

Maximizing Engagement in Challenging Times

*John McBride and Sharon Lucius
Managing Partners, McBride&Lucius*

mcbride & lucius
people. passion. progress.



**Gravure Publishing Council Conference
Naples, Florida November 18-20, 2009**

MCBRIDE&LUCIUS: INTERNATIONAL CONSULTING EXPERIENCE...



***...COMPANIES OF ALL
SIZES***

The New York Times

***...DIVERSE HUMAN
CAPITAL***


***...CROSS
INDUSTRY***





A recent Staples survey of U.S. business professionals: leaders with 1 to 20 employees reported that two thirds of them work on evenings, weekends and holidays; 49 percent work while driving and *18 percent deal with business e-mails and messages while in the bathroom.*

Engagement?

$$\text{Engagement} = \text{Extra value performance} + \text{Retention through commitment}$$


Engagement Drives Results

Companies with a high level of engaged people:

Conference Board Research – July, 2007

- 19.2% higher operating income, 13.2% higher net income, and 27.8% growth in EPS
- Only 6% of people who are satisfied with their jobs but dissatisfied with their pay plan to quit

Towers Perrin Talent Report - 2006

- Companies with engagement levels above industry average, have 17% higher operating margin

Companies with a high level of disengaged employees:

- Employees absent 3.5 more days per year
- 37% of people dissatisfied with their job but satisfied with their pay plan to quit



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Corporate Leadership Council Research

- Level of employees that are highly disengaged = 1:5 compared to 1:10 in 2007
- And a lot less likely to quit!
- Although *desire* to quit is rising fast among HiPo populations...
- And productivity is dropping...



Engaging people in challenging times

- Share what we're seeing out there
- Capitalize on your experience
- Not from the text books or the business journals...
- Some valuable data and ideas about how YOU can maximize engagement in your companies



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Context - what's on your mind?

You may be a leader or manager, but you are human too – not just an expendable asset...

- Guilt if things are going OK for you
- Overload and pressure
- Insecurity, turmoil, anxiety, anger, worry
- Saying goodbye to people you value
- Trust, loyalty, engagement?
- Why over-commit to work, if...?
- Why invest in relationships, if...?
- Engagement??? I'm trying to survive!
- Engagement??? I'm sick of laying people off...

Context - what's on your to do list?

- More than ever – probably
- Including engagement...
- Leadership matters more than ever – whether you are in a formal leadership role or not
- ...Just as it is *harder* than ever, even just to find the time
- A big time to win – or to lose!!



A quick competition...*how crazy has it gotten?*
Create a tagline that describes what it feels like
to be in your industry today

people.  passion. progress.

pressure. panic. pandemonium.

- What does it look like from your perspective – downsizing, budget-cuts, craziness, etc.
- You will have 5 minutes at your table to develop a tagline – and 30 seconds to share it with the rest of us
- Your tagline must ALSO feature 3 words – all starting with the same letter (any letter you like!)
- The table with the best tagline wins...



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Top Tips for keeping others engaged

- Focus on the future
- Own the news – be honest and sincere
- Show empathy -- allow time for anger, frustration and worry (but don't allow negativity to win)
- Offer lots of individual face time
- Communicate all the time
- Stay positive without over-promising
- Connect work to company strategy
- Delegate and empower
- Offer intangible rewards and recognition – value contributions
- Celebrate wins – be constructive about failures
- Wander around
- Provide social opportunities
- Avoid gossip



Top Tips for keeping yourself engaged

- Stay abreast of what's happening – internally and externally -- relevance
- *You* need feedback too – ask for it
- Schedule regular meetings with your boss to talk about what's happening
- Join cross-functional teams – stay relevant
- Have some fun at work
- Stay in touch with at least one new person you met at this conference
- Keep networking
- Use a trusted colleague to act as your peer coach when the going gets tough
- Review your longer-term career plan and highlight the value of what you are learning currently
- Wander around
- Interact – don't get locked into your office
- Lead social activities -- put your best self forward



Let's try it out!

- Read your case study (these are fictitious companies with problems ripped from the headlines)
- At your table, prepare top tips for the company
- Be ready to de-brief your case study and your advice
- *ONE top tip for this company to encourage engagement!*
- You will have 5 minutes to review the case study, 10 minutes to confer, and then two minutes per table to share the story and your top tip



Company strategies – prioritize engagement

- Set engagement goals, and measure engagement
- On every agenda, report actions and results
- Ongoing communication with critical talent
- Keep promoting and living by the core vision, and critical values
- Spot bonuses and other rewards
- Target success and applaud
- Town halls with Senior Leaders
- Helping people look after themselves
- Charities, community work
- Social events



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Key Points!

- *Plenty of opportunity to get it wrong – as your behavior is more impactful than ever...*
- *Plenty of opportunity to get it right too – building leadership credibility and team performance for today and for the future...*
- *Every single interaction counts – don't underestimate your impact*

