

LEADING YOUR VIRTUAL TEAM

Staff Engagement



Community Chats

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WELCOME

- Agenda
 - Staff Engagement - what has the impact of Covid 19 been?
 - Benchmarking best practice - a look at the research
 - The keys to Engagement - Trust & Empowerment

- Practical Tips along the way

- Ask Questions in the Message box



STAFF ENGAGEMENT

‘As we move from rapid response to medium-to-long term recovery, every company needs its people on-side. Strong staff engagement, team cohesion and re-establishing trust will become even more critical to positively emerge out of the crisis’ Julian Holmes, HBR June 2020

Def: ‘Emotional and intellectual commitment to the organisation’ (Baumruk 2004, Richman 2006 and Shaw 2005) or ‘The amount of discretionary effort exhibited by employees in their job’ (Frank *et al* 2004).

‘Engagement as a two-way relationship between the employer and employee’. Robinson, Perryman, Hayday, The Drivers of Employee Engagement, 2004.

TIP 1: Revisit your company/team’s latest engagement results, review where you are personally as a leader and what has changed for you over the last six months. (*Put on your seatbelt first*)



PRE – COVID-19

ENGAGEMENT DRIVERS BY GENERATION

Generation	Born	Main Drivers of Engagement
Baby Boomers	1946-1964 Over 55	Handshake Generation Flexible working Being Valued for their experience Rewards and Recognition
Generation X	1965 -1980 40-55	PC Generation Work-life Balance Shared Values Recognition
Generation Y (Millennial)	1981-1996 24-39	Technology and Social Media Generation Achievement Purpose Feedback
Generation Z	1997 – now <24	Digital Natives Autonomy Role Clarity Financial Security



STAFF ENGAGEMENT

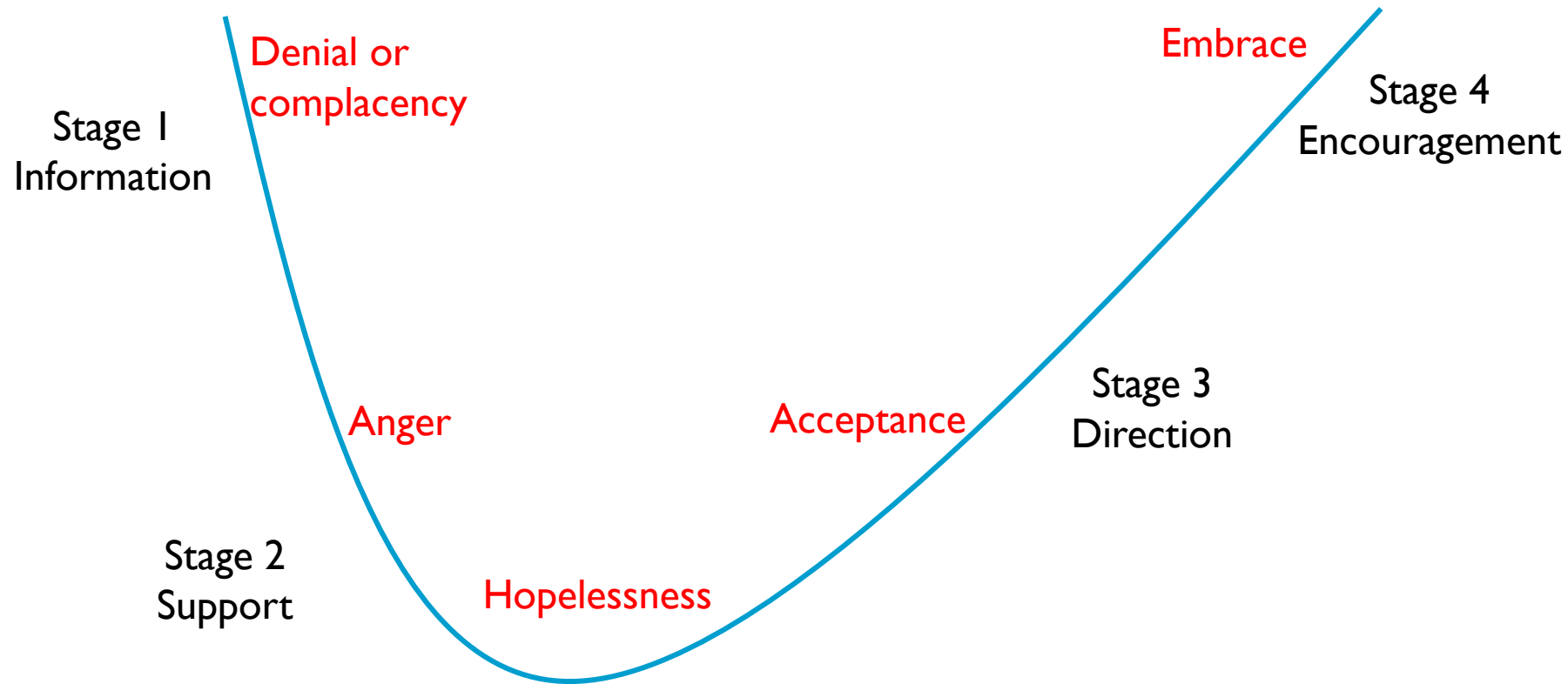
Impact of Covid-19 on Drivers of Engagement

- **Security/Safety** – Emotional, Physical, Financial
- **Trust** - Trusting relationships and Social Cohesion
- **Empowerment** – Individual Purpose

TIP 2: Gather your team to discuss Engagement. Send them latest results and ask them to Identify what has changed for them. Where are your team at now?



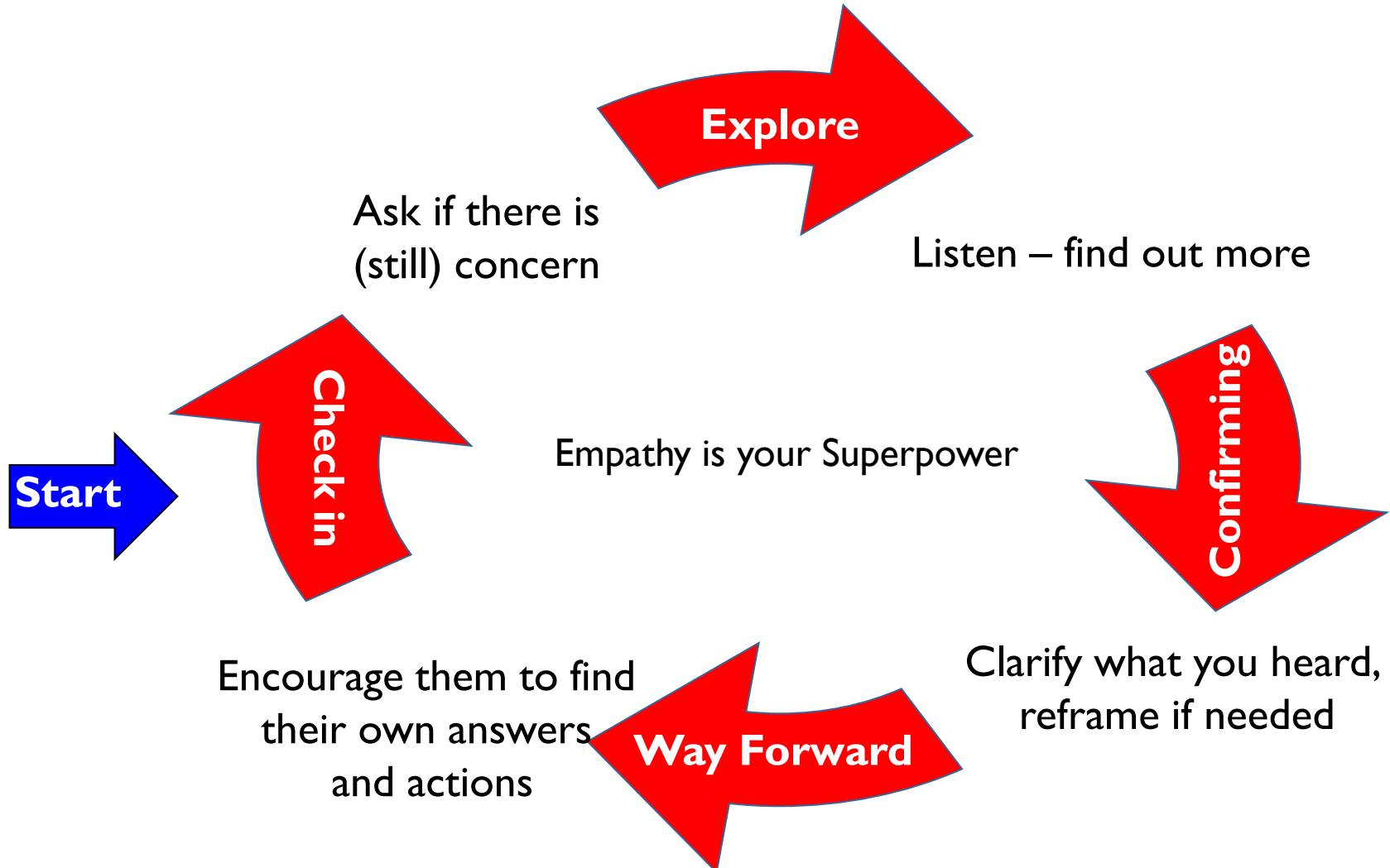
RECAP - WHERE IS YOUR TEAM ON THE CHANGE CURVE?



Kubler Ross Change Model



RECAP - ASSISTING OTHERS THROUGH CHANGE



STAFF ENGAGEMENT

Benchmarking Best Practice

Recent Studies are highlighting drivers of engagement to tackle now are:

- **Trust** in relationships
- **Empowerment** for individuals and teams

In a crisis, communication of above should be consistent, accurate, reliable and credible

McKinsey & Company: [Covid 19 & Employee Experience, How Leaders can seize the moment](#)

PWC Ireland: [COVID-19: Engaging employees during turbulent times](#)



TRUST

Def: A Confident Expectation

- Trust between team members
- Trust between leaders and people
- Trust between a company and their people
- Trust between a company and their clients



BUILDING TRUST

Elements of Trust

- Sharing
- Doing what you say you will do
- Openness
- Honesty
- Keeping others informed
- Self awareness
- **Consistency** in all the above



TIP 3: To build trust we must get to know each other better. Try adding some 'get to know you time' to informal individual and team catch-ups. What is your proudest achievement, favourite word, etc.



BUILDING TRUST

Why is Trust Important



- more individual freedom
- more choice
- sharing control – less stress
- the nature of relationships may change
- increased individual empowerment
- **Key driver of Engagement**

TIP 4: Make Building Trust part of your individual and team goals. Highlight positive instances at team meetings and ask for your team to do same.



ENABLING EMPOWERMENT

Def: Empowerment is the process of enabling or authorizing an individual to think, behave, take action, and control work and decision-making in autonomous ways

- A person feels much more control in their life since authority is given to individual decision-making.
- There is great untapped potential among your team, which can be revealed through empowerment.
- Individual experience a feeling of self-esteem, self-efficacy and self-confidence.
- Time to respond has become much shorter.
- You are physically distant from your team.



EMPOWERMENT IN PRACTICE

- Allowing more control - giving employees discretion over job performance and making them accountable for the performance outcomes.
- Role Models - allowing them to observe you, their leader, and peers who are performing successfully on the job.
- Using social reinforcement and persuasion—giving praise, encouragement, and verbal feedback to raise confidence of the your people.
- Giving emotional support - reduction of stress and anxiety through better role prescription, task assistance, and personal care.
- Helping employees achieve job mastery - identify training, coaching, mentoring opportunities
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TIP 5: Talk to each member of your team and ask them to identify one action you could take and one action they could take to enable them to do their job more effectively – make a pact to do this for 21 days and review.



Any Questions?

