



# MANAGER'S ENGAGEMENT GUIDE





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## GETTING STARTED WITH EMPLOYEE ENGAGEMENT

This guide is designed to help managers begin to internally process the survey results reported on their team scorecards, prepare to share the results with their team, and conduct action planning meetings.

This is a critical time in building Employee Engagement. As a manager, you must keep three things in mind:

1. Your employees must have an opportunity to review the results
2. As a manager it is your job to create an environment where employees are able to express their opinions about their engagement results
3. Employees must be involved in action planning and the execution of those plans

Seeing your Employee Engagement results can be a little sobering. As a manager, it is important to remember that Employee Engagement is a means to an end. The end goal is to drive better business performance. Aligning your employees and removing barriers is what engagement is about. By creating a great work environment, employees will continually give you more discretionary effort.



## FIRST LOOK - UNDERSTANDING MY RESULTS

### STEP 1

Think about the current state of your personal engagement level. Pick your lowest scoring and highest scoring categories on the scorecard you received. On a 1-5 scale, with 1 being “strongly disagree” and 5 being “strongly agree”, rate each of the engagement items in the two categories that you selected in the table on pages 5-10. Record your answer in the Self Assessment column.

### STEP 2

Now, think about your work team's current state of engagement, and repeat step 1. Record your answer in the Team Assessment column.

### STEP 3

Record your work team's mean (average) score for each of the engagement items in the fourth column.

### STEP 4

For each engagement item, compare your answers to the actual mean score and consider the following:

- How does your personal engagement compare to the engagement of your team?
- How does your team assessment compare to the workgroup's actual mean score?
- What might explain the differences?

What are some questions that you can ask to better understand the workgroup's sentiments behind each engagement item?

FIRST LOOK MANAGER SELF-ASSESSMENT - MY JOB

| MY JOB   | SELF ASSESSMENT | TEAM ASSESSMENT | MEAN SCORE | MANAGER REFLECTION |
|--|-----------------|-----------------|------------|--------------------|
| I know what's expected of me at work                                     | 1 2 3 4 5       | 1 2 3 4 5       |            | Observations:      |
| Questions to ask my team:  |                 |                 |            |                    |
| I have the tools, information, and resources I need to complete my work. | 1 2 3 4 5       | 1 2 3 4 5       |            | Observations:      |
| Questions to ask my team:  |                 |                 |            |                    |
| My skills and talents are a perfect fit for my job duties.               | 1 2 3 4 5       | 1 2 3 4 5       |            | Observations:      |
| Questions to ask my team:  |                 |                 |            |                    |
| I have the training I need to do my job                                  | 1 2 3 4 5       | 1 2 3 4 5       |            | Observations:      |
| Questions to ask my team:  |                 |                 |            |                    |
| My job is rewarding to me  | 1 2 3 4 5       | 1 2 3 4 5       |            | Observations:      |
| Questions to ask my team:  |                 |                 |            |                    |

# FIRST LOOK MANAGER SELF-ASSESSMENT - MY MANAGER

| MY MANAGER  | SELF ASSESSMENT | TEAM ASSESSMENT | MEAN SCORE | MANAGER REFLECTION |
|---|-----------------|-----------------|------------|--------------------|
| My manager provides recognition that is perfect for me. | 1 2 3 4 5       | 1 2 3 4 5       |            | Observations:      |
| Questions to ask my team:                               |                 |                 |            |                    |
| My manager cares about me as a person.                  | 1 2 3 4 5       | 1 2 3 4 5       |            | Observations:      |
| Questions to ask my team:                               |                 |                 |            |                    |
| I can share new ideas with my manager                   | 1 2 3 4 5       | 1 2 3 4 5       |            | Observations:      |
| Questions to ask my team:                               |                 |                 |            |                    |
| My manager makes me feel that my work is valuable       | 1 2 3 4 5       | 1 2 3 4 5       |            | Observations:      |
| Questions to ask my team:                               |                 |                 |            |                    |

## FIRST LOOK MANAGER SELF-ASSESSMENT - MY TEAM

| MY TEAM  | SELF ASSESSMENT | TEAM ASSESSMENT | MEAN SCORE | MANAGER REFLECTION |
|--|-----------------|-----------------|------------|--------------------|
| My team members do quality work.                       | 1 2 3 4 5       | 1 2 3 4 5       |            | Observations:      |
| Questions to ask my team:                              |                 |                 |            |                    |
| I have at least one team member that I trust.          | 1 2 3 4 5       | 1 2 3 4 5       |            | Observations:      |
| Questions to ask my team:                              |                 |                 |            |                    |
| I care about my team members and their well-being.     | 1 2 3 4 5       | 1 2 3 4 5       |            | Observations:      |
| Questions to ask my team:                              |                 |                 |            |                    |
| My team members/mgr. recognize when I do quality work. | 1 2 3 4 5       | 1 2 3 4 5       |            | Observations:      |
| Questions to ask my team:                              |                 |                 |            |                    |

FIRST LOOK MANAGER SELF-ASSESSMENT - MY GROWTH

| MY GROWTH  | SELF ASSESSMENT | TEAM ASSESSMENT | MEAN SCORE | MANAGER REFLECTION |
|--|-----------------|-----------------|------------|--------------------|
| I receive feedback on my performance at the right pace for me. | 1 2 3 4 5       | 1 2 3 4 5       |            | Observations:      |
| Questions to ask my team:                                      |                 |                 |            |                    |
| I plan to stay at my company.                                  | 1 2 3 4 5       | 1 2 3 4 5       |            | Observations:      |
| Questions to ask my team:                                      |                 |                 |            |                    |
| I know what the career path is at my company.                  | 1 2 3 4 5       | 1 2 3 4 5       |            | Observations:      |
| Questions to ask my team:                                      |                 |                 |            |                    |

## FIRST LOOK MANAGER SELF-ASSESSMENT - MY CUSTOMERS

| MY CUSTOMERS   | SELF ASSESSMENT | TEAM ASSESSMENT | MEAN SCORE | MANAGER REFLECTION |
|--|-----------------|-----------------|------------|--------------------|
| We always do what is right for our customers.                                      | 1 2 3 4 5       | 1 2 3 4 5       |            | Observations:      |
| Questions to ask my team:  |                 |                 |            |                    |
| People in this company work together to solve our customer's problems.             | 1 2 3 4 5       | 1 2 3 4 5       |            | Observations:      |
| Questions to ask my team:  |                 |                 |            |                    |
| The policies and procedures in my organization make it easy to serve my customers. | 1 2 3 4 5       | 1 2 3 4 5       |            | Observations:      |
| Questions to ask my team:  |                 |                 |            |                    |
| My company's policies and systems make it easy to take care of our customers.      | 1 2 3 4 5       | 1 2 3 4 5       |            | Observations:      |
| Questions to ask my team:  |                 |                 |            |                    |

## FIRST LOOK MANAGER SELF-ASSESSMENT - MY COMPANY

| MY COMPANY   | SELF ASSESSMENT | TEAM ASSESSMENT | MEAN SCORE | MANAGER REFLECTION |
|--|-----------------|-----------------|------------|--------------------|
| I am confident in my company's leadership.                   | 1 2 3 4 5       | 1 2 3 4 5       |            | Observations:      |
| Questions to ask my team:                                    |                 |                 |            |                    |
| Leaders in my company treat people with respect.             | 1 2 3 4 5       | 1 2 3 4 5       |            | Observations:      |
| Questions to ask my team:                                    |                 |                 |            |                    |
| There is cooperation between departments in my organization. | 1 2 3 4 5       | 1 2 3 4 5       |            | Observations:      |
| Questions to ask my team:                                    |                 |                 |            |                    |



## SUGGESTIONS FOR MANAGERS TO START DIALOGUE WITH THEIR TEAMS

- Use a “secret ballot” approach when asking the team to decide on items to work on. The team may be reluctant to share their opinions out loud.
- Ask one or two team members to lead the feedback session. They may have creative and innovative ideas about how to talk about engagement; challenge them to make it fun and interactive.
- Break your team into small groups and have them discuss the results amongst themselves and report back their findings. This team-oriented approach may be the most productive if one of the team’s strengths is the quality of their relationships.
- Create a “parking lot” on a pad of paper or whiteboard, recording the issues and ideas for follow-up. This may help the team understand that their opinions do count and that you will follow-up on them.
- Ask each team member to choose one item to focus on and commit to two things that they will do to drive engagement in that area. This approach will be useful for groups who know what they do best and how they can personally affect engagement.
- Document and distribute the team’s action plan. Ensure that everyone is on the same page, knows what is expected of them personally, and what success will look like for the group. Every team member needs to know what they are supposed to do and how it will affect the team.
- Hang poster paper around the room. Pick your team’s lowest and highest scoring categories and write each of the engagement items from those categories on the posters. Give each team member green and red stickers. Ask team members to walk around the room, read each engagement item, and place a green sticker on the poster of the items that are a strength of the team and a red sticker on those items that they consider a weakness, within a given category. This will give each team member, including new team members, a chance to identify the team’s strengths and weaknesses prior to reviewing the results of the survey.



## MEETING WITH YOUR TEAM

Think through how you will initially share Employee Engagement information with your team and how you intend to follow-up on the action plans your team will make together.

### INITIALLY:

- What will be the main focus of your initial meeting with your team?
- How long will the meeting be?
- Will this meeting be part of a regularly scheduled event, or will you schedule a special time for it?
- What are the tools, exercises, and/or discussions that you will use as part of your meeting?

### SESSION PREPARATION:

- Make copies of the scorecard
- Ensure the following are available and ready for your session:
  - Action Planning Template
  - Whiteboard/poster board and markers
  - Meeting space

### FOLLOW-UP:

- How will you incorporate engagement follow-up conversations into regularly scheduled meetings?
- How and when will you decide as a team to select additional engagement items for action planning? This should be an on-going process.



## KEY CONSIDERATIONS FOR MAXIMIZING IMPACT

- What actions will you take as a manager to keep the team focused on Employee Engagement?
- How do you and your team plan to celebrate, share, and recognize success around your action plans?
- What additional resources will you tap into to enhance the impact of your Employee Engagement efforts?



EMPLOYEE  
ENGAGEMENT



CLIENT  
ENGAGEMENT



PERFORMANCE  
CONSULTING



PERFORMANCE  
DEVELOPMENT

The top leaders in business today are sending a collective message to employees, customers and shareholders:

Yesterday's competitive advantages have become today's ticket to entry. Processes and procedures that once made companies significantly more efficient can now be easily replicated. Today's competitive advantages are created and sustained by understanding the strength of relationships between companies and their employees, and employees and their customers, then translating that understanding into front-line actions that drive results.

Today's business environment is rapidly changing. We hope you'll join the wave of professionals who are determined to not let their companies become extinct.

Are you ready to evolve?



Performance Group

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