

Welcome to LeadershipLAB

Today's Topic: The Retention
Engagement Paradox

June 6, 2024



LEADERSHIPLAB

Creators & Facilitators

LeadershipLAB is a quarterly interactive discussion forum to explore best practices in leadership and organization development.

Featured topics are derived from our community and workplace observation from our seasoned, Hudson Certified, Executive Coaches and Partner Authors who focus on Workplace Excellence.



Dawn Kohler

Master Level Executive Coach



Todd Weinstein

Executive Coach &
Team Facilitator



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Today's Guest

Dr. Beverly Kaye is a best-selling author and is recognized internationally as one of the most knowledgeable and practical professionals in the areas of career development, employee engagement, and retention.



Dr. Beverly Kaye

Author | Speaker | Thought Leader



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An Overview of Engagement

Why Engagement Matters

- *Engagement as a strategy*
- *Bev's first book*

Engagement as a Practice: History

- *How it became a focus in the workplace*
- *Recruiting, talent, and turnover*
- *Knowledge work = teams and talent as a competitive edge*



Today's Trends



Engagement Impact

With greater focus on data analytics, engagement is being tied to financial, organizational, and operational performance metrics more than ever.

Engagement & Change Adoption

By focusing more on thoughtful change management and leadership practices, organizations that do this well are engaging their workforce to adapt to change more quickly.

Post-Pandemic Engagement

Gallup reports that since it started reporting employee engagement, the U.S. saw its first annual decline in a decade -- dropping from 36% engaged employees in 2020 to 32% in 2022. 18% of employees are actively disengaged.

The Numbers Behind the Trends

- Unhappy employees who remain cost companies in the U.S. a total of about **\$1.9 trillion** in 2023
- Only **20%** of employees feel connected to their organization's culture
- Only **25%** of employees strongly agree that their manager invests in their development
- Globally, only **1 in 3 employees** strongly agree that someone has talked to them about their progress in the past six months

Sources:

<https://www.gallup.com/workplace/404996/quiet-firing-stop-doing.aspx>

<https://money.usnews.com/money/blogs/outside-voices-careers/articles/what-is-quiet-hiring>

Discussion...



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What questions are on your mind for Bev?

What are you seeing related to engagement in your organization?



How to Stay Connected



Dr. Beverly Kaye
Author | Speaker | Thought Leader



Email: info@bevkeye.com



Web: bevkeye.com



LinkedIn:
www.linkedin.com/company/bevkayeco/

BevK & Co. **26 Ways to Show Love to Your Team**

Employees want—and expect—meaningful work, supportive leaders, recognition, and a chance to learn and grow. This guide offers managers a simple strategy—“Love it to 2”—to help managers create a supportive workplace culture, address employee concerns and keep your team engaged.

LOVE 'EM = LOSE 'EM

Adapted from the Wall Street Journal bestseller, *LOVE 'EM OR LOSE 'EM* by Beverly Kaye and Steven Anderson Jones.

A ASK: Why Do You Stay?
Conduct stay interviews. Learn what engaging or meaningful work means to each team member and if it's not in your vision, then help him or her find that ideal next position under the organization. The next time a talented employee asks for something you think you might not be able to give, respond by using these four steps:

1. Retain how much you value the employee.
2. Tell the truth about the obstacles you face in granting the request.
3. Show you care enough to look into the request and stand up for the employee.
4. Ask, “What else?”

B BUCK: It Starts Here
The truth is you matter most—more than money. If you are a manager or a project leader, you actually have more power than anyone to keep your best employees. Why? Because the factors that drive employee satisfaction, engagement, and commitment are largely within your control. And the factors that satisfy and engage employees are the ones that keep them on your team.

C CAREERS: Support Growth
Your role in career development has changed. You still have an important role, but your employees actually own their careers and know that. Your job is to lend support by providing perspective and having an ongoing dialogue that helps uncover and discover opportunities for fulfillment. Five steps to build your talent pipeline and support your employees' search for a good career fit:

1. Know their talents.
2. Offer new perspectives.
3. Discuss trends.
4. Co-design multiple options.

D DISAPPOINT: Show Respect
Notice your employees. Pay attention as you walk down the halls and say hello by name. Smile, greet your employees, and introduce them to others—even those of higher rank. They will feel respected and definitely not invisible.

E ENRICH: Enrich the Job
Leave promotions and pay raises in its short supply, you might turn to learning as a way to enrich their jobs. Learning on the job is a powerful way to engage or reengage with the work. One by one and team by team, you can build and reap the rewards of a learning organization.

F FAMILY: Get Friendly
You have tremendous opportunities to get family-friendly within your own work group. What you do as a manager can mean so much to your employees as they juggle work and family. And much of what you can do as a manager costs you and your organization little or nothing.

G GOALS: Expand Options
Do you get a knot in your stomach when a valued employee says one of these phrases?

- “I'd like to talk to you about my career.”
- “I can't understand why I get that promotion. I thought I....”
- “Only a time up makes me feel appreciated.”

Build the Career Conversation Habit with a Question-A-Day

1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	32	33	34	35

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Look for two giveaways from Bev to follow via email!

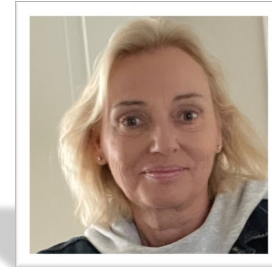


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**Next Quarter: Friday, Sept 13, 2024
11a-12:30p Pacific**

"How to Create Exceptional Cultures"
with guest Jeri Medrea



Jeri Medrea is an expert in understanding the impact Culture and People have on bottom line profits. She has been in CHRO roles across multiple industries and has been highly influential to C-suite executives to help develop productive and sustainable cultures.

Sign up using the QR code below. Please use our post-survey to share anything else you'd like to discuss at a future LeadershipLAB.



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