

**FROM
EMPLOYEE ENGAGEMENT
TO
EMPLOYEE COMMITMENT**

MICHIGAN ALLIANCE OF HEALTHCARE ACCESS PROFESSIONALS – MAY 12, 2017

THERE'S BEEN A LOT OF TALK AROUND "ENGAGED EMPLOYEES"



THERE'S BEEN A LOT OF TALK AROUND “ENGAGED EMPLOYEES”

- ACCORDING TO A RECENT SURVEY BY DELOITTE:
 - 87% OF ORGANIZATIONS CITE CULTURE AND EMPLOYEE ENGAGEMENT AS “ONE OF OUR TOP PROBLEMS”
 - 50% OF ORGANIZATIONS CALL THE PROBLEM “VERY IMPORTANT”
 - AND 50% OF THE EMPLOYEES AT THESE SAME ORGANIZATIONS WOULD **NOT** RECOMMEND THEIR EMPLOYER TO THEIR PEERS
- ACCORDING TO A RECENT GALLUP SURVEY ONLY 13% OF THE US WORKFORCE CONSIDERS THEMSELVES “HIGHLY ENGAGED”
- SO . . . A MAJORITY OF PEOPLE ARE JUST COMING TO WORK FOR THE PAYCHECK, CLOCKING IN AND OUT, AND WITH NOW EXTRA EFFORT, NO NEW IDEAS, AND NO REAL DESIRE TO SEE THEIR ORGANIZATION SUCCEED



EMPLOYEE ENGAGEMENT ISN'T EMPLOYEE COMMITMENT

- ATTRACTING AND KEEPING THE BEST PEOPLE IN YOUR COMPANY CERTAINLY REQUIRES “EMPLOYEE ENGAGEMENT”
- BUT BEYOND THAT, IT ALSO MEANS GETTING THEM COMMITTED TO YOUR CAUSE
- NO NUMBER OF EMPLOYEE SURVEYS WILL GET YOU THERE . . . IT HAS TO BE A HOLISTIC PART OF AN ORGANIZATION’S STRATEGY



EMPLOYEE ENGAGEMENT ISN'T EMPLOYEE COMMITMENT

- MANAGERS THAT ASSUME HIGHLY ENGAGED EMPLOYEES WILL STAY WITH THE COMPANY AND CONTINUE TO BE PRODUCTIVE INDEFINITELY DO SO AT THEIR OWN PERIL . . . EMPLOYEES ALSO NEED TO BE HIGHLY COMMITTED
- WITH ORGANIZATIONAL ENGAGEMENT, YOUR EMPLOYEE INVESTS IN THEIR INDIVIDUAL SUPERIOR JOB PERFORMANCE
 - ENGAGEMENT DENOTES AN EMPLOYEE'S ENTHUSIASM FOR THEIR JOB
- WITH ORGANIZATION COMMITMENT YOUR EMPLOYEE HAS PSYCHOLOGICAL ATTACHMENT TO YOUR ORGANIZATION
 - COMMITMENT DENOTES AN EMPLOYEE'S ENTHUSIASM FOR THEIR ORGANIZATION
- BIG DEAL: ENGAGED EMPLOYEES AREN'T NECESSARILY COMMITTED TO YOUR ORGANIZATION



ENGAGEMENT-COMMITMENT CATEGORIES: EVERY ONE OF YOUR EMPLOYEES IS IN ONE OF THESE

- **ENGAGED EMPLOYEES** ARE ENGAGED IN THEIR WORK, BUT NOT COMMITTED TO THE ORGANIZATION
- **COMMITTED EMPLOYEES** ARE COMMITTED TO THEIR ORGANIZATION, BUT NOT ENGAGED IN THEIR WORK
- **EMPLOYEES THAT ARE NEITHER ENGAGED NOR COMMITTED** ARE NEITHER ENGAGED IN THEIR WORK NOT COMMITTED TO THE ORGANIZATION
- **ENGAGED AND COMMITTED EMPLOYEES** ARE BOTH ENGAGED IN THEIR WORK AND COMMITTED TO THE ORGANIZATION. THESE EMPLOYEES LOVE THEIR WORK AND THE COMPANY THEY WORK FOR.



HIGHLY ENGAGED EMPLOYEES (ALTHOUGH VERY PRODUCTIVE) ARE MORE SUSCEPTIBLE TO FRUSTRATION FROM NEGATIVE FACTORS IN THEIR WORKPLACE

- HIGHLY ENGAGED EMPLOYEES ARE SELF-MOTIVATED TO DO WELL
- WHEN THEY BELIEVE THAT THE ORGANIZATION IS BLOCKING THEM FROM PERFORMING AT THAT LEVEL, THEY BECOME DISAPPOINTED IN THE ORGANIZATION AND WILL SEEK OTHER OPPORTUNITIES
 - NEGATIVE FACTOR EXAMPLES:
 - BUDGET CUTS,
 - INADEQUATE SUPPLIES AND EQUIPMENT,
 - NOT REWARDING EMPLOYEES FOR SUCCESS,
 - PAY RAISES NOT TIED TO PERFORMANCE
- A KEY NEGATIVE FACTOR IS “INSUFFICIENT GUIDANCE FOR WHAT’S EXPECTED” OR **CLARITY**



“INSUFFICIENT GUIDANCE FOR WHAT’S EXPECTED”

- HIGHLY ENGAGED EMPLOYEES NEED TO FEEL IN CONTROL OF THEIR LIVES (AND JOBS)
- CLARITY GIVES HIGHLY ENGAGED EMPLOYEES A FEELING THEIR WORK PERFORMANCE IS SELF-CONTROLLED, PREDICTABLE, AND MANAGEABLE
- HIGHLY ENGAGED EMPLOYEES WITHOUT THIS SENSE OF CONTROL WILL EITHER DO THEIR JOBS LESS EFFECTIVELY OR WILL GO SOMEWHERE ELSE WHERE THEY KNOW WHAT’S EXPECTED AND CAN PERFORM AT THE LEVEL THEY WANT TO BE AT



ENGAGEMENT IS A GREAT FIRST STEP, BUT WITHOUT COMMITMENT . . .

- EMPLOYEES WHO ARE COMMITTED TO THEIR ORGANIZATION
 - FEEL A CONNECTION WITH THE ORGANIZATION
 - FEEL THEY FIT IN THEIR ORGANIZATION
 - FEEL THAT THEY UNDERSTAND THE GOALS OF THEIR ORGANIZATION
- THE ADDED VALUE OF THE COMMITTED EMPLOYEE?
 - THEY'RE MORE DETERMINED IN THEIR WORK
 - THEY SHOW RELATIVELY HIGH PRODUCTIVITY
 - THEY'RE MORE PROACTIVE IN OFFERING THEIR SUPPORT
 - THEY'RE LESS LIKELY TO TAKE UNPLANNED TIME OFF . . . OR LEAVE THE ORGANIZATION ENTIRELY



WHAT DO HUMAN NEEDS?

- ABRAHAM MASLOW PROPOSED A HIERARCHY OF NEEDS IN 1943
- MASLOW STUDIED WHAT HE CALLED EXEMPLARY PEOPLE SUCH AS ALBERT EINSTEIN AND ELEANOR ROOSEVELT
- MASLOW STUDIED THE HEALTHIEST 1% OF THE COLLEGE STUDENT POPULATION
- "THE STUDY OF CRIPPLED, STUNTED, IMMATURE, AND UNHEALTHY SPECIMENS CAN YIELD ONLY A CRIPPLE PSYCHOLOGY AND A CRIPPLE PHILOSOPHY."
- FOCUS ON HOW HUMANS ACHIEVE THEIR BEST WORK

Motivation Theory: Maslow's Hierarchy of Needs

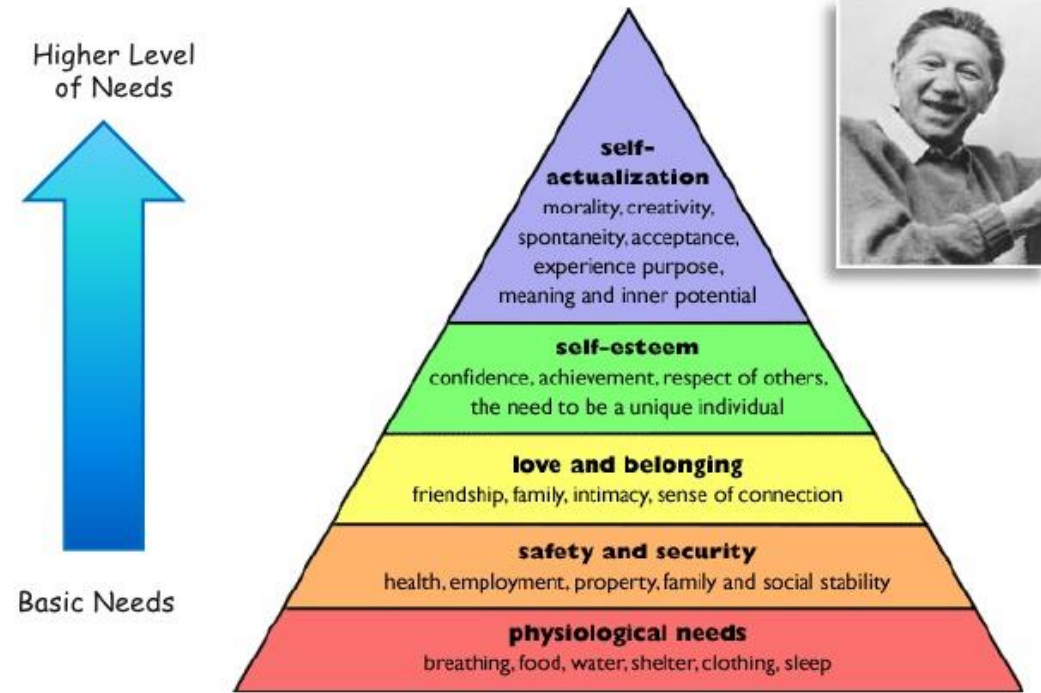
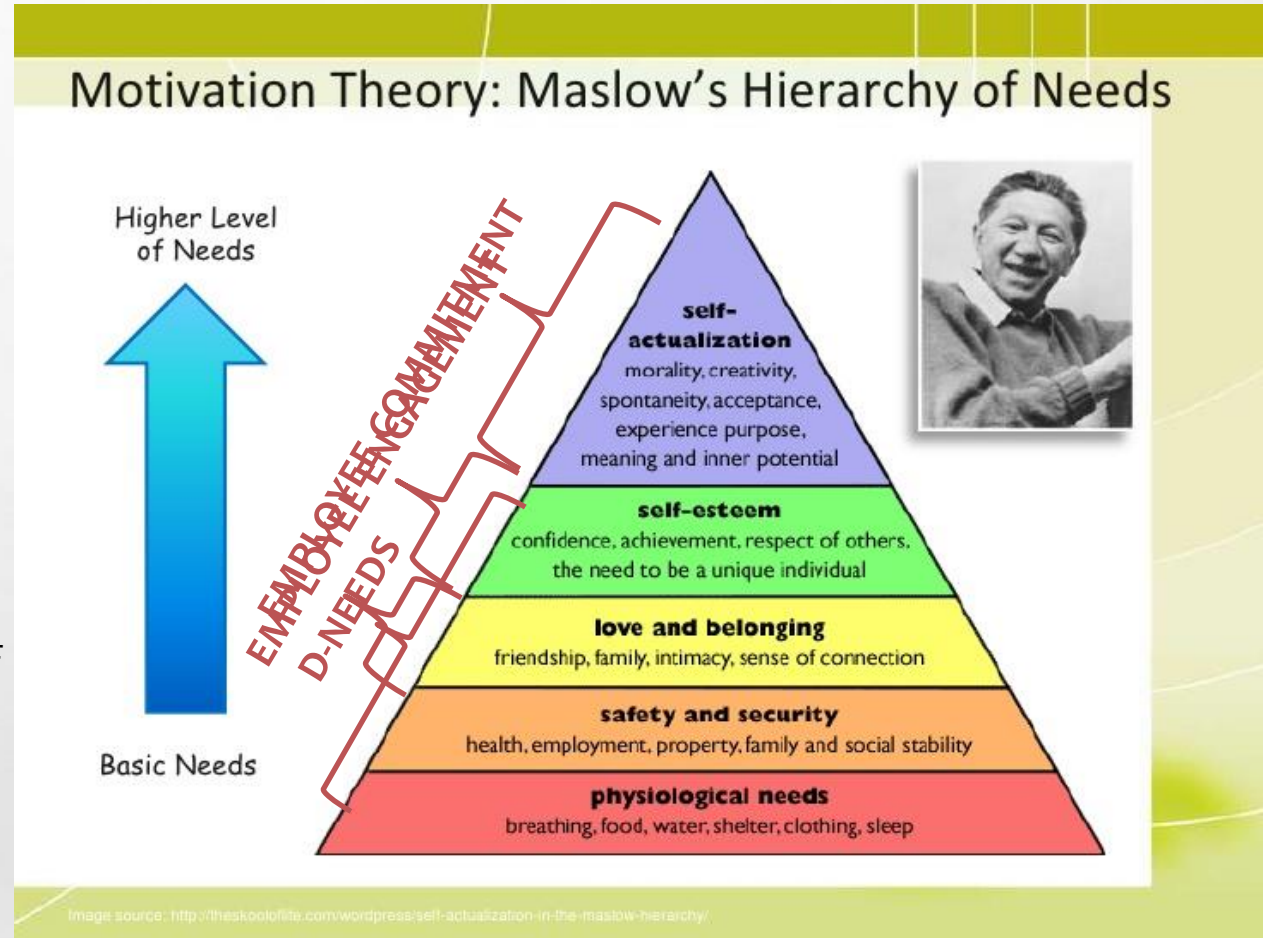


Image source: <http://theschooloflife.com/wordpress/self-actualization-in-the-maslow-hierarchy/>

WHAT DO HUMAN NEEDS?

- THE MOST FUNDAMENTAL AND BASIC FOUR LAYERS OF THE PYRAMID CONTAIN WHAT MASLOW CALLED "DEFICIENCY NEEDS" OR "D-NEEDS": ESTEEM, FRIENDSHIP AND LOVE, SECURITY, AND PHYSICAL NEEDS.
- IF THESE "DEFICIENCY NEEDS" ARE NOT MET – WITH THE EXCEPTION OF THE MOST FUNDAMENTAL (PHYSIOLOGICAL) NEED – THERE MAY NOT BE A PHYSICAL INDICATION, BUT THE INDIVIDUAL WILL **FEEL ANXIOUS AND TENSE**.
- **DO YOU KNOW ANY ANXIOUS OR TENSE PEOPLE?**
- MASLOW'S THEORY SUGGESTS THAT THE MOST BASIC LEVEL OF NEEDS MUST BE MET BEFORE THE INDIVIDUAL WILL STRONGLY DESIRE (OR FOCUS MOTIVATION UPON) THE SECONDARY OR HIGHER LEVEL NEEDS.
- EMPLOYEE COMMITMENT AND ENGAGEMENT COME FROM MEETING ALL THESE NEEDS



WHAT DO EMPLOYEES NEED?

- NOT YOUR JOB TO MEET ALL A HUMANS NEEDS....BUT SOME
 - YOU PAY EMPLOYEES – IS IT YOUR JOB TO MAKE THEM FEEL GOOD ABOUT THEMSELVES? IF YOU WANT THEM TO STICK AROUND IT IS.
 - WE SPEND MORE TIME AT WORK THAN WITH OUR FAMILY
- NEEDS NOT WANTS
 - PEOPLE LEGITIMATELY LEAVE JOBS BECAUSE THEY FEEL UNAPPRECIATED, MISTREATED, STAGNANT OR MISALIGNED
- FIRST TIER - PHYSIOLOGICAL NEEDS
 - VERY HIGH % OF AMERICANS HAVE ACCESS TO BASIC FOOD AND SHELTER
- SECOND TIER – SAFETY AND SECURITY
 - VERY HIGH % OF AMERICAN’S ARE NOT IN LIFE THREATENING SITUATIONS REGULARLY
- THIRD TIER – LOVE AND BELONGING
 - YOU CAN DO CRAPPY WORK WITH GREAT PEOPLE AND BE COMMITTED AND ENGAGED
 - RELATIONSHIP WITH COWORKERS MAY BE THE BIGGEST FACTOR IN COMMITMENT / ENGAGEMENT
 - EMPLOYEES CRAVE AUTHENTICITY
 - DO EMPLOYEES FEEL LIKE THEY BELONG AND CAN BE THEMSELVES

Motivation Theory: Maslow’s Hierarchy of Needs

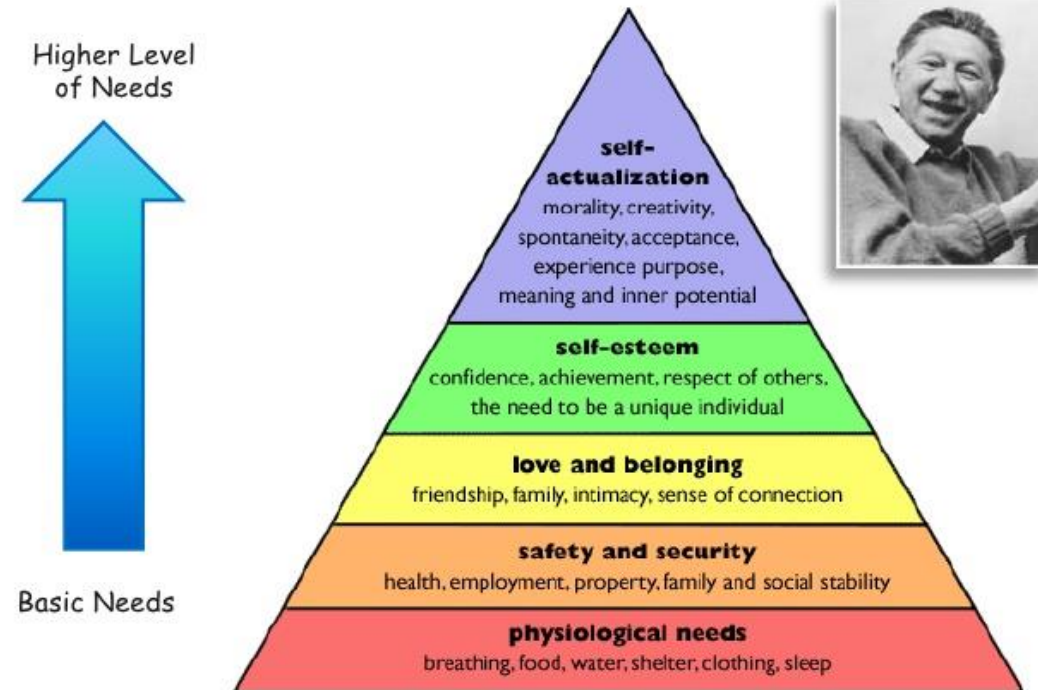


Image source: <http://theschooloflife.com/wordpress/self-actualization-in-the-maslow-hierarchy/>



WHAT DO EMPLOYEES NEED?

- FOURTH TIER – SELF-ESTEEM
 - HEALTHCARE FINANCE/ACCESS CAN BE BORING
 - KEYING IN INSURANCE ID
 - CHECKING ELIGIBILITY
 - VERIFYING ADDRESSES
 - DEALING WITH GRUMPY SICK PATIENTS
 - WHAT MAKES EMPLOYEES FEEL LIKE THEY ARE VALUABLE?
 - CLEAR COMMUNICATION OF WHY THE WORKS MATTERS
 - CLEAR EXPECTATIONS OF THEIR ROLE
 - POSITIVELY COACHING – EQUIP FOR SUCCESS
 - BRINGING OUT & BELIEVING THE BEST IN EMPLOYEES – VISCERAL RESPONSE
 - AFFIRMATION OF STRENGTHS AND ACHIEVEMENTS
 - PROMOTING EXCELLENT STAFF
- APPRECIATION FOR WORK IS MORE IMPORTANT THAN NATURE OF WORK

Motivation Theory: Maslow's Hierarchy of Needs

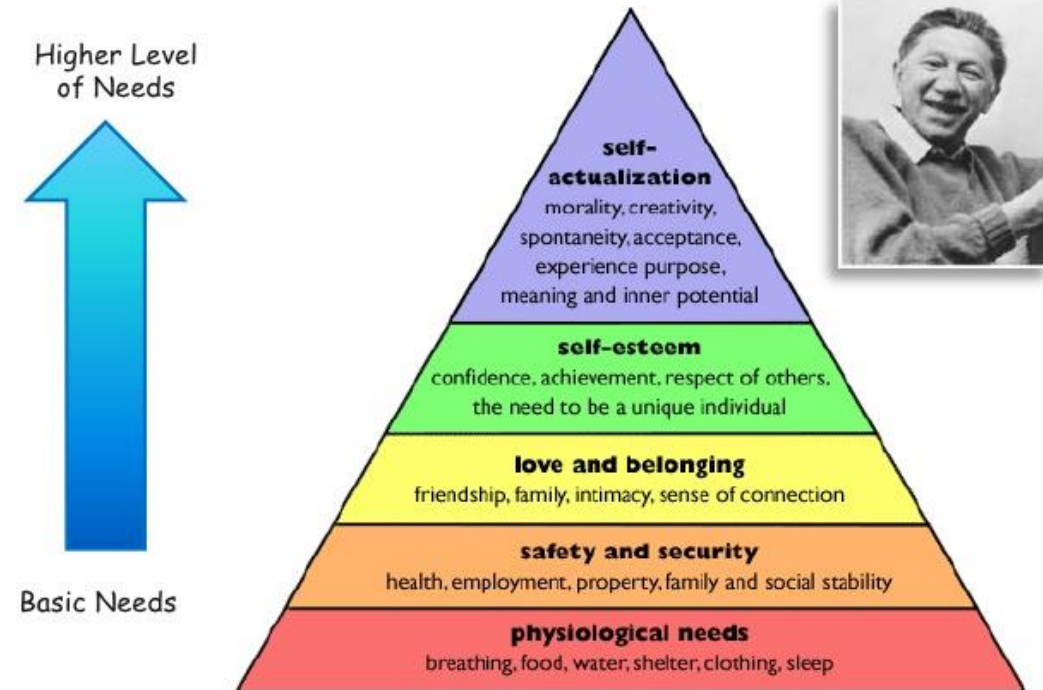


Image source: <http://theschooloflife.com/wordpress/self-actualization-in-the-maslow-hierarchy/>



WHAT DO EMPLOYEES NEED?

- FIFTH TIER – SELF ACTUALIZATION
- EASY TO TALK ABOUT HARD TO DO (REPETITIVE ACTIONS)
 - CLEAR UNDERSTANDING OF ORGANIZATIONS **PURPOSE** – WHAT IS THE COMPANY ABOUT AND WHY DOES IT DO IT?
 - MUST BE A VISION THAT ALIGNS WITH THE INDIVIDUAL’S VALUES
 - NOT-FOR-PROFIT VS ENRON
 - TIE THAT PURPOSE THE INDIVIDUAL’S ROLE – CUSTODIAL E.G.
 - MANAGEMENT GENUINELY CONNECTS AND CARES ABOUT EMPLOYEES
 - SAFE – FEEL THEY CAN MAKE MISTAKES AND INNOVATE
 - AUTHENTIC – PEOPLE SAY WHAT THEY BELIEVE VS POLITICAL
 - PROVIDES GROWTH OPPORTUNITIES
 - LEADERSHIP LISTENS AND RESPONDS TO FEEDBACK
- THIS BOILS DOWN TO CULTURE

FISH!

Motivation Theory: Maslow’s Hierarchy of Needs

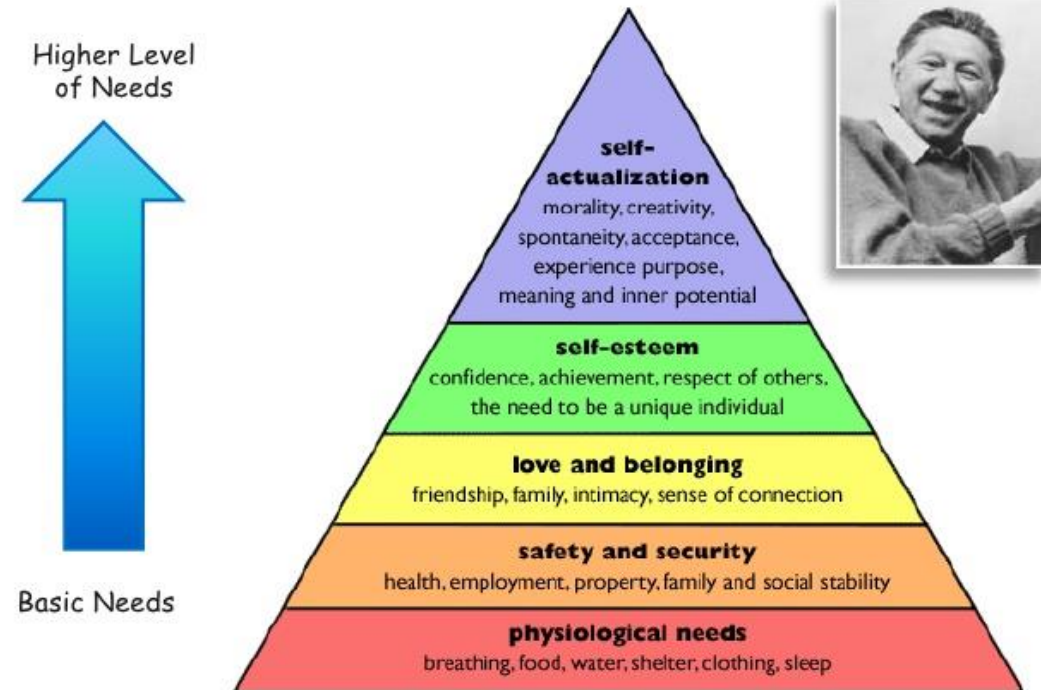


Image source: <http://theskooloflife.com/wordpress/self-actualization-in-the-maslow-hierarchy/>



BUT THERE ARE EVEN DISTINCT TYPES OF EMPLOYEE COMMITMENT . . .

- **CONTINUOUS COMMITMENT** RELATES TO HOW MUCH EMPLOYEES FEEL THE NEED TO STAY WITH THEIR ORGANIZATION
- **NORMATIVE COMMITMENT** RELATES TO HOW MUCH EMPLOYEES FEEL THAT THEY SHOULD STAY WITH THE ORGANIZATION
- **AFFECTIVE COMMITMENT** RELATES TO HOW MUCH EMPLOYEES WANT TO STAY WITH THE ORGANIZATION



. . . SOME AREN'T GOOD . . .

- **CONTINUOUS COMMITMENT** RELATES TO HOW MUCH EMPLOYEES **FEEL THE NEED TO STAY** WITH THEIR ORGANIZATION
 - THEY NEED TO STAY BECAUSE THEY HAVE NO BETTER CHOICES
 - THEY FEEL THAT HAVE NO WORK ALTERNATIVES
 - THEY FEEL THAT SALARY AND FRINGE BENEFITS WON'T IMPROVE IF THEY MOVE TO ANOTHER ORGANIZATION
 - THEY'RE DISSATISFIED (AND DISENGAGED) IN THEIR WORK AND YET GRIMLY HANG ON, UNWILLING TO LEAVE THE ORGANIZATION



. . . SOME ARE BETTER THAN OTHERS . . .

- **NORMATIVE COMMITMENT** RELATES TO HOW MUCH EMPLOYEES FEEL THAT THEY SHOULD STAY WITH THE ORGANIZATION
 - THEY GENERALLY FEEL THAT THEY SHOULD STAY WITH THEIR ORGANIZATION
 - THEY FEEL THAT LEAVING THEIR ORGANIZATION WOULD HAVE DISASTROUS CONSEQUENCES
 - THEY FEEL GUILTY OVER THE POSSIBILITY OF LEAVING
 - LEAVING THE ORGANIZATION WOULD CREATE A VOID IN KNOWLEDGE AND SKILLS
 - LEAVING THE ORGANIZATION WOULD CREATE PRESSURE ON THE COLLEAGUES



. . . AND SOME ARE FAR BETTER THAN OTHERS . . .

- **AFFECTIVE COMMITMENT** RELATES TO HOW MUCH EMPLOYEES WANT TO STAY WITH THE ORGANIZATION
 - THEY WANT TO STAY AT THE ORGANIZATION
 - THEY IDENTIFY WITH THEIR ORGANIZATION'S GOALS
 - THEY FEEL THAT THEY FIT IN THEIR ORGANIZATION
 - THEY'RE SATISFIED WITH THEIR WORK
 - THEY FEEL VALUED BY THEIR ORGANIZATION



HOW DO WE GET THERE?

COMMON INFLUENCERS IN EMPLOYEES BOTH ENGAGED AND COMMITTED

- ENGAGED-AND- COMMITTED EMPLOYEES:
 - FEEL THAT THEY FIT IN THEIR JOB AND THEIR ORGANIZATION
 - FEEL THAT THEY'RE APPRECIATED AND RECOGNIZED BY THEIR ORGANIZATION
 - FEEL THAT THEY'RE SUPPORTED BY THEIR ORGANIZATION
 - FEEL THAT THEIR MANAGER MOTIVATES THEM IN THEIR WORK
 - FEEL THAT THEIR WORK CONTRIBUTES TO THE SUCCESS OF THEIR ORGANIZATION



HOW DO WE GET THERE?

SIX STEPS FROM EMPLOYEE ENGAGEMENT TO EMPLOYEE COMMITTED

- 1) INVEST UPFRONT IN THE HIRING PROCESS
- 2) PUT PEOPLE IN THE BEST PLACE TO SUCCEED
- 3) ALWAYS BE COACHING
- 4) ELIMINATE ARTIFICIAL FEAR AND ALLOW PEOPLE TO BE CREATIVE, TO EXPERIMENT . . . AND TO FAIL
- 5) INTEGRATE WORK AND LIFE
- 6) ALIGN PEOPLE WITH PURPOSE



1) INVEST UPFRONT IN THE HIRING PROCESS

[HTTP://DAILYFUEL.COM/JIM-OBERHOFER-RACE-TO-THE-VICTORY/](http://DAILYFUEL.COM/JIM-OBERHOFER-RACE-TO-THE-VICTORY/)

[HTTP://DAILYFUEL.COM/TIM-SMITH-GET-OUT-OF-THE-WAY/](http://DAILYFUEL.COM/TIM-SMITH-GET-OUT-OF-THE-WAY/)



1) INVEST UPFRONT IN THE HIRING PROCESS

- IF YOU WANT PEOPLE WHO ARE COMMITTED, THEN MAKE SURE THAT YOU TAKE THE TIME FIND AND HIRE THE RIGHT PEOPLE
- THIS DOESN'T MEAN FOCUSING ON QUALIFICATIONS, EXPERIENCE AND THE RIGHT CREDENTIALS
- THIS DOES MEAN FINDING PEOPLE WHO ARE
 - CURIOUS LEARNERS
 - AUTHENTICALLY PLAY WELL WITH OTHERS
 - REALLY WANT TO GIVE YOU THEIR BEST EFFORT
 - REALLY WANT TO BE PART OF MAKING SOMETHING BETTER
- MORE THAN ANYTHING, IT MEANS THAT THE PEOPLE YOU HIRE NEED TO BE ALIGNED WITH YOUR VALUES



2) PUT PEOPLE IN THE BEST PACE TO SUCCEED

[HTTP://DAILYFUEL.COM/JIM-OBERHOFER-HARNESSING-UNTAPPED-POTENTIAL/](http://dailyfuel.com/jim-oberhofer-harnessing-untapped-potential/)

[HTTP://DAILYFUEL.COM/MARCUS-BUCKINGHAM-REDEFINING-STRENGTH/](http://dailyfuel.com/marcus-buckingham-redefining-strength/)



2) PUT PEOPLE IN THE BEST PACE TO SUCCEED

- NOW THAT YOU'VE HIRED THE RIGHT PEOPLE, MAKE SURE THAT YOU UNDERSTAND AND LEVERAGE THEIR STRENGTHS
- HAVE THEM FOCUS ON WHAT THEY DO BEST AND WHAT MAKES THEM GREAT . . . WHICH IS WHAT YOU HIRED THEM FOR
 - THEY'LL BECOME FULLY COMMITTED TO THE WORK
 - THEY'LL GIVE MORE, PLAY MORE, CREATE MORE, AND ACHIEVE MORE
 - THEY'LL BECOME EAGER VOICES SPREADING THE MISSION OF YOUR ORGANIZATION
- CLEAR AWAY THE BARRIERS AND MANAGE PEOPLE TO PLAY TO THEIR STRENGTHS
- STOP TRYING TO FIX THEM . . . IT MAKES MEDIOCRE EMPLOYEES OUT OF PHENOMENAL LEADERS



3) ALWAYS BE COACHING

[HTTP://DAILYFUEL.COM/JACQUES-PANIS-APPROACHABILITY/](http://dailyfuel.com/jacques-panis-approachability/)



3) ALWAYS BE COACHING

- DO AWAY WITH MANAGING AND BE APPROACHABLE . . . IT'LL MAKE MORE YOUR EMPLOYEES “COACHABLE”
 - APPROACHABILITY FOSTERS MEANING
- COACH EMPLOYEES TO INSPIRE TO BE PART OF SOMETHING BIGGER . . . BOTH AS A TEAM MEMBER AND AS A PERSON
 - HELP THEM PLAN TO ACHIEVE THEIR PERSONAL AND TEAM GOALS
 - HELP THEM PLAN TO ACCOMPLISH THEIR PROFESSIONAL AND PERSONAL GOALS
 - GIVE THEM OPPORTUNITY TO LIVE THEIR STORY
- COACHING BENEFITS THE COACH AS MUCH AS THE COACHEE
 - IT MAKES YOUR JOB EASIER
 - IT ALSO MAKES IT MORE REWARDING (AND MAKES YOU FEEL BETTER ABOUT YOUR OWN CONTRIBUTIONS)
 - IT MAKES IT MORE FUN, TOO



4) ELIMINATE ARTIFICIAL FEAR AND ALLOW PEOPLE TO BE CREATIVE, TO EXPERIMENT . . . AND TO FAIL

[HTTP://DAILYFUEL.COM/RICH-SHERIDAN-REPTILES-FEAR-AND-CULTURE/](http://dailyfuel.com/rich-sheridan-reptiles-fear-and-culture/)

[HTTP://DAILYFUEL.COM/JACQUES-PANIS-CREATING-OPPORTUNITIES-BUILDING-LEADERS](http://dailyfuel.com/jacques-panis-creating-opportunities-building-leaders)



4) ELIMINATE ARTIFICIAL FEAR AND ALLOW PEOPLE TO EXPERIMENT . . . AND FAIL

- THE PROBLEMS THAT ORGANIZATION FACE SO COMPLEX AND UNPREDICTABLE THAT WE NEED PEOPLE WHO AREN'T AFRAID TO TRY NEW THINGS
- CREATE AN ENVIRONMENT WHERE IT'S OK TO EXPERIMENT WITH NEW IDEAS, WITHOUT FEAR OF PUNISHMENT WHEN THINGS DON'T GO QUITE RIGHT
- ALLOW PEOPLE TO APPLY NEW IDEAS, TO TAKE OWNERSHIP, TO CHALLENGE THEMSELVES WITH A STEEP LEARNING, AND TO ASSUME AN ENTREPRENEURIAL MINDSET TO PROBLEM-SOLVING
- JUST MAKE SURE THAT YOU HAVE THE RIGHT “MANAGED RISK” APPROACH TO FAILURE



5) INTEGRATE WORK AND LIFE

[HTTP://DAILYFUEL.COM/WHAT-MAKES-YOUR-HEART-SING/](http://dailyfuel.com/what-makes-your-heart-sing/)



5) INTEGRATE WORK AND LIFE

- WE SPEND A LOT OF TIME WORKING . . . REMEMBER TO LEAVE TIME FOR PEOPLE TO PURSUE THEIR PASSIONS OUTSIDE OF WORK (FAMILY, TRAVELS, HOBBIES, OR EVEN CREATING A SOCIAL ENTERPRISE OF THEIR OWN)
- WORK ISN'T LIFE . . . IT'S NOT EVEN CLOSE TO LIFE
- WORK IS MADE BETTER IF WE CREATE JOY IN IT



6) ALIGN PEOPLE WITH PURPOSE

- [HTTP://DAILYFUEL.COM/OLGA-STELLA-THE-IDEA-OF-SOMETHING-BIGGER/](http://dailyfuel.com/olga-stella-the-idea-of-something-bigger/)



6) ALIGN PEOPLE WITH PURPOSE

- FROM THE MOMENT THAT A NEW EMPLOYEE JOINS YOUR TEAM, BE CLEAR ON THE “WHY” FOR THE WORK THAT YOU DO AND HOW IT ALIGNS WITH THEIR PERSONAL VALUES AND AMBITIONS
- THIS CAN'T BE A ONE-OFF ACTIVITY . . . CONTINUOUSLY REMIND EMPLOYEES OF HOW THEIR DAY-TO-DAY INFLUENCES THE MISSION OF YOUR ORGANIZATION



IN CLOSING . . .

- “ENCOURAGE YOUR PEOPLE TO BE COMMITTED TO A PROJECT RATHER THAN JUST BE INVOLVED IN IT.”
 - – RICHARD PRATT



. . . AND THANK YOU!

- NICK KUZERA (NICHOLAS.KUZERA@GMAIL.COM) (M: 615-440-2313)
- TERRI LOMBARDI (THERESA.LOMBARDI@BEAUMONT.ORG) (M: 313-929-8179)
- LUKE MEERT (LUKE@CIGCAP.COM) (M: 313-549-0488)

