Empowering and Engaging People

Course 4:

Supervisory Development Program

Schedule

Day 1	AM	PM
	Preparing the Learning Climate Getting to know you better Expectation setting Course overview Pre-test	Types of Engaged Employees Developing Employment Survey
	Defining the culture of high performance Strategies for building and sustaining a culture of high performance Describing Power, Empowerment and Employee Engagement	Elements of an Effective Team Stages of Team Development

Schedule

Day 2	AM	PM
	Managing time Time Management Matrix Identifying and prioritizing tasks Delegation	Building and nurturing high performance through Employee relations programs Identify creative ways to enhance employee performance Involve employees in employee relation programs
	Meeting Management Objective, Agenda Roles of meeting participants Timer, Recorder	Action Planning Integration and Closing Synthesis of Learning Post-Test Course Evaluation

My Favorite Organization

- Individually: think of the best organization that you have worked for or you're familiar with…

 – examine the reason why you like the organization

  – 5 minutes

Elements of a High Performance Organization

PEOPLE
- Leadership
- Culture
- Communications
- Morale
- Organizational Effectiveness
- Customer Focus

Sustainability &
Continuous Improvement

TECHNOLOGY
- Physical Plant
- Logistics
- Hardware/ Software
- Industry "know how"

PROCESS
- Management Systems
- Business Process Optimization
- Key Performance Measures
- Balanced Scorecard
- Short Interval Controls
- Root Cause Analysis

The Culture of High Performance

- Developing a sense of purpose
- Building ownership through involvement
- Promoting empowerment and equal opportunities
- Recognizing accomplishments
- Demonstrating support
- Accessing employee relations programs

Performance Culture

Engaging

Purpose

Competence Enabling Performance Learning Relatedness Energizing

Autonomy
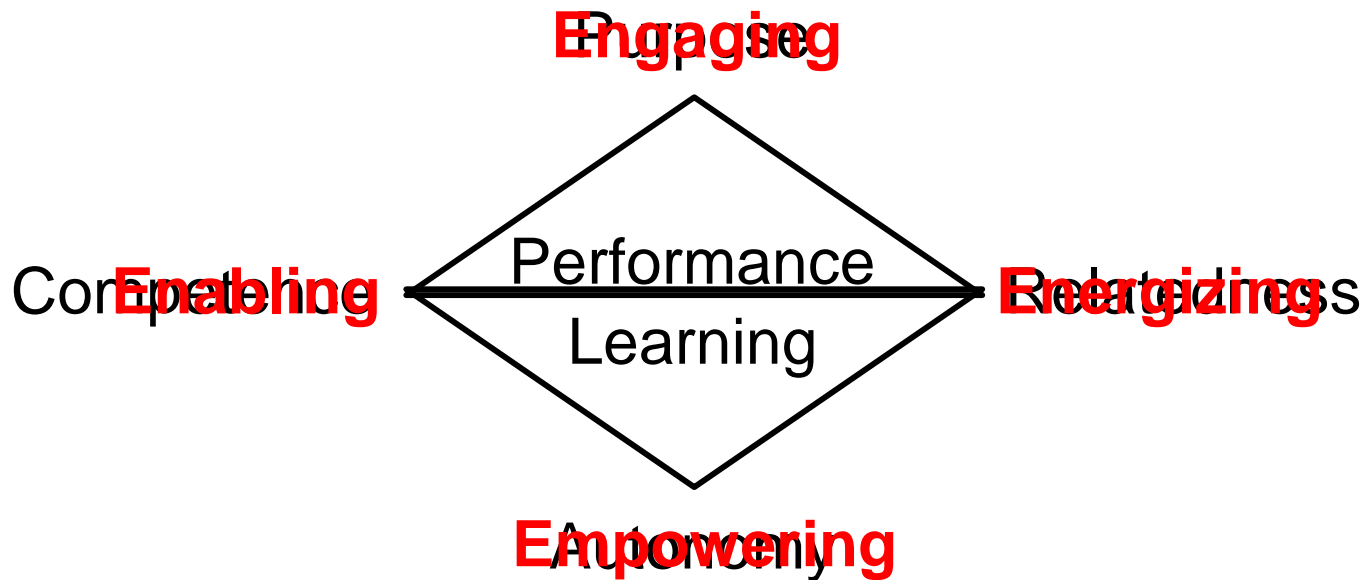
Empowering

Nurturing Performance Culture

- **Engaging**: Creating Commitment
- **Enabling**: Providing Resources
- **Empowering**: Letting Go
- **Energizing**: Recognizing Contributions

4 Es

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Engage

- Establish Focus
- Involve People
- Acknowledge
- Create Commitments

Enable

- Provide Learning
- Create Opportunities
- Make available resources
- Improve Processes

4 Es

Energize

- Foster collaboration
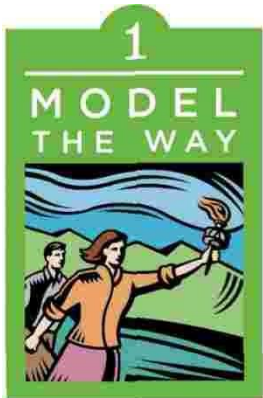- Recognize Achievements
- Monitor & Evaluate Performance
- Celebrate success

Empower

- Provide 2-way communication
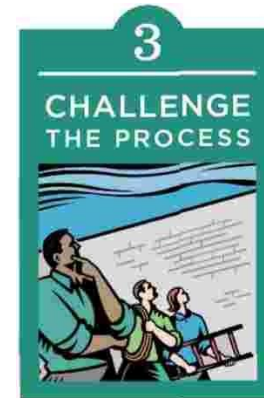- Support decisions
- Reinforce actions

Investors in People

9 CREATING SUSTAINABLE SUCCESS

8 DELIVERING CONTINUOUS IMPROVEMENT

7 BUILDING CAPABILITY

IMPROVING

1 LEADING AND INSPIRING PEOPLE

2 LIVING THE ORGANISATION'S VALUES AND BEHAVIOURS

3 EMPOWERING AND INVOLVING PEOPLE

LEADING

ORGANISATION AMBITION

6 STRUCTURING WORK

5 RECOGNISING AND REWARDING HIGH PERFORMANCE

4 MANAGING PERFORMANCE

SUPPORTING

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The Leadership Challenge

Find your voice by clarifying your personal values.

Set the example by aligning actions with shared values.

Envision the future by imagining exciting and ennobling possibilities.

Enlist others in a common vision by appealing to shared aspirations.

Search for opportunities by seeking innovative ways to change, grow, and improve.

Experiment and take risks by constantly generating small wins and learning from mistakes.

The Leadership Challenge
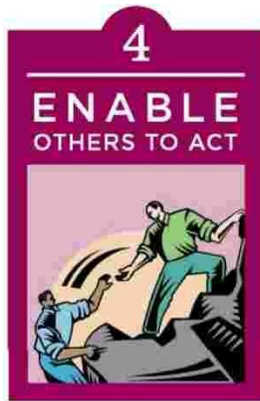
Foster collaboration by promoting cooperative goals and building trust.

Strengthen others by sharing power and discretion
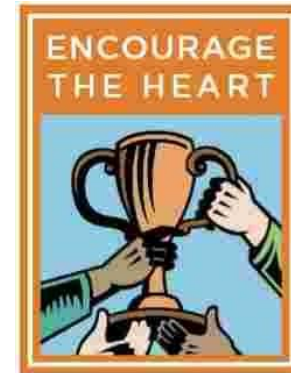
Recognize contributions by showing appreciation for individual excellence.

Celebrate the values and victories by creating a spirit of community.

Empowering and involving people
There is a culture of trust and ownership in the organisation where people feel empowered to make decisions and act on them.

Themes	Developed In place and understood	Established Engaging and activating	Advanced Creating positive outcomes	High Performing Embedded and always improving
Empowering people	People have access to the knowledge and information they need to do their job well	People feel empowered to identify ways to improve how they do their job	People are encouraged to take the lead and have the opportunity to develop their leadership skills	People use their initiative to lead and take ownership over delivering the organization's objectives
Participating and collaborating	People or their representatives are consulted about decisions which have an impact on them	People are involved in decisions that have an impact on them and feel their contribution makes a difference	People consistently participate in decisions and feel their contribution makes a difference	Participation, collaboration and teamwork are at the heart of the organisation's approach to decision-making
Making decisions	Leaders trust and support people to make decisions in line with their level of responsibility	Leaders involve people when establishing their level of decision-making, in line with their role	Leaders are open and transparent about sharing information which enables people to make and act on decisions	People are empowered to challenge the status quo to improve the organisation's improvement

Empowerment

- "A process by which one increasingly takes greater charge of oneself and one's life. It is not an end-state. One cannot become a "self-empowered person." It is a process of becoming in which one behaves in a more or less empowered way"

Hopson & Scally 1981

Why do staff assume that there is no choice?

Why people assume there is no choice

- Making a choice frequently requires:
  - Positive self-esteem
  - Decision making skills
  - Confidence
  - Acceptance of responsibility for the outcomes (good or bad)

  Choosing not only requires responsibility but also means being held accountable for outcomes

Arnstein 1969

Arnstein's Ladder of Participation

8	Citizen control
7	Delegated power
6	Partnership
5	Placation
4	Consultation
3	Informing
2	Therapy
1	Manipulation

Arnstein's Ladder of Citizen Participation

- Arnstein's ladder is a metaphor for understanding whether citizen participation is genuine, honest, and effective -- whether the concerns of everyday people have a chance of influencing the outcome of a decision

Arnstein's model of Ladder of Participation

- **Manipulation** –

  individual merely serve to rubber-stamp the desires of advisory committees or management.

- **Therapy** –

  managers allow staff to let off steam under the masquerade of "participation." Yet their anger and frustration is not heeded.

Arnstein' model of Ladder of Participation

- **Informing** –

    information-giving is first step towards legitimate   participation but as it is only one-way, there is scope for misunderstanding

- **Consultation** –

    communication is two-way. However, some managers go through this motion but take little notice of what has been said; as a result distrust develops if ideas are not supported

- **Placation** –

    hand-picked few worthy workers are co-opted onto committees and begin to have some degree of influence but the power-holders retain the right to judge the legitimacy of the advice.

Arnstein's model of Ladder of Participation

- ## Partnership –

    power is re-distributed among through negotiation between workers and power-holders. The agree to share planning and decision-making. Ground rules are established and changed with mutual consent.

- ## Delegated power –

    the level of delegated power occurs when workers achieve dominant decision-making authority over a particular plan or project

- ## Citizen/worker control –

    workers are given full autonomy over an area are put in charge of policy making and decision making.

The Three Types of Employees

Engaged

employees work with passion and feel a profound connection to their company. They drive innovation and move the organisation forward

Not Engaged

employees are essentially "checked out". They're sleepwalking through their workday, putting time - but not energy or passion - into their work.

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

	Engaged	Not Engaged	Actively Disengaged
Philippines	29%	63%	8%
Thailand	14%	84%	2%
Malaysia	11%	81%	8%
Singapore	9%	76%	15%
Indonesia	8%	77%	15%

Source Gallup (2013) State of the Global Workforce

The editor of the Kansas City Star newspaper failed to notice the talent he had working for him. He fired Disney as an illustrator because he "lacked imagination and had no good ideas."

Walt Disney

Lesson: Discover the staff true talent are and cultivate them.

Instead of recognizing and supporting Luther for his contributions and reforms, the Church ignored and then retaliated against him (excommunication)

Martin Luther

Lesson: Listen to and recognize employees for their ideas

Various Definitions of Engagement

✓ Employees' willingness and ability to contribute to company success *(Towers Perrins)*

✓ Staff commitment and a sense of belonging to the organization *(Hewitt)*

✓ Employees' commitment to the organization and motivation to contribute to the organization's success *(Mercer)*

Various Definitions of Engagement

- ✓ Employees' exertion of "discretionary effort"…going beyond meeting the minimum standards of the job *(Hay)*

- ✓ Creating a sense that individuals are a part of a greater entity *(Best Practices, LLC)*

- ✓ Engagement represents the energy, effort, and initiative employees bring to their jobs *(Harvard Business Review)*

Why aren't employees engaged?

Disconnected from:

- organisation
- job
- communication
- opportunities

An "engaged employee" is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests.

https://en.wikipedia.org/wiki/Employee_engagement

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Employee engagement

is not the same as employee satisfaction

Employee **Satisfaction**: A measurement of an employee's "happiness" with current job and conditions; it does not measure how much effort the employee is willing to expend

Employee **Engagement:** A measurement of an employee's emotional commitment to an organization; it takes into account the amount of discretionary effort an employee expends on behalf of the organization

Employee engagement is not the same as employee satisfaction

- **Employee Satisfaction** only indicates how happy or content your employees are. It does not address their level of motivation, involvement, or emotional commitment. For some employees, being satisfied means collecting a paycheck while doing as little work as possible.

- Measuring employee satisfaction and making changes to increase employee satisfaction will not necessarily lead to increased performance.

Employee Engagement

Engagement with Organisation

Engagement with Managers

High Performance

Beyond Engagement

Strategic Alignment

Competency

Engagement with organisation

- measures how engaged employees are with the organization as a whole, and by extension, how they feel about senior management

- this factor has to do with confidence in organizational leadership as well as trust, fairness, values, and respect - i.e. how people like to be treated by others, both at work and outside of work
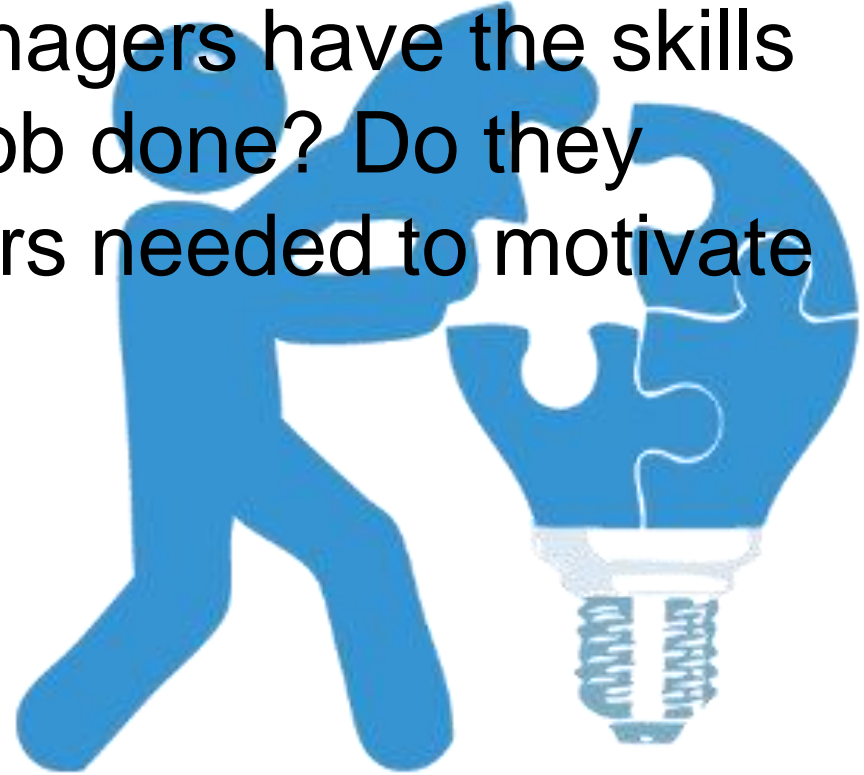
Engagement with Manager

- a more specific measure of how employees feel about their direct supervisors. Topics include feeling valued, being treated fairly, receiving feedback and direction, and generally, having a strong working relationship between employee and supervisor based on mutual respect
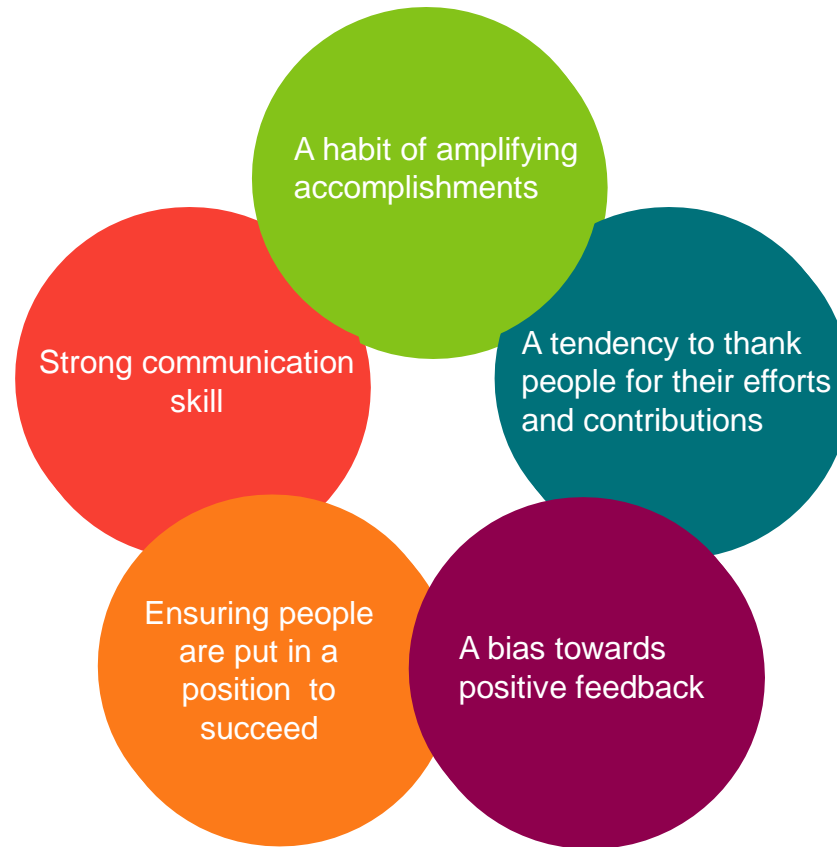
Strategic alignment

- Does the organization have a clear strategy and set of goals? Do employees understand the strategy and goals? Do employees understand how the work they do contributes to the organization's success?

Competency

- Do supervisors/managers have the skills needed to get the job done? Do they display the behaviors needed to motivate employees?

5 Components of Good Supervisor

A habit of amplifying accomplishments

A tendency to thank people for their efforts and contributions

Strong communication skill

A bias towards positive feedback

Ensuring people are put in a position to succeed

Retention is an Outcome of Engagement

TOP 10 VOTED FOR QUESTIONS

1 How do you feel about coming to work every morning?

2 Does your manager inspire you?

3 Do the days you DO want to come into work outnumber the days you DON'T want to come into work?

4 Choose five words that best describe how you feel about coming to work

5 Do you feel proud to tell people where you work?

6 Do you have the tools to enable you to do your job effectively?

7 Do you have the opportunity to contribute to decisions that affect you?

8 Do you understand how your role contributes to achieving business outcomes?

9 Do you trust the information you receive?

10 Do you feel valued for the work you do?

CSC Organisation Climate Survey 2011

TOP 10 ITEMS		
Item	Mean	Rank
I am ashamed to tell people that I work for this organisation. **(R)**	3.70	**1st**
I am always willing to go the extra mile in order to do my job well.	3.64	**2nd**
I get excited thinking about new ways to do my job more effectively.	3.49	**3rd**
I have a clear understanding of the process for delivering targets in our unit.	3.49	**4th**
Our organisation ensures that our clients are satisfied with the services we deliver.	3.48	**5th**
I can see how my own work contributes to my work unit's goals.	3.48	**6th**
I understand how my job connects with the jobs of my peers.	3.46	**7th**
Our organisation has a concrete plan to achieve our change agenda.	3.45	**8th**
I know the results I am accountable for.	3.43	**9th**
There has been a general effort to involve people in the setting of goals.	3.41	**10th**

CSC Organisation Climate Survey 2011

Item	Mean	Rank
BOTTOM 10 ITEMS		
The non-monetary rewards given by our organisation are commensurate to employees with outstanding performance.	2.62	**55th**
The rewards system is based on performance alone.	2.63	**54th**
When behavior change is required for the people, our leaders lead by example and walk the talk.	2.77	**53rd**
I receive recognition when I do a good job.	2.81	**52nd**
Policies are uniformly implemented in this organisation.	2.82	**51st**
There is direct link between individual performance and rewards in this organisation.	2.83	**50th**
External stakeholders affected by the change agenda are involved in setting and implementing the change initiative.	2.84	**49th**
I am rewarded more for good performance than criticized for poor performance.	2.85	**48th**
Our leaders lack sufficient effort to get the opinion of people at my level. **(R)**	2.86	**47th**
People are not encouraged to take risks. **(R)**	2.88	**46th**

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Survey is not enough. It's about giving the right people a voice at the right time using the right methods, and taking action based on what you hear

Drivers of Engagement
- What matters most?

Understanding what
drives engagement
at *your company*
means you can focus your
efforts where they will have the
greatest impact

*"Our data has proven, year after year, that the **emotional side of engagement** is actually four times more powerful than the rational side when it comes to driving the business impacts we care about, which are essentially employees who want to stay with the company and employee productivity."*

Jean Martin
Executive Director, Corporate Leadership Council

Five keys that drive employee engagement

1 M Meaning	2 A Autonomy	3 G Growth	4 I Impact	5 C Connection
Do employees find meaning and purpose in their jobs? Does their work make a difference for others?	Do employees have freedom, self-governance, and an ability to make choices about their work?	Does the job provide development and growth opportunities. Does the work challenge and stretch employees to grow and improve?	Do employees feel like they are successful in their work? Do they see that their effort makes a difference and contributes to the success of the organization?	Do employees have a personal connection with the people they work with, their boss, and the social community of the workplace?

Source: DecisionWise Employee Engagement Survey

Highly engaged employees believe in what they are doing, feel a sense of ownership, and will deliver more than what is required in their roles
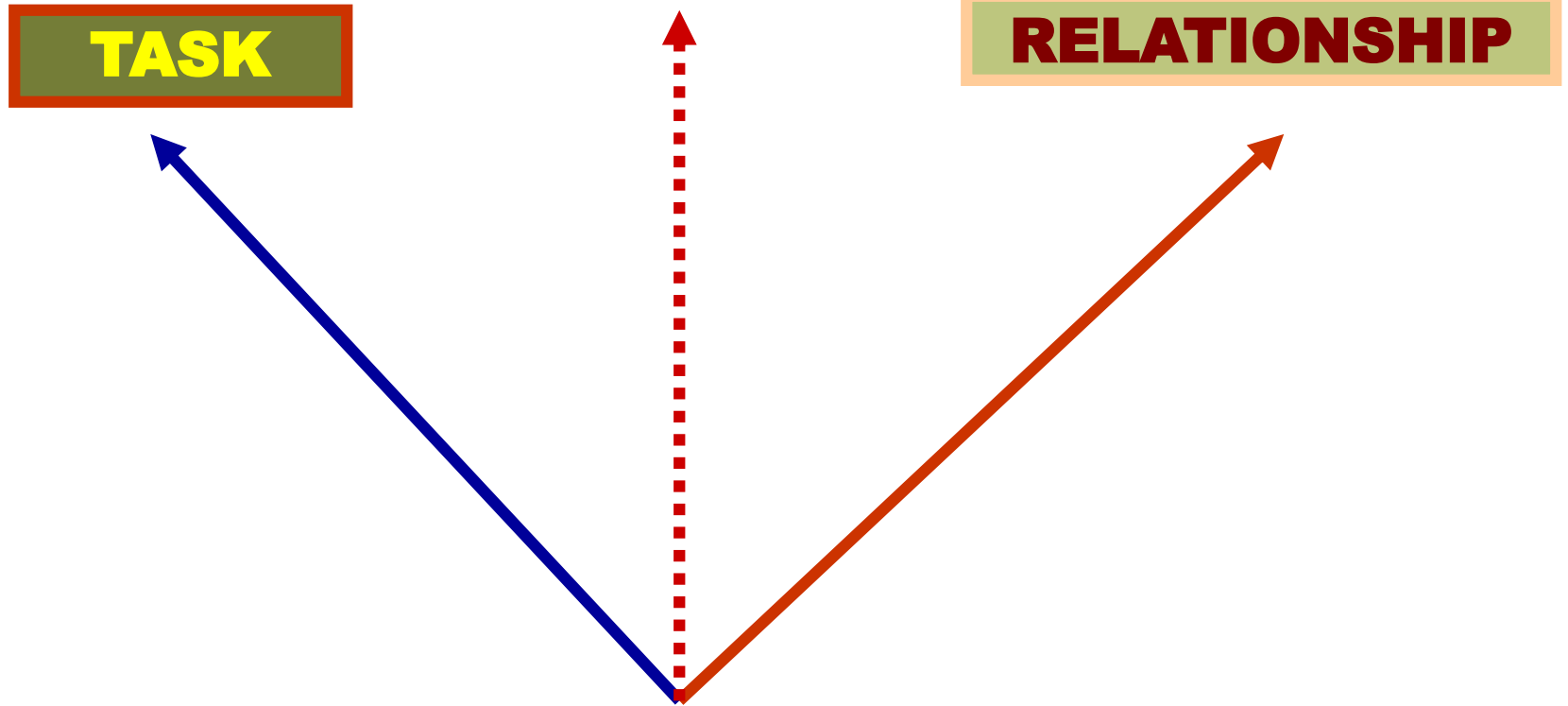

Happy Employees = Happy Customers

TWO COMPONENTS OF AN EFFECTIVE TEAM

EFFECTIVENESS

TASK

RELATIONSHIP

Tasks Roles

- Initiating
- Information or opinion seeking
- Clarifying
- Summarising
- Consensus testing
- Standard setting and testing

Roles People Play in Groups by Ann Porteus

Relationship or Maintenance Roles

- Encouraging

- Harmonising

- Expressing group feelings

- Gatekeeping

- Compromising

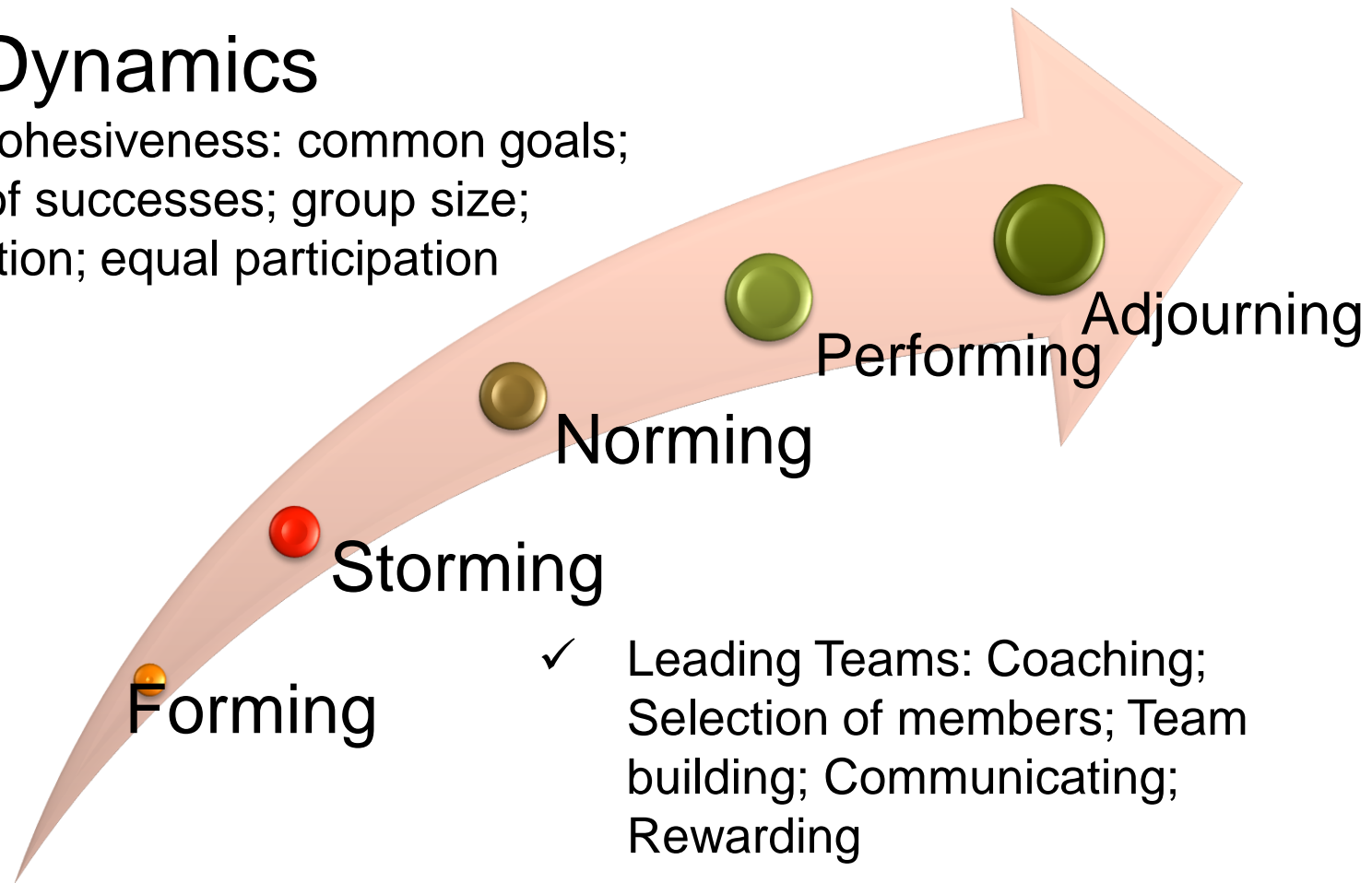Roles People Play in Groups by Ann Porteus

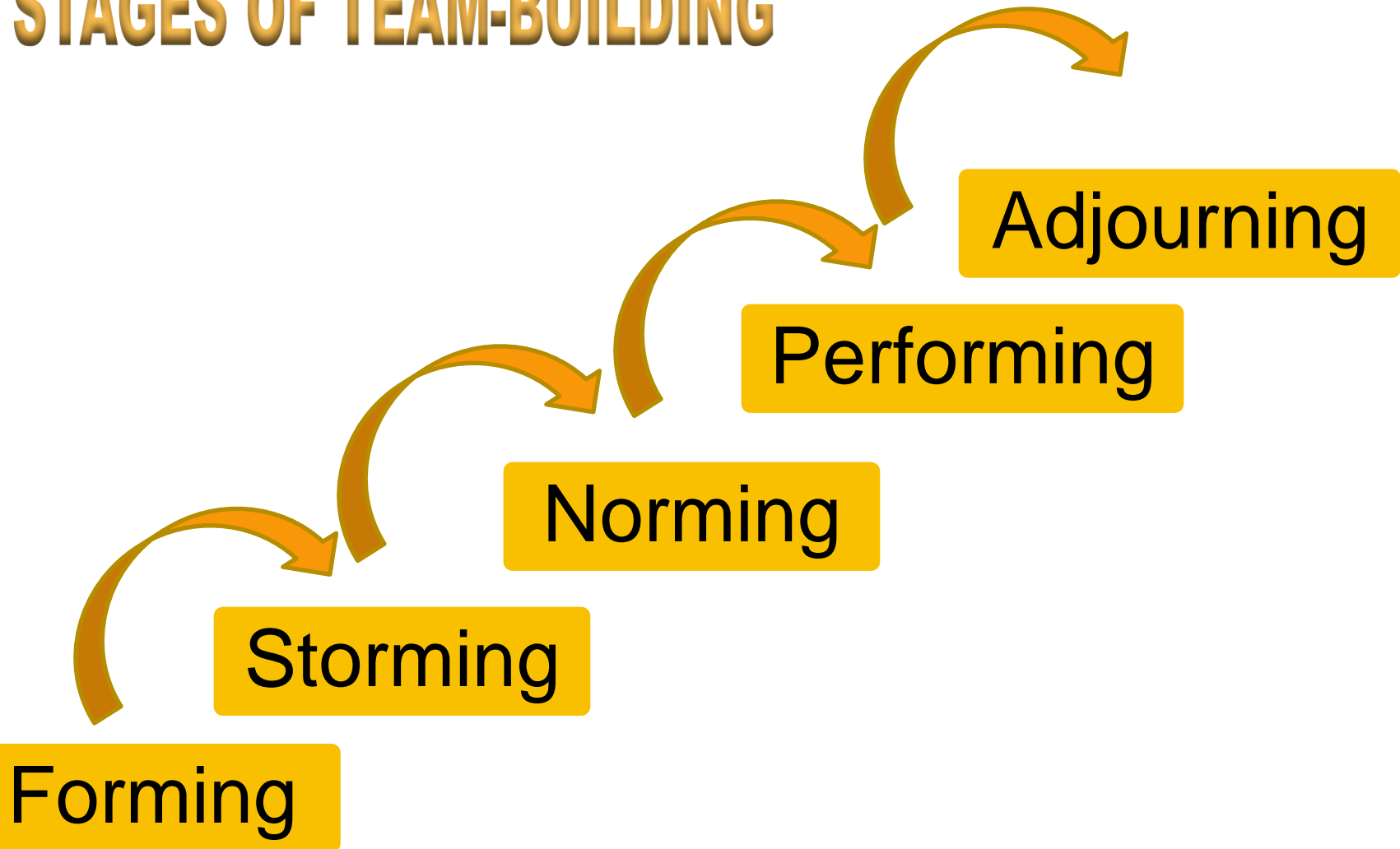# Building Blocks of An Effective Team

PERFORMANCE

CONFLICT MANAGEMENT

COMMUNICATION

TRUST

Stages of Team Development

- ## Group Dynamics
  - ✓ Team Cohesiveness: common goals; history of successes; group size; competition; equal participation

Adjourning

Performing

Norming

Storming

Forming

- ✓ Leading Teams: Coaching; Selection of members; Team building; Communicating; Rewarding

Samuel C. Certo;
Supervision. p. 70-79

STAGES OF TEAM-BUILDING

Adjourning

Performing

Norming

Storming

Forming

`FORMING STAGE

Transition stage, characterized by movement from individual to team member status. This is a period of confusion, testing behavior, and dependence on group leader for direction.

- *Members need to be accepted and avoid conflict*

- *Members are polite to each other but little is achieved due to lack of trust*

- *Members gather information about each other*

- *Members are on their best behavior but focused on themselves*

- *Members agree on goals and work independently*

STORMING STAGE

Conflict, characterized by infighting, defensiveness, and competition. Team members respond emotionally to and resist task demands. Different ideas and opinions compete for consideration

- The team starts to address issues:
    - What problems will we solve?
    - What can we do independently and as a team?
    - What leadership style is best for us?

- Members can open up and confront each other

- Storming can be brief or painful, members' differences need to be tolerated and accepted

NORMING STAGES

Cohesion stage, characterized by an acceptance of team norms and roles. Team members work to achieve harmony. Members agree on one goal and a plan for achieving it

- Some members may have to sacrifice their own plans and ideas for the sake of the team

- Members accept the responsibility and have the ambition to work for the success of the team's goals

PERFORMING STAGE

Work stage, characterized by maximum work accomplishment, high level problem solving and decision making, as well as personal insight and constructive self-change.
Team functions as a unit, without conflict and much supervision

- *Members are:*
  - *Interdependent, knowledgeable and motivated*
  - *Can handle decision-making*
- *Dissent is expected and allowed as long as it is channeled through acceptable means*
- *Supervision is always participative*

STAGES OF TEAM-BUILDING

ADJOURNING

Many teams will reach this stage eventually.

Work or project teams exist only on a fixed period of time.

Even permanent teams may be disbanded or end of work project, has been completed or through organizational restructuring.

Team members developed close relationships with colleagues, and may find this stage difficult particularly if they see uncertainty on their future.

Take time to celebrate the team's achievements.

Team members may be taken again for a new project and it will be much easier to view past experiences positively.

This stage is also called the "mourning" stage.

Think About it….

What supervisory style would you apply if your team is at:
   Forming stage
     Storming stage
     Norming stage
     Performing stage

Let's think of our team back in the workplace

At what stage is your Team?

	Forming	Storming	Norming	Performing
Overview	Set objectives	Resolve conflicts	Facilitate processes	Coach
Direction	High	High	Low	Low
Support	Low	High	High	Low
Leader focus	Individual tasks	People interactions	Task interactions	Team self-development
Persuasion style	Tell/push	Sell/Consult	Listen/advise	Observe/support
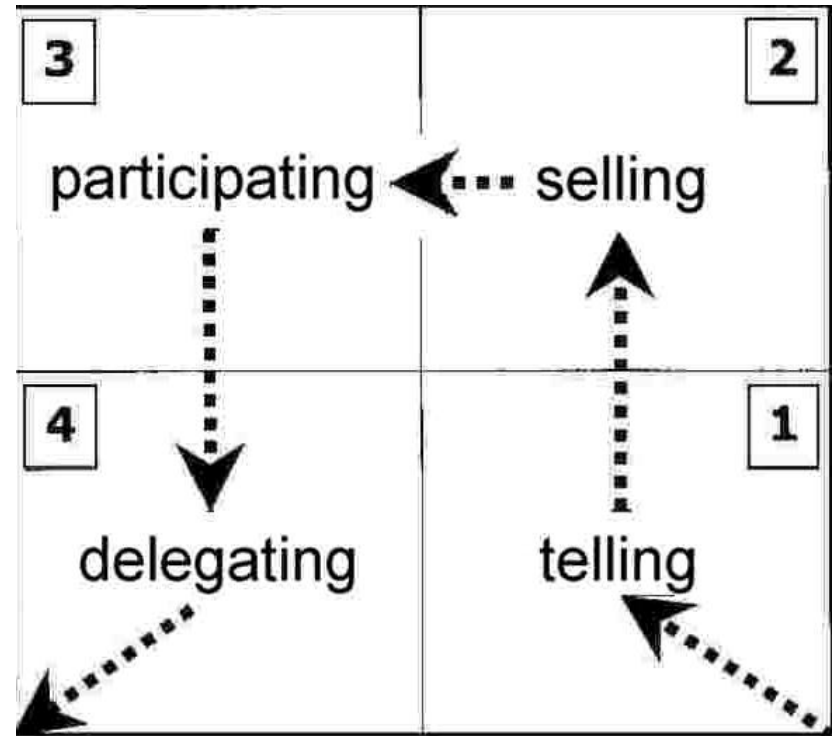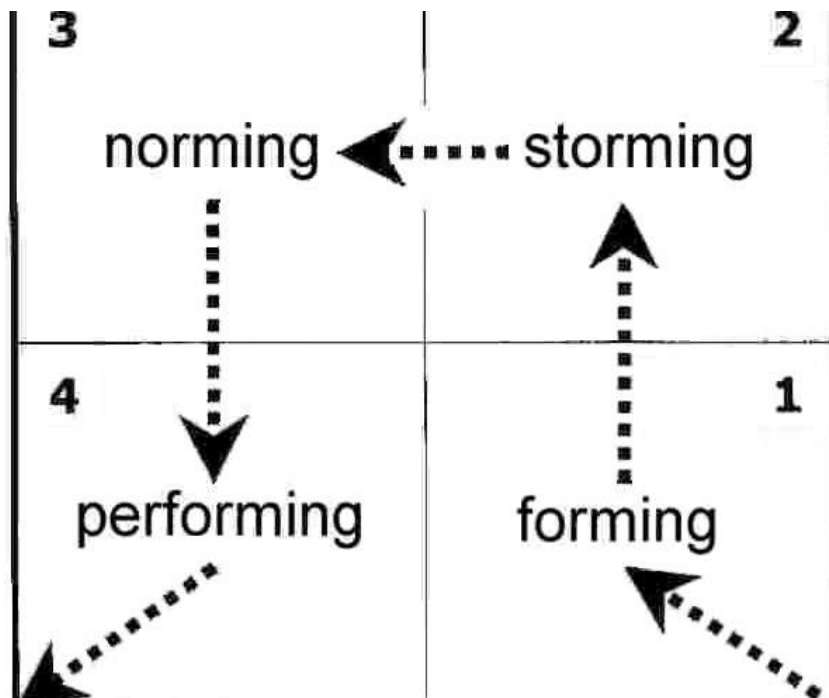
What is a team?

A team is a group of individuals who **work together** to produce a product or deliver a service. Team members **share goals** and are **mutually held accountable** for meeting them, they are **interdependent** in their accomplishment, and they affect the results through their **interactions** with one another. Because the team is held collectively accountable, the work of **integrating with one another** is included among the responsibilities of each member.

From Designing team-based organisations by Susan Albers Mohrman, Susan Cohen, and Alan Mohrman

TEAMWORK

Highly engaged employees believe in what they are doing, feel a sense of ownership, and will deliver more than what is required in their roles

PROS and CONS exercise

Conflict arises from the clash of perceptions, goals, or values in an arena where people care about the outcome

From Communicating at Work by Tony Alessandra, 1993

What is Conflict?

Conflict is any situation in which your concerns or desires differ from those of another person.

Dont's of Conflict Management

- Don't avoid conflict
- Don't be defensive
- Don't over-generalise
- Don't read minds
- Don't focus on winning the argument
- Don't play the blame game
- Don't stonewall
- Don't make character attacks

Conflict Resolution

Thomas-Killmann Conflict Modes
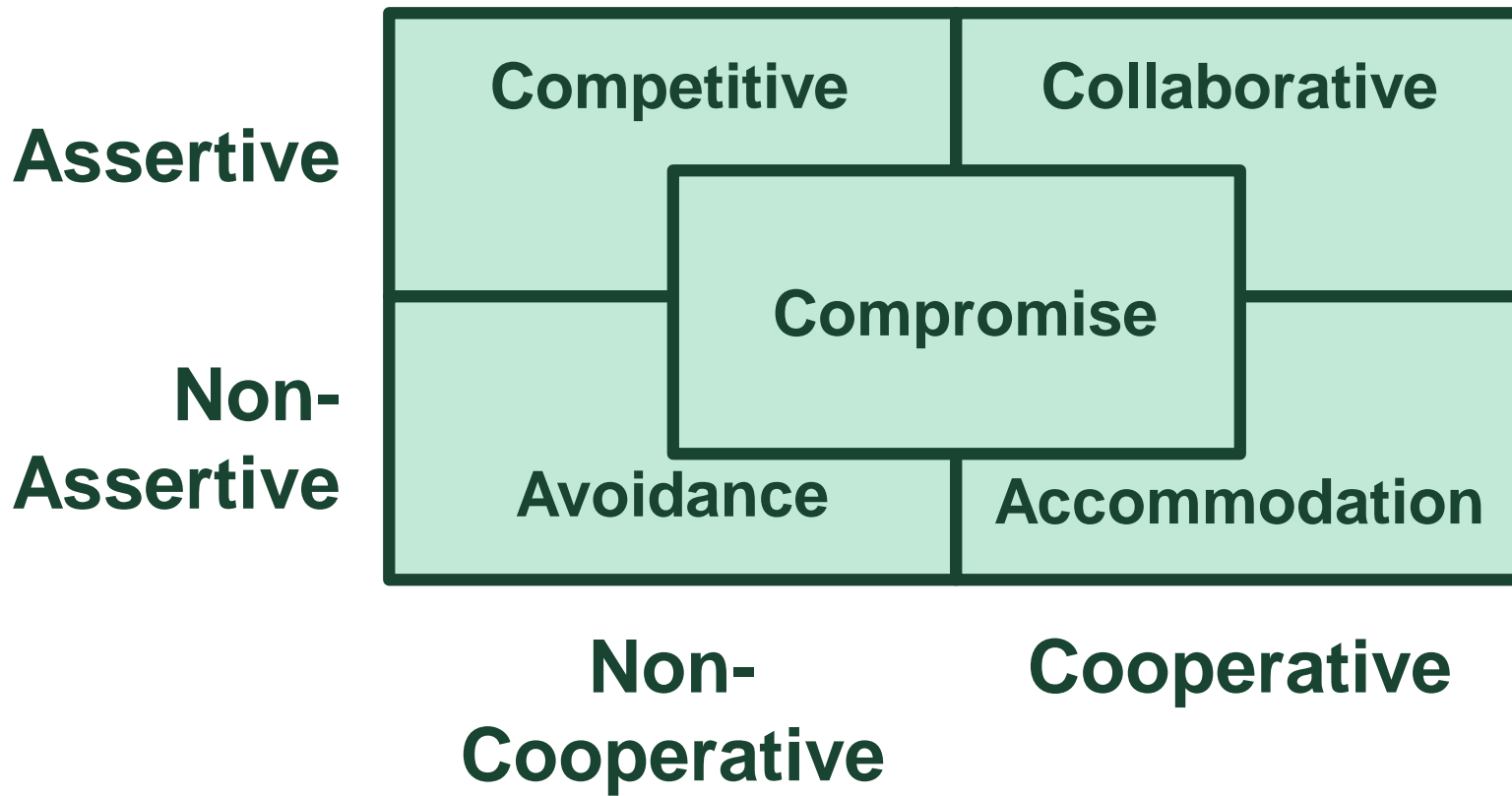
Modes of Resolving Conflict

There are 5 basic ways of handling conflict in the workplace:

1. Competing

2. Compromising

3. Avoiding

4. Accommodating

5. Collaborating

It is important to note that there is ***no one way*** to resolve a conflict and often managers will need to utilize multiple methods in order to reach a resolution.

(*From Thomas-Kilmann Conflict Mode Instrument*)

Competing

- You are assertive and uncooperative in resolving conflict. It means standing up for your rights, defending a position which you think is right or simply trying to beat the other side.

Compromising

- It is at the centre of the model because to some extent it is both assertive and cooperative but only to some extent. Both sides get something but not everything.

Avoiding

- You take an unassertive and uncooperative approach to conflict and don't deal with it. Avoiding may take diplomatically sidestepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation

Accommodating

- You are wholly unassertive and cooperative approach. This is giving in to another person's orders when you would prefer not to; or yielding to another's point of view.

Collaborating

- You are wiling to believe that when two parties are at loggerheads, it is possible for both sides to come out with what they want. Collaborating requires developed conflict resolution skills based on mutual respect, a willingness to listen to others, and creativity in finding solutions.

Methods of Resolving Conflict (cont'd)

Competing

The Competing Method involves handling the conflict through unilateral decision making. This is most appropriately used by managers and leaders in the workplace.

The Competing Method is used primarily for:

- Situations that involve quick action.

- Instances where there is no compromise or debate.

- Making hard or unpopular decisions. (e.g. cost-cutting, discipline, etc.)

Methods of Resolving Conflict (cont'd)

Compromising

The Compromising Method involves handling the conflict by reaching a resolution that involves a "win" on both sides of the table.

The Compromising Method is used primarily for:

- Resolving issues of moderate to high importance.

- Finding a solution that involves equal power and strong commitment on both sides.

- Complex situations where a temporary fix may be needed.

- As a backup mode when collaboration or competition fails

Methods of Resolving Conflict (cont'd)

Avoiding

The Avoiding Method is a way of handling conflict by making an active decision to not handle the conflict. This is best used for situations that are not work related and should be solved through another means.

The Avoiding Method is used primarily for:

- Unimportant or non-work related issues.
- Buying time until a resolution can be reached.
- When others can resolve the conflict more effectively.

Methods of Resolving Conflict (cont'd)

Accommodating

The Accommodating Method is a way of handling conflict by allowing the other side to "win."

The Accommodating Method is used primarily for:

- To build up social credits for later issues that are important to you.

- To aid in the development of your employees by allowing them to experiment and learn from their own mistakes

- Keeping the peace and creating goodwill.

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Methods of Resolving Conflict (cont'd)

Collaborating

The Collaborating Method involves handling the conflict through team input. This means of handling conflict is particularly useful if all parties in the conflict want to find a resolution, but are unable to agree on what the resolution should be.

The Collaborating Method is used primarily for:

- Gaining support from the team.

- Using the different perspectives as an opportunity to learn.

- To merge insights from people with different perspectives on a problem.

Key Elements to Collaboration

- ❑ Parity among partners
- ❑ Convergent Goals
- ❑ Shared Responsibilities
- ❑ Shared Resources
- ❑ Shared Accountability
- ❑ Mutual Trust

Greg Giesen

Why do we need to build a collaborative, inclusive working relationship?

You can have a diverse workforce but not necessarily an inclusive one. ***Diversity*** is the mixture of demographics and experiences reflected in the workforce.

By contrast, ***inclusion*** is the practice of recognizing and valuing all employee perspectives and contributions, and creating opportunities for all voices to be equally heard and inform organizational processes.

☀ DIVERSITY ☀ MATTERS ☀

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Why is diversity important in employee engagement?

What kind of discrimination have you experienced?

Susan BOYLE video

From which generation are you?

Veterans (Silents)	Baby Boomers	Gen X	Gen Y/ Millennials	Gen Z/ Plurals
70+	51-69	35-50	16-34	0 to 15
1920s to 1945	1946-1964	1965-1980	1981-1999	2000 to 2015

Boomers

1946-1964

Baby Boomers

- Competitive and optimistic
- Focused on personal accomplishments
- They live to work – Job or profession defines them
- Many have no work-life balance

Understanding Today's Learner. http://www.learningsolutionsmag.com/articles/80/
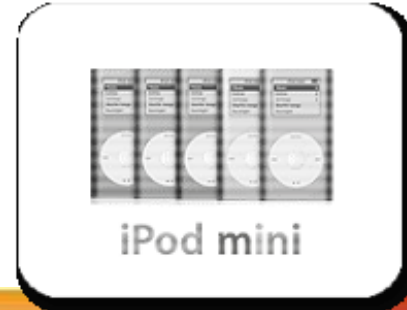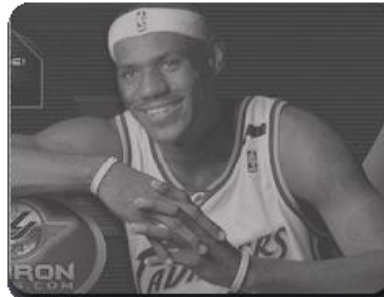
Gen X

1965

-

1980

Gen-X

- Resilient, independent and adaptable
- Take employment seriously
- Sensible and practical
- They work to live, not live to work

Maria A. Ressa

http://www.learningsolutionsmag.com/articles/80/
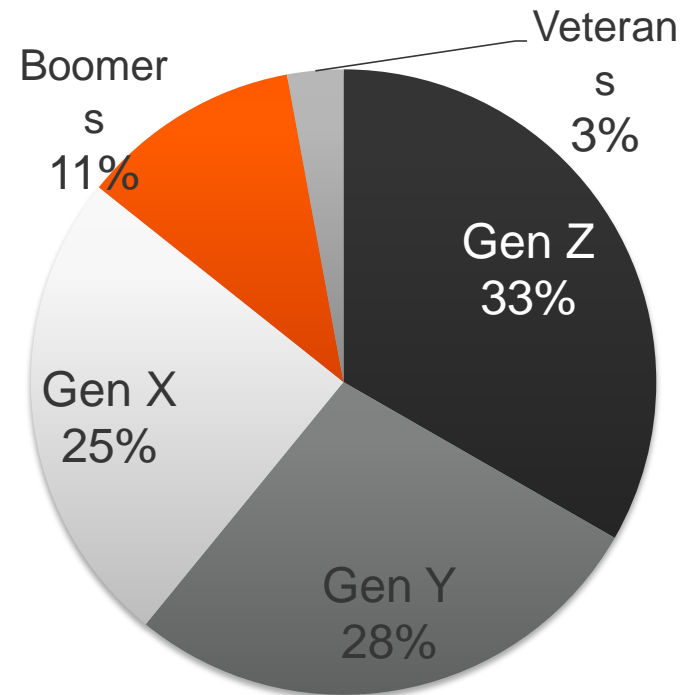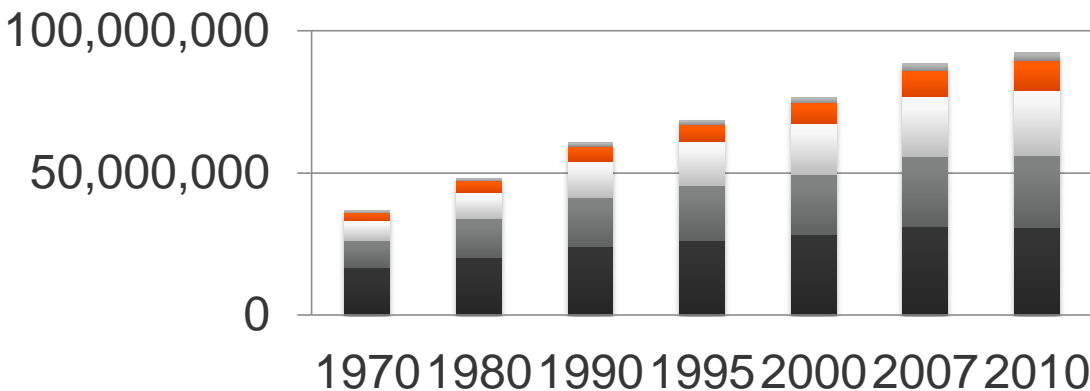
Millennials

1981-1999

Gen-Y

- High level of self-confidence
- Self-reliant and very social
- Generation **Why**?
- Work is a means to an end
- Multi-tasker
- Prefer flexible hours

http://www.learningsolutionsmag.com/articles/80/

the future is here…

Philippine population by age group

- ■ Gen Z
- ■ Gen Y
- ■ Gen X
- ■ Baby Boomers
- ■ Veterans

Veterans 3%

Boomers 11%

Gen Z 33%

Gen X 25%

Gen Y 28%

Total projected population (2015): 102.9 million

Source : http://www.nscb.gov.ph/secstat/d_popnProj.asp

Generational Learning Styles?

What have been said…

Gen-Yers thrive in multi-media learning environment, and enjoy group work

Gen-Xers prefer direct instructions and assignments linked to real world

Boomers need warm learning physical environment – sweaters and free-flowing coffee helpful

CSI

http://www.fit.edu/ctle/documents/Course_Design/Generational%20Learning%20Styles%20Handout.pdf

http://plus50.aacc.nche.edu/Documents/Cambiano2001.pdf

CSI Shaping the Servant-Hero towards Public Service Excellence.

Today's New Breed of Learners

Mixed generations, many likely to be under 30	A digital native (or a very tech-savvy digital immigrant)	Connected 24/7 via a PC and/or mobile device	Highly engaged and regular user of broad range of social media tools

nag.com/articles/80/

Millennials Were Asked....

What are the top five things that make you respect a company?

Top Five

1. Give back to their community.

2. Have fair labor practices.

3. Have products and services that do what they promise to do.

4. Having products and services that truly help people in need.

5. Being "green" or "eco-friendly."

   (Just Kid Inc. KID Formation Series, July 2008, "Meet the Millennial Generation: An Explosive New Consumer Force.")

Studies of Millennials have found that:

- **64%** of them say it's a priority for them to make the world a better place.
- **72%** would like to be their own boss.
- If they have a boss, **79%** of them would want that boss to serve more as a coach or mentor.
- **88%** prefer a collaborative work-culture rather than a competitive one.
- **74%** want flexible work schedules.
- **88%** want "work-life integration," which isn't the same as work-life balance, since work and life now blend together inextricably.

Building Collaborative, inclusive working relationship

- Cultivates a robust network of connection and working relationships.

- Negotiates and influences persuasively

- Promotes value of transparency and open communication

- Address gender and other diversity issues, discriminatory and exclusionary behaviors

- Demonstrate interpersonal savvy.

Barriers to Collaboration

- ❑ Standing on position
- ❑ Failure to recognize complexity of group thought
- ❑ Co-mingling tasks and processes
- ❑ Multi-focusing
- ❑ Serial communication
- ❑ The loudest and the fastest gets the floor
- ❑ Addicted to consistency
- ❑ Distractions and Disassociations

DELEGATION

Delegation is the assignment of new or additional responsibilities to a subordinate; it entails getting work done through others.

When leader delegates work responsibilities, the leader should also delegate enough *authority and accountability*; the ultimate responsibility and accountability to higher-ups, lies with the manager doing the delegating.

What are the advantages of delegating – you as supervisor?
to your direct reports?
to the organisation?

ADVANTAGE OF DELEGATING

The Leader

- saves time
- able to devote more time and energy to important, higher-level activities like planning, setting objectives, and monitoring performance.

The Subordinate

- has a more enriched job
- acquires a chance to develop new skills
- has an opportunity to demonstrate potential for additional responsibilities and promotions.

The Company

- receives a better payoff
- managers can devote more time to important managerial functions, and assignments are carried out at lower levels.
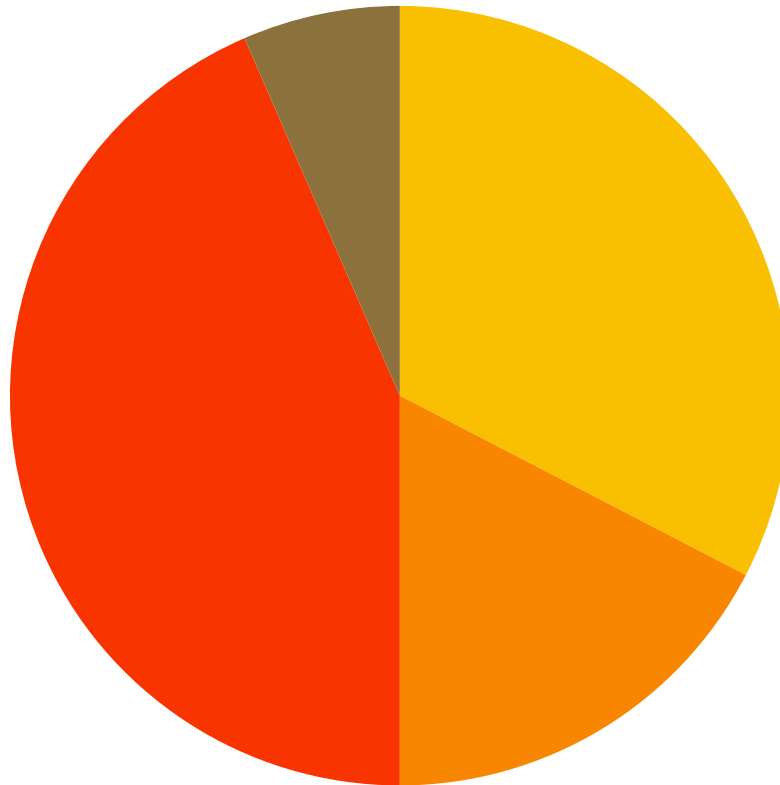- jobs are done better and more cost effectively.

My Time Pie

- Identify the tasks you regularly do on a daily or weekly basis and estimate the number of hours that you spend doing these tasks and prepare a pie chart to show the distribution.

- Meeting Management

Time Pie

Activities/tasks

Activity 1
Activity 2
Activity 3
Activity 4

Eisenhower Decision Matrix

"What is important is seldom urgent & what is urgent is seldom important."

	URGENT	NOT URGENT
IMPORTANT	**Quadrant 1** Important And Urgent *Crises Deadlines Problems*	**Quadrant 2** Important But Not Urgent *Relationships Planning Recreation*
NOT IMPORTANT	**Quadrant 3** Not Important, But Urgent *Interruptions Meetings Activities*	**Quadrant 4** Not Important, Not Urgent *Time Wasters Pleasant Activities Trivia*

The Art of

CSC
Republic of the Philippines
CIVIL SERVICE COMMISSION
CSI
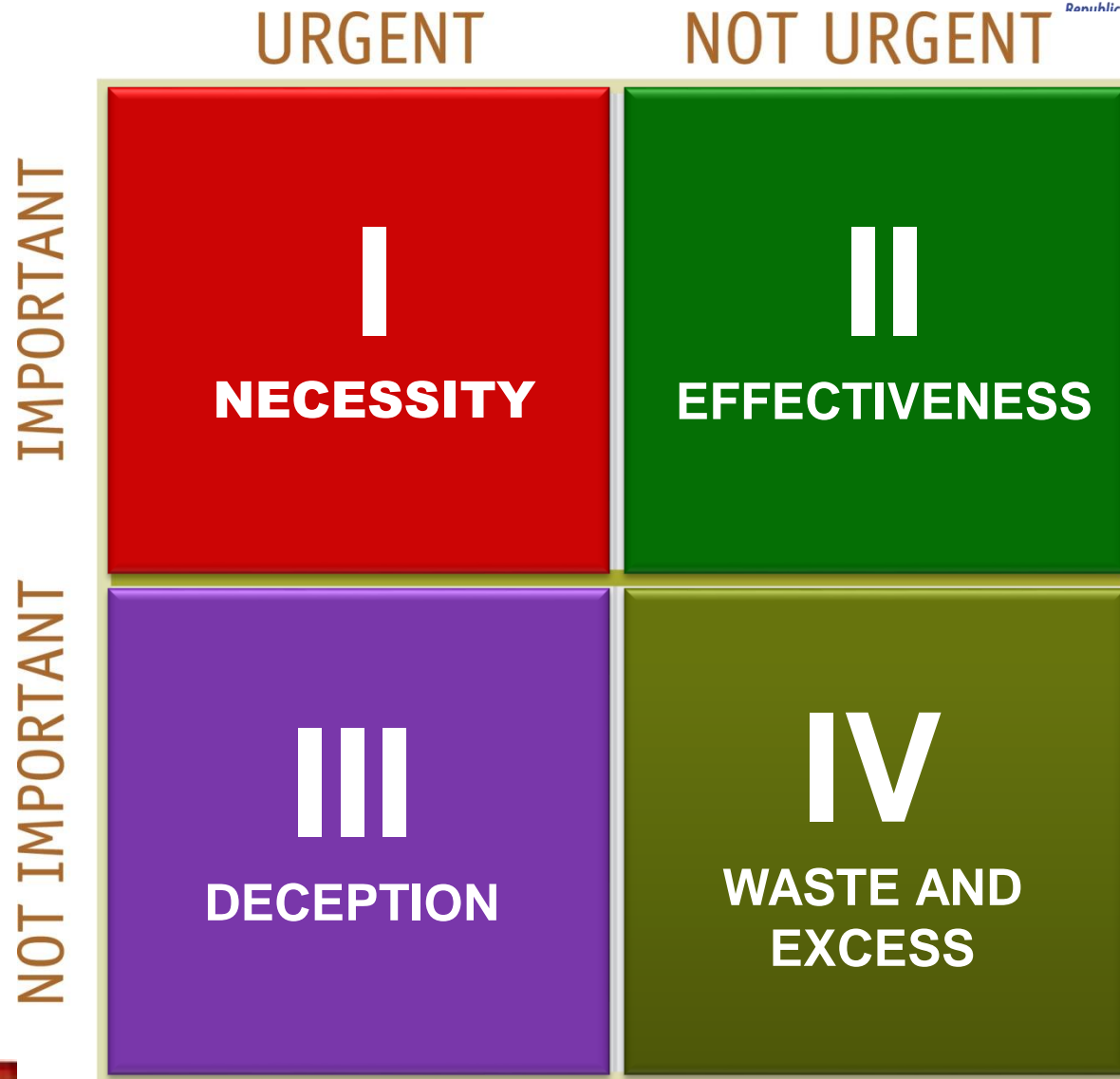
	URGENT	**NOT URGENT**
IMPORTANT	• **Crises** • **Pressing problems** • **Deadline-driven projects, meetings, reports**	• **Preparation** • **Prevention** • **Planning** • **Relationship building** • **Re-creation** • **Values clarification** • **Accounting for results**
NOT IMPORTANT	• **Needless interruptions** • **Unnecessary reports** • **Unimportant meetings, phone calls, mail, e-mail** • **Other people's minor issues**	• **Trivia, busywork** • **Irrelevant phone calls, mail, e-mail** • **Time-wasters** • **"Escape" activities** • **Excessive TV, Internet, relaxation**

Show time! News Cast! Talk show! Advertisement!

With your small group, present your most exciting, memorable employee programs you have participated in.

You have 5 minutes to prepare and 2 minutes to present

Agree on what to present highlighting the event and your role in the event

What have we said about ENGAGEMENT?

Organizational factors that can improve employee engagement:

- **Leadership:** good leadership leads to a happy team
- **My Company:** how much people value their company, and are proud to work there.
- **Personal growth:** whether employees feel challenged by their job
- **My Manager:** the employee-manager relationship

Source: The Best Companies Guide UK 2008

Organizational factors that can improve employee engagement

- **Giving something back:** community service and volunteering opportunities
- **Fair deal:** how well employees are treated in terms of pay and benefits compared to similar organizations
- **Wellbeing:** balance between work and home life.

Source: The Best Companies Guide UK 2008

Individual Action Plan

Identify your current employee engagement strategies

What new engagement strategies will you do?

Engagement Shopping List

- Communicate with energy and passion

- Create experiences

- Support important causes

- Encourage volunteering

- Provide opportunities for social interaction

- Involve employee in decision making

- Encourage online networking

- Share personal stories

- Empower employees

- Hold regular communication forums

- Create a great place to work

- Be fun and informal when appropriate

- First coach, then manage

- Create an open and transparent environment

- Praise and encourage, praise and encourage some more

- Encourage sharing

- Challenge individuals and help them reach their potentials

Integration and Closing

Post-Course Assessment

Course Evaluation