



RULES OF EMPLOYEE ENGAGEMENT

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StuderEducation
EXCELLENCE IN EDUCATION

SESSION OBJECTIVES

1

Connect to Purpose – Why Engage?

2

Research on Employee Engagement

3

3 Tactics to Improve Engagement

4

Additional Strategies to Systemically Improve Engagement in Your Organization

WHAT DO WE KNOW ABOUT EMPLOYEE ENGAGEMENT?



LACK OF TEACHER ENGAGEMENT = 2.3 MILLION MISSED DAYS

Level of engagement	Share of full-time U.S. teachers	Mean unhealthy days per school year*	Estimated additional missed workdays†
Engaged	30%	10.1	BASELINE
Not engaged	57%	11.3	781,921
Actively disengaged	13%	20.4	1,521,101
TOTAL			2,303,022

Source: Gallup Daily tracking surveys, Jan. 3, 2013-Sept. 30, 2014

*Assumes nine-month school year

†Assumes 3.7 million full-time K-12 teachers (National Center for Education Statistics, 2012); conversion from unhealthy to missed workdays is 0.31

RECOGNIZING ENGAGEMENT & DISENGAGEMENT

- **29%** of employees are actively engaged in their jobs. These employees work with passion and feel a profound connection to their company. People that are actively engaged help move the organization forward.
- **54%** of employees are not engaged. These employees have essentially "checked out," sleepwalking through their workday and putting time – but not passion – into their work.
- **17%** of employees are actively disengaged. These employees are busy acting out their unhappiness and undermining what their engaged co-workers are trying to accomplish.

A recent meta analysis of employee engagement studies published in the Journal of Applied Psychology found that...

High employee engagement is positively correlated with:

- Increased customer satisfaction***
- Increased productivity***
- Increased results***
- Reduced employee turnover***
- Reduced absenteeism***

According to surveys conducted by Gallup, organizations with highly engaged employees enjoy:

- ***65% less turnover in low-turnover organizations***
- ***25% less turnover in high-turnover organizations***
- ***37% less absenteeism***

WHO ARE YOUR “IRREPLACEABLES”?

The “Irreplaceables”
are teachers so
successful that they
are nearly impossible
to replace.

Yet despite getting
dramatically different
results, Irreplaceables and
low performers are
retained at strikingly
similar rates.

THE IRREPLACEABLES

Understanding The Real Retention Crisis in America's Urban Schools

July 30, 2012

IS IT POSSIBLE TO REPLACE AN IRREPLACEABLE?

FIGURE 4 | LIKELIHOOD OF REPLACING A HIGH PERFORMER WITH A TEACHER OF SIMILAR QUALITY

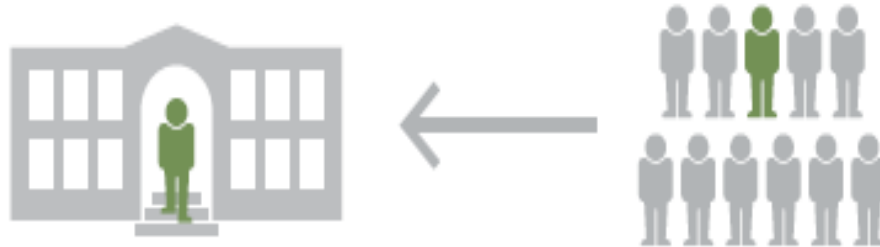
AVERAGE SCHOOL

When a top teacher leaves
only 1 in 6 potential replacements
will be of similar quality



LOW-PERFORMING SCHOOL

When a top teacher leaves
only 1 in 11 potential replacements
will be of similar quality



When a great teacher leaves a school,
the school is almost guaranteed to hire a less effective replacement.

THE IRREPLACEABLES



"If he would have said, 'What's it going to take for me to get you to stay?' that's all he had to do."

- Sarah, Irreplaceable Teacher

The Role of the Leader in Engagement

ARE YOU AN ENGAGED LEADER/EMPLOYEE?

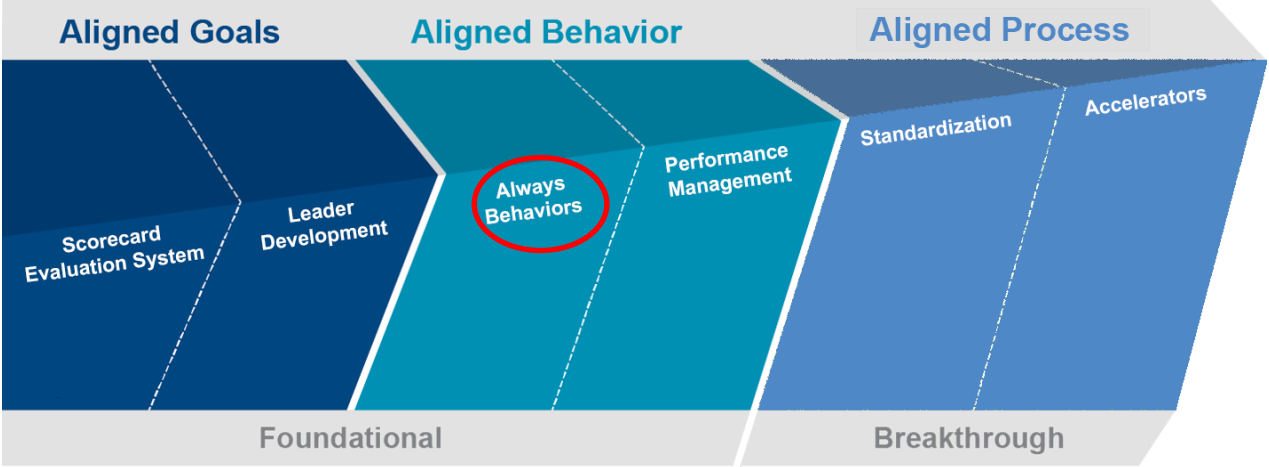
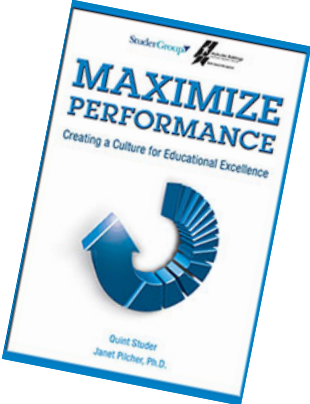


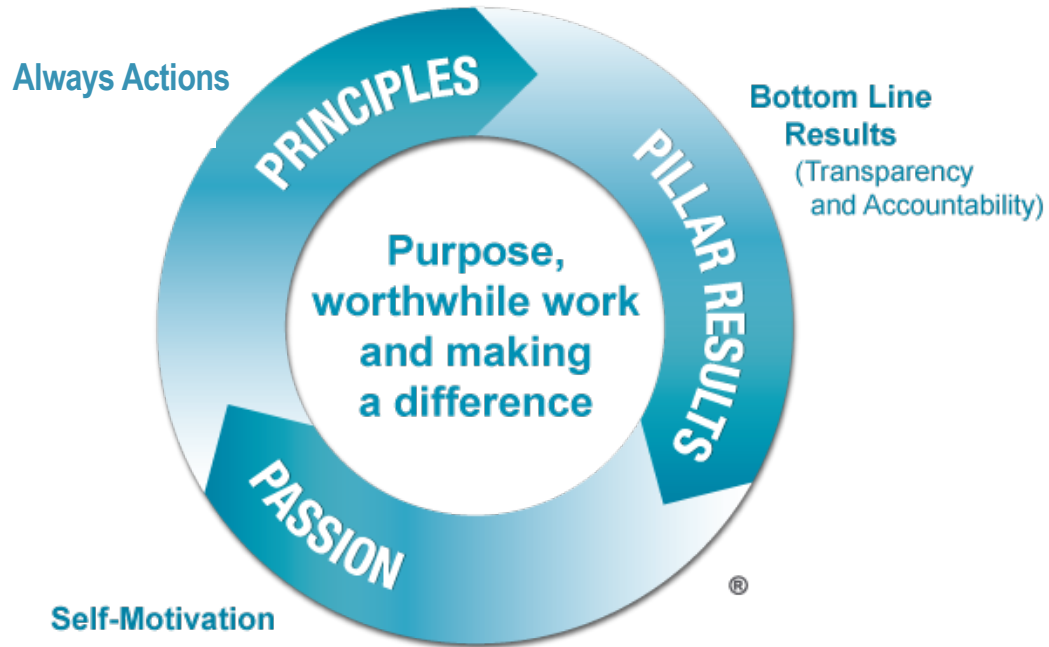
- Inspired by his/her organization
- Willing to invest discretionary effort
- Likely to recommend the employer
- Planning to stay for the foreseeable future

HOW ENGAGED AM I? TEAM MEMBER SELF-ASSESSMENT

Proactive	Always	Usually	Sometimes	Seldom	Never
Look for solutions and reach out to help team members by anticipating when help is needed rather than waiting to be asked	⑤	④	③	②	①
Show good stewardship toward office resources by using the highest return and most cost effective approach.	⑤	④	③	②	①
Ask others how you can be helpful rather than waiting for them to come to you	⑤	④	③	②	①
Do not rely on a supervisor to have all the answers; work alongside him or her to achieve goals and solve problems	⑤	④	③	②	①

EDUCATIONAL FRAMEWORK: EVIDENCE-BASED LEADERSHIPSM





Employees want to have purpose, do worthwhile work that makes a difference. This truth is at the heart of our drive to lasting results.

Results That Last, Quint Studer, Chapter 4, Pg 55



WHAT ARE EMPLOYEES LOOKING FOR IN THEIR LEADERS?

- A good relationship
- Approachability
- Willingness to work side by side
- Efficient systems
- Training and development
- Resources to do the job
- Appreciation



WHY DO EMPLOYEES LEAVE?

- The job or workplace was not as expected
- The mismatch between job and person
- Too little coaching and feedback
- Too few growth and advancement opportunities
- Feeling devalued and unrecognized
- Stress from overwork and work-life imbalance
- Loss of trust and confidence in senior leaders

The 7 Hidden Reasons Employees Leave - Leigh Branham, 2005

5 STEPS TO CREATING AN ENGAGED CULTURE

- Connect your staff to an engaged purpose that is written for them (as employees).
- Measure employee engagement regularly.
- Show that engagement is a permanent focus not a passing trend.
- Listen to your team on their terms
- Take action on quick wins

Engagement Multiplier

How Can We Maximize Engagement?

- *Know your Employees-Engagement Status*

Quadrant 1

Loyal

Quadrant 2

Want to be aligned

Quadrant 3

Skeptical

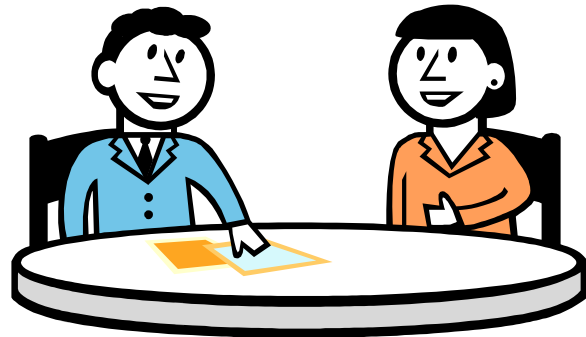
Quadrant 4

Naysayer

How Can We Maximize Engagement?

- *Know your Employees-Engagement Status*
- *Re-recruit High Performers*

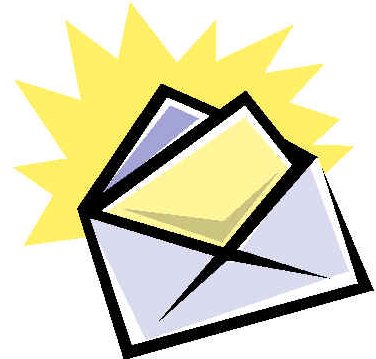
- + **Re-recruit**-outline why they are so important
- + Tell them where the organization is going
- + Recognize-thank them for their work
- + Ask-What can I do for you?



How Can We Maximize Engagement?

- *Know your Employees-Engagement Status*
- *Re-recruit High Performers*
- *30/90 Day Retention Conversations*

- + How do we compare with what we said?
- + What is working well?
- + Are there any individuals who have been helpful to you?
- + What ideas for improvement do you have?
- + Is there any reason why this is not the right place for you?

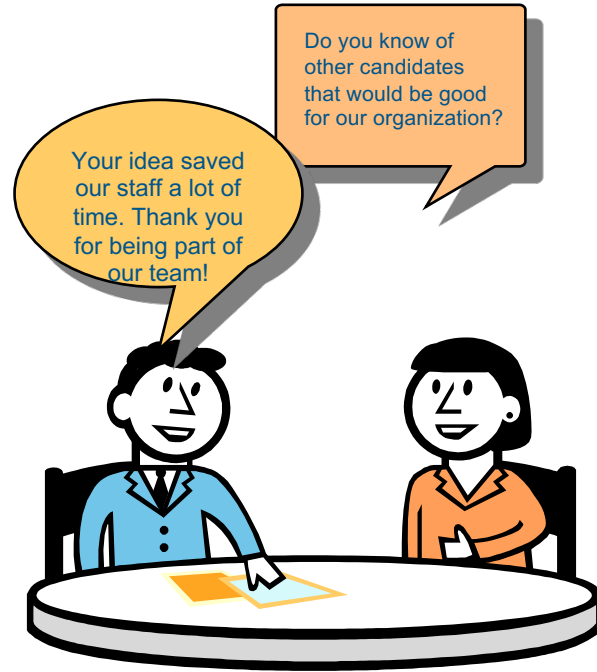


Time to Practice – 30 Day Conversation

+ Focus

- Relationship
- Recognition
- Intellectual Capital
- Retain and
- RECRUIT!

Do you know of other candidates that would be good employees for PMC?



TURN AND TALK... WHY SHOULD WE IMPLEMENT 30/90 DAY MEETINGS?

- + **Focus attention** on new employees-invest in their success
- + **Check** onboarding processes for the purpose of improvement
- + **Reward and Recognize** employees who have been helpful to new employees



HARDWIRING THE PROCESS: 30 AND 90-DAY MEETINGS

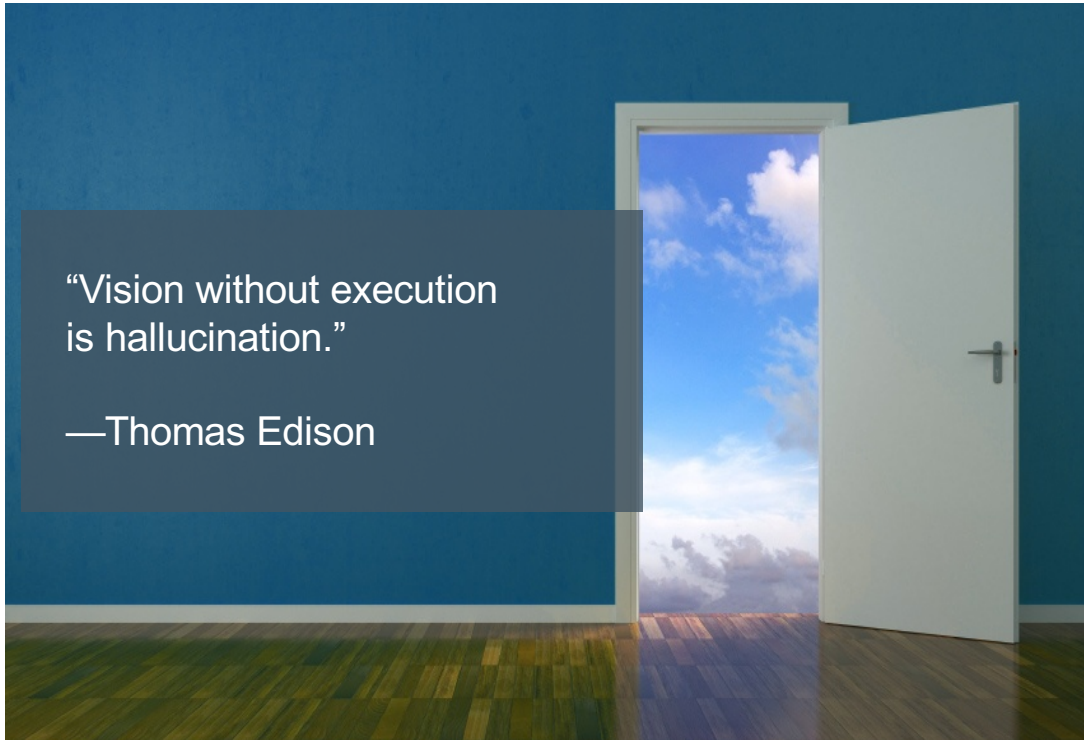
- + 30-day Meeting process
 - Hardwire into your calendar at the time of offer
 - Keep notes —use to prepare for 90-day meeting
 - Follow up on information received
 - Make meeting outcome oriented... not activity!
- + 90-day Meeting process
 - Hardwire into your calendar at time of offer
 - Part of the 90 day evaluation
 - Review notes with HR and Director in next 1:1 if needed
 - Follow up on information received

What Are Some Additional Ways We Can Maximize Engagement?

Ask our employees!!!

STUDER EDUCATION SURVEYS FOR PEOPLE AND SERVICE PILLARS

Survey	Pillar/ Strategy Area	Timing	Method
Employee Engagement (all employees)	People	Fall, Spring	Online/ Paper
Parent Satisfaction (all parents)	Service Excellence	Spring	Online/ Paper
District Services (Principals and APs)	Service Excellence	2-3 times a year	Online
Student Engagement (available for all students)	Student Achievement	Spring	Online



“Vision without execution
is hallucination.”

—Thomas Edison

“Always bring it
back to values...”
— Quint Studer



CULTURE: OUR EXPERTISE

BUILD SKILLS

- Educational Conferences
- Speakers
- Books
- Videos
- Online learning



TRAINING

GET RESULTS

Fast improvement on key organizational metrics through coaching, e.g., student learning, employee engagement, support services, and financial efficiencies.



IMPROVEMENT

CHANGE CULTURE

Comprehensive organizational transformation through expert coaching to hardwire evidence-based practices



TRANSFORMATION

STUDER EDUCATION COACHES

EXPERTS FOR YOUR TEAM



From
board presentations
to system-wide
leadership trainings



Partner with K-12 School
Districts & Higher Ed to
create best places to learn,
work, and achieve



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meet the needs of each
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