

Building An Engaged Team: Using Continuous Coaching

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Getting Started

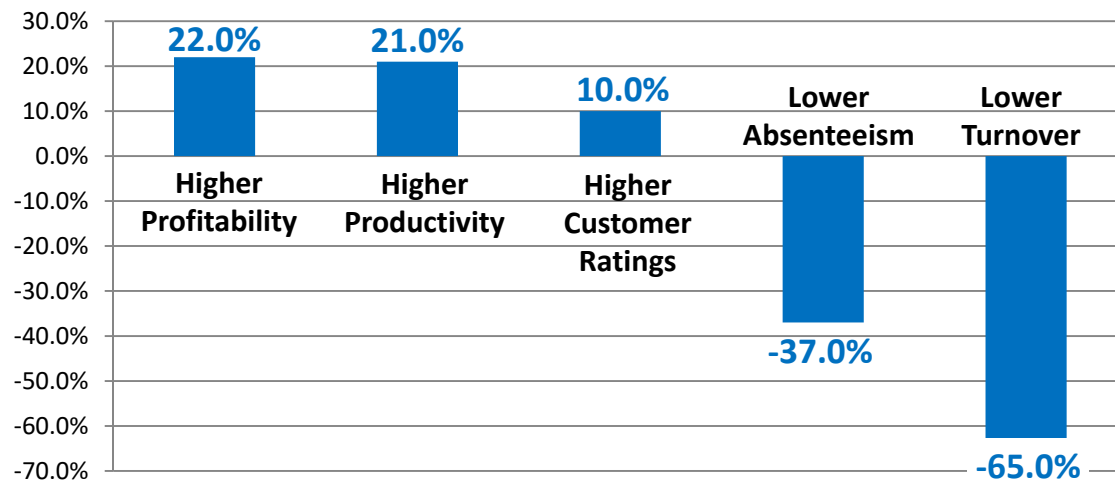
- **What would you like to get from this session?**
- **Are you dealing with...**
 - Turnover?*
 - Obtaining Talent?*
 - Low Unemployment?*
 - Generational Motivation?*

Agenda

- **What is Engagement & Why is it Important**
- **Building An Engaged Team**
 - Creating a Climate of Optimism and Adaptability
 - Workplace Trust
 - Encouraging Employee Commitment and Advocacy for the team
- **Building Engagement Resilience through Coaching**
 - Continuous Coaching
 - Informal Coaching
 - Formal Review Process
- **Test Your Knowledge: Case Studies**
- **Wrapping it Up**

What is “Engagement?”

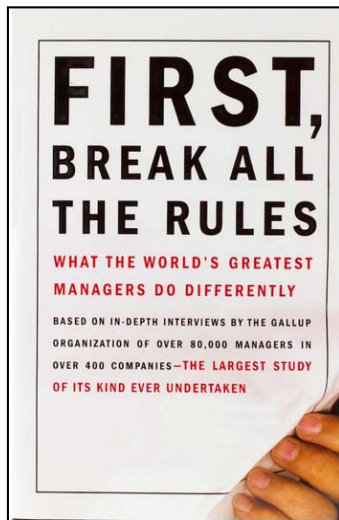
- **Engagement** is a measure of an employee’s degree of *connection* and *emotional bonding* with:
 - their job
 - the organization and its mission/vision/values
 - their manager
 - their co-workers
 - their clients/patients/customers/investors
- **Engaged** employees drive important business outcomes:



Source: Gallup, Status of the American Workplace, 2013; referenced by the Apollo Education Group.

What is “Engagement?”

In [First Break All the Rules](#), the Gallup organization describes different Levels of Employee Engagement:



the Three Types of Employees

- 1 **ENGAGED** employees work with passion and feel profound connection to their company. They drive innovation and move the organization forward.
- 2 **NOT-ENGAGED** employees essentially “checked out.” They’re sleepwalking through their workday, putting in time - - - but not energy or passion - - - into their work.
- 3 **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.

Engagement & Mission

Employee Engagement effects The Organization Goals

- Engaged Employees are motivated to contribute to the organizational success
- Engage employees choose to utilize their talents to accomplish tasks important to the achievement of the organizations goals

Ultimately Engagement is driven by leaders:

People leave
managers,
not companies.

MARCUS BUCKINGHAM

The Gallup Group



Engagement & Mission

Engaged Employees directly affect the mission and vision of the organization

- As a leader, we must use the Mission to unify our team's work
- More than ever our mission and values communicate who we are to our customers, patients, employees, and investors.
- Everyone wants to know when they put their time, energy, money, and support behind an organization, the organization is positively impacting the community.
- Cultivating a Diverse workforce impacts engagement and our ability to meet our mission and values

Engagement & Adaptability

Now leaders must be adaptive and flexible with their employees

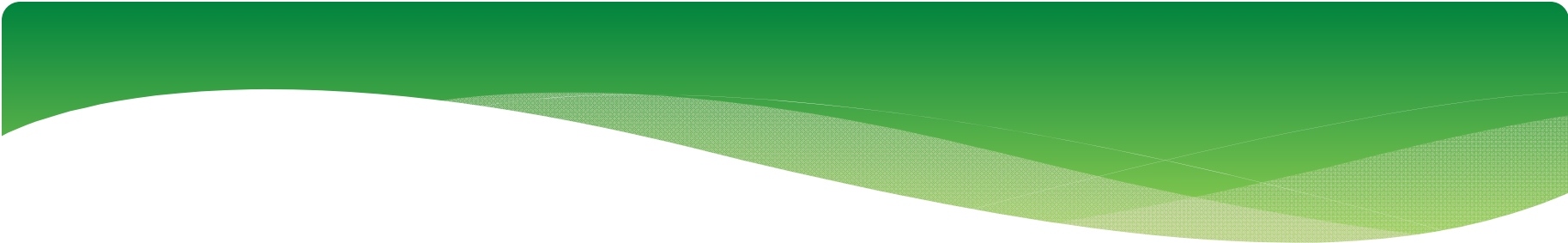
- In uncertain times, adaptability is key
- Leaders need to respond with timely, informed decisions
- Leaders need to balance staff flexible with team accomplishment
- Leaders need to remain optimistic. Be honest with staff acknowledging both the good and the bad, the lessons learned, and the visions of the future to come.

What is “Engagement?”

For engaged employees, work is in a state of flow

- Passionate about what they do
- Possess abilities matched to their work
- Psychologically and emotionally committed to the mission
- More customer-focused
- More safety aware
- Less likely to leave an organization
- Proud of the organization
- Advocates for the team

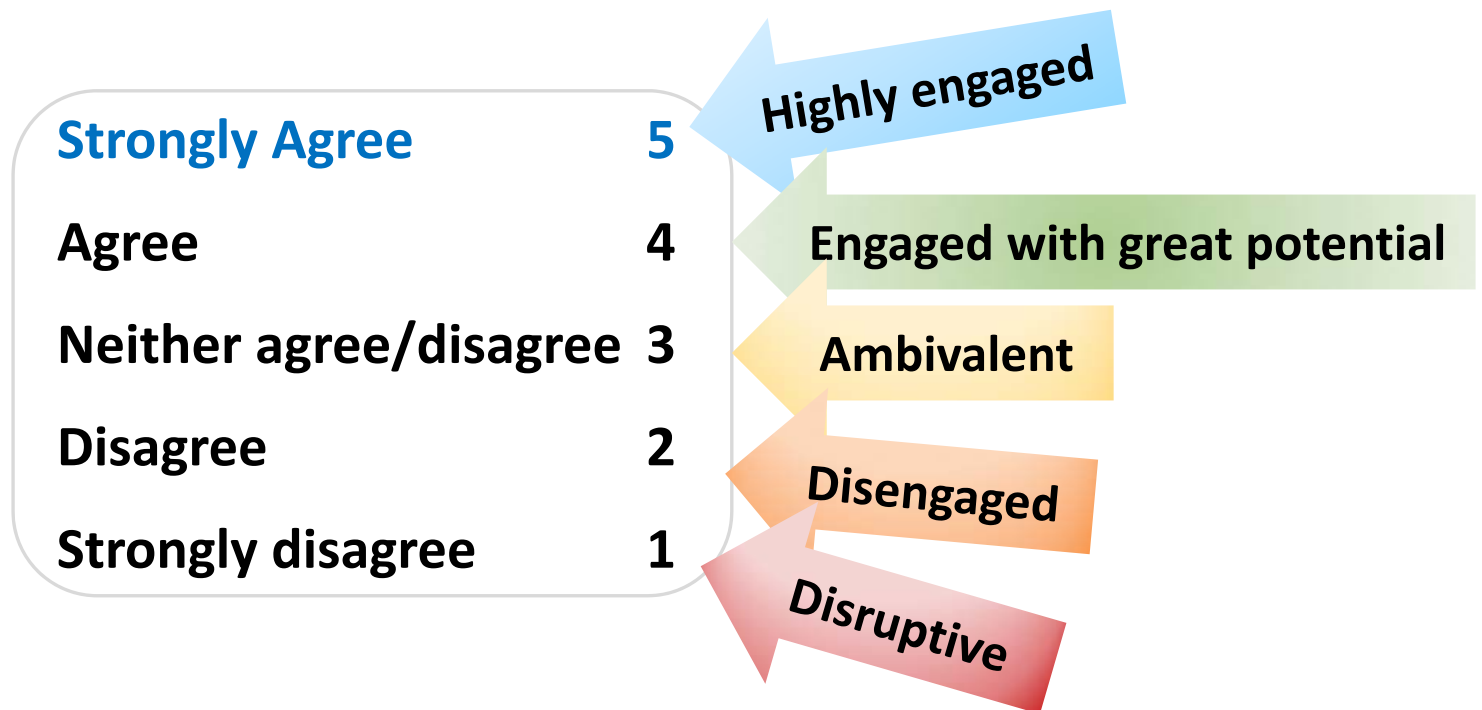




MEASURING ENGAGEMENT

Measuring Engagement

- Engagement utilizes statements, and measures a degree of agreement
- Engagement scaling utilizes a 5-point Likert Scale
- The focus is on the % of respondents that scored “5”



Measuring Engagement: The Statements

1. My supervisor cares about me as a person as well as an employee.
2. I know what my supervisor expects of me.
3. In my work area, we have the equipment and supplies to do excellent work.
4. I have received positive feedback about my work in the past month from my supervisor.
5. My opinion counts when decisions are made in my department.
6. In my current job, I can use my best skills each day.
7. My supervisor makes opportunities for professional & personal growth available to me.
8. My co-workers are committed to doing quality work.
9. My job is important to helping our hospital accomplish its mission.
10. I am an important part of this organization.
11. My department is a good place to work.

Measuring Engagement

- Scores can be reported for the organization and departments, year to year
- Periodic Employee Engagement Surveys are helpful:

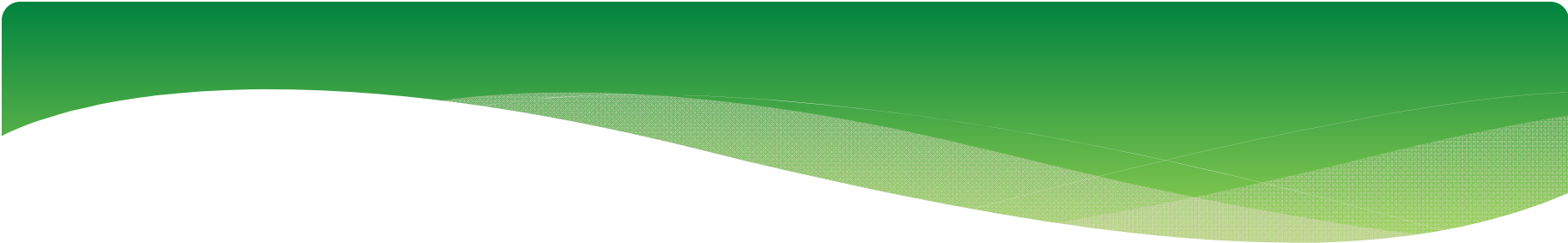
For Leaders

- Creates shared performance goals
- Tracks improvement year to year
- Allows perceptions of management practices and issues

For Staff

- Provides a voice for improving workplace culture
- Allow input to drive strategy and focus on areas of concern
- Empowers teams





STRATEGIES TO BUILD AN ENGAGED TEAM

Building an Engaged Team

How do we do this?....

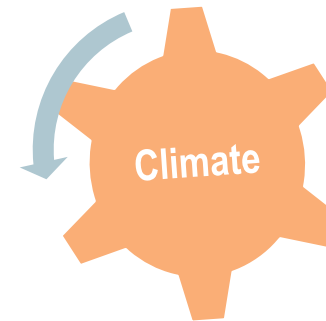


Leadership has the greatest impact on the culture of a team!

Building an Engaged Team

1. Build a strong, positive workplace **climate**, by

- **Providing** clear, well-communicated standards and expectations of the job
- Encouraging **teamwork**
- Encouraging **staff** to take **responsibility**
- **Recognizing** good work
- Embracing **flexibility** & **adaptability** for individuals, and teamwork

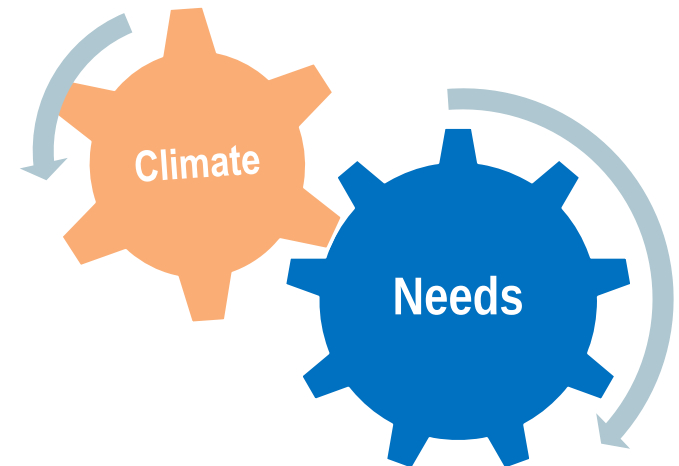


Building an Engaged Team

1. Build a strong, positive workplace **climate**

2. Address employee **needs**, show you care, by

- Recognizing individuals **as a person**, not just another employee
- Sharing the link between **their work** and the **Mission**
- **Recognizing** individual contribution
- Setting a tone of **optimism** about work
- Providing **frequent feedback**
- Sharing a path of **advancement**, when appropriate
- **Encouraging belonging** by sharing the value for each person's unique contributions, and create opportunities for teamwork.



Building an Engaged Team

1. Build a strong, positive workplace **climate**
2. Address employee **needs**, show you care
3. Build **Trust** and **Fairness** into your area...

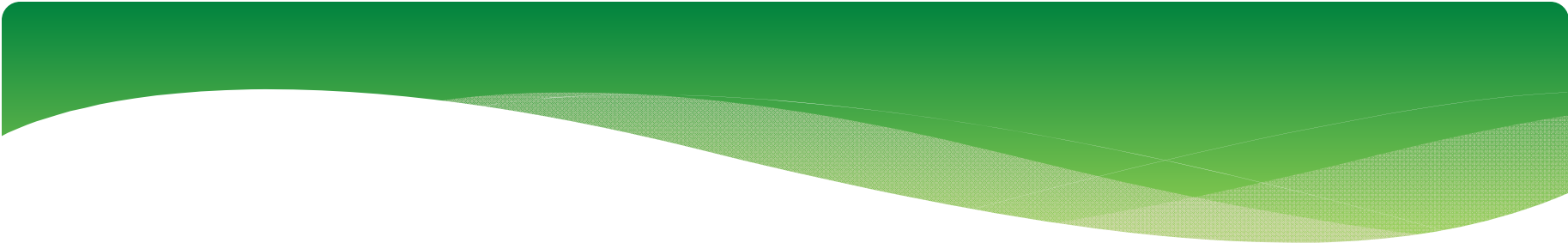
- How do you build trust?

- Encourage Employees to share ideas & suggestions
- Provide a forum for problem solving
- Be an “Active Listener” and hear concerns

- Trust is easy to erode through:

- *Being inconsistent*
- *Having favorites*
- *Not subscribing to honesty*





ENGAGEMENT RESILIENCE THROUGH COACHING

Engagement through Coaching

Reinforcing Engagement through Coaching:

- The team
- The individual
- Critical Coaching Opportunities:
 - Coaching the **New Employee**: Preparing for Success
 - **Continuous** Coaching
 - **Informal** Coaching Opportunities
 - **Formal Review** Process

Your Starting Point as Coach

- **You Can't Do this Alone!**
- **Team Success is driven by great:**
 - Leadership
 - Staff
 - Teamwork



Your Starting Point as Coach

- You Can't Do this Alone!
- This is all driven by leaders adopting *Continuous Coaching*, all year, all staff



Your Starting Point as Coach

Pat Summitt

TN Lady Volunteers Basketball Coach, from 1974 – 2012

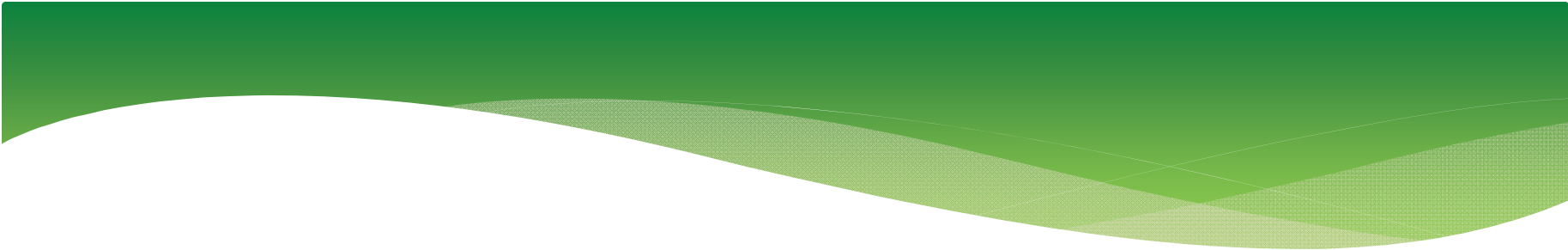
- Holds the most all-time wins (1,098) for a coach in NCAA history
- She never had a losing season.

“Teamwork is what makes common people capable of uncommon results.”

“I think I can help others just by my example.”

“Success is a project that’s always under construction.”





Components of Continuous Coaching

The Components of Continuous Coaching

① Communicating Expectations & Goals



1 Expectations & Goals

- **Share Clear Expectations:**
 - Goals, Policy, Expectations, Civility & Job Duties
 - Pace or Timeline for Progress (Individual Goals)
- **Remember to Include the “Why”**

For New Employees:

consistency, repetition, and being available for clarification are critical

1 Expectations & Goals

- **Demonstrate accountability, for clear expectations:**
 - Lead by example
 - Hold others accountable
 - & Repeat....



The Components of Continuous Coaching

② Building Trust & the Power of Listening



2 Building Trust/Listening

■ Get to Know Staff Members

- Strengths ▶ Focus on genuinely appreciating each person
- Aspirations ▶ Help them be successful
- Potential ▶ Be planning for succession every day

Coaching Is

- Discovering Strengths
- Helping to Learn
- Building Up
- Unlocking Potential & Maximizing their own performance

Coaching is NOT

- Fixing Someone
- Telling them What to do
- Doing things for them

2 Building Trust/Listening



Give a person a fish,
feed them for a day.

Teach a person to fish,
feed them for a lifetime.

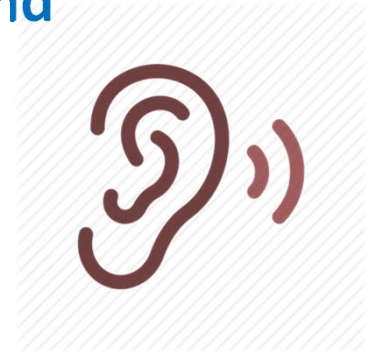
- Unknown

This is not a once time event, but a continuous process;
ensuring success for new employees, new processes, and
sustaining team performance.

2 Building Trust/Listening

- **Listen with Empathy and Intent to Understand**

This means to listen for understanding and identifying with the other person's feelings. Also showing that you value what is being said through eye contact and nodding.



- **Be present with that person.**

Don't let your phone, or other interruptions distract from listening.

- **Do not tell others you know how they feel.**

- **Ask open-ended questions and listen.**

Take notes if you want to make sure you capture information.

- **Thank them for sharing their concerns.**

2 Building Trust/Listening



2 Building Trust/Listening

- **Communicate Positive Intent of Your Actions**

Explain what you are doing before you do it. By explaining your actions, you can share how it will benefit them and reach the desired result.

- **Use inclusive words such as *us* and *we*, instead of *I* or *me* or *they* or *them*.**
- **Explain why.**
- **Ask if they have any clarifying questions.**



2 Building Trust/Listening

- **Provide Opportunities for Others to Ask Questions**

- **PAUSE!**

Sometimes in our hurry we do not make time for questions.

- **What questions can I answer for you?**

*Is more successful, rather than
“Do you have any questions?”*

- **Encourage questions by:**

- STATE there is no such thing as a bad question
- REPLY that is an interesting statement
- ASK what do you think?

- **Look for signs of confusion or concern.**



2 Building Trust/Listening

- **Build a healthy, safe work environment where employees want to come to work**
- **Create a Supportive Work Environment**
 - Remember, we all can make mistakes
 - Engage Staff in Process Improvement
 - Foster Learning from Mistakes
 - Hold Individuals Accountable
 - Ensure all employees practice civility and make it part of your culture



The Components of Continuous Coaching

③ Gather Feedback



2 Gather Feedback

- **Purposeful Rounding**
Based on Observed and Results, Gather Feedback
 - Investigate concerns
 - Provide support on the development journey
 - Provide constructive feedback



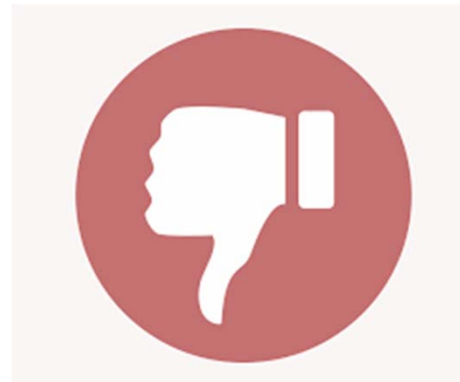
The Components of Continuous Coaching

④ Constructive Reinforcement



4 Constructive Reinforcement

- **Two types of Reinforcement**
 - **Positive, or encouraging, Reinforcement**
makes the person more likely to repeat a behavior
 - **Negative, or discouraging, reinforcement**
makes the person less likely to repeat a behavior



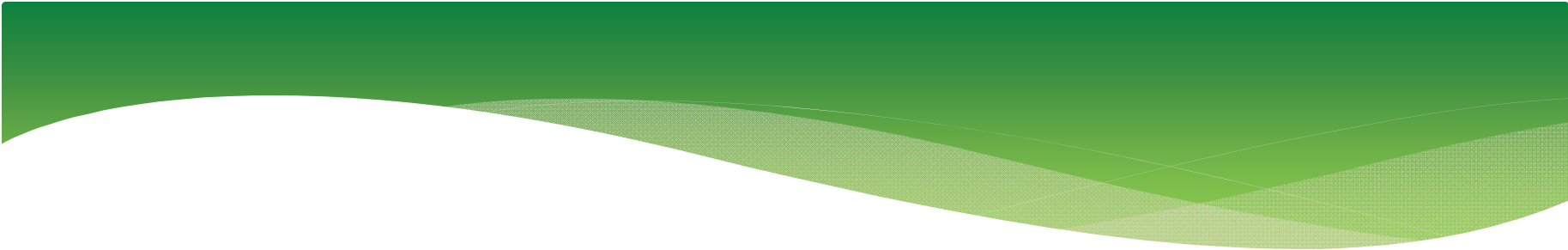
4 Constructive Reinforcement

Make Deposits in their “Emotional Bank” when possible.
- Stephen Covey



CLASS ACTIVITY

What are some things you can do to make deposits in the lives of people on your team?



Best Practices for Informal Coaching

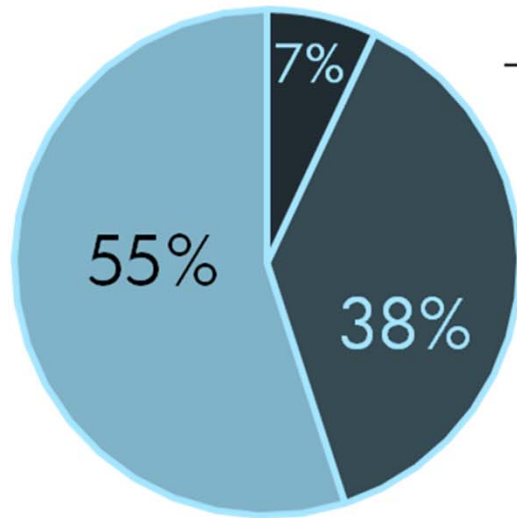
Informal Coaching

- **Take Advantages of Opportunities to**
 - Praise, for good progress, or teamwork
 - Constructive identification and support for improvement
- **Respect *every* person, and *every* role on your team:**
 - Acknowledge the contributions of others
 - Praise in public and correct in private
 - Never share others private information



Informal Coaching

- **For those Coaching Conversations:**
 - Face-to-Face is best
 - Don't Ignore Opportunities for Informal/Continuous Coaching
- **Communication is made up of three critical elements**



Dr. Albert Mehrabian's 7-38-55% Rule

Elements of Personal Communication

- 7% spoken words
- 38% voice, tone
- 55% body language

Informal Coaching

Insist on Civility between co-workers and teams

- Ensure every employee is treated with courtesy, politeness, respect and empathy
- Do not tolerate employees who treat other team members with disrespect and rudeness
- Don't allow employees or leaders to be insulting, short-tempered or bullying
- Do not tolerate Desk Rage or Rage outburst
- Don't allow employee problems to fester throughout the team

Without Informal Coaching

Workplace Dysfunction can thrive, such as:

- Bullying or Threatening Behavior
- Increased stress and anxiety
- Increased Turnover
- Lost Productivity and Quality
- Increased Absenteeism
- More Employee Accidents

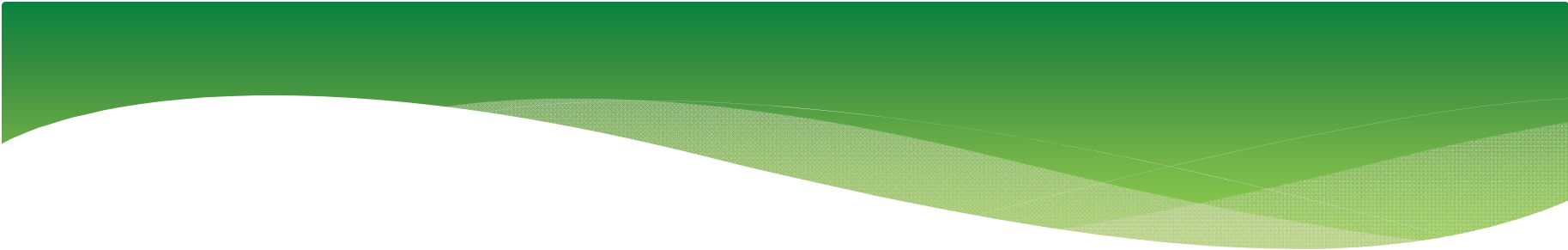
With Negative Outcomes:

I QUIT!

The Dangers of Crossing the Line



*When a culture of Civility is ignored,
there is an increase in Discrimination and
Harassment claims*



Best Practices for Formal Coaching

Formal Reviews

- **Organization's Annual Review**
- **Organization's Provisional Review**
(for new employees, at 6 months from hire)
- **Provide a formal opportunity to “Close the Gap” between expectations & performance, creating shared goals**

For Leaders

- Communicate shared goals
- Encourage accountability
- Track performance/competence

For Staff

- Receive shared expectations
- Feedback for understanding
- Understand Progress

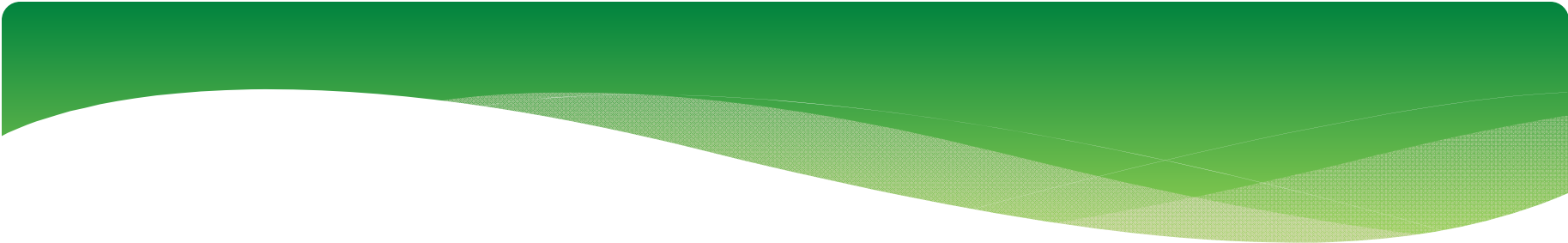


Formal Reviews: Prepare Well

- **Intend to Provide the Gift of Honesty**
- **Be thorough in Preparing the Formal Review**
- **Set Uninterrupted time aside to meet with the employee**
- **Review the Employee file**
- **Evaluate the Employee's contribution to the team**
- **Determine if the Employee has satisfied Goals**

Formal Reviews

- Discuss what is going well & what needs improvement
- Set goals & expectations
- Set **SMART** Goals for growth/change for the coming year
 - S for *Specific*
 - M for *Measurable*
 - A for *Attainable* (realistic)
 - R for *Relevant to the Organization* (worthwhile)
 - T for *Time Bound*



TEST YOUR SKILLS

THE ENGAGEMENT CHALLENGE

The Engagement Challenge

① You notice a new employee seems confused...



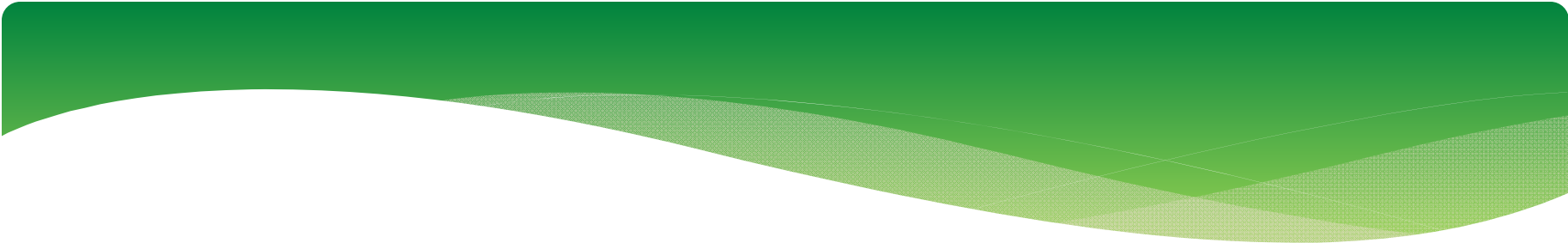
- Make sure they have had the training/ orientation to be successful
- Clarify what is expected for their role
- Make another co-worker is available for those questioning and confirm moments

The Engagement Challenge

**② You have a new process,
and You are worried about
how staff will react.**



- Communicate changes in advance
- Seek staff input if possible
- Ensure staff is aware how changes impact their work
- Round or follow up with staff after process implemented



IN SUMMARY

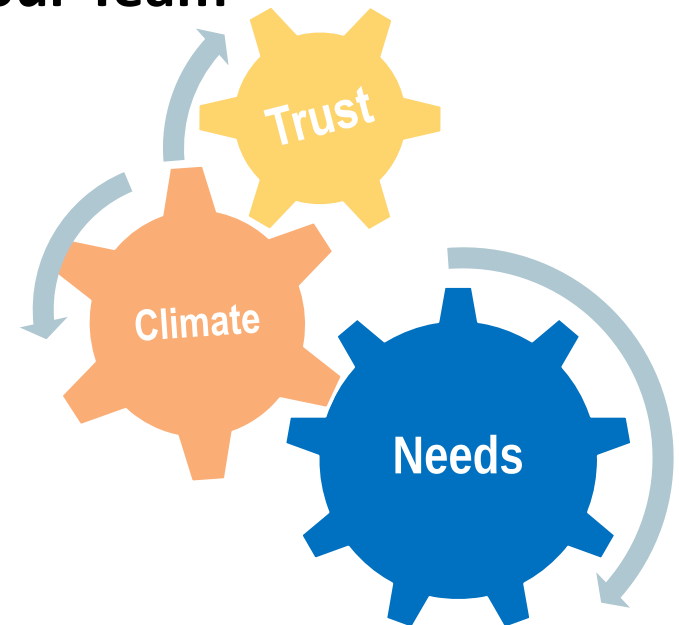
In Summary

Great Leaders Drive Engagement by:

1. Building a strong, positive workplace **Climate**
2. Addressing employee **Needs**, showing you care
3. Building **Trust** and Fairness into your area

Key Strategies to reach these goal:

1. Make it a Habit to Round on Your Team
2. Use Best Practices by being a:
 - Communicator
 - Listener
 - Advocate for your team
3. Practice Continuous Coaching throughout the year



PAT SUMMITT'S DEFINITE DOZEN

- Respect yourself and others
- Take full responsibility
- Develop and demonstrate loyalty
- Learn to be a great communicator
- Discipline yourself so no one else has to
- Make hard work your passion
- Don't just work hard, work smart
- Put the team before yourself
- Make winning an attitude
- Be a competitor
- Change is a must
- Handle success like you handle failure

Source: PatSummitt.org



USA TODAY
SPORTS



Questions

Thank You!