

Lesson 2: Engaged Employees

PURPOSE

The purpose of Lesson 2 of the Performance Management and Appraisal Program Training (DPMAP) course is to define employee engagement in terms of the DoD culture of high performance; show supervisors and employees why it is important to be engaged at work; to discover and identify activities that can improve supervisor-employee engagement and relationships.

LEARNING OBJECTIVES

When participants have completed Lesson 2, they will be able to:

1. Define the relationship between organizational effectiveness and performance management.
2. Define employee engagement's connection to the DoD culture of high performance.
3. Identify strategies to enhance employee engagement.
4. Identify activities that can improve supervisor-employee relationship.

MAIN IDEAS

- A. Organizational effectiveness and performance management
 - A. Organizational effectiveness defined
 - B. Employee engagement and high-performance
- C. Collaborative high performance
 - (1) Employee Engagement
 - (2) Supervisor-Employee Engagement
 - (3) Supervisor-employee roles and responsibilities
- B. Strategies to enhance employee engagement
- C. Engaging and disengaging behaviors

TIME

The following is a suggested time plan for this lesson. The instructor(s) may adapt it as needed. Note this table does not reflect breaks – use your judgement to determine the timing of breaks for participants.

SESSION	TIME
Lesson 2 - Engaged Employees	120 minutes with 10 minute break

Instructor Notes	Content
<p>Lesson 2: Engaged Employees</p> <p>SAY</p> <p>Welcome to Lesson 2: Engaged Employees.</p>	<p>SHOW SLIDE: 1</p>
<p>INSTRUCTOR NOTES:</p> <p>These words represent the key messages that embody what is most important about New Beginnings: performance, mission, communication, excellence, etc.</p> <p>DO</p> <p>Display the New Beginnings slide at the beginning of each instructional day and during breaks.</p>	<p>SHOW SLIDE: 2</p>
<p>SAY</p> <p>Before we begin, let’s review the learning objectives for this lesson.</p> <p>Upon completion of this lesson, you will be able to:</p>	<p>SHOW SLIDE: 3</p>

Instructor Notes	Content
<ol style="list-style-type: none"> 1. Define the relationship between organizational effectiveness and performance management 2. Define employee engagement’s connection to the DoD culture of high performance 3. Identify activities that can improve supervisor-employee relationship 4. Identify strategies to enhance employee engagement <p>Take a minute to read through them.</p> <p>This lesson will take approximately 2 hour to complete.</p> <p>DO</p> <p>Leave this slide up while you discuss the concepts that will be covered in this lesson. It is not necessary to read the learning objectives verbatim—participants can do that while the slide is up.</p> <p>ASK</p> <p>Ask the participants to think about their careers and to envision the co-worker that exhibited the highest level of employee engagement.</p> <ul style="list-style-type: none"> • How did that person show his or her high level of employee engagement? • What was it like to work with that person? • What do you need to reach that level of employee engagement? <p>Keep that answer in mind as we work through this lesson. If you don’t have an actionable answer, see if this lesson can spark some ideas to increase your employee engagement.</p>	

Instructor Notes	Content
<p>SAY</p> <p>If we can agree that collaborative work environments sustain effective organizations, we start to understand how we can improve our organizational effectiveness.</p> <p>Performance management is defined as the integrated process by which an agency involves its employees in improving organizational effectiveness in the accomplishment of agency mission and strategic goals. So, what exactly is organizational effectiveness? Organizational effectiveness is how well an organization is able to meet its goals.</p> <p>Performance management is centered on supervisors engaging with their employees to plan, monitor, and evaluate employee performance. This includes but is not limited to providing constructive feedback, address training and development needs, and recognize and reward performance when appropriate. It involves more “soft” concepts such as building trust throughout the workforce; establishing credibility, transparency, and equity in the processes; treating employees fairly; and increasing accountability. When executed properly, performance management practices can greatly increase employee commitment, engagement, and performance. Effective performance management significantly improves organizational performance.</p>	<p>SHOW SLIDE: 4</p>
<p>SAY</p> <p>Employee engagement is the foundation for a high-performing work environment. What do I mean when I say a “high-performing work environment”?</p> <p>In addition to having the values we discussed previously, a high-performing work environment is a place where success and achievement are a priority. This kind of organization focuses on employee engagement, development, performance, and fosters</p>	<p>SHOW SLIDE: 5</p>

Instructor Notes	Content
<p>personal accountability.</p> <p>Generally speaking, there are two types of high-performance environments: directive and collaborative. Directive high performance is based upon supervisors giving instructions and employees carrying them out effectively. Collaborative high performance goes in both directions—the supervisors provide instructions and manage their employees while employees provide feedback (often known as “upward feedback”).</p> <p>Both types have their use in the workplace.</p> <p>ASK</p> <p><i>Ask:</i> When is it appropriate to use the directive style?</p> <p>Possible answers:</p> <ul style="list-style-type: none"> • During a crisis • When the supervisor has direct experience with the task and the employees do not • The directive environment is suitable for short-term, situational circumstances <p>Ask: By a show of hands, how many people work in a directive environment? Okay. In terms of employee engagement, is this sustainable? Think about the last time you worked in a directive environment. Were you engaged over the long term?</p> <p>Ask: Now, by a show of hands, how many people work in a collaborative environment? Do you feel engaged? Why?</p> <p>Ask: Which environment creates an organization that can meet its goals?</p> <p>DO</p> <p>There may be some discussion about directive environments being able to meet goals. This is a valid argument, but emphasize how a</p>	

Instructor Notes	Content
<p>collaborative approach is more sustainable over the long term. Explore with the group how directive environments may meet short-term performance goals but fail to create sustainable cultures of high performance.</p>	
<p>SAY</p> <p>Okay, now that we have an idea about high-performing organizations, let's listen to what David Marquet's <i>Greatness</i></p> <p>DO</p> <p>Play video. This video can be downloaded from the DCPAS collaboration site or can be accessed on the internet at: https://www.youtube.com/watch?v=OqmdLcyES_Q</p> <p>After the video, discuss how David's findings apply to DPMAP and Employee Engagement.</p> <p>ASK</p> <p>What did you like?</p> <p>What did you not like?</p> <p>How does your organization empower its employees?</p> <p>Does watching this video change your mindset regarding employee engagement and empowerment?</p>	<p>SHOW SLIDE: 6</p>
<p>SAY: So let's further define what is employee engagement is.</p> <p>Employee engagement is a heightened connection among employees, their work, their organizations, and the people, with whom they work, including their supervisors. Employee engagement includes a high level of motivation to perform well at work combined with passion for the work. When employees are engaged, they are absorbed intellectually and emotionally in their</p>	<p>SHOW SLIDE: 7</p>

Instructor Notes	Content
<p>work and vigorously invest their best efforts to achieve the outcomes needed by the organization to achieve its goals.</p> <p>The U.S. Merit Systems Protection Board has done a lot of research into engaging Federal employees. They identified six themes that are important to Federal employees. When employees perceive the organization’s culture embodies these themes, they perform at high levels, believe their work is important, and derive personal satisfaction from a job well done. The greater the employees’ engagement, the more likely it is they will choose to spend time improving their performance and the overall performance of the organization. This choice is vital to a culture of high performance.</p> <p>Therefore, a performance management program that facilitates employee engagement will naturally help create and support a culture of high performance.</p> <p>In contrast, disengaged employees do not commit enough attention and effort to perform at their best. In addition to lower levels of performance, the results of low employee engagement can include high turnover, grievances, Equal Employment Opportunity (EEO) complaints, disciplinary actions, performance-based adverse actions, absenteeism, negative attitudes, and low morale. Employee engagement is the foundation of DPMAP. The DoD culture of high performance is one that fosters employee engagement and personal accountability in maintaining high performance.</p> <p>ASK</p> <p>Ask participants to consider the question: Are you an engaged employee? What about your co-workers/supervisors/direct reports? They don’t have to answer out loud, but should consider this question throughout the lesson.</p> <p>INSTRUCTOR NOTE: Copy responses down to post on wall</p>	

Instructor Notes	Content
<p>SAY</p> <p>As previously mentioned, supervisor-employee engagement is key to a high-performance work environment.</p> <p>For employees to be engaged, they must be able to communicate openly with their supervisors. This provides a powerful opportunity to actively engage in frequent communication between employee and supervisor about accomplishments, current work, and future goals.</p> <p>Employees should arrange a time to meet with their supervisor to discuss the following topics:</p> <ul style="list-style-type: none"> • DoD core values • Organizational goals • Work assignment and accountability • Time, resources, and changing mission requirements • Career goals and interests • Focus on performance planning • Skill development and learning opportunities 	<p>SHOW SLIDE: 8</p>

Instructor Notes	Content
<p>Both supervisors and employees have a responsibility to ensure they are having continuous, meaningful two-way discussions related to current performance and progress in meeting performance goals.</p> <p>SAY</p> <p>Employees can help their supervisors be more effective when they feel a sense of ownership in the organization and engage in open communication about how to improve organizational effectiveness and employee engagement. Supervisors need to understand how employees accomplish work, which provides information on how to best support them. There can be differences between how supervisors perceive the strengths and areas for improvement of employees versus how employees perceive their own performance.</p> <p>To increase mutual understanding of the different perceptions related to performance, supervisors and employees can engage in a collaborative communication.</p> <p>Three key roles:</p> <p>Team Empowerment: Sharing the load of team management with the supervisor by being an active partner in the team. Employees can help a supervisor manage the team by:</p> <ul style="list-style-type: none"> ○ Helping to maintain team cohesion ○ Understanding what others on the team do ○ Sharing their sense of the team’s strengths and areas for improvement ○ Sharing their understanding of the team’s biggest challenges ● Upward Coaching: Transparency into how the work gets done. <ul style="list-style-type: none"> ○ Helping the supervisor understand both the team’s and their responsibilities 	<p>SHOW SLIDE: 9</p>

Instructor Notes	Content
<ul style="list-style-type: none"> ○ Sharing the best informal ways of getting things done ○ Sharing the team’s long-term work goals ○ Teaching their supervisor a new skill, concept, process, or procedure ● Upward Feedback: Communicating about the supervisor’s effectiveness in engaging employees: <ul style="list-style-type: none"> ○ Giving their supervisors constructive feedback ○ Providing feedback on their supervisors’ ideas ○ Sharing their understanding of supervisors’ strengths and areas for improvement <p>This collaborative engagement by employees has the potential to increase the effectiveness of the supervisor and the productivity of the work unit. It is important for supervisors to facilitate the process of employees engaging in these activities. For example, supervisors can ask employees for their feedback and discuss with them how the feedback will be used. This open communication, in addition to increasing supervisory effectiveness, has the added benefit of building employee engagement because employees feel a sense of ownership in the organization when they see that their input is valued.</p> <p>Regardless of the specific method used, it is most effective if there is a trusting supervisor-employee relationship in place.</p> <p>INSTRUCTOR NOTE:</p> <p>The target audience contains both supervisors and employees. Be sure to engage both audiences on this slide and not deliver this message to fault any audience.</p>	
<p>SAY</p> <p>Now we’re going to break into small groups and look at a few employee engagement scenarios.</p>	<p>SHOW SLIDE: 10</p>

Instructor Notes	Content
<p>DO</p> <p>Lead an Exercise</p> <p>Exercise Objective: Assess level of employee engagement and offer feedback for improvement.</p> <p>Instructions: Instruct participants to break into groups of 3 or more and assign a note taker, a time keeper, and a spokesperson. Have each group review the assigned scenario and answer the accompanying questions. Group 1 will review Employee Engagement Scenario #1, group 2 will review Employee Engagement Scenario #2, and group 3 will review Employee Engagement Scenario #3.</p> <p>Instruct the groups to take 10 minutes to review the scenario and answer the questions, then have the spokesperson report out by describing the scenario to the class and providing the group’s answers. To finish the exercise, facilitate a follow-up Q&A session.</p> <p>Instructor Notes: Document answers to the questions on a whiteboard or easel pad as groups report out. Refer back to the list during the discussion later in this lesson to help participants generate ideas for engaged and disengaged employee behaviors.</p>	
<p>SAY</p> <p>Let’s look at Employee Engagement Scenario #1.</p> <p>DO</p> <p>Continue the Exercise</p> <p>Exercise Objective: Assess level of employee engagement and offer feedback for improvement.</p> <p>Instructions: Instruct group 1 to read through Scenario #1.</p>	<p>SHOW SLIDE: 11</p>

Instructor Notes	Content
<p>Instructor Notes: If it comes up, indicate that both Betty and her team have been rewarded for good performance or otherwise indicate that compensation is not the problem. Document answers to questions on whiteboard or easel pad as groups report out. Refer back to the list during the discussion later in this lesson to help participants generate ideas for engaged and disengaged employee behaviors.</p>	
<p>SAY</p> <p>Let's discuss Scenario #1.</p> <p>DO</p> <p>Lead Scenario #1 Debrief:</p> <p>Instructions: Have group 1 go through and discuss these questions. Instruct the group to document answers on a whiteboard or chart paper and be prepared to report out to the class.</p> <p>ASK</p> <p><i>Ask:</i> On a scale of 1 to 5, where 1 is being disengaged and 5 is being highly engaged, how engaged do you think Betty is? What is the basis for your judgment?</p> <p><i>Answer:</i> Betty is clearly very involved in her own work and expects her team to meet her high standards.</p> <p><i>Ask:</i> What are some of the positive results of Betty's level of employee engagement in her job?</p> <p><i>Potential Answers:</i></p> <ul style="list-style-type: none"> • Betty has a high performing team. • Her employees are also engaged. • Betty can be a role model for other supervisors looking to 	<p>SHOW SLIDE: 12</p>

Instructor Notes	Content
<p>improve their team’s performance.</p> <p><i>Ask:</i> How would your employees respond to Betty's style and level of employee engagement? Why?</p>	
<p>SAY</p> <p>Let’s look at Employee Engagement Scenario #2.</p> <p>DO</p> <p>Continue the Exercise</p> <p>Exercise Objective: Assess level of employee engagement and offer feedback for improvement.</p> <p>Instructions: Instruct group 2 to read through Scenario #2.</p> <p>Instructor Notes: If it comes up, indicate that both Sam and his team have been rewarded for good performance or otherwise indicate that compensation is not the problem. Document answers to questions on whiteboard or easel pad as groups report out. Refer back to the list during the discussion later in this lesson to help participants generate ideas for engaged and disengaged employee behaviors.</p>	<p>SHOW SLIDE: 13</p>
<p>SAY</p> <p>Let’s discuss Scenario #2.</p> <p>DO</p> <p>Lead Scenario #2 Debrief</p>	<p>SHOW SLIDE: 14</p>

Instructor Notes	Content
<p>Instructions: Have group 2 go through and discuss these questions. Instruct the group to document answers on a whiteboard or chart paper and be prepared to report out to the class.</p> <p>ASK</p> <p><i>Ask:</i> What effect will Sam's diminishing engagement have on his team's level of engagement?</p> <p><i>Ask:</i> If you were Sam's supervisor and you noticed this change in behavior, what would you do?</p> <p><i>Potential Answers:</i></p> <ul style="list-style-type: none"> • Through conversations and coaching, try to determine the root cause of Sam's disengagement. • Offer to help Sam find a mentor who can help him discover his strengths as a supervisor and a leader. <p><i>Ask:</i> If Sam really wants to change things and get his team engaged in their work, what could he do?</p> <p><i>Potential Answers:</i></p> <ul style="list-style-type: none"> • Recognize the impact his disengagement is having on his team and his own performance • Find a coach or a mentor who could help him make the transition from technical expert to supervisor • Take his supervisor's offer to attend training to improve his interpersonal skills 	
<p>SAY</p>	<p>SHOW SLIDE: 15</p>

Instructor Notes	Content
<p>Let's look at Employee Engagement Scenario #3.</p> <p>DO</p> <p>Continue the Exercise</p> <p>Exercise Objective: Assess level of employee engagement and offer feedback for improvement.</p> <p>Instructions: Instruct group 3 to read through Scenario #3.</p> <p>Instructor Notes: If it comes up, indicate that both Francine and her team have been rewarded for good performance or otherwise indicate that compensation is not the problem. Document answers to questions on whiteboard or easel pad as groups report out. Refer back to the list during the discussion later in this lesson to help participants generate ideas for engaged and disengaged employee behaviors.</p>	
<p>SAY</p> <p>Let's discuss Scenario #3.</p> <p>DO</p> <p>Lead Scenario #3 Debrief:</p> <p>Instructions: Have group 2 go through and discuss these questions. Instruct the group to document answers on a whiteboard or chart paper and be prepared to report out to the class.</p> <p>ASK</p> <p><i>Ask:</i> What are some potential causes for the change within the team?</p> <p><i>Potential Answers:</i></p>	<p>SHOW SLIDE: 16</p>

Instructor Notes	Content
<ul style="list-style-type: none"> The reduction in training and award budget is making her team feel less appreciated and engaged Her team is worried about the impact of a potential re-organization <p><i>Ask:</i> What can Francine do to help improve the team's engagement level?</p> <p><i>Potential Answers:</i></p> <ul style="list-style-type: none"> Help the team focus on the present work and minimize worry about future actions over which they have no control Encourage her team to take the training that is currently offered so they can improve their skills and knowledge ahead of the budget cuts <p><i>Ask:</i> What effect might her supervisors' lower levels of employee engagement have on Francine's own attitude and engagement? What could she do to re-energize herself?</p>	
<p>SAY</p> <p>Well, that was fun. Let's explore employee engagement a bit further. What are some strategies that supervisors can implement to enhance employee engagement immediately upon returning to the workplace?</p> <p>DO:</p> <p>Lead an Exercise</p> <p>Exercise Objective: Brainstorm ideas for enhancing employee engagement in the workplace. Review and compare all ideas. Vote on the best ideas and discuss.</p> <p>Instructions: Give participants 3 minutes come up with 3 ideas for enhancing employee engagement that would work in their office. Have them write the ideas on separate sticky notes and</p>	<p>SHOW SLIDE: 17</p>

Instructor Notes	Content
<p>then stick the notes on chart paper pages on the wall. Once everyone has put their sticky notes on the wall, select a few suggestions from the group having a member explain. Foster discussion from other groups.</p> <p>Instructor Notes: Wherever possible, map these strategies to the engaged and disengaged employee behaviors discussed previously.</p> <p>If participants are having a hard time coming up with ideas, refer to the following suggestions that supervisors can utilize to engage employees:</p> <ul style="list-style-type: none"> • Create a “morale committee”(e.g., promoting health and wellness activities, providing non-monetary rewards) • Off-site functions: Work focused discussions or entertaining, “fun” activities (e.g., bowling, scavenger hunt, movie or game day) to promote team-building. Bring food into the equation. • Group activity; personality assessments to better know co-workers • Civilian Employee of the Month; special parking spot for winner • Recognize other employees: Encourage employees to nominate coworkers for good work. Employees select who wins the awards, which promotes a sense of pride by being nominated by their peers 	
<p>SAY</p> <p>Additional activities that supervisors can use to enhance and foster employee engagement:</p>	<p>SHOW SLIDE: 18</p>

Instructor Notes	Content
<ul style="list-style-type: none"> • Sharing their time with employees: This shows they support and validate them and their work, and that they are accessible and interested in them. This can be done by simply walking around and having informal conversations with employees. • Fostering a culture of continuous, ongoing two-way feedback. • Give employees the opportunity to provide input. Encourage employees to express interest in and have their names proposed to work on specific projects. • Encourage and model work-life balance: Supervisors walk around and talk to employees in their environment. Supervisors can also publicly support work-life programs such as telework, compressed-work schedules, EAP, or health and fitness programs, as appropriate. • Take opportunities to provide positive feedback. Give positive reinforcement and feedback. • Encourage and promote professional growth and learning. • Encourage employees to find a mentor. 	
<p>SAY</p> <p>Okay. You now have some strategies for enhancing employee engagement and lets not forget that whether you are a supervisor or not, WE ARE ALL EMPLOYEES. Lets wrap this up by thinking about your workplace.</p> <p>ASK</p> <p><i>Ask:</i> In your workplace experience, what have you seen that...</p>	<p>SHOW SLIDE: 19</p>

Instructor Notes	Content
<p>Engages people?</p> <p>Disengages people?</p> <p>DO</p> <p>The goal here is to get participants to discuss examples of engaging and disengaging behaviors from their own work experience. On a whiteboard or easel pad, write down engaging behaviors in one column and disengaging behaviors in another column. Have participants shout out the answers or raise hands if it is a large class. Refer to this list in later modules as a reference point when there is a need for a list of methods to engage employees.</p>	
<p>SAY</p> <p>Let's review the learning objectives for this lesson.</p> <p>You should now be able to:</p> <ul style="list-style-type: none"> ▪ Define the relationship between organizational effectiveness and performance management ▪ Define employee engagement's connection to the DoD culture of high performance ▪ Identify activities that can improve supervisor-employee relationship ▪ Identify strategies to enhance employee engagement 	<p>SHOW SLIDE: 20</p>

Instructor Notes	Content
<p>SAY</p> <p>Before we break, are there any last questions?</p> <p>DO</p> <p>Collect any Parking Lot questions. If there is time, do a quick review of any burning questions captured during introductions. If you captured a list of burning questions, you should reference the list periodically to see when the questions were addressed. The goal would be to have all burning questions addressed by the end of your training event. Any that remain unaddressed can be referred to an appropriate authority and answered individually.</p>	<p>SHOW SLIDE: 21</p>
<p>SAY</p> <p>Here are some additional resources and learning tools.</p> <p>Instructor Notes:</p> <p>Give participants a chance to look over the list of resources.</p> <p>You are now ready for Lesson 3: Planning Performance.</p>	<p>SHOW SLIDE: 22</p>

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