



INNOVATIVE MANAGEMENT & PROFESSIONAL TRAINING

ENGAGING EMPLOYEES IN TIMES OF CHALLENGE

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VIDEO FEATURE

CHANGE





DEFINING CHALLENGE

- **General Definition**

“A call to someone to participate in a competitive situation, game, or fight to decide who is superior in terms of ability or strength.”

(The Oxford Dictionary of English)

- ***Organizational Challenges are a result of the change process.***

ORGANIZATIONAL CHALLENGES (CAYMAN)

- *MERGERS*
- *RESTRUCTURING*
- *DOWNSIZING*
- *CONTINGENCY PLANNING*
(Implementation Of More Robust Plans – [Post Hurricane Ivan](#))
- *BANKRUPTCY*
- *ROLLOVER POLICY*



CHANGE BRINGS CHALLENGE

- “Resistance comes from many sources:
 - Confusion about what to do and how to do it,
 - Wondering about the future
 - New role ambiguity;
 - Stress from increased work, worry, and lack of information
- Even high-performing employees and devoted team members can experience these kinds of individual reactions.”

(Michael D. Maginn, *Managing in Times of Change*)

Change vs. Transition

It isn't the changes that do you in, it's the transition.

- **Change** is situational: the new site, the new boss, the new policy.
- **Transition** is the psychological process people go through to come to terms with the new situation.
- **Change** is external. **Transition** is internal.

William Bridges, *Managing Transitions*

THE THREE STAGES OF CHANGE

- Endings (**RED**)
 - Neutrality (**YELLOW**)
 - New Beginnings (**GREEN**)





STAGE 1: ENDINGS

- Establish clarity about what is really ending
- Let go of old assumptions and help employees to do the same
- Actively seek closure on the “old” way



STAGE 2: NEUTRAL ZONE

- Accept ambiguity
- Keep communication channels open
- Be willing to experiment
- Acknowledge the progress of others



STAGE 3: BEGINNINGS

- Set personal mission statement
- Act as if there are no barriers to radical solutions
- Actively solicit support from others



THE ENGAGED EMPLOYEE

“Engaged employees are those who are dedicated to the organization’s vision and eager to contribute. They are productive and live by the organization’s values. Disengaged employees are those who aren’t even aware of the organization’s vision and spend most of their time watching the clock. They simply show up to work prepared to do the minimum to get by.”

(Clint Swindall, *Engaged Leadership*, 2007)

THE NEED FOR EMPLOYEE ENGAGEMENT

According to a survey conducted by The Gallup Organization, the following represents the levels of employee engagement in the workforce:

- 26% of Employees are engaged
- 55% of Employees are disengaged
- 19% of Employees are actively disengaged

IDENTIFYING ENGAGED EMPLOYEES

| | |
|---|--|
| High Engagement Low Satisfaction 14% | High Engagement High Satisfaction 40% |
| Low Engagement Low Satisfaction 26% | Low Engagement High Satisfaction 20% |

Source: A Survey by HealthStream Research

IDENTIFYING ENGAGED EMPLOYEES

High Engagement
Low Satisfaction

14%

- Low morale and pessimistic about future of the company
- Employees that are giving their all, but are not happy with their work environment
- High risk of turnover

Source: A Survey by HealthStream Research

IDENTIFYING ENGAGED EMPLOYEES

Low Engagement
Low Satisfaction

26%

- Employees who are vocal in their critiques of the organization
- A distinct threat to your brand
- High risk of turnover
- Requires an exhaustive review of management and procedures

Source: A Survey by HealthStream Research

IDENTIFYING ENGAGED EMPLOYEES

Low Engagement
High Satisfaction

20%

- Employees who are satisfied with their pay and position, but do not believe in goals and vision of organization
- Low risk of turnover
- Happy to “get by” and drain organizational resources

Source: A Survey by HealthStream Research

IDENTIFYING ENGAGED EMPLOYEES

High Engagement
High Satisfaction

40%

- Employees who are ambassadors for your organization
- Believe in goals and vision of organization
- Committed to personal and organizational success
- Low risk of turnover

Source: A Survey by HealthStream Research



ENGAGING EMPLOYEES IN TIMES OF CHALLENGE

“The responsibility for productivity and profitability rests entirely on the shoulders of leadership, and so does the responsibility to overcome employee disengagement.”

Clint Swindall, Engaged Leadership, 2007



QUALITIES OF ENGAGED EMPLOYEES

- Innovation and creativity
- Taking personal responsibility to make things happen
- Desiring to contribute to the success of the company and team
- Having an emotional bond to the organization and its mission and vision

Source: Gostick and Elton, The Carrot Principle, 2007



LEADERSHIP STRATEGIES FOR SUCCESS

Providing Engaged Leadership is your greatest success strategy.

- Directional Leadership
- Motivational Leadership
- Organizational Leadership
- Character core

Source: Clint Swindall, Engaged Leadership, 2007

VIDEO FEATURE

EMPLOYEE EMPOWERMENT / ENGAGEMENT

