

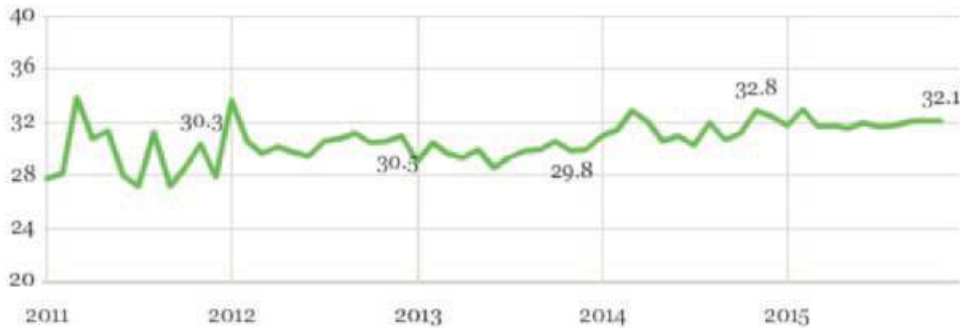


# Employee Engagement: Why it's not getting better and what to do about it!

U.S. Employee Engagement, 2011-2015

Monthly averages

■ % Engaged employees



Figures shown are for November of each year

## Mark Crowley's landmark article on Employee Engagement,

published on LinkedIn at the end of 2015, spotlights the disappointing metrics on the subject. However, he is not just the bearer of bad news. Quite the contrary. He accompanies the low scores of Employee Engagement with some very solid recommendations for improvement.

Crowley spoke with Dr. Jim Harter, who he describes as "Gallup's engagement Jedi," and asked Harter to share the things that high-performing companies do to improve employee engagement among their ranks. (To learn more about Gallup and the Q12 engagement measuring tool, [click here](#).)

According to Harter, when employees are engaged, the outcomes range from basics



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such as absenteeism, employee retention rates, service levels and productivity; and ultimately it all adds up to about a 22 percent difference in profitability when you compare top quartile business units to the bottom quartile.

To get engagement moving – and for all employees to believe it's something to which the organization is fully committed – “it really needs to start at the CEO and executive level,” Harter said. “The reason is that people need to know that it's a firm expectation to which every manager and leader in the company is fully accountable.”

## **Engagement Largely Comes Down To Whether People Have A Manager Who Cares About Them, Grows Them And Appreciates Them**

“We're now at just 32 percent engagement; and for all the people in management roles today, this

“Always treat your employees exactly as you want them to treat your best customers.”

- Stephen R. Covey

is their scorecard,” says Harter. “There's simply no question that managers are one of the top root causes of low and flat-lined engagement.”

“We think high-performing managers have five talents,” says Harter. “These are leaders who not only engage their teams, but who consistently drive high productivity, service levels, retention and profit:”

1. They're **motivators**. They're excellent at challenging themselves and others to improve.
2. They're **assertive**. They push past obstacles and make tough decisions.
3. They accept **accountability**. They create processes to help their team deliver on goals.
4. They're **relationship builders**. They're naturally good at personalizing how they manage.
5. They're **decision makers**. They have a natural capacity to solve complex issues and plan ahead.

Remarkably, Gallup discovered that only twenty percent of the entire population possess all these talents – that they're hard-wired into very few of us. And even with focused training, only three in ten people will ever successfully master all five.

### JEFF BLEACHER



“Employee Engagement here at RBF results from the family oriented culture we have created. We are tuned in with the needs of our team and, as a result, give them the tools they need to be successful, which includes their own personal and professional development plan. We encourage team members to avail themselves of our flex time policy and to create their own work/life balance.”

### KEN FALK



“As leaders and Partners we know that our team feels involved and engaged in the firm. We have consciously decided that our Partners will be involved deeply with all levels of the team and that has made a big difference not only in creating teamwork but giving the younger team members the ability to gain more experience earlier in their careers. As a result, our clients are served better as well, because the people who work on their accounts care deeply about the client. It seems counterintuitive but the best way to improve client relationships is to improve employee engagement.”



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Consequently, if organizations really want to see their engagement skyrocket, their first and most important step going forward must be to ensure only people who demonstrate these unique abilities ever get promoted into management roles.

But for companies who are truly committed to driving uncommon engagement, they must raise the bar even further. That's because there's another traditionally unappreciated quality that's been consistently proven to turn managers into

talent magnets: they care deeply about their people.

"They share, teach, coach, support, and appreciate their employees," Harter told Crowley. Regardless of what's on their plate, they invest the time to know their people personally, what motivates them – their career dreams and aspirations. And "this kind of nurturing is the undercurrent of all five talents."

Within its 12-question engagement survey, Gallup asks workers whether they "feel someone at work cares about them as a person." And as soft as this one question may seem, it's proven to have a direct impact on a multitude of hard business outcomes including employee retention, discretionary effort – and profit. The key take-away from all of this: Managers with highly engaged teams intentionally lead with heart.

([Click here](#) to read the entire article.)

## JEFF GROFF



*"Often in the tax and accounting world we don't always consider the human element. We like it black and white, Xs and Os. But, here at RBF, it's different. We go beyond the numbers and have created an environment of caring for the individual person. Everyone will tell you, 'We're like family here,' and I've found that to be very true."*

## PATRICK GENDRUE



*"Employee Engagement is critical for us here at RBF. We have a high level of engagement because we genuinely care about our people. We care about their professional development, their opportunities to learn and grow with clients and their commitment to quality work. We also care about their personal lives. And, that makes a big difference to them. When they know we care, they care, too."*



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