

Building Employee Engagement

***Frank talk about improving learning,
broadening thinking, and
increasing cooperation in the workplace***

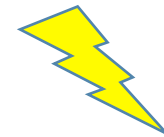
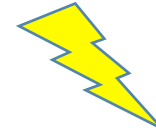
Hosted by Emory University
October 30, 2014



DJA Consulting
DeEtta Jones and Associates

AGENDA

- | | |
|----------|--|
| 9:00 am | Welcome and Session Overview |
| 9:30 am | Sharing our Findings |
| 10:45 am | Using Frameworks... <ul style="list-style-type: none">-Motivation-Force Field Analysis |
| Noon | Lunch |
| 1:00 pm | Progress is in the Process <ul style="list-style-type: none">-DJA Culture Building Approach-Feedback and Coaching |
| 2:30 pm | Action Steps |
| 4:00 pm | Adjourn |



WORKING ASSUMPTIONS

We are here to share challenges, ideas, solutions

We are willing to listen and learn from and with colleagues

We will help each other, and act in the interest in the group

We care about our profession, organizations and colleagues and looking for ways to positively influence all three

We will respect confidentiality and not attribute information shared in this session

We are the current and future leaders, so it's up to set to set the tone. (We are not here to point fingers.)

We want to have fun and maximize this time with colleagues.

INTRODUCTIONS

- NAME
- INSTITUTION
- ROLE
- WHAT DO YOU WANT TO TAKE FROM TODAY'S SESSION?

QUESTIONNAIRE SUMMARY

Themes?

Potential implications?



**USING
FRAMEWORKS**



**TO CREATE FIRST STEPS
AND LASTING SOLUTIONS**

FORCE FIELD ANALYSIS

Driving Forces



Restraining Forces



MOTIVATION

DJA uses Appreciative Inquiry techniques to gather Ideas about how close the gap between current and desired future state. This is what we heard...

Autonomy, Mastery, Purpose

- Given responsibility and some authority to come up with solutions and trusted to be successful.”
- “Feeling that I have ownership over something and can go with it; not that it’s mine alone, but that I can move forward with it confidently and with support.”
- “Respect my ability to make decisions, to have a good idea and follow that through.
- Recognize and acknowledge that I have a good idea.”
- “Working on something beyond my role; a challenge.”
- “When I can build on my knowledge and experience—given the opportunity to learn.”
- “I like doing things over which I can have mastery.”
- “Learning from new colleagues who are entering the organization with different skills. Not being judged against them, but encouraged to share knowledge.”
- “I appreciate knowing the context of change—what is happening and why.”
- “I need to know the driver behind my work, the need I’m fulfilling.”
- “We need to make clearer the connection between our vision and what we want people to do to achieve it.”
- “Colleagues and management at all levels are committed to fostering growth and positive change. Having a *caring process* would go a long way to ensure that no one is willing to settle for the status quo. We are always on the lookout for ways to improve.”

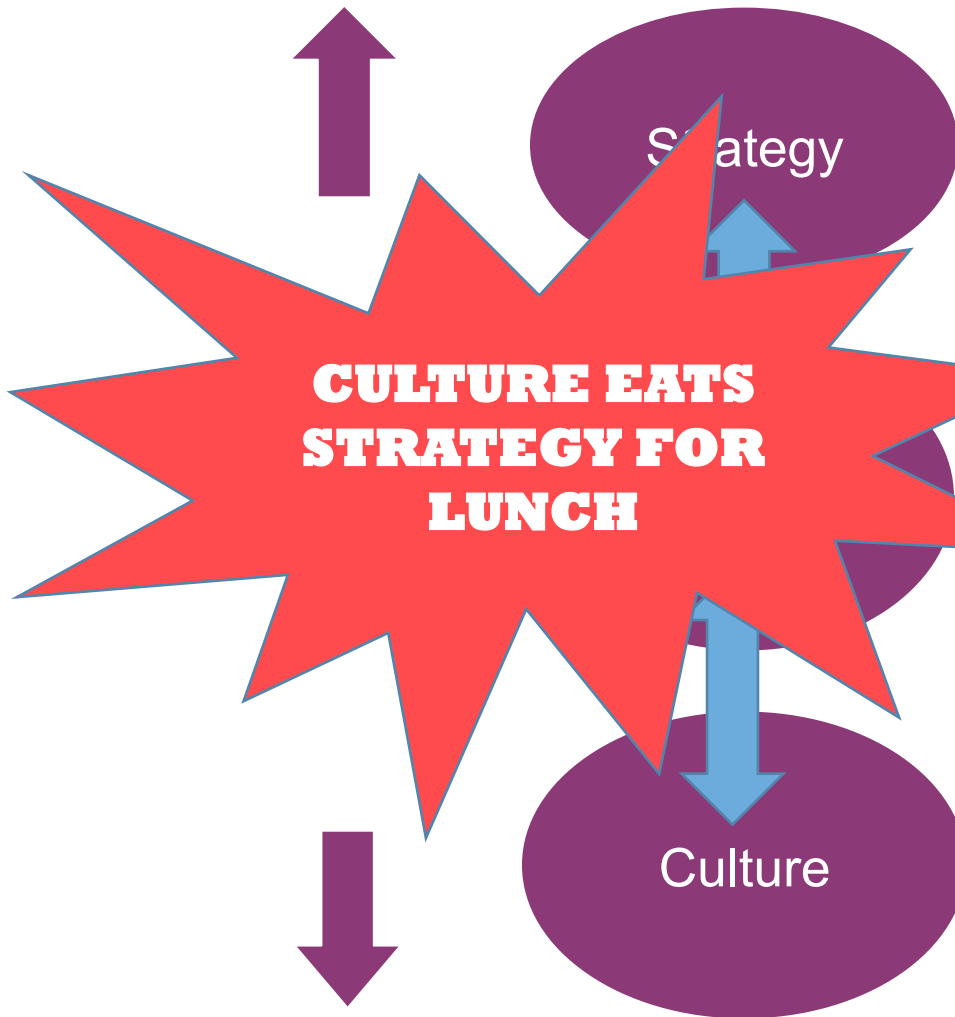
Processes, Communication, Collegiality

- “Resources connected to strategic, forward-thinking goals; not just linked to already existing systems.”
- “A process for how to act on ideas.”
- “Take a system-wide approach in development of a service or project; be much more holistic.”
- “Access to more information.”
- “A venue for discourse; time we can have healthy debate.”
- “Dialogue; a committed act of preparation and facilitation.”
- “Projects work well if you sit at the same table with [upper levels of management] and they listen.”
- “Feeling a bit more connected with the Library's leaders; has to be genuine; they actually want to find out what you do, want someone to be interested.”
- “A team with a good mix - complementary strengths, skills and responsibilities.”
- have a team that provides support, constructive criticism and positive acknowledgement,
- Respect. I am allowed to do my job. People smiling and pleasant.

**PROGRESS IS IN
THE PROCESS**

**COACHING AND COMMUNICATING
THROUGH CHANGE**

Drivers of High Performance



Strategic Direction

- Mission
- Assessment
- Short and Long-Term Goals
- Measures
- Implementation

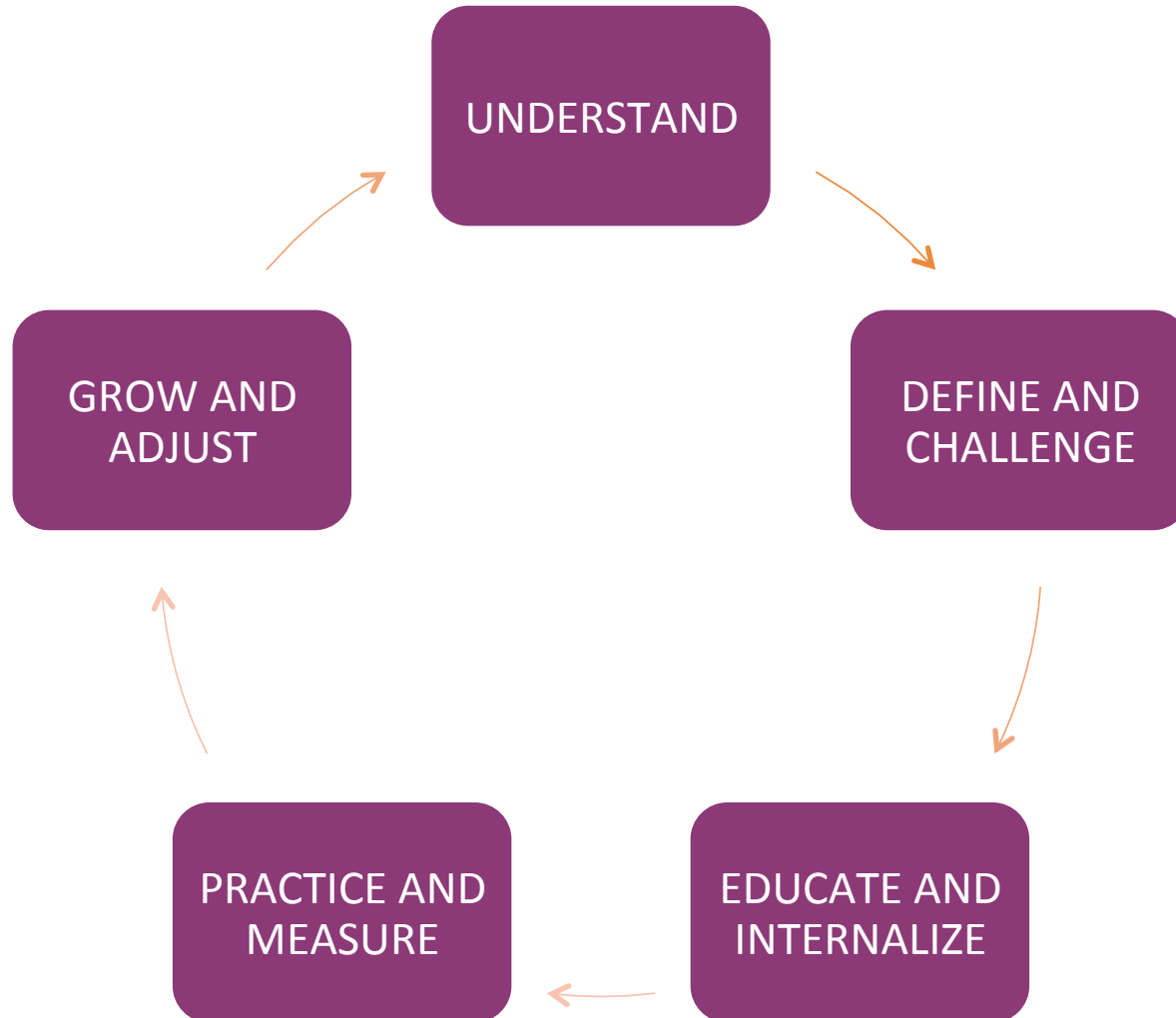
Implementation Support

- Senior Leadership
- Management Team
- Human Resources
- Systems/Processes
- Policies/Procedures
- Communications

Personality of the Organization

- Shared Values
- Cultural Philosophy
- Leadership Style
- Attitudes/Beliefs
- Behaviors

DJA Culture-Building Approach



Cultural Transformation

“Culture can be the biggest barrier to the success of any new strategy or process ... When you change your strategy and shift processes, the culture lags behind. **You need to systematically create some new thinking and behaviors or the old habits will be like an anchor that continually inhibits the expected performance”.**

http://www.senndelaney.com/faq_main.html

Cultural Transformation

“You can't build a healthy, high-performance culture without changing the behaviors of the individuals and teams that make up the organization.

Cultural transformation requires personal transformation as its foundation.”

http://www.senndelaney.com/faq_main.html

Individuals – Key to Culture Change

“A change in culture, in the end, depends on the implementation of behaviors by individuals in the organization that reinforce the new cultural values and are consistent with them. It is possible to identify a desired culture and to specify strategies and activities designed to produce change, but unless the change process becomes personalized, individuals are willing to engage in new behaviors, and the managerial competencies demonstrated in the organization are altered, the organization’s fundamental culture will not change”.

ACTION PLANNING

What do we need to do:

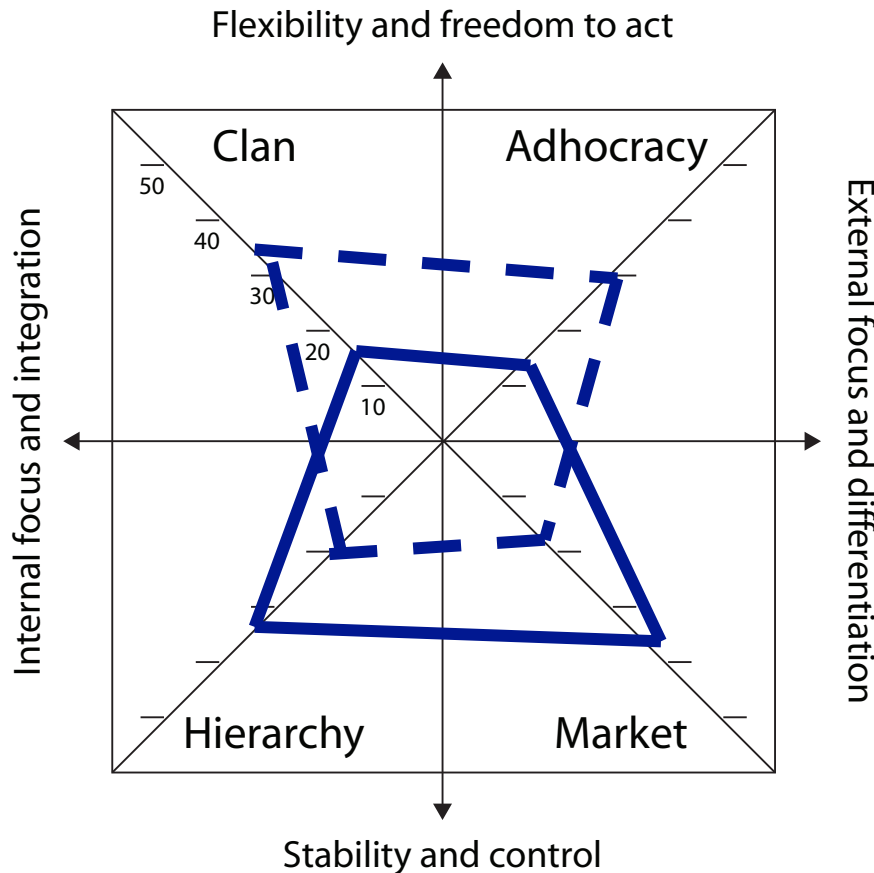
- *More of*
- *Less of*
- *Differently*
- *Stop doing in order to fulfill our mission and move in the direction of our vision?*

Current State/

Preferred Future State

SAMPLE Library Culture Profile

Gap: Areas for Culture Change



	Now	Preferred
Clan	15	33
Adhocracy	13	30
Market	38	17
Hierarchy	32	20

Solid line = Current

Dotted line = Future Preferred

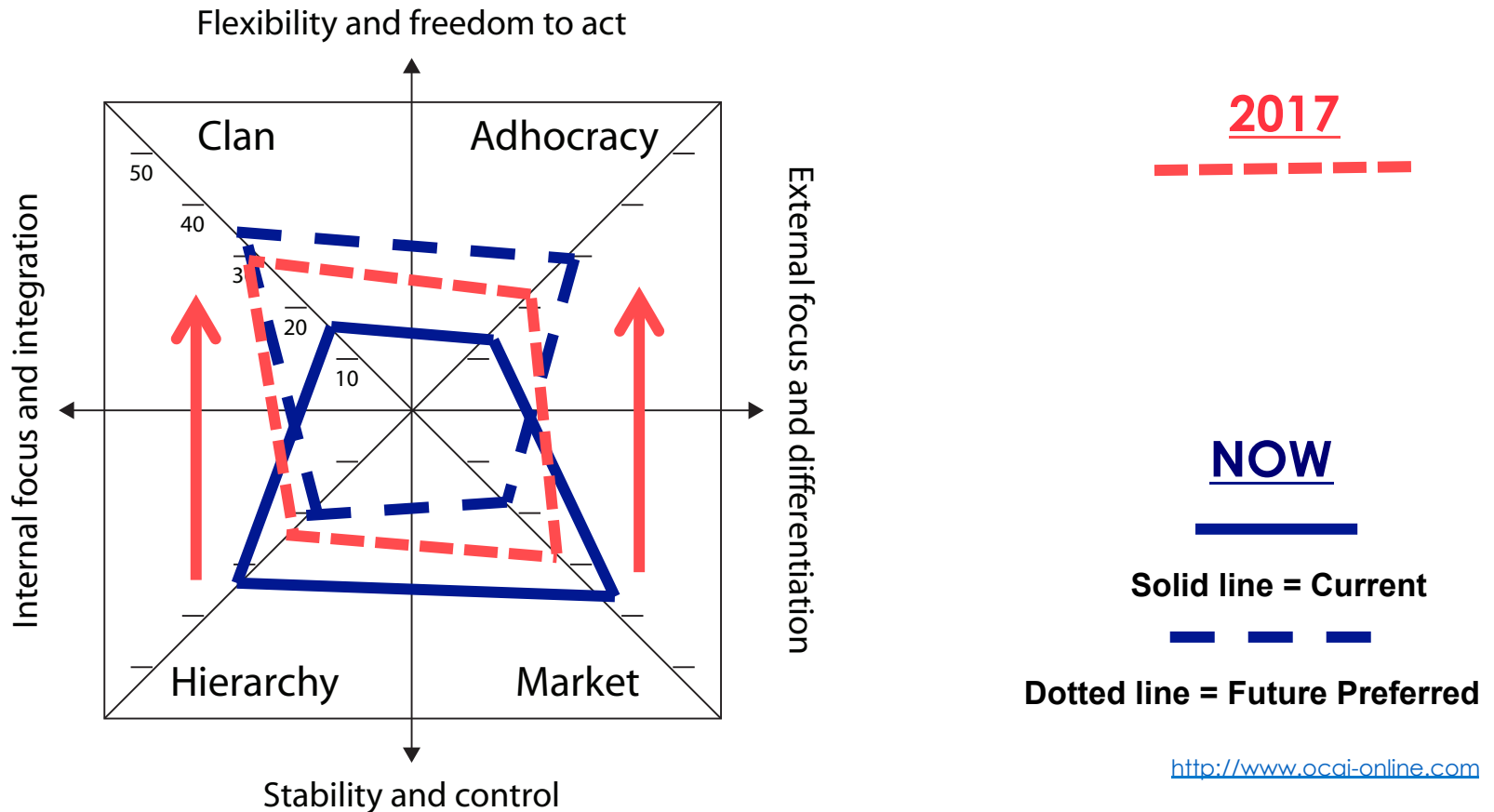
<http://www.ocai-online.com>

Create an authentic & participatory process that engages staff in talking about the behaviors that are needed to get to your desired future state

- 1: In 2017, what is desired future state, as it relates to staff engagement?**
- 2: How do individuals behave in order to enable this culture?**

SAMPLE Library Culture Profile

2017



Culture
Change
begins with
ME

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Transition begins with Endings

“The single biggest reason organizational changes fail is that no one has thought about endings or planned to manage their impact on people. Naturally concerned about the future, planners & implementers all too often forget that people have to let go of the present first. They forget that while the first task of **change management** is to understand the desired outcome & how to get there, the first task of **transition management** is to convince people to leave home.”

**“It isn’t the changes
that do you in,
it’s the transitions.”**

Managing Transitions
Wm. Bridges

Transition vs. Change

- Change is situational
 - Move to a new location
 - Reorganization of the roles in the department
 - (In our personal lives too)
- Transition is psychological
 - A 3-part process that people go through as they internalize and come to terms with the details of the new situation that change brings about

Bridges' Transition Model



Source: William Bridges

Helping People with Transition

Ending/Letting Go

- Help people deal with losses & prepare mentally to move on
- Expect & accept a variety of emotions
- Listen with compassion
- Give people information & again
- Clearly define what's over & not
- Treat the past with respect

Neutral Zone

- Help people through the confusion & encourage them to be innovators
- Create temporary support systems
- Continue communicating
- Increase involvement & collaboration
- Share success stories

New Beginnings

- Help people launch the new beginning by articulating the new behaviors needed
- Assist people to develop a new identity
- Increase training
- Celebrate