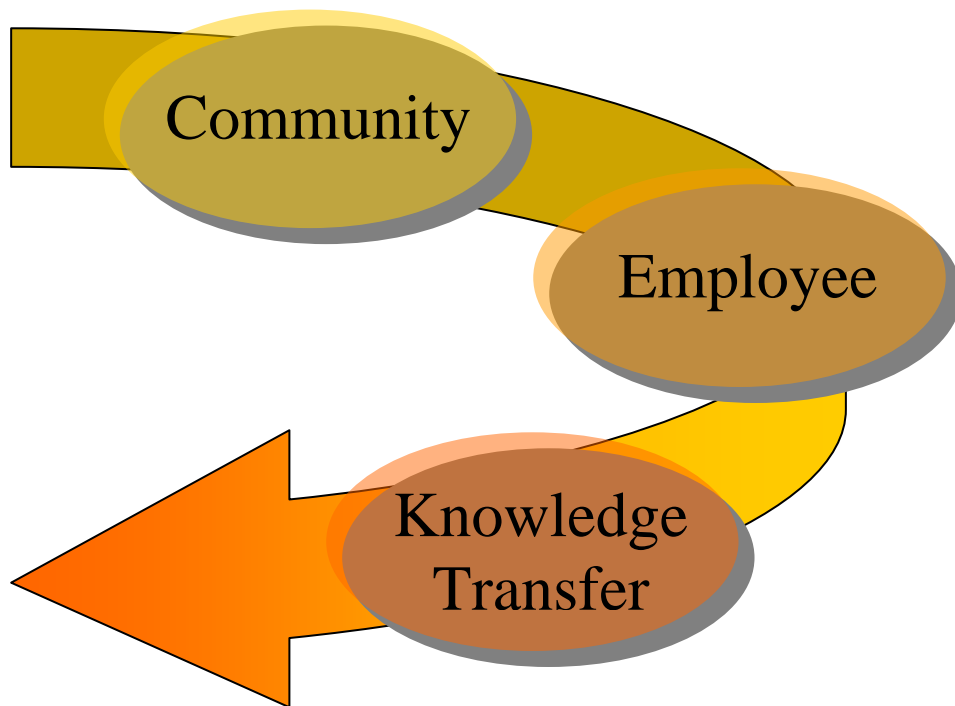




# Getting Your Employees Engaged and Keeping Them There





## Identify Your Risks



Not all organizations face the same risks, so each manager needs to examine their situations. You will need to look at why employees stay and why they leave. You need to understand how to recognize when employees are engaged and when they are not. You will also need to understand why people come to your organization and why they leave.

### Action Item #1: Identify the risks you have by completing the following tasks.

List the things you are or your organization is doing to keep your employees.

List the things you are or your organization is doing which might be causing you to lose your employees.

List some things you see in your workgroup that demonstrate being engaged.

List some things you see in your workgroup that demonstrates being disengaged.

List reasons people come to your department or company.

List reasons people leave your department or company.



**Development and Growth**

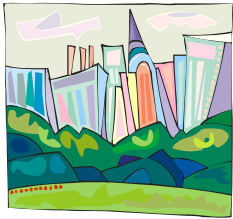


One important area to focus on is in how you can help your employees be more successful by developing and growing them. As a manager, you can open doors and remove roadblocks that the employee might encounter. Many times these barriers and roadblocks will directly affect an employee’s decision to leave.

**Action Item #2: For each Retention Strategy listed, write one task you will perform that will improve each strategy within your department.**

Retention Strategy	Improvement Task
Support each employee’s career by helping them grow and learn new skills.	
Create a workplace that is full of positive energy.	
Help employees set goals that expand their employment options.	
Help your employees identify and meet people who can be influential in their careers.	
Improve your mentoring skills and provide mentoring to your employees.	
Proactively look for opportunities for your employees to grow, learn new skills, and meet people influential to their careers.	
Improve your understanding of how to hire the right people for the job.	

**Determine the Right Fit**



If an employee is doing something they were meant to do and truly love they will often feel that they are not working. In some cases you can create the right fit by changing the environment, in others changing the job responsibilities. Sometimes an employee is in the wrong job altogether. Encourage your employee to examine their fit and the two of you discuss your findings.

**Action Item #3: Look at the employees who you feel might not be the right fit and identify methods you might use to improve that fit.**

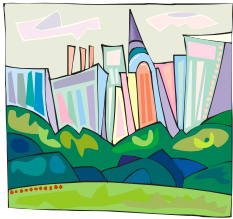
	Yes/No
Do you have good people struggling in their job because they are not the right fit?	
Can you redesign the jobs in your department so that you can improve the fit?	
Is there another place in the company where those employees might have a better fit?	

Make a note as to what could be done to improve each employee’s ability to be successful and energized. Identify how this can help you, your department, and the company.

Identify any employees who you see as not being in the right fit and make a note as to which method you might use to create the right fit. The methods are Lateral, Enrichment, Vertical, Exploratory, Realignment, or Relocation.

Employee	Method

**Improve Your Relationships**

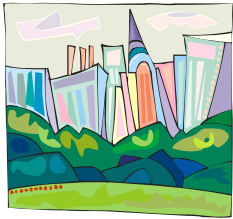


As a manager, you can greatly improve the work environment by improving your relationship with your employees. Since one of the biggest reasons employees leave an organization is because of their relationship with their manager, improving that relationship can improve your chances for keeping those employees. Use the section below to identify ways to improve your relationship with your employees.

**Action Item #4: List at least one thing you will do to help improve each of the following areas.**

Dignity: Show Respect	
Jerk: Don't be one	
Question: Reconsider the rules	
Truth: Tell it	
Understand: Listen deeper	
Yield: Power down	
Reward: Provide recognition	

**Provide Rewards**



Letting people know how much they are appreciated can help them feel better about their job. Some employees enjoy small rewards such as toys and trophies. Others would like time off or freedom such as flexible work hours. Having fun is important to many employees. By examining new ways to reward employees, you can help improve the work environment.

**Action Item #5: Make a list of things you could do to inject these rewards into the workplace.**

Time	
Toys	
Trophies	
Fun	
Freedom	
Favors	



**Let Them Know**



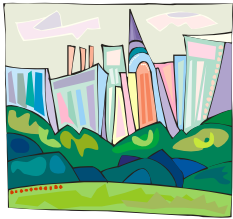
Which of the following statements do you use when rewarding employees? We all like to be recognized for our contributions. We like to feel that what we do makes a difference. We like to know when we succeed. Statements such as those below can help improve the work environment and boost your employees’ morale. This would be a good group activity.

**Action Item #6:** Complete each of the sentences with something someone in your workgroup did on the job that you think deserved the statement. If you wish, share these with your employees.

“You really made a difference by...”	
“I’m impressed with...”	
“You got my attention with...”	
“You’re doing top quality work on...”	
“You’re right on the mark with...”	
“One of the things I enjoy most about you is...”	
“You can be proud of yourself for...”	
“We couldn’t have done it without your...”	
“What an effective way to...”	
“You’ve made my day because of...”	



**Eliminate “Jerk” Behavior**



We can all demonstrate “Jerk” behaviors at times. Those behaviors can greatly affect your relationship with your employees. Identify which of the following behaviors you think you exhibit on the job. Identify any improvements you could make to change those behaviors. If you wish, ask your employees to provide examples of when you exhibited those behaviors.

**Action Item #7:** Make a list of things you do and improvements you can make with regards to the following “Jerk” behaviors.

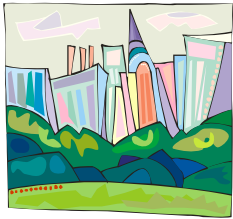
Demanding	
Not listening	
Lacking patience	
Not caring	
Blowing up	



Distrusting	
Criticizing	
Blaming	
Withholding praise	
Breaking promises	
Setting impossible deadlines	
Giving mostly negative feedback	



## Teamwork



Confronting issues which affect an employee’s desire to remain in their job can help your workgroup improve conditions and improve chances that those employees will stay. This is not an issue that the manager can solve on his/her own. Engage your workgroup in discussions by having your employees complete the following section and meeting either as a group or one-on-one to discuss issues.

**Action Item #8: Create a strategy to improve your workplace.**

Make a list of strategies that matter the most to your team.

Make a list of things that the team can do to strengthen the workplace.



**Employee Worksheet**



Before a manager or supervisor can understand what will energize and engage an employee, the employee has to understand it themselves. Sometimes we are unhappy in our jobs but just cannot put a finger on what is making us unhappy. Complete the following information and use it to either gain a better understanding of what drives you or to share it with your supervisor or manager to possibly create a better work environment.

**Action Item #1:** Employees should complete the following worksheet.

Question	Response
Why do you stay at your current job?	
What about your current job makes you jump out of bed in the morning?	
What makes you press the snooze alarm?	
If you won the lottery and resigned, what would you miss most?	
If you went back to a position in the past that you loved, what would it be? Why?	
What can your manager do to keep you?	
What would entice you away?	

Finish the following statements with regards to your job.

The thrill is gone because...	
I am thrilled about what I do because...	



Write a statement about changes to your job which could help keep you energized and engaged.

Method	Desire
Lateral:	
Enrichment:	
Vertical:	
Exploratory:	
Realignment:	
Relocation:	

Which of the following statements would you feel good about receiving praise for? Complete each of the sentences with something you did on the job that you think deserved one of these statements.

“You really made a difference by...”	
“I’m impressed with...”	
“You got my attention with...”	
“You’re doing top quality work on...”	
“You’re right on the mark with...”	
“One of the things I enjoy most about you is...”	
“You can be proud of yourself for...”	
“We couldn’t have done it without your...”	
“What an effective way to...”	



<b>“You’ve made my day because of...”</b>	
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**Beverly Kaye, Founder & Chief Executive Officer of Career Systems International**, started Beverly Kaye & Associates, Inc. (BKA) as a management consulting company specializing in the creation, delivery and strategic management of talent in organizations in 1979. Career Systems, which later evolved into CSI, was subsequently added (1982) to create and supply state-of-the-art instruments for use in our workshops. Today, the product and service operations have been integrated into a single international enterprise under the marketplace banner (dba) of CSI; BKA remains as the parent company and corporate umbrella of CSI.

Cutting edge thinking and continuous improvement efforts have kept the award-winning Dr. Kaye a leader in the career development field for 25 years. She is the author of the classic career development book, *Up is Not the Only Way*, and the co-author (with Sharon Jordan-Evans) of the international bestseller on retaining talent, *Love 'Em or Lose 'Em: Getting Good People to Stay*, and the workplace satisfaction sequel, *Love It, Don't Leave It: 26 Ways to Get What You Want at Work*.

**Career Systems International is a Talent Management Company** whose workshops and materials show organizations how to use development processes to attract and retain their key people. We help build a culture where employees are energized and managers are supportive, where mentoring becomes a natural, everyday occurrence, where growth and learning are on-going. By linking career development to current and emerging business needs, we assist our clients in identifying the bench strength necessary for effective succession planning.

**Our Specialties** fall into four core areas: Career Development, Engagement and Retention, Workplace Satisfaction, and Mentoring. Our products and programs are distinguished by their flexibility, ease of implementation, and efficacy. Whether we're using web-enabled self-assessment tools, management coaching programs, or diagnostic surveys, we address critical organization development issues in a way that is simultaneously dynamic and user-friendly. We are known for our simple but engaging tools that get to the point quickly. Managers like them because they are substantive but also fun to use: we take pride in our ability to make complex issues simple to understand.

**Our Clients** are primarily Fortune 1000 companies whose names are familiar brands in the market place. Our projects range from the delivery of individual training programs in a single division or department of an organization to enterprise-wide interventions around the world. When our generic tools are not enough to satisfy a particular client's needs, we are always ready to tailor these programs to align with the unique corporate culture or to modify them superficially to fit an organization's brand and image. We have delivered numerous online and blended programs with the same demonstrated flexibility.

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