Leading For Employee Engagement
Kevin Kruse
Steven Slater
JetBlue Flight Attendant
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1 in 3 engaged

Only 45% “satisfied”

Sources: Blessing White, Conference Board
Source: Gallup, State of American Workplace Report
Source: Gallup, State of American Workplace Report
What are disengaged employees costing you?

How many of them are there?
Now let’s talk about...

**WHAT IS EMPLOYEE ENGAGEMENT?**
Employee engagement = Emotional commitment to organization’s goals.
Employee engagement = Emotional commitment

DISCRETIONARY EFFORT
Discretionary Effort in:

- Sales
- Service
- Manufacturing
- Other
Ronald Bailey, Lieutenant General, USMC
What does discretionary effort look like in your company?
Crisis & Opportunity for BUSINESS
Campbell’s Soup in 2000

• Sales were declining
• Lost 54% of market value in 1 year
• Engagement scores the worst of any Fortune 500 ever polled

Source: Forbes 06.23.09
To win in the marketplace you must first win in the workplace.
Engagement-Profit Chain

Sources: The Service Profit Chain, Heskett & Sasser
Campbell’s Engaged to Disengaged Ratio

<table>
<thead>
<tr>
<th>Year</th>
<th>Ratio</th>
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<tbody>
<tr>
<td>2002</td>
<td>2:1</td>
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<td>2004</td>
<td>4:1</td>
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<td>2006</td>
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<td>2010</td>
<td>17:1</td>
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<td>2012</td>
<td>23:1</td>
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Source: Forbes 6.23.09
Ten Year Total Shareholder Return

S&P500 = 13%
Packaged Foods = 38%
Campbell’s = 64%

Source: Forbes 6.23.09
Source: Kenexa 2009

5x Higher!
Now let’s talk about...

ENGAGEMENT & OUR PERSONAL LIVES
Spillover & Crossover
Increased risk for heart attacks

Source: Nyberg, et al, “Managerial Leadership and Ischemic Heart...”
Children misbehave

Source: Stewart, Barling. “Fathers’ Work Experiences Effect Children’s Behaviors...”
Employment

disengaged at work

Emotions

negative mood

Parenting Behaviors

rejecting

punishing

Child's Behaviors

shyness or anxiety

acting out

Source: Stewart, Barling. “Fathers’ Work Experiences Effect Children’s Behaviors...”
You have less intimacy!

WHO IS RESPONSIBLE FOR ENGAGEMENT?
Whose job is it, anyway?

CEO?

Employee?

Managers?

HR?

Co-workers?
MANAGER/SUPERVISOR account for over 70% of the variance in engagement.
Now let’s talk about...

WHAT DRIVES ENGAGEMENT?
Surveys of 10 million workers in 150 countries
What are the **TOP 3** drivers of engagement?
“I’m engaged!”
“GReeAT”
“GReAT” Leaders focus on Growth, Recognition And Trust
Growth

*From feedback to feedforward.*
Growth

Manager focuses on strengths: 61% engagement

Source: Gallup 2005
Growth

Manager focuses on strengths: 61% engagement
Manager focuses on weakness: 45% engagement

Source: Gallup 2005
Growth

Manager focuses on strengths: 61% engagement
Manager focuses on weakness: 45% engagement
Manager gives no feedback: 2% engagement

Source: Gallup 2005
things leaders can do to drive

growth & development

1. Use Feedforward Coaching
   • Continuous not annual
   • Focus on goals

2. Hold Career Path Meetings / Stay Interviews every six months
   • Help them to identify career goals, and ways to close the gaps
   • Think about mentorships, job shadowing, books, developmental opportunities, etc.
Recognition
It’s not about picnics and parties.

Thank you
things leaders can do to drive

recognition & appreciation

The limitations of

1. Employee of the month; President’s Club
2. Employee appreciation day; picnics
3. Annual bonuses
To win in the marketplace you must first win in the workplace.

20 notes a day?!

30,000 in total?!
things leaders can do to drive
recognition & appreciation

We value thanks based on...
...the time invested in it.
things leaders can do to drive recognition & appreciation

Strategic Recognition: 3 parts

1. Say thanks
2. Specifically mention the behavior you are grateful for
3. Explain what it means to the company and/or how it aligns with company value strategic priorities, etc.
Trust

Certainty defeats anxiety.
Trust

Be CLEAR about long-term goal, the plan, and how everyone fits...

- Focus on mission & BHAG
- Simplify the strategic plan
- Create your own team’s goal
Example BHAGs

- 20 by 2015!
- 2020 Vision!
- Lead the future of networking
- 1500 Hotels by 2014
#1 Secret

Be tough on standards, and tender on people.
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The WHY of Leadership