



# Employee Engagement and Effective Communication Participant Guide

May 19, 2016



## Grow People First

### Engage

PeopleFirst™ leaders create sustainable employee engagement through effective leadership qualities and characteristics.

#### Gallup Engagement Definitions

**ENGAGED:** Employees work with passion and feel a proud connection to their company. They drive innovation and move the organization forward.

**DISENGAGED:** Employees are essentially checked-out. They're busy sleepwalking through their workday, putting time – but not energy or passion – into their work.

**ACTIVELY DISENGAGED:** Employees aren't just unhappy at work; they're busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.



### Cultivate, Coach, Communicate

Effective leaders must always be coaching, communicating and cultivating employees and themselves to reach their full potential.

### Notes

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## Leadership

*Wherever you see a successful business,  
someone once made a courageous decision.*

*~Peter F. Drucker*

### Activity: Know Yourself, Know Your People

*Instructions: Answer these questions to the best of your ability. Reflect on each answer before you move to the next one and ask yourself, "Is that really true?"*

What % of my employees is currently engaged at my company (or my department)? \_\_\_\_\_

What's my personal level of engagement at work? \_\_\_\_\_

What's the biggest issue I need to resolve to improve employee engagement?

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How is this issue currently impacting me and others in my business?

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How important is it for me to address this issue in my business?

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## Learning Styles (VAK)

### Your Primary Learning Style VAK Assessment

Circle the answer that most represents how you generally behave.

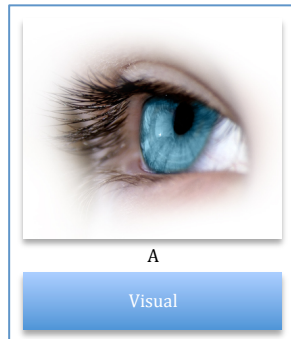
<p>When I operate new equipment I generally:</p> <ul style="list-style-type: none"> <li>a) read the instructions first</li> <li>b) listen to an explanation from someone who has used it before</li> <li>c) go ahead and have a go, I can figure it out as I use it</li> </ul>	<p>I really enjoy:</p> <ul style="list-style-type: none"> <li>a) watching films, photography, looking at art or people watching</li> <li>b) listening to music, the radio or talking to friends</li> <li>c) taking part in sporting activities, eating fine foods and wines or dancing</li> </ul>
<p>When I need directions for travelling I usually:</p> <ul style="list-style-type: none"> <li>a) look at a map</li> <li>b) ask for spoken directions</li> <li>c) follow my nose and maybe use a compass</li> </ul>	<p>I feel especially connected to other people because of:</p> <ul style="list-style-type: none"> <li>a) how they look</li> <li>b) what they say to me</li> <li>c) how they make me feel</li> </ul>
<p>When I cook a new dish, I like to:</p> <ul style="list-style-type: none"> <li>a) follow a written recipe</li> <li>b) call a friend for an explanation</li> <li>c) follow my instincts, testing as I cook</li> </ul>	<p>When I have to study for an exam, I generally:</p> <ul style="list-style-type: none"> <li>a) write lots of revision notes and diagrams</li> <li>b) talk over my notes, alone or with other people</li> <li>c) imagine making the movement or creating the formula</li> </ul>
<p>If I am teaching someone something new, I tend to:</p> <ul style="list-style-type: none"> <li>a) write instructions down for them</li> <li>b) give them a verbal explanation</li> <li>c) demonstrate first and then let them have a go</li> </ul>	<p>If I am explaining to someone I tend to:</p> <ul style="list-style-type: none"> <li>a) show them what I mean</li> <li>b) explain to them in different ways until they understand</li> <li>c) encourage them to try and talk them through my idea as they do it</li> </ul>
<p>I tend to say:</p> <ul style="list-style-type: none"> <li>a) watch how I do it</li> <li>b) listen to me explain</li> <li>c) you have a go</li> </ul>	<p>When I am anxious, I:</p> <ul style="list-style-type: none"> <li>a) visualize the worst-case scenarios</li> <li>b) talk over in my head what worries me most</li> <li>c) can't sit still, fiddle and move around constantly</li> </ul>
<p>When I am choosing a vacation I usually:</p> <ul style="list-style-type: none"> <li>a) read lots of brochures</li> <li>b) listen to recommendations from friends</li> <li>c) imagine what it would be like to be there</li> </ul>	<p>When I first contact a new person, I usually:</p> <ul style="list-style-type: none"> <li>a) arrange a face to face meeting</li> <li>b) talk to them on the telephone</li> <li>c) try to get together whilst doing something else, such as an activity or a meal</li> </ul>

<p>If I was buying a new car, I would:</p> <ul style="list-style-type: none"> <li>a) read reviews in newspapers and magazines</li> <li>b) discuss what I need with my friends</li> <li>c) test-drive lots of different types</li> </ul>	<p>I first notice how people:</p> <ul style="list-style-type: none"> <li>a) look and dress</li> <li>b) sound and speak</li> <li>c) stand and move</li> </ul>
<p>When I am learning a new skill, I am most comfortable:</p> <ul style="list-style-type: none"> <li>a) watching what the person is doing</li> <li>b) talking through with the person exactly what I'm supposed to do</li> <li>c) giving it a try myself and work it out as I go</li> </ul>	<p>If I am angry, I tend to:</p> <ul style="list-style-type: none"> <li>a) keep replaying in my mind what it is that has upset me</li> <li>b) raise my voice and tell people how I feel</li> <li>c) stamp about, slam doors and physically demonstrate my anger</li> </ul>
<p>When I listen to a band, I can't help:</p> <ul style="list-style-type: none"> <li>a) watching the band members and other people in the audience</li> <li>b) listening to the lyrics and the beats</li> <li>c) moving in time with the music</li> </ul>	<p>I find it easiest to remember:</p> <ul style="list-style-type: none"> <li>a) faces</li> <li>b) names</li> <li>c) things I have done</li> </ul>
<p>When I meet an old friend:</p> <ul style="list-style-type: none"> <li>a) I say "it's great to see you!"</li> <li>b) I say "it's great to hear from you!"</li> <li>c) I give them a hug or a handshake</li> </ul>	<p>I think you can tell if someone is lying if:</p> <ul style="list-style-type: none"> <li>a) they avoid looking at you</li> <li>b) their voice changes</li> <li>c) they give me funny vibes</li> </ul>
<p>When I concentrate, I most often:</p> <ul style="list-style-type: none"> <li>a) focus on the words or the pictures in front of me</li> <li>b) discuss the problem and the possible solutions in my head</li> <li>c) move around a lot, fiddle with pens and pencils and touch things</li> </ul>	<p>I remember things best by:</p> <ul style="list-style-type: none"> <li>a) writing notes or keeping printed details</li> <li>b) saying them aloud or repeating words and key points in my head</li> <li>c) doing and practicing the activity or imagining it being done</li> </ul>
<p>My first memory is of:</p> <ul style="list-style-type: none"> <li>a) looking at something</li> <li>b) being spoken to</li> <li>c) doing something</li> </ul>	<p>I tend to say:</p> <ul style="list-style-type: none"> <li>a) I see what you mean</li> <li>b) I hear what you are saying</li> <li>c) I know how you feel</li> </ul>

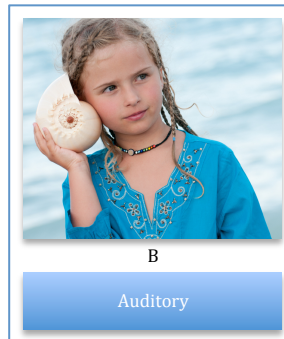
Add up your A's, B's and C's. The letter with the highest number is your primary style.

A's = \_\_\_\_\_ B's = \_\_\_\_\_ C's = \_\_\_\_\_

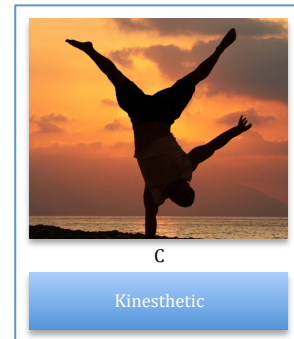
Circle your primary style below.



Visual (60%):  
“Seeing”  
*“I see what you mean”*  
*“That’s not clear to me”*  
*“I get the picture”*



Auditory (12%):  
“Hearing”  
*“I hear you loud and clear”*  
*“It was music to my ears”*  
*“Are we all in tune with each other”*



Kinesthetic (28%):  
“Doing or Feeling”  
*“I get the point”*  
*“I need to back off”*  
*“That strikes me right”*

Do you agree with your style? Why or why not?

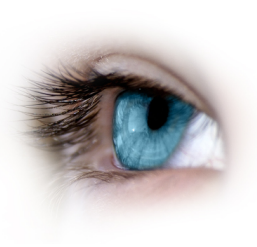
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### Visual

- Doesn't like listening for a long time
- Likes pictures, plots, charts, diagrams, films, demonstrations
- Memorizes by visualizing the information (e.g. words)

**Strategies:**

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### Auditory

- Doesn't like reading information
- Enjoys participating in dis
- Discussions and explaining things
- Retains by listening to people and replaying information

**Strategies:**

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### Kinesthetic

- Doesn't like to sit passively through meetings, training
- Learns by doing things and moves while revising things
- Retains information through experiments, group activities, etc.

**Strategies:**

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## Effective Communication

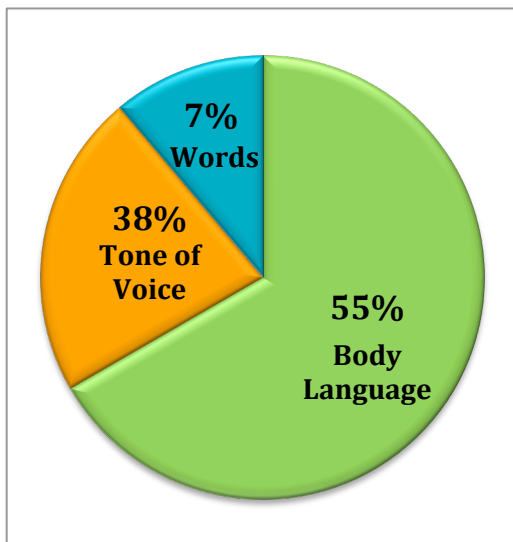
### Communication Is...

*the ability to create a common understanding of ideas, desires and observations among parties. It is a two-way exchange involving both a sender and an audience, and includes written, verbal and non-verbal behaviors. Its ultimate goal is to affect the knowledge and/or behavior of the audience.*

### How Do We Communicate?

Verbally	Non-Verbally	Written
<ul style="list-style-type: none"><li>• Phone</li><li>• Spoken words</li><li>• Tone of voice</li></ul>	<ul style="list-style-type: none"><li>• Body language</li><li>• Gestures</li><li>• Eye contact</li></ul>	<ul style="list-style-type: none"><li>• Data/Reports/Memos</li><li>• E-mail</li><li>• Texting</li></ul>

### Body Language: The Number One Communication Method



Facial Expressions: Happy, excited, sad, angry

Eye contact

Mouth and lip signals: pursed lips, covering mouth

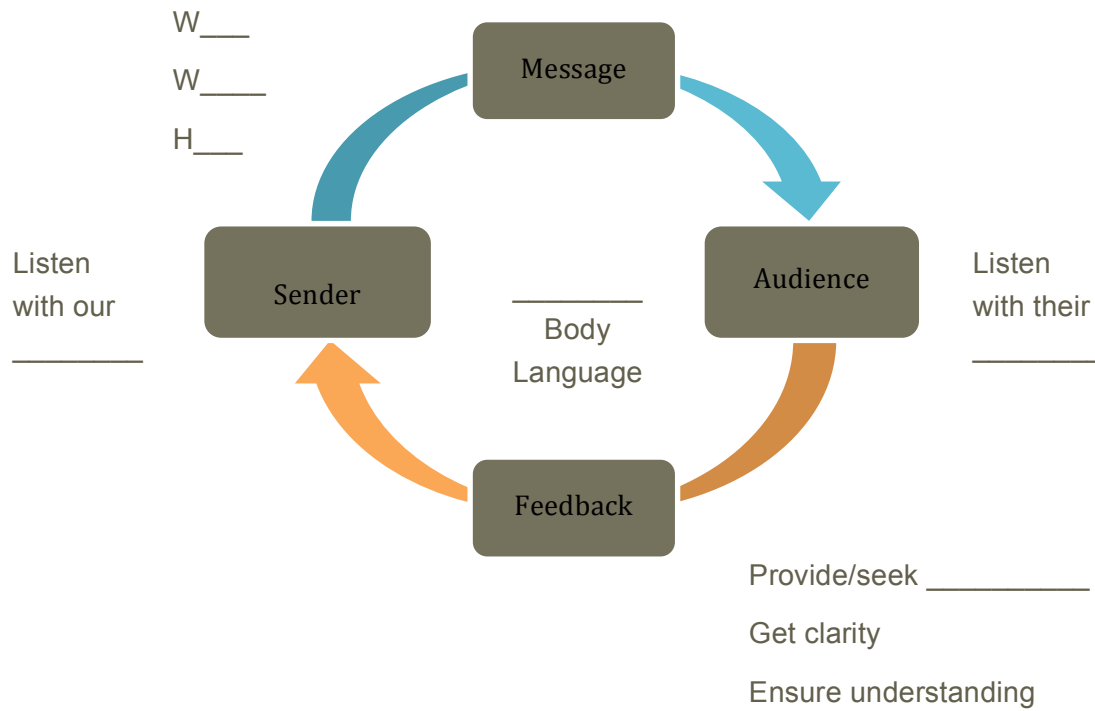
Gestures

Posture (*open vs. closed*)

Source: Albert Mehrabian (Mehrabian, 1972)



## Effective Communication Cycle



## Notes

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## It All Begins with Active Listening

Seek first to understand, then be understood by Steven Covey

Observe their body language and yours

Ask questions effectively

Be silent when appropriate

Demonstrate verbal (“I see”, “Aha..”) and non-verbal involvement

Paraphrase and check for understanding

*We have two ears and one mouth so that we can listen twice as much as we speak!*  
-Epictetus

## Active Listening Requires Asking Questions

Open-Ended Questions	Closed Ended Questions
soliciting detailed information	“yes” or “no”; one word, short phrase; asking for specific data
<i>Tell me about...</i>	<i>What time...?</i>
<i>Please describe...</i>	<i>Did you complete your assignment?</i>
<i>What type of...?</i>	<i>Do you understand the task?</i>
<i>How did you...?</i>	

## Notes

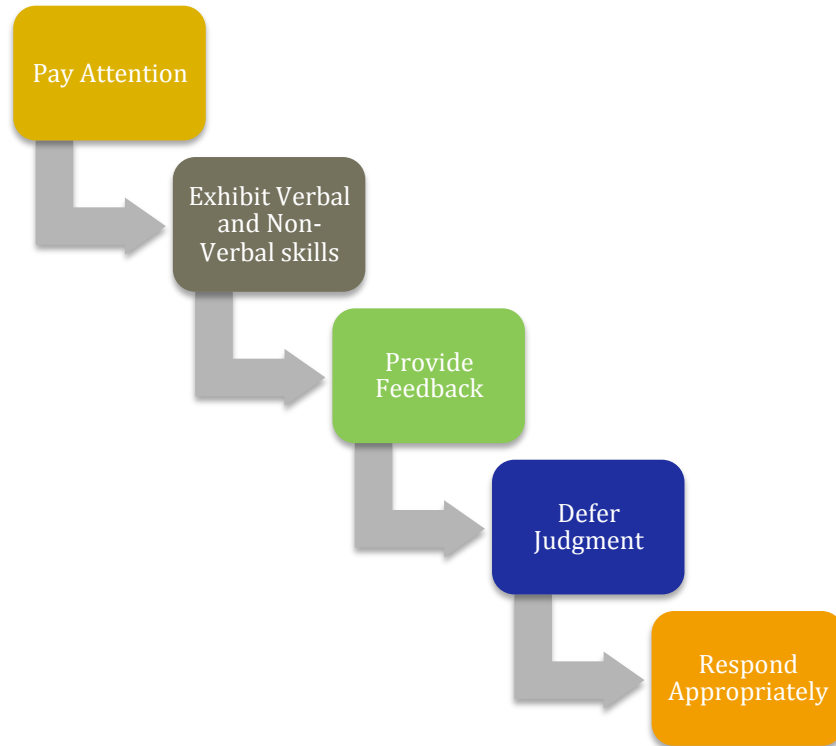
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## Being an Active Listener



### Notes

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## Apply Leadership Skills

Effective leaders flex their communication style to meet the needs and preferences of their audiences. By flexing your style, you can close the gaps on misunderstanding and disengagement.

### Activity: Flexing Your Communication Style

**SCENARIO:** Jan does your surgery-prep and she's doing a below-standard job shaving and cleaning the surgery sites. You've been meaning to talk with her about the problem, but usually you see her prep-work mistakes just as you're preparing for surgery yourself, or while you're making your first incision. You've just returned from 2 days of training with PeopleFirst™ and you want to put your new models and insights into action. You had a productive conversation yesterday about the problem and set clear expectations with her. In that conversation, Jan asked if you would review the process with her just to make sure she understands.

**INSTRUCTIONS:** Based on Jan's learning style preferences, plan your conversation to review the surgery prep process for shaving and cleaning the incision site. Remember, in order to flex your communication style, you may want to plan a "multi-dimensional" review of the process. Here are some suggestions you may wish to include:

- Visuals (a picture or diagram)
- Stories, Discussion, and Reflective Questions (verbal dialogue)
- Demonstration—Observation—Practice—Feedback (hands-on activities)
- Checklist
- Paper for Notes

### PLANNING:

Begin with the end in mind. What is your objective of this conversation? (This is the "Why")

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How will you approach this conversation?

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How will you know you've been successful?

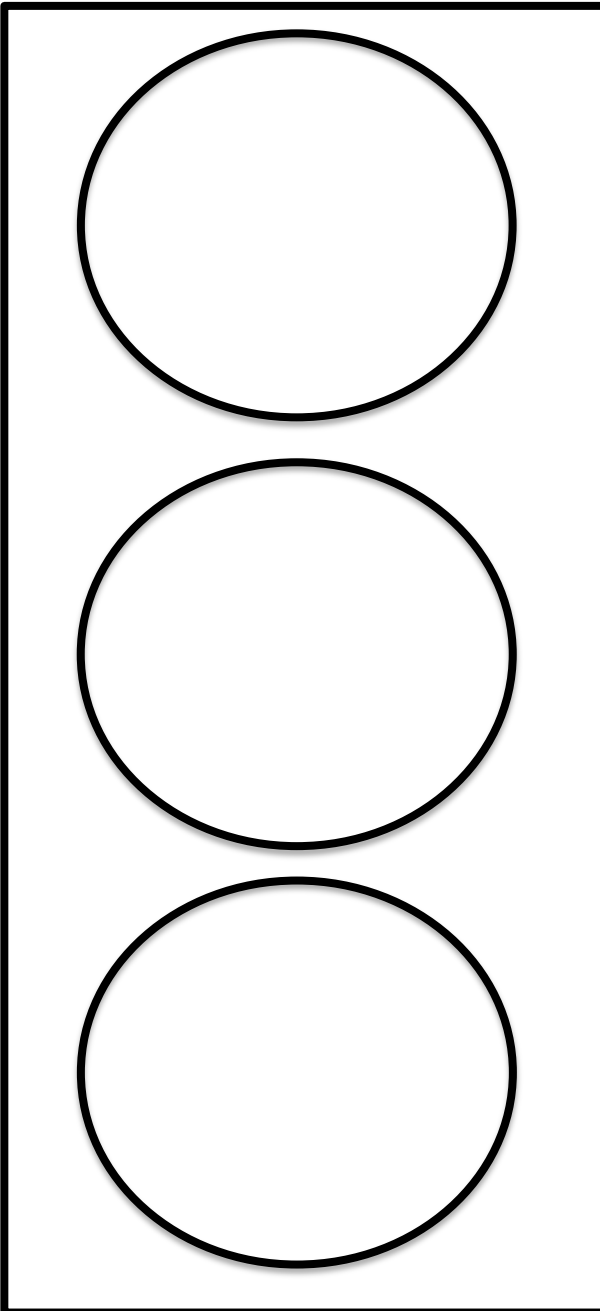
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## What Is Next?

### Activity: Commit to Yourself

*Instructions: Based on what you have learned during this session, answer these questions (one answer per Post-It note).*



#### ← STOP

What one thing will you stop doing in order to improve employee engagement in your organization?

#### ← CONTINUE

What one thing will you continue doing (and do more of) in order to improve employee engagement in your organization?

#### ← START

What one thing will you start doing that you are not doing currently in order to improve employee engagement in your organization?