Drives Engagement

End Goal

Demonstrate how to engage your workforce to achieve team goals and perform to the best of their abilities

The Leadership Partnership of Rhode Island

Module 4: Drives Engagement

Admin Notes and **Ground Rules**

Agenda

Day 1:

- Review some DISC and SDI concepts
- Relate early material to the Star Poster
- What is “engagement”
- Communication for Engagement

Day 2:

- Influencers on Engagement
- SDI, the “universal principle” and engagement
- Why people are not engaged
- Inclusion to Engagement to Empowerment
- Recognition and Rewards

DISC and Courage

From the next two slides

also on your handout: DISC Styles – Recap Courage and Conflict

- Pick 4 statements from any list or combination of lists
- Each statement from a different DISC letter
- Write down how each statement relates to Courage

Behavioral Styles

Example

	D	I		
Communi-cation	Often to only one direction, he/she talks Own opinions as facts May be blunt Good in disciplining	Selling and inspiring Talks a lot, but not about details Avoids unpleasant subjects Good in providing constructive feedback Not always direct	Often … direction, he… listens Answers when asked Talks calmly Creates trust Talks about topics he/she masters Better in one-to-one situations Good instructor	…ritten …n expre… disagreeing views Includes a lot of facts and details May lose essentials Doesn't talk about opinions or abstract matters
Perspective	$13,287,543.57 $13,000,000.00	$13,287,543.57 A lot, some, a little	$13,287,543.57 $13,287,543.57	$13,287.543.57 $ .57
Authority Is Based On	Fear Power Distance	Charisma Motivation Atmosphere	Experience Expertise Bureaucratic status	Distance Rules and standards

DISC and Courage

Example

I Style: Good in providing constructive feedback

Relates to courage: Can approach uncomfortable situations without initiating confrontation or making it appear like criticism

Behavioral Styles

	D	I	S	C
Adjectives	Aggressive Competitive Demanding	Talkative Social Communicating	Deliberate Stable Systematic	Precise Perfectionist Logical
Describing Terms	Reorganizer Project Leader Idea creator Visionary Pioneer	"Character" Merrymaker Idea generator Quick-tongued Inspirer	Worker with a steady trend Doesn't get in your face Feet on the ground	Fears to be wrong Follows the rules Precise Logical
How To Identify	Is busy with many simultaneous projects May interrupt you Talks on the phone at the same time Is not always polite	Very excited, open and friendly Agrees with you Talks about people he/she knows	Secure, stable Proceeds carefully Listens and seems to agree	Things in order Focuses on details Polite in a diplomatic way

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Behavioral Styles

	D	I	S	C
Communi-cation	Often to only one direction, he/she talks Own opinions as facts May be blunt Good in disciplining	Selling and inspiring Talks a lot, but not about details Avoids unpleasant subjects Good in providing constructive feedback Not always direct	Often only to one direction, he/she listens Answers when asked Talks calmly Creates trust Talks about topics he/she masters Better in one-to-one situations Good instructor	Better in written communication Doesn't exactly express disagreeing views Includes a lot of facts and details May lose essentials Doesn't talk about opinions or abstract matters
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Authority Is Based On	Fear Power Distance	Charisma Motivation Atmosphere	Experience Expertise Bureaucratic status	Distance Rules and standards

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DISC and Conflict

Look at your Week 5 Homework

Module 3 – Page 15

- We used this to start some SDI discussion
- Consider your DISC Type
- Compare your answers to the Behavior Styles slides

DISC and Conflict

From the next two slides

also on your handout: DISC Styles – Recap Courage and Conflict

- **Pick 4 statements from any list or combination of lists**
- **Each statement from a different DISC letter**
- **Write down how each statement relates to managing or mitigating conflict**

Behavioral Styles

Example

	D	I		
Adjectives	Aggressive Competitive Demanding	Talkative Social Communicating	Deliber… Stable Systematic	…
Describing Terms	Reorganizer Project Leader Idea creator Visionary Pioneer	"Character" Merrymaker Idea generator Quick-tongued Inspirer	Worker with a steady trend Doesn't get in your face Feet on the ground	Fears to be wrong Follows the rules Precise Logical
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DISC and Conflict

Example

D Style: Is not always polite

Relates to managing conflict: May help get to the heart of the issue when emotions have taken over; refocus on the problem

DISC Verification

Verify the Statements

- **STEP 1: Put your statements on the posters – BUT ONLY for the DISC Types you don't align with**
- **STEP 2: Fill in the posters with statements you wrote about yourself (DISC Types you align with)**

DISC or SDI?

Time for a Quiz!

Complete the handout: DISC or SDI Quiz

SDI and Strengths

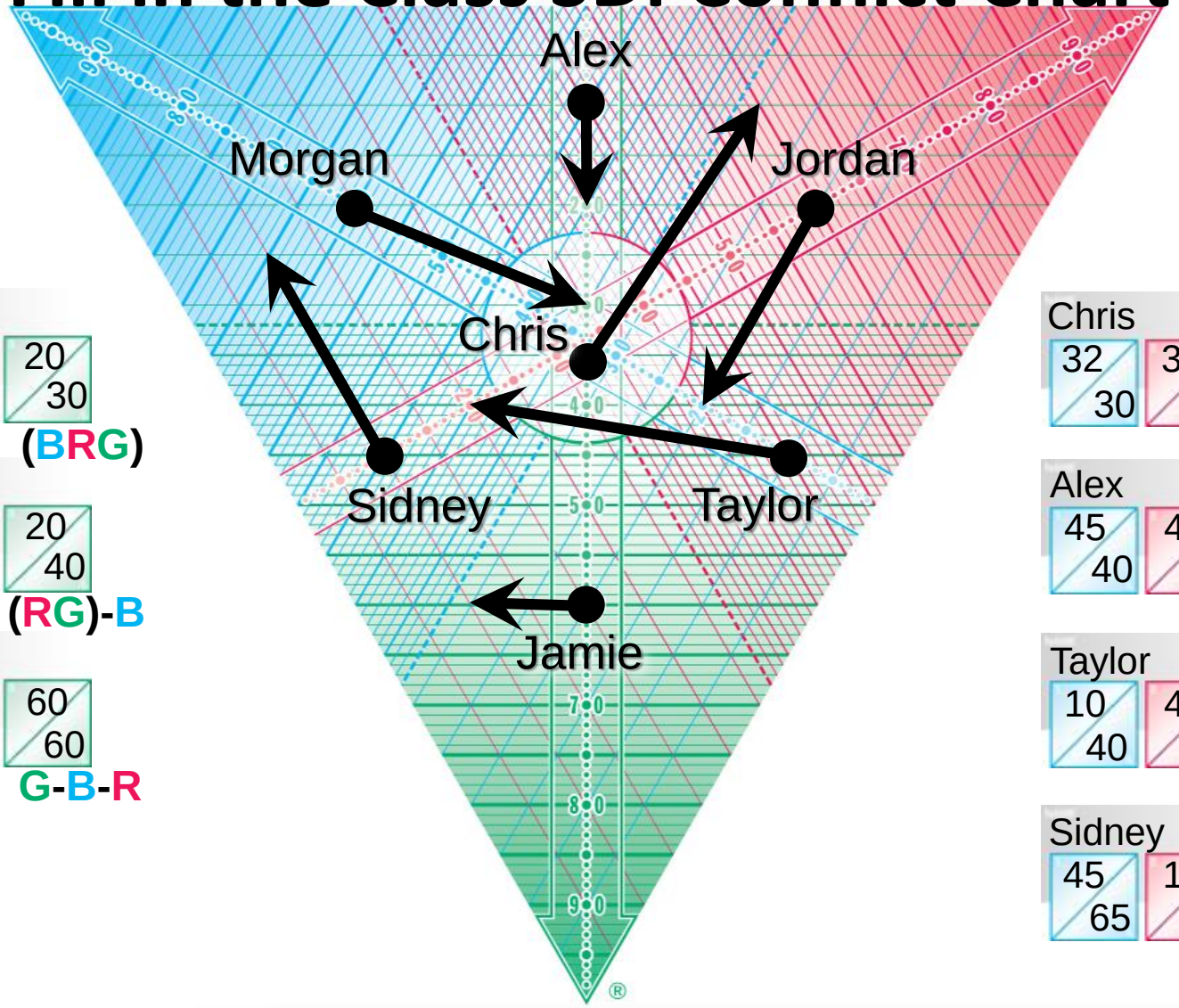
Complete Your Handout

Strengths Overdone – Color Code Exercise

Conflict and Cost

Why do companies care about destructive conflict in the workplace (or why SHOULD they)

Fill in the Class SDI Conflict Chart



Morgan

60 / 35	20 / 35	20 / 30

(BRG)

Jordan

20 / 20	60 / 40	20 / 40

(RG)-B

Jamie

20 / 30	20 / 10	60 / 60

G-B-R

Chris

32 / 30	32 / 60	36 / 10

R-B-G

Alex

45 / 40	45 / 40	10 / 20

(BR)-G

Taylor

10 / 40	45 / 20	45 / 40

(BG)-R

Sidney

45 / 65	10 / 10	45 / 25

B-G-R

STAR poster

Take some time to update your Star poster

- Review and record all your DISC strengths that you agree with as Benefits
- Review and record any negative elements of your DISC type that you agree with as Hindrances
- Use your SDI report as a guide and record Strengths as Benefits, Overdone Strengths as Hindrances
- Color Code the poster with Benefits and Hindrances that correlate to or impact each competency so far

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Drives Engagement

End Goal

Demonstrate how to influence your workforce to achieve team goals and perform to the best of their abilities

Drives Engagement

The Five competencies that we will focus on during this course.

- Courage
- Manages Conflict
- Drives Engagement
- Plans and Aligns
- Optimizes Work Processes

Drives Engagement

The Five competencies that we will focus on during this course

- **Courage**
- **Manages Conflict**
- **Drives Engagement**
- **Plans and Aligns**
- **Optimizes Work Processes**

Self → People → Results

Drives Engagement

It’s all about motivation

What is Engagement

What does it mean to be engaged at work?

Get a small group around a poster and draw an engaged worker.

- **No bonus points for great artwork**
- **No words – represent everything pictorially**

What is Engagement

What does it mean to be engaged at work?

People are _____ to be doing the work.

Why are some people NOT engaged?

Make your list first

Not Engaged Because…

- Burned out
- Don’t like the job
- Don’t like the supervisor
- Don’t like their peers
- Family stress
- Not good at the work
- Too good at the work
- No meaning or fulfilment
- No practical application
- Not enjoyable

Skills for Drives Engagement

Look at Module 3 – Page 12

- Structures the work so that it aligns people's goals and motivators
- Empowers others
- Makes each person feel his/her contributions are important
- Invites input and shares ownership
- Shows a clear connection between people's motivators and the organizational goals

Skills for Drives Engagement

Back to the handouts:

Skilled at Drives Engagement

- Review page 8, complete page 9 on your own
- Share your insights in small groups

Skills for Drives Engagement

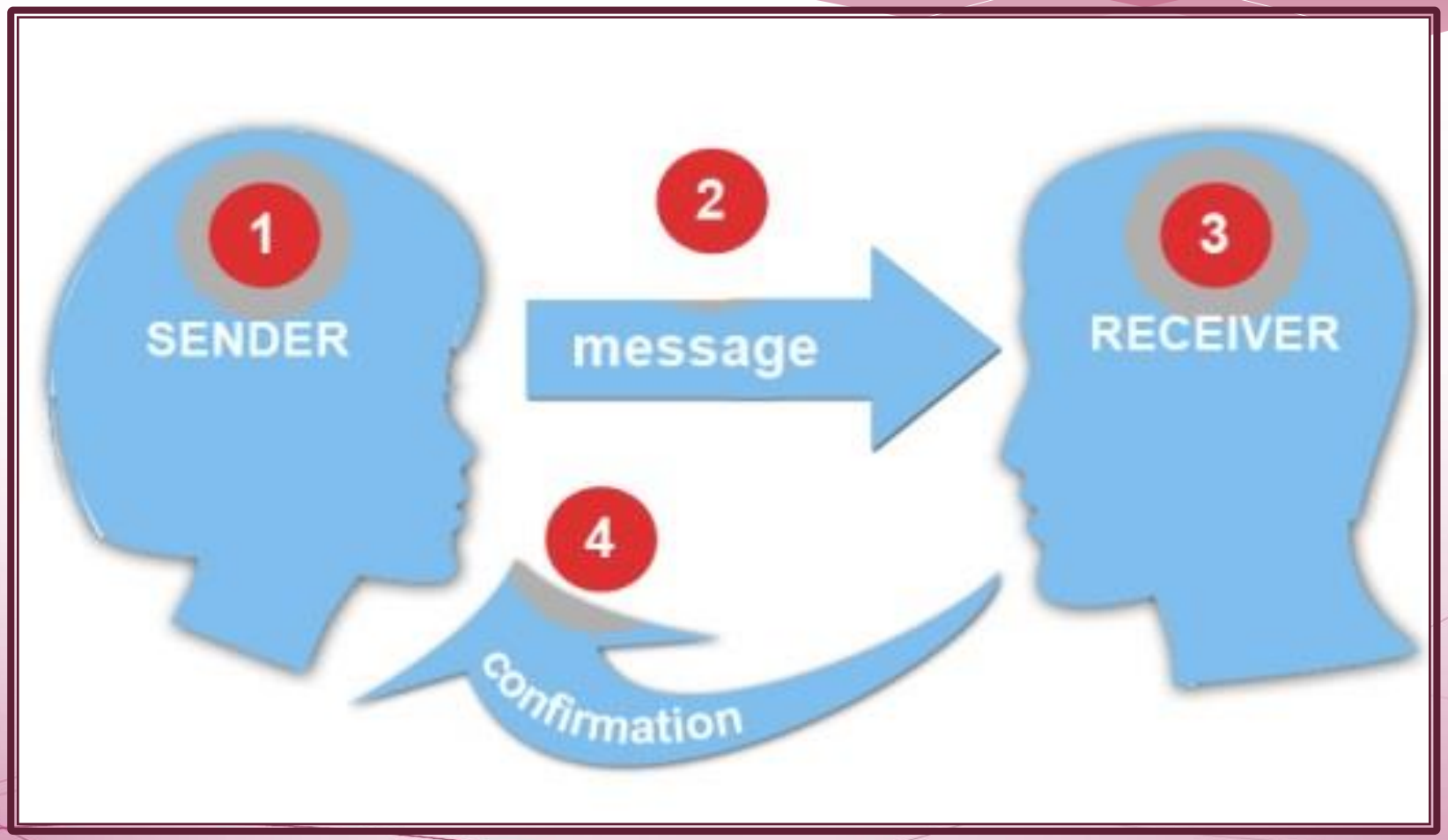
Getting people engaged often means having good communication skills

Let’s check out some ideas

Listening for details

Group storytelling

Communication Cycle



Listening

Active Listening

Passive Listening

Hearing or Listening

Listen or Hear

Listen to my words and follow the directions

Favorite Station

TUNE IN...

to WIIFM

What's

In

It

For

Me

Does anyone even listen to a radio anymore?

Demonstrate Listening

The two minute story

Focus while Listening

And now, something longer

Recall the information

- What is the speaker's concern?
- What does the speaker want?
- What does the speaker expect of you?
- What is the speaker's mood? (what are the clues to this)
- Why is this important?

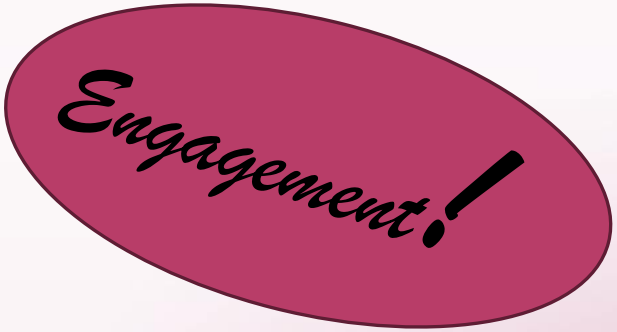
List 2 or 3 questions you want to ask

- Clarification
- What do you want?
- How can I help?
- How do you feel?
- Why is this important?

Communication Goals

What is the goal of good communications?

Influence others
Create trust
Get work accomplished
Build relationships
Provide motivation



NOT to simply understand the other person. **True understanding** leads to **action** or **benefits**.

Homework

Homework Part I:

- **Meet with your Mentor and discuss DISC, SDI and the first few modules of the course**
- **Meet with your supervisor to continue to refine and update your On the Job Training Plan**

Homework Part II: Identify an interaction this coming week with an engaged and a disengaged worker (coffee shop, auto dealer, telemarketer…)

- **What made the person seem engaged?**
- **What made the person seem disengaged?**
- **What was your reaction to each encounter?**

Drives Engagement

End Goal

Demonstrate how to influence your workforce to achieve team goals and perform to the best of their abilities

Influencers on Engagement

Influencers and motivators on communication include:

- DiSC
- Generational Differences
- Work Background
- Hobbies
- Culture
- Religion

DISC and Communications

D Style

often only to one direction; from him/her to listeners

own opinions are communicated as facts that need no more discussion

may be blunt; says what he/she thinks

good in discipline situations in which compromise is not sought

I Style

selling and inspiring style

wants to talk a lot, but avoids details

avoids bringing up difficult subjects

good in giving constructive feedback

S Style

often only to one direction; he/she listens

answers when asked

talks calmly and systematically

prefers to talk about issues he/she masters

prefers to talk one-to-one than to a large group

good instructor

C Style

prefers to communicate in writing

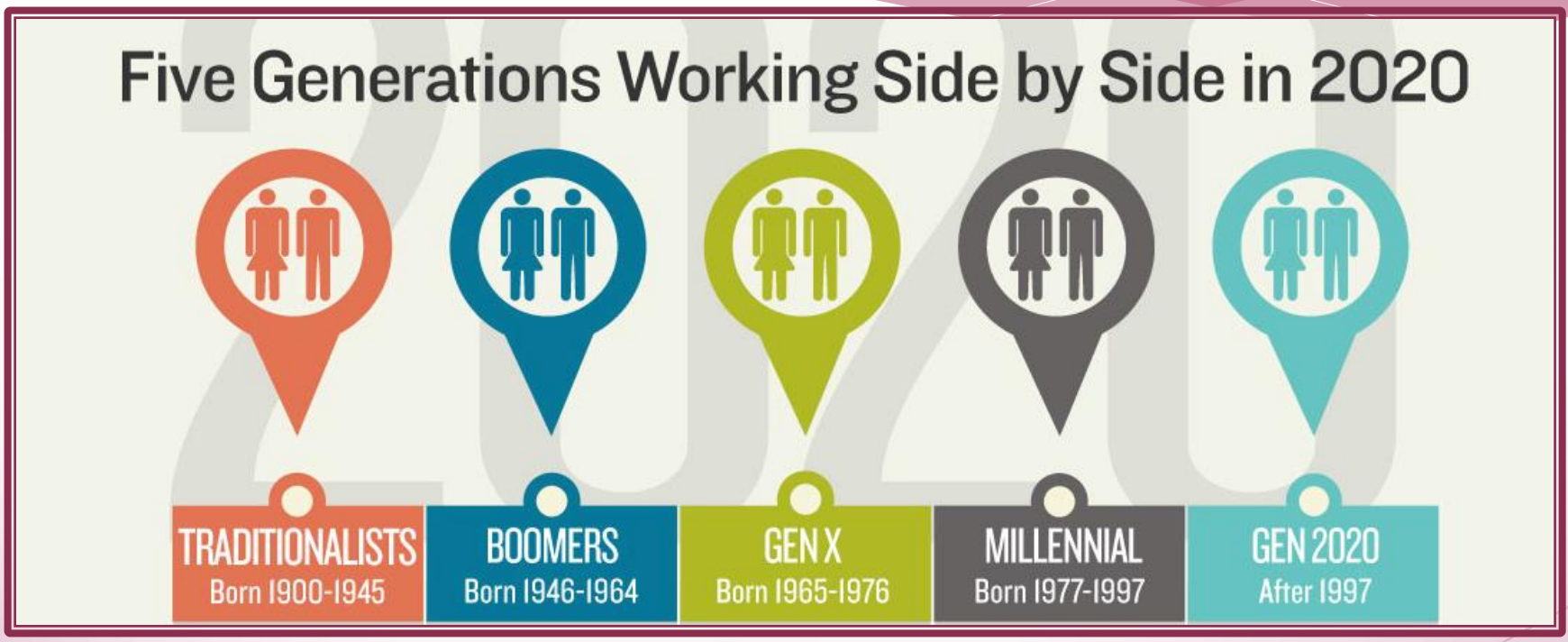
does not easily express disagreeing views

masters the details may lose the essentials

does not like to talk about opinions or abstract matters

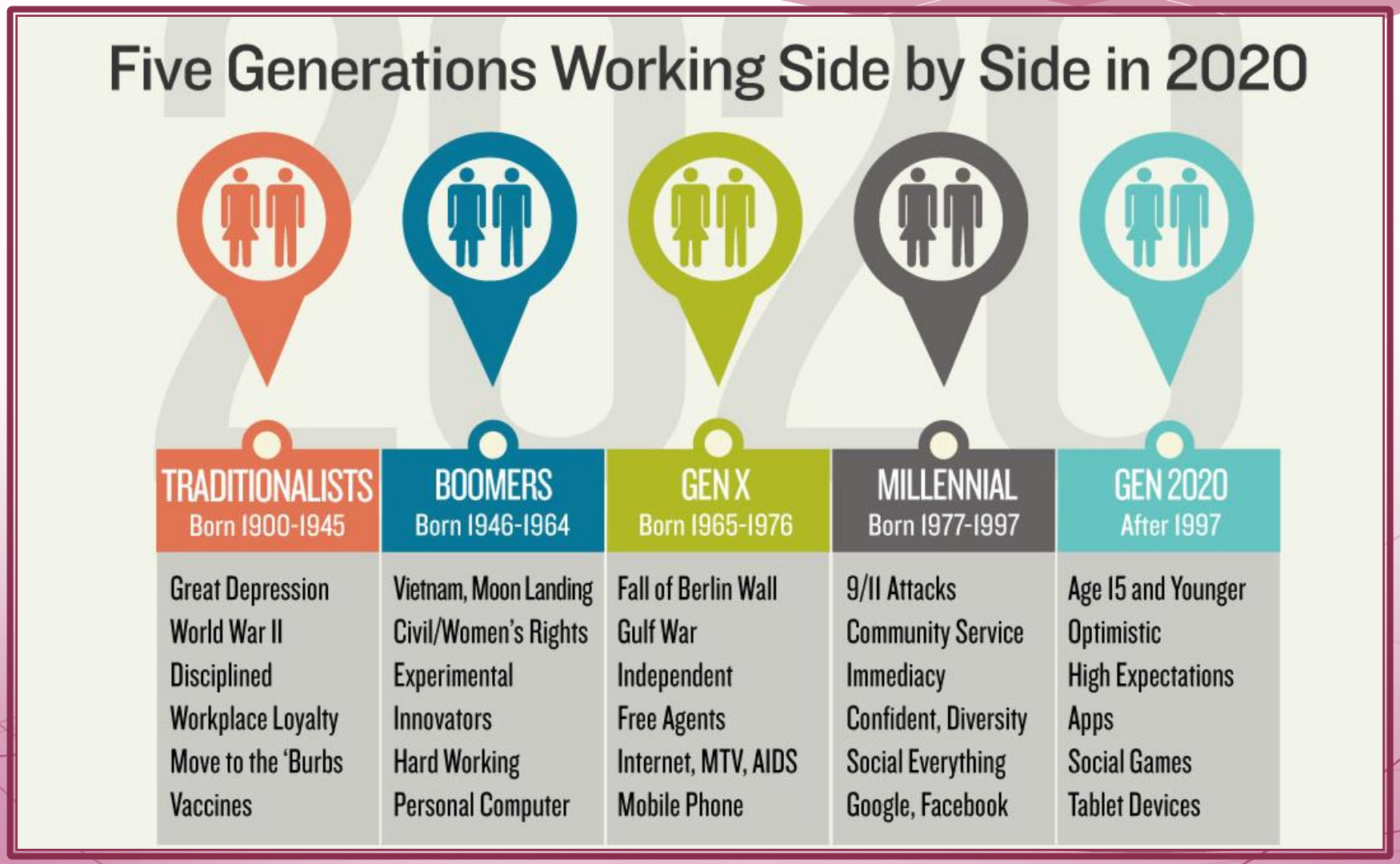
does not order; refers to rules

Multi-Generational Workforce



What social, political, or world events shaped each Generation?

Multi-Generational Workforce



Generational Communications

Differences in Preferred Methods of Communications?

Traditionalists – (Born 1900-1945)

Baby Boomers (Born 1946-1964)

Generation X (Born 1965-1976)

Millennials (Born 1977-1997)

Gen 2020 (Born after 1997)

Generational Differences

But how different are the Generations in terms of motivation?

Findings – The results are not supportive of the generational stereotypes that have been pervasive in the management literature and the media. Specifically, few meaningful differences were found between the three generations. Moreover, even when differences have been observed, these have related more to age than generation.

JMP

Generational differences in

Abstract

Purpose – The purpose of this research is to examine whether personality and motivational driver differences exist across three generations of working Australians: Baby Boomers, Gen Xs, and Gen Ys.

Design/methodology/approach – Using the *Occupational Personality Questionnaire* and the *Motivation Questionnaire*, the study examined cross-sectional differences in personality and motivational drivers across three generations.

Findings – The results are not supportive of the generational stereotypes that have been pervasive in the management literature and the media. Specifically, few meaningful differences were found between the three generations. Moreover, even when differences have been observed, these have related more to age than generation.

Research limitations/implications – One of the key limitations is the use of cross-sectional data. To further explore this issue, it would be interesting to undertake a longitudinal study to assess personality preferences and motivational drivers of the different generations, when the participants are at the same age or the same point in their career.

Practical implications – The research emphasizes the importance of managing individuals by focusing on individual differences rather than relying on generational stereotypes, which may not be as prevalent as the existing literature suggests.

Originality/value – Managers and HR professionals may find the lack of differences across generations interesting and refreshing, in contrast with the popular management literature.

Keywords Age groups, Personality, Motivation (psychology)

Paper type Research paper

There has been a recent proliferation in "popular" literature focusing on the need to work with, engage, and manage Generation Y employees differently than Generation X or Baby Boomer employees (e.g. Howe *et al.*, 2000; Huntley, 2006; Smola and Sutton, 2002). This is based on the notion that key differences exist in the work values and beliefs of employees from different generations, and that failure to address these differences can

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Background

Where do you come from?

Where do THEY come from?

Influencers on Engagement

Influencers and motivators on communication include:

- DiSC
- Generational Differences
- Work Background
- Hobbies
- Culture
- Religion

Understand the differences to learn the preferences

Engaging Communications

Mirroring

- Spatial awareness
- Posture
- Speech patterns
- Tempo, pitch volume…

Being Authentic

- Being unscripted
- Pausing technique
- Ego suspension

Stories

- Form the basis of most of our culture
- Lead vice respond and don't one-up
- Six types of effective stories

Build Trust

- Establish rapport to…
- Create value to…
- Build relationships

SDI and Engagement

How does SDI relate to engagement?

Every person wants to experience a sense of **self-worth.**

Self worth can come from:

- One's self – *being valued by yourself*
- Others – *being valued by others*

… for the things for which you want to be valued.

So… how does that relate to Driving Engagement?

Not Engaged Because…

- Burned out
- Don’t like the job
- Don’t like the supervisor
- Don’t like their peers
- Family stress
- Not good at the work
- Too good at the work
- No meaning or fulfilment
- No practical application
- Not enjoyable

Not Engaged Because…

- Burned out
- Don’t like the job
- Don’t like the supervisor
- Don’t like their peers
- Family stress
- **Not good at the work**
- **Too good at the work**
- **No meaning or fulfilment**
- **No practical application**
- **Not enjoyable**

Not Engaged Because…

Or, in four basic statements

- **Appropriate Challenge**
- **Enjoyment**
- **Meaningful**
- **Practical Application**

Not Engaged Because…

Or, in four basic statements

Appropriate Challenge

Argentina stormed into the Copa America semifinals on Saturday night as they trounced Venezuela 4-1.

Not Engaged Because…

Or, in four basic statements

Enjoyment

Not Engaged Because…

Or, in four basic statements

Meaningful

Not Engaged Because…

Or, in four basic statements

Practical Application

Not Engaged Because…

Get into four groups and discuss what gets YOU engaged based around these four general themes

- **Appropriate Challenge**
- **Enjoyment**
- **Meaningful**
- **Practical Application**

How does this translate into getting others engaged?

Drives Engagement

Play to everyone’s strengths

Include, Engage, Empower

Groups again – at a poster!

- Go to the posters in the order that is on your index card
- Round I – define the topic

  everyone will see all three posters

- Round II – brainstorm as many ideas as you can for the Part II question

  everyone will answer every question

Include, Engage, Empower

One more round

- Go in the same order, but highlight each answer under the Part II question as most appropriate for D, I, S, or C types

Engagement
Columbus
Cincinnati
Dayton
Cleveland
Akron
Toledo
Toll Roads
US Highways
Interstate Highways
0
50 KM
50 Miles
© geology.com

Rewards and Recognition

What is the best reward or recognition you ever received? Why?

Why are rewards important?

Are rewards good for motivation?

What are you allowed to give as rewards?

When does recognition or a reward lose meaning?

Have you ever thrown out some type of reward or recognition because it had no meaning (or the wrong meaning)?

Rewards and Recognition

What is a very simple way to recognize someone?

Let's write a note

Thank You

Homework

Homework Part I:

- What are some ways you can reward or recognize people in your workplace?
- Identify something you did to get people engaged at work, home, volunteer group, etc. and be ready to talk about why you think it was effective

Homework Part II: Meet with your supervisor and discuss the OJT Plan for Drives Engagement (current project or a new project)

Homework Part III: Update the Star poster with color code and some sticky actions