



# The Rules of Engagement

## A Case Study for Improving Morale and Engagement

### INTRODUCTION

Although sometimes overlooked, the reality is that employee engagement is a key factor in a successful workplace. In fact, according to a Gallup poll, more than half of America's workforce is disengaged. Unfortunately, employee engagement directly affects an organization's financial health and profitability.

### CLIENT: FLORIDA DEPARTMENT OF HEALTH

A county division of the Florida Department of Health whose mission is to protect, promote and improve the health of all people in Florida through integrated state, county, and community effort.

*Not only does engagement have the potential to significantly affect employee retention, productivity and loyalty, it is also a key link to customer satisfaction, company reputation and overall stakeholder value.*

*According to a study completed by the Society for Human Resource Management*

### CHALLENGE

As a government agency, this client has to abide by strict state guidelines in all aspects of employment, ranging from hiring and pay decision to disciplinary actions and terminations. The agency was experiencing unengaged employees whom were both inefficient and unproductive. This caused morale issues throughout the organization and stalled the effectiveness of top talent and the implementation of health programs in the community.

### CRITICAL FACTORS

- Unengaged employees that were inefficient and unproductive
- Inability, due to state guidelines, to remove and/or terminate ineffective employees
- Leaders and managers expressed inability to perform jobs in the current environment

### CONSULTANTS

Wendy Sellers, *The HR Lady*  
Cynthia Blackwell, *The Rain Maker*

# SOLUTIONS & RESULTS

We delivered a training and coaching plan designed to improve morale and engagement. We began by conducting assessments to determine the factors affecting performance:

- One-on-one **interviews** with key personnel
- Employee **town hall meetings** to gain understanding of the culture, communication styles and flow of information up and down the organization

After completing an analysis, we then developed a comprehensive **training and coaching plan** that included the following solutions:

1. Implementation of **leadership development** courses over a 12-month period, including:
  - Understanding the 5 Generations in the Workforce to Improve Communication and Productivity
  - Ownership Mindset- Think and Lead Like An Owner
  - Leadership 101: Listening and Effective Communication
  - Accountability: How to Hold Yourself and Your Team Accountable
2. Executive **coaching sessions** to address specific needs and challenges

**DRIVING CHANGE THAT DELIVERS RESULTS**

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“Their leadership training is sticking! I see and hear our managers using the skills they have learned in the sessions.”

Donna, Health Officer

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RESULTS OF COMMUNITY  
HEALTH PROGRAMS

**SURPASSED  
EXPECTATIONS**

.....  
COMMUNICATION  
**IMPROVED**  
.....

EMPLOYEE ENGAGEMENT  
INCREASED WITHIN

**3 MONTHS**