

YOUR **TOMORROW** IS IN YOUR HANDS **TODAY!**



*The AAA is fighting for you!*



# Employee Engagement

How to Create a Culture of  
Commitment

Maria Bianchi, AAA EVP



# Presentation Deliverables

- Overview of empirical data on employee engagement
- Creating A Case statement to management on importance of employee engagement and its connection to businesses bottom line
- Cheat Sheet on ideas to improve employee engagement
- Resources – COACHES Program



# How we will spend our time

- Quick survey of session attendees
- A review of data
- The art of employee engagement
- Generational Similarities, EMS considerations and Other Filters
- 50 Tips
- Breakouts
- COACHES Program
- Innovation



# Quick Survey

- Stand and deliver –
- Stand if you have a full time HR Manager
- Stand if you have a part time HR Manager
- Stand if you have an employee driven committee working on employee activities
- Stand if you survey employees on their level of work/job satisfaction
- Stand if you offer ways for staff to make suggestions



# Why?

## The Three Types of Employees

1

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

2

**NOT-ENGAGED** employees are essentially “checked out.” They’re sleepwalking through their workday, putting 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.



# Data on employee engagement

- Gallup defines engaged employees as those who are involved in, enthusiastic about and committed to their work and workplace. The 2014 employee engagement average is based on Gallup Daily tracking interviews conducted from January to December 2014 with 80,837 adults employed for an employer. Gallup categorizes workers as engaged based on their responses to key workplace elements it has found to predict important organizational performance outcomes.



# Data

## *U.S. Employee Engagement, 2013 vs. 2014*

<b>% Employees</b>	<b>2013</b>	<b>2014</b>
Engaged	29.6	31.5
Not engaged	51.5	51.0
Actively disengaged	18.8	17.5

GALLUP®





# Data interpretation

- The 1.9% increase in engagement from 2013 to 2014 represents 2.5 million employees nationwide.
- Workers' improved engagement levels could be a reflection of the country's improved economic conditions. Engagement began to drop in 2008 during the financial collapse and continued to fall in 2009, not showing any signs of improvement until 2011, and then reaching its current peak in 2014.



# More data

## *U.S. Employee Engagement, by Generation*

% Employees engaged

	<b>2013</b>	<b>2014</b>
Millennials	27.5	28.9
Generation X	29.6	32.2
Baby boomers	30.9	32.7
Traditionalists	38.3	42.2

GALLUP®



# In case you didn't have enough – more data

## *U.S. Employee Engagement, by Job Category*

% Employees engaged

	<b>2013</b>	<b>2014</b>
Manager, executive or officer	34.7	38.4
Farming, fishing or forestry	36	33.6
Professional	30	32.4
Construction or mining	31.5	32.2
Clerical or office	29.3	31.8
Installation or repair	28.5	31.3
Sales	29.2	30.6
Service	27.9	28.2
Transportation	24.1	25.5
Manufacturing or production	22	23

GALLUP®



# What Does Engagement Do?

**Engage + enable** your employees  
and here's how you could benefit

---

Increase **employee**  
**performance** by



**40%**

Increase **customer**  
**satisfaction** rates by



**18%**



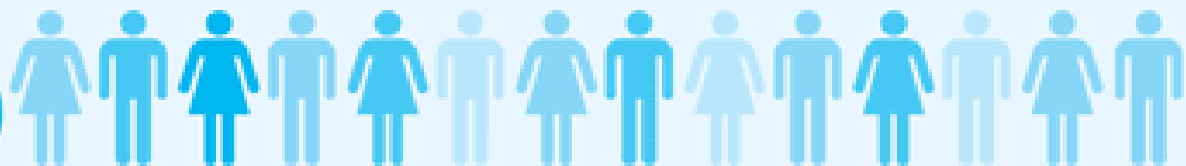
Multiply your  
**financial success**



**x4<sup>1</sup>/<sub>2</sub>**

Decrease **employee turnover** by

**14%**



# Intention is Everything





# Commitment to the Process

## The Hierarchy of Commitment

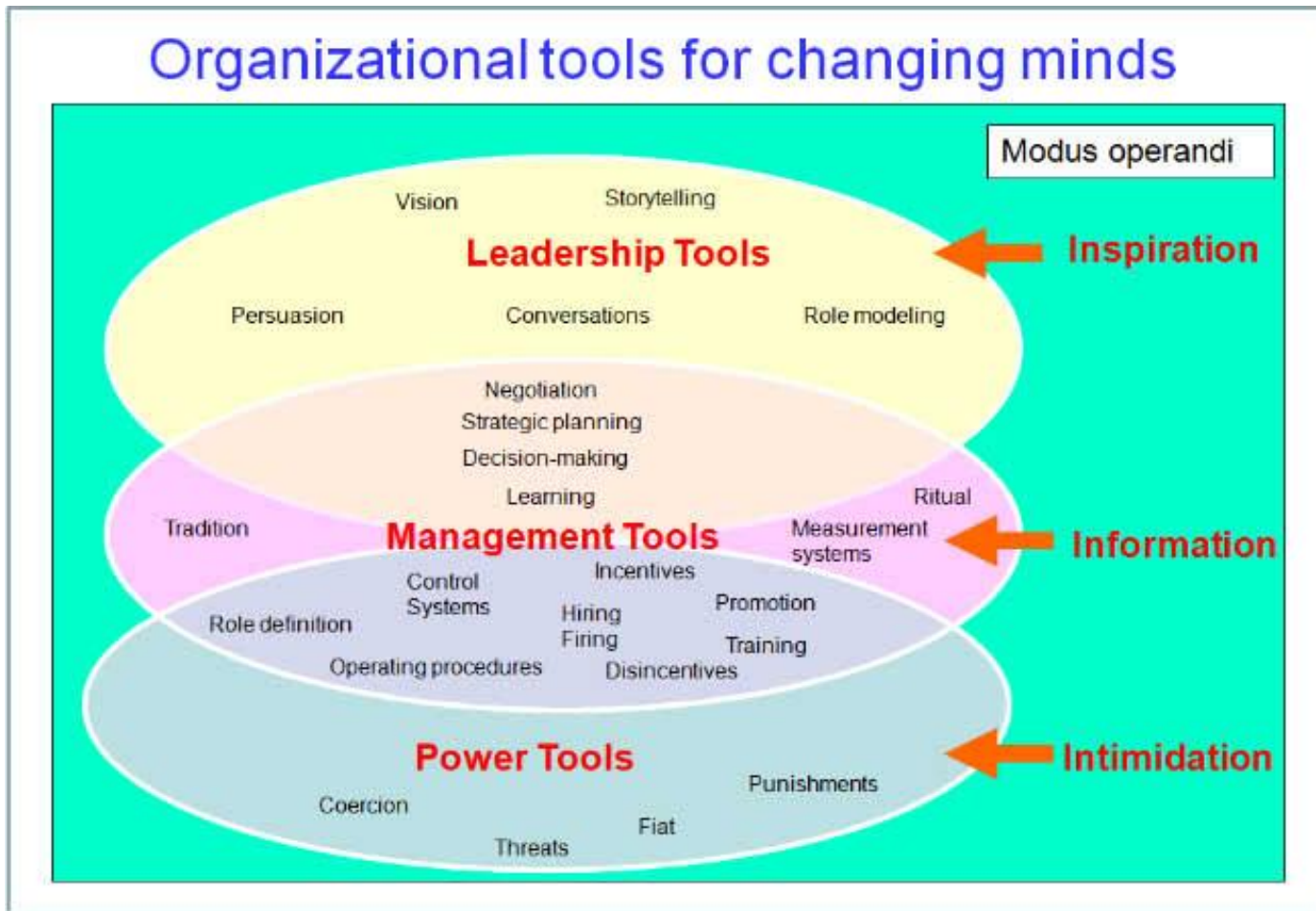




# Breakouts

- Break into two groups – assign someone to scribe, assign someone to report or one person to do both (use the easel paper)
- Answer two questions
- 10 challenges to employee engagement activities (can be specific or non specific to EMS)
- 10 employee engagement activities you have successfully used in your companies

# Art of Engagement







# Art of Engagement

- 6 Principles of Engagement
- Must be a strategic priority  
commitment
- Use the right employee engagement survey  
specific, relevant and actionable
- Focus on engagement at the ground level with  
buy in from the top  
leaders weave engagement into performance  
measures



# Art of Engagement

- Select the right managers  
they make or break a company
- Coach managers and hold them accountable  
for their employees engagement  
part of the employee measurement  
process, have a plan with each employee

# Art of Engagement





# The 10 C's of employee engagement

1. Connect
2. Career
3. Clarity
4. Convey
5. Congratulate



# 10 C's of Employee Engagement

6. Contribute

7. **Control** — I have seen competent leaders who stood in front of a platoon and all they saw was a platoon, but great leaders stand in front of a platoon and see 44 individuals, each of whom has aspirations, each of whom wants to live, each of whom wants to do good. - Norman Schwartzkopf

8. Collaborate

9. Credibility

10. Confidence



# Mindfulness

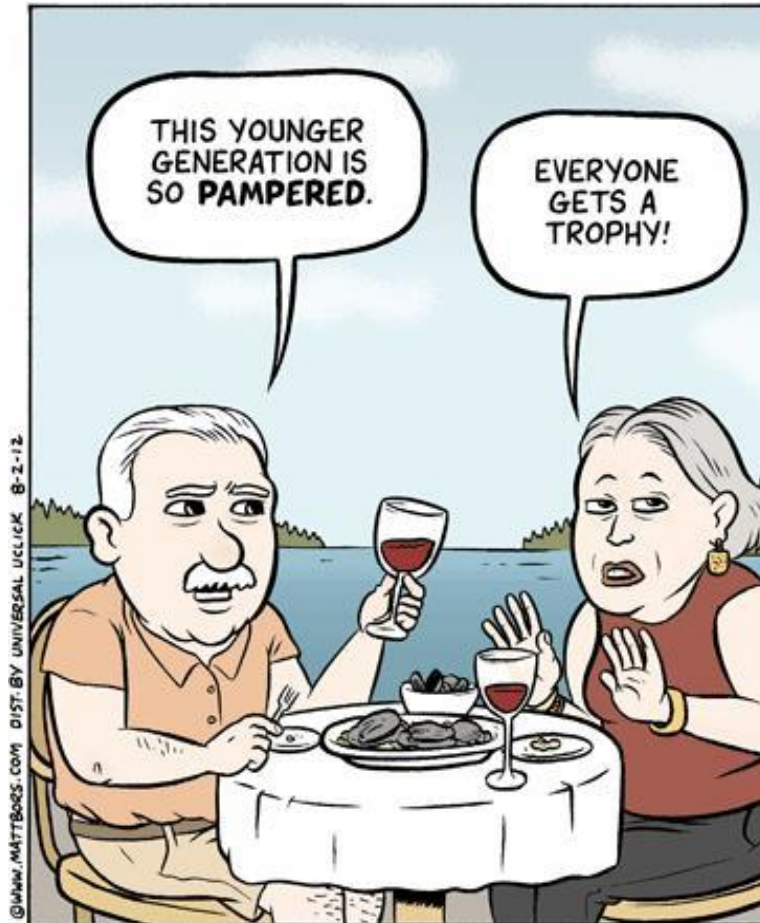
- Don't sweat anonymous reviews
- Discover your company's purpose
- Surveys – short, sweet, doable
- There is only so much you can do
- Actually don't worry about engagement



# Let's discuss generational opportunities

- According to the US bureau of labor statistics
  - millennials will make up 50% of the work force in 5 years time
- Lazy, opportunistic gold diggers

# Millennial Generation







# Generational Similarities

- According to a recent study by the IBM Institute for Business Value, the differences among Millennial, Gen X and Baby Boomer employees have been grossly exaggerated. The study surveyed 1,784 employees from organizations across 12 countries and 6 industries and compared the preferences and behavioral patterns of millennials with those of the Gen X generation (aged 35–49) and Baby Boomers (aged 50–60). The findings show that the three generations have very similar career aspirations, needs and attitudes. What's more, the attitudes and characteristics of millennials in the workplace are often mischaracterized.



# Generational Similarities

- Myth #1: Millennials' career goals and expectations are different from those of older generations.
- Millennials have numerous and varied goals. They desire financial security, seniority, inspirational leadership, clearly articulated business strategies and performance-based recognition and promotions — just as much as Gen X and Baby Boomers do. Similarly, the other generations are just as interested as millennials in working with a diverse group of people.



# Generational Similarities

- Myth #2: Millennials want constant acclaim and think everyone on the team should get a trophy.
- That may have been true on their childhood rec soccer leagues, but millennials have grown up – and want to be treated that way. When asked what makes a “perfect boss,” millennials said they want a manager who’s ethical and fair and also values transparency and dependability. Lower on the list of importance is a boss who recognizes their accomplishments and asks for their input.
- Actually, Gen X employees, more than millennials, think everyone on a successful team should be rewarded. And millennials are no hungrier for pats on the back than their Gen X colleagues.



# Generational Similarities

- Myth #3: Millennials are digital addicts who want to do — and share — everything online, without regard for personal or professional boundaries.
- This notion isn't supported by the data. For example, when it comes to learning new skills at work, Millennials prioritize face-to-face contact over digital options. As for respecting professional boundaries in social media, it's the younger generation — not Gen X or Boomers — who are most likely to draw a firm line separating their personal and professional lives.



# Generational Similarities

- Myth #4: Millennials, unlike their older colleagues, can't make a decision without first inviting everyone to weigh in.
- Actually, millennials are no more likely than many of their older colleagues to solicit advice at work. Both Millennial and Gen X workers have a desire to tap a variety of sources to inform their decisions – much more so than independent-minded Baby Boomers.
- As the business landscape becomes more interconnected and complex, businesses would be well served to leverage and promote the technological and human resources that enable strong collaboration and interactions in decision-making.



# Generational Similarities

- Myth #5: Millennials are more likely to jump ship if a job doesn't fulfill their passions.
- The survey data reveals that all three generations change jobs for similar reasons. Millennials, Gen X'ers and Baby Boomers all cited the same top four motivating factors for changing jobs: to enter the fast lane (by far the most popular for all generations), shoot for the top, follow one's heart, or save the world.
- Like their elders, millennials care about getting ahead and making a difference. And while nearly one-third of them have already had five or six jobs, that seems to be less about wanderlust and more a reality of the post-Recession economic malaise that the nation endured until recently.



# Differences in EMS

- Field staff and office staff
- Levels of stress
- Environment
- Type of Work
- Pay challenges
- Brand identity
- Other



# Quick Employee Engagement Activities

- Give employees a voice
- Help Employees Get to Know Each Other – assign a buddy
- Serve as a mentor
- Only reward employees for a job well done
- Create collaborative work
- Encourage positive health and wellness – healthy snack vending machines - Medstar





# Quick Tips

- Goal and responsibility clarification – write a brief job summary
- Perfect onboarding
- Be flexible
- Help employees move on - up and out
- Create a unique office environment – artwork, office pet, swag



## Quick Tips

- Hire based upon traits and attitudes
- Hold fun in high regard
- Let your employees focus on what they do best
- Encourage networking
- Create a truly authentic mission statement
- Make use of philanthropy
- Don't just use money to reward – birthday off – thank you card, certificate Star program



# Quick Tips

- Give your employees visibility
- Allow time during the day for personal enrichment and development
- Celebrate milestones – anniversaries, birthdays
- Experiment with employee engagement activities
- Put petty cash to good use



## Quick tips

- Take your team out for ice cream
- Encourage your staff to work on pet projects
- Let employees work in other departments on occasion
- Hold regular innovation/brainstorming sessions
- Schedule quarterly side by sides



# Quick tips

- Let the employees set their number of sick days
- Operate on a first name basis
- Hire from the inside first
- Hold an awards night
- Let your staff determine their dress code
- Bring in an outside motivational speaker every 3 months



# Quick tips

- Have a potluck on a Thursday or Friday
- Bring your employees into the hiring process
- Make up your own holiday and throw a party
- Take your staff to a local sporting event
- Flex time
- Get creative with engagement prompts – draw the company



# Quick tips

- Have occasional photo and video contests – baby pictures
- Peer to peer recognition – thank you cards, small denomination gift cards
- Bring in a singer, local band, magician on a Friday or Saturday
- Sponsor a charitable event
- Let employees help or even design your brand, your holiday card, your letterhead,



# Quick tips

- Let your employees make inexpensive executive decisions
- Get rid of set holidays and add them to vacation time
- Schedule a monthly art class
- Hold a monthly birthday breakfast with the CEO





# Breakouts

- Break into two groups – assign someone to scribe, assign someone to report or one person to do both (use the easel paper)
- Answer two questions
- 10 challenges to employee engagement activities (can be specific or non specific to EMS)
- 10 employee engagement activities you have successfully used in your companies



# Results from Breakouts

- Common Challenges
- Activities



# C.O.A.C.H.E.S. Program

2015 Inaugural AMBY Award  
Winner

Employee Program

Mike McWilliams



# C.O.A.C.H.E.S.

- Caring for ourselves and
- Others
- Affected by
- Critical
- Happenings and
- Everyday
- Stressors



## COACHES – 5 key needs of emergency medical personnel

- Stress Management
- Positive Coaching Skills
- Crisis Intervention
- Defusing Critical Incidents
- Support



# COACHES Team Do's and Don'ts

Do's	Don'ts
Provide support for peers	Force people to participate
Educate peers on appropriate/positive skills	Dig into people's personal lives or feelings
Allow peers to vent thoughts and feelings	Provide counseling
Make referrals as necessary for further intervention	Take the place of professional help and support when needed



# AAA's New Resources

- Lifeworks Employee Assistance Program
- Critical Incident Stress Program
- Scott Moore – HR Consultant – hotline and web board



A Product or Service is Meaningfully Unique when...

**Customers are willing to pay more money for it.**







# Meaningful to THREE

1. Customer
2. Company
3. To YOU





It you're not  
**Meaningfully  
Unique**

you better be **CHEAP.**





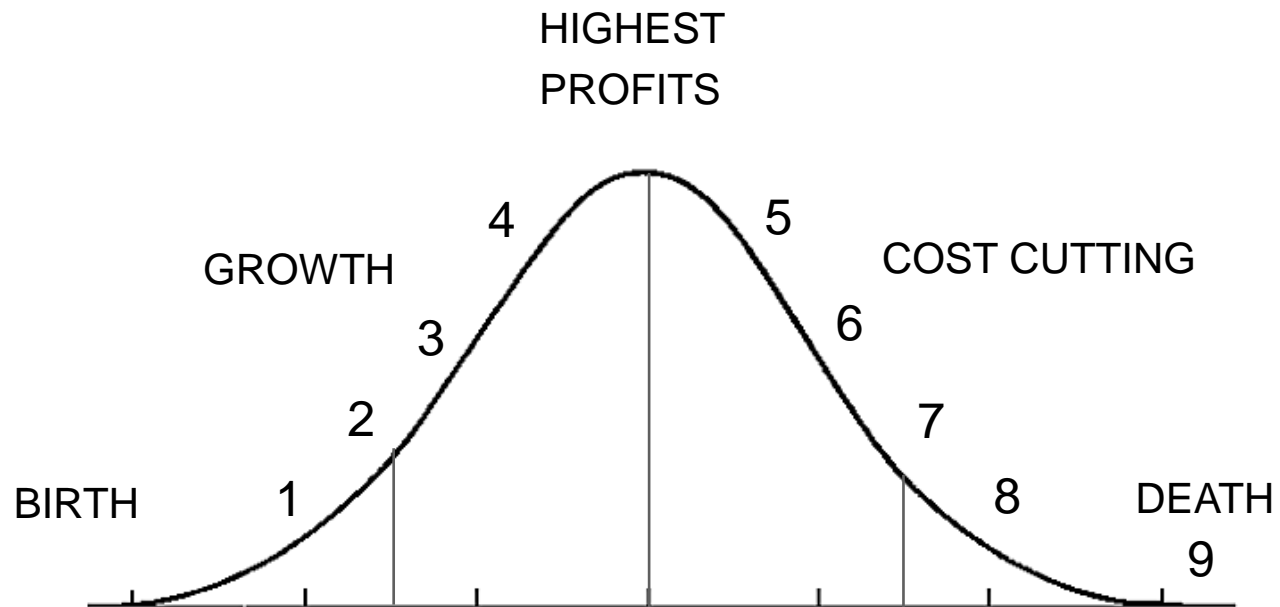
# Said another way...



## “Do cool shit that matters.”

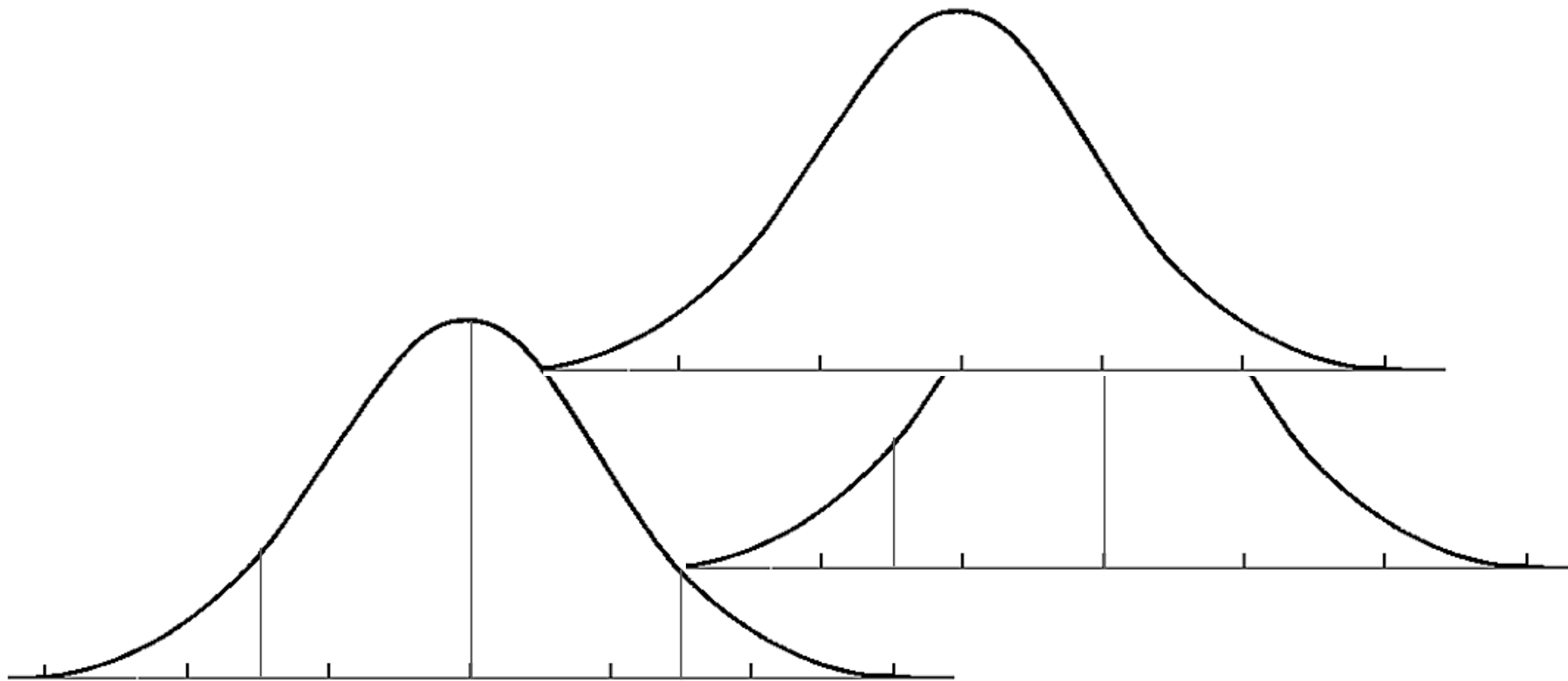


# Why Innovation?

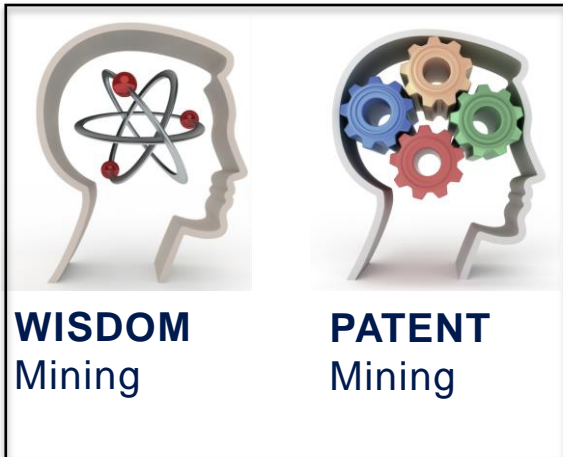




# Innovation ignites Never Ending Life



# Stimulus Mining Sources



Tech Mining

**LEAP & CORE**



Classic Mining

**CORE**



Stretch Mining

**LEAP & CORE**



Foundation

$$MU = \frac{S^D}{F}$$

**Diversity**  
of thinking

$$\begin{array}{l} \text{Meaningfully} \\ \text{Unique ideas} \end{array} = \frac{\text{Stimulus Mining}}{\text{Drive out Fear}}$$



# Next Steps

- Recruitment and Retention Work Group
- Stars of Life Participation
- Web Board
- Basecamp
- Google Docs
- Toolkits
- Other Resources