Disengaged—Engaged Employees
The Impact on Your Culture

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Agenda

• Business Challenges
• Disengaged Employee
• What causes a disengaged employee
• Actively Disengaged Employee
• Engaged Employee
• Cultures
• Mentoring Culture – the path to the new culture
Business Challenges

• Ageing work force
• Talent shortage
• Lack of Succession Planning
• Lack of Succession Development
• Leadership challenges
• Disengaged employees
• Organizational change - renewal
The Stage

- Young professional
- Negativity
- Performance Issues
- Disengaged
Disengaged Employee

• Which of the following are behaviours of a disengaged employee?
  • They show up for work
  • They look at work as trading time for dollars
  • They complete their daily duties
  • They do not dress according to company policy
  • They have little passion or creativity
Disengaged Employee

• These employees are a frustration for most engaged employees
• They occupy about 50% to 60% of the workforce today
• Complaining from other staff – they do just enough to get by – stay under the radar screen
• Coffee and lunch breaks sometimes extend longer than normal
What Causes a Disengaged Employee

• The workplace or the job were not what the employee expected
  – Typically caused by a hurried hiring process
  – Employees not finding out what the culture really is like till they are on the job site for a few months

• Mismatch between the job and the person
  – Myth that training will transform the wrong person into the right person for the job
What Causes a Disengaged Employee

• There is little coaching/mentoring and feedback
  – 66% of college and university graduates look for mentoring programs/mentoring cultures to be in place as part of their criteria for job hunting
  – Lack of feedback is the number one problem for performance issues
  – Too many managers have never been mentored or coached themselves – learned behaviour
What Causes a Disengaged Employee

– Most do not know how to give feedback properly

• Too few growth and advancement opportunities
  – 51% of a recent survey claim there are no development opportunities within their company
  – A lot of time managers are not willing to discuss career growth
  – There is some protectionism – keeping your good employees
What Causes a Disengaged Employee

• Workers feel devalued and unrecognized
  – Being treated with disrespect
  – Acknowledgement for a job well done
  – Having to work in an unacceptable work environment
  – Over 60% of the employees feel ignored or taken for granted
  – Great employers make employees feel good on day one
What Causes a Disengaged Employee

- Workers suffer from stress
  - Overwork
  - Life – work balance
  - Doing more with less
  - Small companies are realizing they can compete for talent with the larger companies by simply creating a civilized work environment
  - A recent survey shows that 70% of the employees do not have a healthy work-life balance
What Causes a Disengaged Employee

• A loss of trust and confidence in senior leaders
  – No trust in senior leaders means no chance of becoming an employer of choice
  – Only 39% of American workers trust their senior leaders
  – 95% of voluntary turnover and disengagement is avoidable
  – Remember that the employee does shoulder some responsibility to stay engaged
What Causes a Disengaged Employee

• Most of the momentum must come from the senior leaders/managers to create the environment where employees want to be engaged – a culture change
Actively Disengaged Employee

• Which of the following are behaviours of an actively disengaged employee?
• Are the true problem of staff chemistry and company performance
• Demonstrate their dislike of job and their employer
• Undermine the performance of engaged employees
• Negative Attitude
• Make good management material
Actively Disengaged Employee

• So what is the difference
  – They are the true problem of staff chemistry and company performance
  – Unhappy at work
  – More than likely unhappy at home
  – Undermine the performance of engaged employees by voicing their displeasure
  – Negative energy – infects those around them
Actively Disengaged Employee

- Can cause operational and performance issues with co-workers
- One bad apple can spoil the whole bunch
- Only constitutes about 15% of the workforce
- Can impact the positive contributions of the engaged employees
- Can have a dangerously negative effect on the disengaged employees – approximately 55% to 60%
Actively Disengaged Employee

– Cost US companies over $400B last year
– Ignoring actively disengaged employees is usually the wrong action plan
– Their lack of productivity and impact on the other employees is too great to ignore
The Engaged Employee

• Who are they?
  – They love what they do – job content is the key
  – They are leaders as well as team players
  – Positive attitude – always looking for new opportunities
  – Understand the importance of customer service
  – Committed and will go the extra mile
  – Less likely to leave the organization
The Impact – A True Story

- 18-20 staff
- Poor management
- Negativity
- Ostrich syndrome
Most people don’t know what their culture is really like – they are like fish – they are swimming in it but unaware of its presence.

Workplace culture establishes the norms of behaviour and shared values of an organization.

It is “how one gets along in the organization.”

So why is a culture important?
Culture – Why Do We Need It?

• Truly high performing cultures/sub-cultures have three compelling attributes:
  – Consistently produce outstanding results
  – Attract, motivate, and retain top talent
  – Successfully adapt to changing conditions

• So the business value for having a culture - a good culture has been established
What is a Mentoring Culture

• A culture that promotes further education and development – a learning environment
• Strengthens communication
• Assists with retention, leadership development and team building
• Knowledge sharing – knowledge transfer
• It becomes a way of life
Mentoring Culture
“The Path”

• What is typically missing
  – Leadership
  – Ostrich Syndrome – leader not aware
  – Commitment of the staff – they helped create the problem – they need to help fix it
  – No champions of the culture – at all levels
  – Positive energy
Mentoring Culture
“The Path”

• The Challenges
  – First the disengaged employee
    • Contributes to the poison
    • Under the radar
    • Doesn’t really care
    • Collect the pay cheque and go home
    • Will need some work to bring over to the other side

• The Cure
  • Need to show them what is in it for them
Mentoring Culture
“The Path”

• Encourage them to be part of the solution rather than being part of the problem
• Look for reasons why they have become disengaged
• Examine what challenges they are facing
  – Second - The Actively Disengaged Employee
    • Has poisoned the environment
    • Look for reasons why they have become so toxic
    • Sometimes they just need someone to talk to
    • Ultimately they may have to leave your organization
Mentoring Culture
“The Path”

• What will a Mentor Culture do for us?
  – Your biggest challenges will be in taking away the influence that your actively disengaged and disengaged employees have
  – Remember that approximately 75% of the workforce is disengaged – 15% of that group are actively disengaged
  – Your mentor culture focuses on the positive and will win over the disengaged worker
Mentoring Culture
“The Path”

– Your work place will become a positive place to be
– Learning and development organization
– Recruitment and retention will be enhanced
– Communication will improve throughout the organization
– Teamwork will foster
– Those that cannot survive in this type of work place will seek other cultures to work in
– Productivity will increase
– The organization will flourish overall!!!!!
The bottom line is that there is a clear connection between organizational success and a strong mentoring culture.

In a mentoring culture, knowledge is managed; relationships are built; growth and development are nurtured; and employees are continuously learning.

Employees are better prepared to pull together, to harness and focus their energy to create momentum that raises the bar for everyone.

When the bar is raised, productivity increases, and organizations - and individuals - achieve amazing results.

Reference: Lois J. Zachary, Ed.D., Leadership Development Services, LLC
Mentoring Culture
“The Path”

• The decision is yours – embrace the “power of mentoring” and take your organization to the next level

• Create an environment where your employees are engaged, empowered and accountable

   Can you afford not to?
THANK YOU
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