Tuesday, August 13, 2019 | 12pm ET/9am PT

Shared Problem-Solving Discussion (4 of 6)
Connect directly with your peers to share a success or seek advice on what isn't working. This is also opportunity to collectively discuss topics/ issues members are focused on for 2019.

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Discussion topic: maintaining employee engagement and productivity

How do you motivate and increase productivity?

Generally, if you are investing more into employee support, they people will perform better.

What does that mean to you at your company?

Creative ways to manage/motivate employees – doesn't mean expensive or elaborate. Employees should know where they fit within the company. Gamified environment to experience difference departments through the game. Have done a lot to create awareness. People where leaving the organization to get similar jobs that they could have had in other departments of the current company.

What are some Examples of things that you are doing?

        Jennifer Terry, BanCorp – used to work for large organization with over the top employee appreciate weeks. Now with a smaller company, still dong = thank you breakfast, ice cream truck. Picnics. Spot awards in certain awards. Sales incentives. The spot awards work best for non-except. Try to find a way to thank their non-exempt population as well.

        Elliot Clark– do you measure the pre and post-engagement after the ice cream truck. What are the impacts? Some studies say engagement surveys don't really tell us anything.

        Jennifer – plan to start up pulse survey after appreciation week to get a feel how they enjoyed the event. They don't have anything yet to tie back to performance. Can kind of tie back to moral. Will have more formal survey to deep dive in the future. Hesitant, once you put something out at that level, you need to respond back. They are pretty tight from a resource standpoint at the moment.

Dave Whan, TopBuild – They do workforce installed the primary mode of business is installing insulation in 300 different locations. Each of these locations has an appreciation day at each location on the same day. Senior leaders attend. Cookout/breakfast.

Do you measure success? Something they did last year, engagement survey in 4 years. Scores were high. 80% on engagement. More important is instilling the culture in the managers at the 300 locations to be mindful of their role and making sure they know we care about them. Greeting at the start and end of each day.

Doug Dureau, Hillwood & Perot Companies – operate as a holding company for a number of business. All look and feel different. Focus on commonality. Try to accomplish multiple things with an initiative. Learning activity, opportunity to know What's done in their parts of the business. Engagement in general. Wellness is that their core. Physical and mental – associates that lead spin classes – bonds people, the informal activities, drive engagement led by them. Individual piece is important too. History of taking care of people, not possible at every org. Ff they have a family member that passes, they will take 40 people to attend funeral. If a child needs surgery, they will get them into a clinic. Not currently doing a great job of messaging the tie to financial success and productivity.

Maria Smedley, Arkansas Electric Cooperative – has a different view how performance engagement is achieved. Performance improvements are attained by attracting and retaining the most talented employees to your org. engagement part is how can we create a culture that attracts this talent. What type of culture do they need to foster in order to talented individuals need to attract? You could have mediocre employees engaged. You can have great engagement, but performance is going to be limited by the employees. Do a lot of activities in that regard to drive that culture. In process of doing an employee event survey. Looked at how employee demographic base has changed over the years. Had legacy programs in place, but what the workforce 10 years ago might be very different from what employees today want. Oddly enough, they wanted to get rid of 'employee of year' but the employees like it. Offer free heart screening – wellness rated high. Community services rates high. Employees create a sense of connectedness to the organization beyond their job. Company is concerned about their health and well-being – in turn attracts good talent.

Max Langenkamp, CINTAS – completed engagement survey – scored high. Few years back tried to difference engagement from endearment. Tried their best to make those two co-exist. Endearment was celebration. Important, but not as much. Not drivers of high engagement – retention and productivity. Remove obstacles, driven by training and development. Career pathing. Paint a vision in their communication. They have 30,000 plant employees without a desk and email. Some communication was lost in translation or not aligned with what the business was trying to accomplish. Weren't leveraging tech. All employees have smart phone – rolled out apps to push out video and messaging. Multi-lingual.

Employee of the year – of the opinion they didn't need to do it, however employees wanted more of this kind of recognition. To be featured on social media - top sales person, hitting an anniversary. Has been an eye opener for them. Saw results with retention and engagement almost immediately.

Al Crook, Zurich North America– they use semi-annual pulse surveys. Employee net promoter score. They do a survey after a team event. Every 2 years they do an organization health survey – as this an extensive survey, they do every 2 years. The pulse surveys are the thread in-between.

Like some of the employee advocacy discussed. As an insurance company, we are very keen to help employee during states of peril. During a loss, they send monetary dollars in their regular payroll to help bridge a deductible, temporary housing or down payment. This is free of any incumbrancers just to acknowledge their trouble.

Taking a holistic view on employee experience as it relates to wellness and wellbeing. Finding this to be helpful. Allows employees to pick and choose what is important to them.

Believe it is important to commit to whatever survey they do. Important to use the same survey, otherwise they will get differentiation of information and inability to aggregate data. Been successful to implore on leadership to stick with one so they can keep working on their baseline. More power in using data.

Industry data

Disengaged employees are costing US businesses $605 billion in lost productivity

Top strategies to increase engagement:
1. Equip team with right tools. Collaboration tools. Communication apps.
2. Improving cultural fit with better recruiting. Approach hiring more like a courtship.
3. Improving employees' skills with training. Training greatly benefits both employers and employees. Self-learning or gamification
4. Encouraging autonomy and not micromanaging
5. Focusing on future with clear communication. Clear expectation and responsibilities. 80% of comm is on problems of the past and assign blame.
6. Encouraging self-care and wellness.
7. Better understanding remote work
8. Gaining insight by measuring productivity