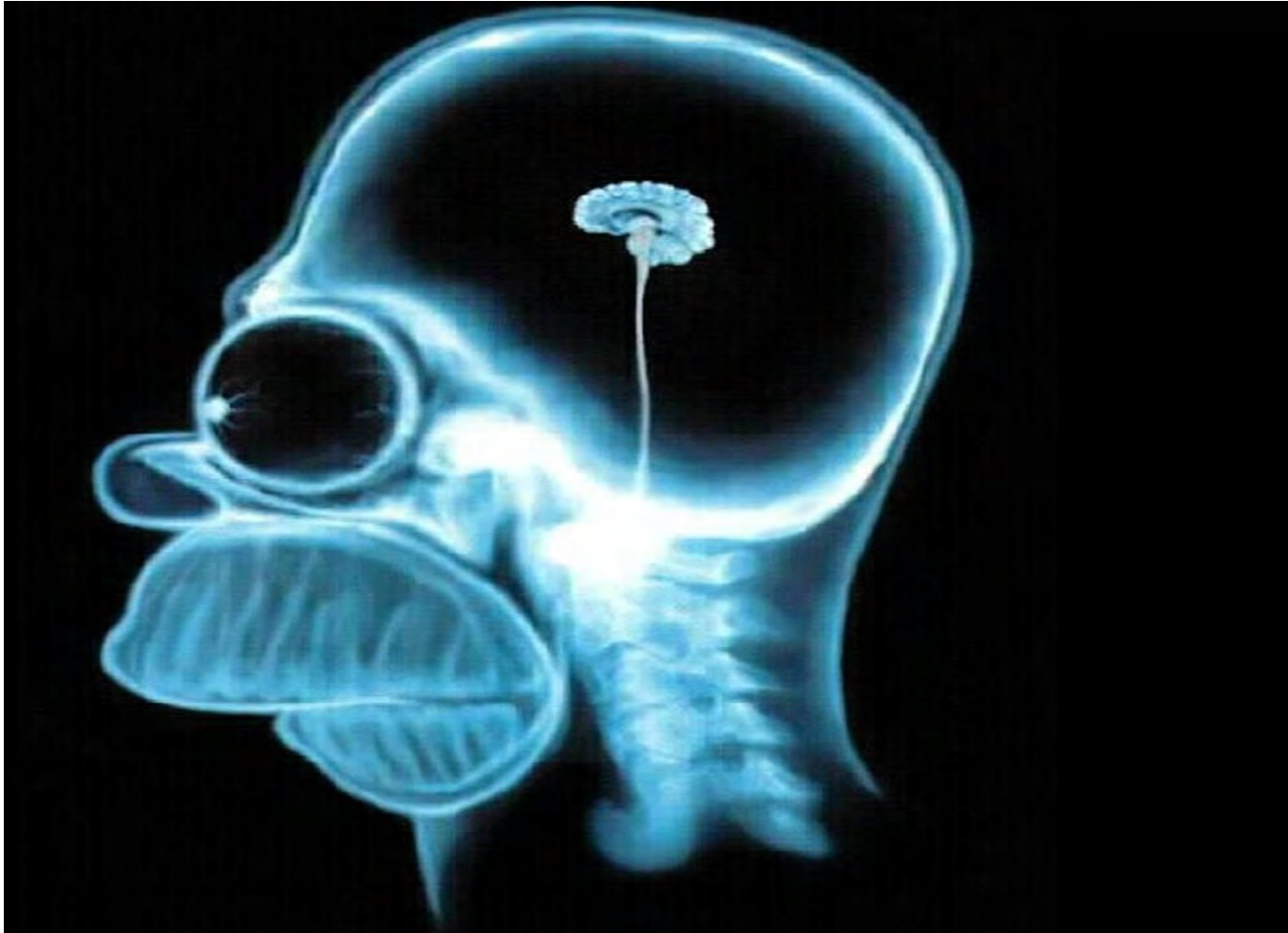
Leaders In Organizations Who Provide Staff With a Culture of:

**CARING
COMMUNICATION
CLARITY**



Can expect to be among the highest performers!

The Brain and Engagement



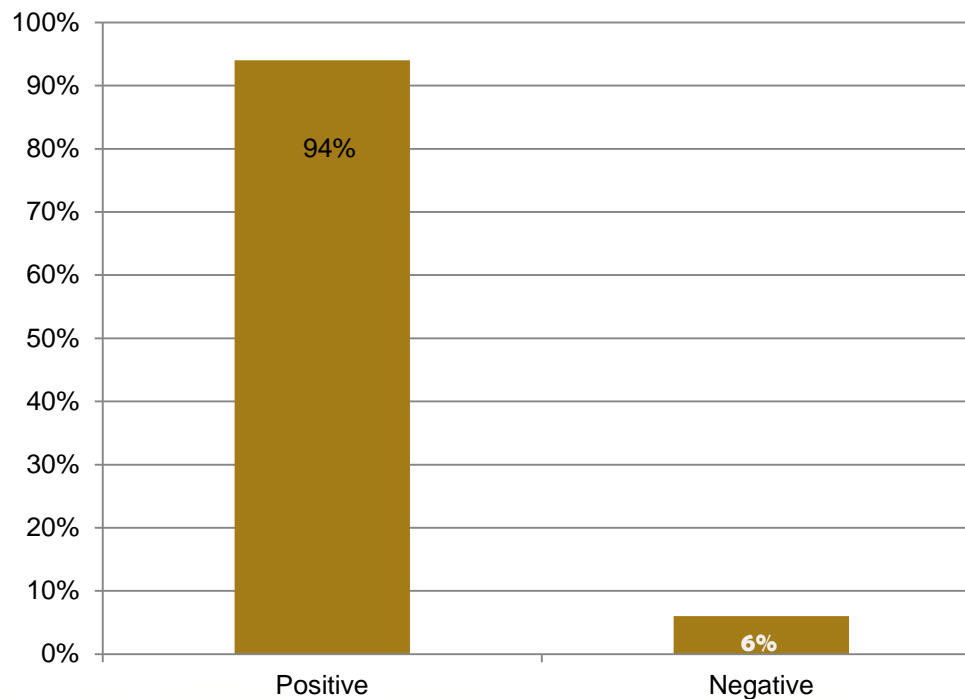
CARING



Is This How People Feel When They Encounter Your Organization's Leaders?

Leaders as Catalysts of an Engaged Workforce

The Effect of Feedback on Performance



According to Harvard Business Review the ratio of praise to criticism in the highest performing teams is 5.6 to 1

Or Is This How People Feel When They Encounter Your Organization's Leaders?



COMMUNICATION

Authentic and timely

- Share what you know
- Create dialog rather than a one-way conversation
- Cultivate Listening Skills: be curious, seek to understand before being understood
 - DO MORE LISTENING THAN TALKING
- Communicate the “why”, not just the “what”
- Vulnerable, owning mistakes

Listening is not understanding the words of the question asked, listening is understanding why the question was asked in the first place. ~Simon Sinek

CLARITY



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