

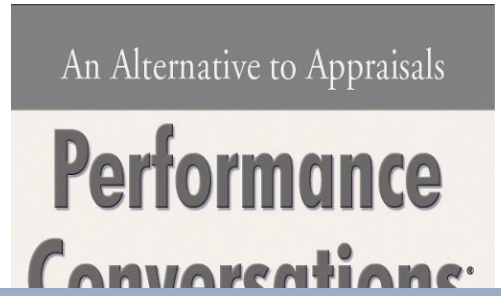
Performance **CONVERSATIONS**[®]

How to Leverage Human Potential for Organizational Success

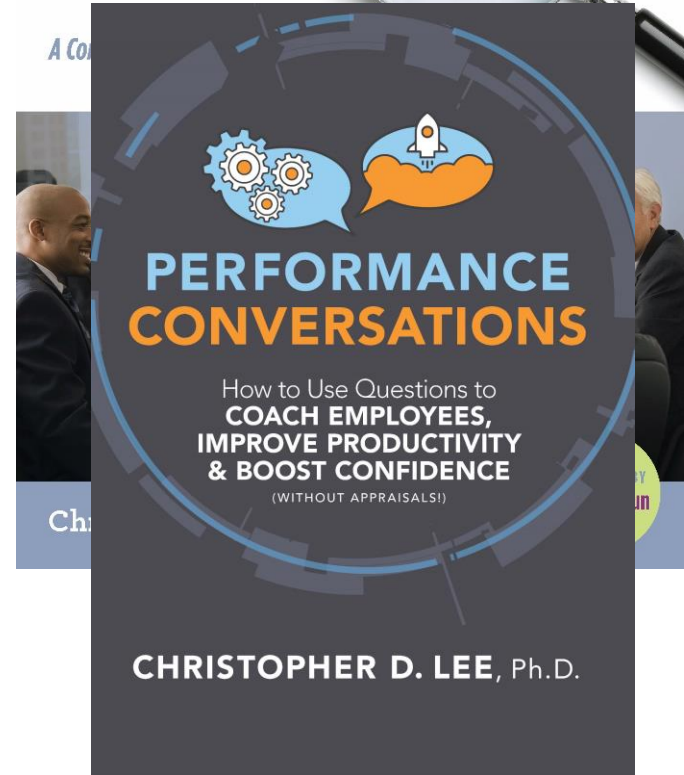
Christopher D. Lee, Ph.D., SPHR

presentation for WHMA

February 16, 2023



Bates



WILLIAM & MARY

CHARTERED 1693

INTRODUCING

Christopher D. Lee, PhD

Managing Director,
Education practice

In-demand expert in Education
practice, institutional leadership.





The
*Performance
Conversations[®]
method
is a
Performance Improvement
System*

UNDERSTANDING THE **ROOT CAUSES** OF QUIET QUITTING



Pyramid of Quiet Quitting



Everything Has Changed

Who: More diversity – race, gender, age, millennials, etc.

What: Apps, automation, mobile, AI, technology, etc.

When: 24/7/365

Where: Distributed, remote, global, hybrid

How: Outsourced, PEO's, gig, partnerships, etc.

Why: Rapid change, disruption, novel competitors

Other: Pandemic, economy, society, etc.

Engagement

01 Employee Engagement Definition

Gallup defines employee engagement as the involvement and enthusiasm of employees in their work and workplace.

Employee engagement helps you measure and manage employees' perspectives on the crucial elements of your workplace culture.

You can find out if your employees are actively engaged with their work or if they're simply putting in their time. You can discover if your team building activities and human resources practices influence positive business outcomes or if there's room to grow.



Engagement is...

Discretionary Effort

Caring

Emotional Investment

Reciprocal

Methods

We accumulated 456 research studies across 276 organizations in 54 industries, with employees in 96 countries. Within each study, we statistically calculated the business-/work-unit-level relationship between employee engagement and performance outcomes that the organizations supplied. In total, we studied 112,312 business and work units that included 2,708,538 employees. We studied 11 outcomes: customer loyalty/engagement, profitability, productivity, turnover, safety incidents, absenteeism, shrinkage, patient safety incidents, quality (defects), wellbeing and organizational citizenship.

Individual studies often contain small sample sizes and idiosyncrasies that distort the interpretation of results. Meta-analysis is a statistical technique that is useful in combining results of studies with seemingly disparate findings, correcting for sampling, measurement error and other study artifacts to understand the true relationship with greater precision. We applied Hunter-Schmidt meta-analysis methods to 456 research studies to estimate the true relationship between engagement and each performance measure and to test for generalizability. After conducting meta-analysis, we examined the practical meaning of the relationships by conducting utility analysis.

Results

Employee engagement is related to each of the 11 performance outcomes studied. Results indicate high generalizability, which means the correlations were consistent across different organizations. The true score correlation between employee engagement and composite performance is 0.49. Across companies, business/work units scoring in the top half on employee engagement more than double their odds of success compared with those in the bottom half. Those at the 99th percentile have nearly five times the success rate of those at the first percentile.



81%

in absenteeism



58%

in patient safety



18%

in turnover



43%

in turnover



28%

in shrinkage (theft)



18%

in productivity (sales)

Median percent differences between top-quartile and bottom-quartile units were:

- 10% in customer loyalty/engagement
- 23% in profitability
- 18% in productivity (sales)
- 14% in productivity (production records and evaluations)
- 18% in turnover for high-turnover organizations (those with more than 40% annualized turnover)
- 43% in turnover for low-turnover organizations (those with 40% or lower annualized turnover)
- 64% in safety incidents (accidents)
- 81% in absenteeism
- 28% in shrinkage (theft)
- 58% in patient safety incidents (mortality and falls)
- 41% in quality (defects)
- 66% in wellbeing (net thriving employees)
- 13% in organizational citizenship (participation)

Conclusion

The relationship between engagement and performance at the business/work unit level is substantial and highly generalizable across organizations. Employee engagement is rela

Employee PRIDE: 5 ways to support LGBTQIA+ employees

Why is diversity & inclusion in the workplace Important?

Research has shown many benefits of a diverse and inclusive workplace:

- Higher revenue growth
- Greater readiness to innovate
- Increased ability to recruit a diverse talent pool
- 5.4 times higher employee retention

Inclusion in the workplace is one of the most important keys to retention.

When employees don't feel that their ideas, presence or contributions are truly valued or taken seriously by their organization, they will eventually leave.

When employees don't feel that their ideas, presence or contributions are truly valued or taken seriously by their organization, they will eventually leave.

Our research on company culture shows that when employees trust that they, and their colleagues, will be treated fairly regardless of race, gender, sexual orientation or age, they are.

- 9.8 times more likely to look forward to going to work
- 6.3 times more likely to have pride in their work
- 5.4 times more likely to want to stay a long time at their company

Having an inclusive workplace culture will not only help you attract a diverse set of talent but also help you retain the diverse talent you attracted in the first place.

What is an inclusive workplace?

Engagement and inclusiveness are closely related. Gallup has also found that engaged employees are more likely to say their company values diverse ideas. Furthermore, engagement is also linked to how an employee feels his or her employer would respond to discrimination concerns. When asked to rate a statement about raising a concern about discrimination and having confidence in the employer to do what is right, 50% of engaged employees gave their employer a "5" rating, indicating they were highly confident. On the other hand, just 3% of actively disengaged employees rated their company a "5" on the same item.

A Gallup study published in the *Journal of Leadership & Organizational Studies* analyzed the effects of manager-employee race differences on intentions of study respondents to stay or leave their current employer. Intentions to leave an organization were somewhat higher when the employee and manager were of different races; compounding this result was being actively disengaged at work. However, when managers and employees were of different races and worked in an engaging workplace, their intentions to stay were highest, even higher than managers and employees of the same race in an engaging work environment.

In another study, also published in the *Journal of Leadership & Organizational Studies*, Gallup found gender diversity predicted the financial success of business units in two independent companies. The combination of employee engagement and gender diversity resulted in 46% to 58% higher financial performance -- comparable revenue and net profit, respectively -- for business units above the median on both engagement and gender diversity, compared with those below the median on both. More diverse workgroups and engaged workgroups had higher profits. But focusing on both together increased the financial performance of a group more than just increasing gender diversity or employee engagement alone.

These are the key drivers of employee engagement:



purpose



development



a caring manager



ongoing conversations



a focus on strengths



BUSINESS JOURNAL APRIL 21, 2015

Managers Account for 70% of Variance in Employee Engagement

BY RANDALL BECK AND JIM HARTER

Read the full article on Officevibe

1. RELATIONSHIP WITH MANAGERS



75%

of people
don't quit their job,
they quit their boss.



**Relationships >> Rapport
>> Results**

Relationships

The quality of the relationship
affects the conversation,
the information shared,
and actions taken with the
feedback received.

Rapport

Camaraderie, Esprit de corps, Team Spirit, Inclusivity

Do we have positive, healthy, cordial interactions?

Do we laugh together?

Results come from working together—
co-performance!

Results

Engagement = Discretionary Effort

If I do not like you, trust you, or believe that you have my back, that you value me, and that you have my best interests at heart, I will likely not give you 110%!

LEADERSHIP

Why Caring About Your Employees Matters More Than Engagement



Neil Bedwell Forbes Councils Member

Forbes Agency Council **COUNCIL POST** | Membership (Fee-based)

POST WRITTEN BY

Neil Bedwell

Neil
grad

So stop worrying so much about how engaged employees are with your priorities. Take care of your people. Watch out for their well-being. Show them you truly care. Revenue growth and stock prices will follow, sometimes well beyond your expectations.

The logo for NACAS is displayed in white, bold, uppercase letters on a dark teal rectangular background. A thin white horizontal line is positioned directly beneath the text.

NACAS

DARE ONE CARE?

It is not widely understood that leaders must know and care about their subordinates. However, if the leader does not care about the employee, why would the employee care about their leader, their leader's success, or the organization's success? Caring is a two-way street. If there is no emotion, the social contract with the workplace is merely a transaction – an exchange of time or labor for a set dollar rate. However, you cannot pay someone enough to 'care.' And one will not care if they do not feel valued. Many non-exempt employees – such as dining workers, bookstore staff, and parking attendants – report they do not always feel as appreciated as other professionals in the workplace.



In order to be a mentor, and an effective one, one must care. You must care. You don't have to know how many square miles are in Idaho, you don't need to know what is the chemical makeup of chemistry, or of blood or water. Know what you know and care about the person, care about what you know and care about the person you're sharing with.

— *Maya Angelou* —

AZ QUOTES

**PEOPLE WILL FORGET
WHAT YOU SAID,
PEOPLE WILL FORGET
WHAT YOU DID,
BUT PEOPLE WILL
NEVER FORGET HOW
YOU MADE THEM FEEL**

MAYA ANGELOU



Gary Vaynerchuk • 2nd

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Chairman - VaynerX, CEO - VaynerMedia & Veefriends , Co-F...
1w •

We often think of empathy and compassion as soft skills, but in reality, they're critical for building a successful business...

Stop thinking of empathy as a weakness and start seeing it as a powerful tool for growth.

2022
Xponential Keynote

**If you cannot
deploy **empathy**
and compassion
for your employees
you cannot be a
successful leader.**

Play

1:48

Caring
Compassion
Empathy
Trust

...

Coach

Performer | Person

Coaching is...

**An Art
Method
Process**

Coaching is

Coaching is unlocking a person's potential to maximize their own performance. It is helping them to learn rather than teaching them.

***~ John Whitmore
Coaching for Performance***

Partnership

A partnership

cooperate to advance
share management and
partners working or a
between individuals,

Trust

Assured reliance

confidence or faith is placed in the truth, worth, reliability, dependence on future or belief in the honesty, integrity



Co-Performance

One Win!



Coach vs. Judge



COACH

JUDGE

Known To Me

Unknown

Relationship

No Relationship

Ongoing Contact

One Contact

Partner in Performance

No Stake in Outcome

Human, caring

Impartial, no emotion

Experience Varies

Experienced

Appeal Starts Here

Appeal Goes Elsewhere

I. Setting the Foundation

1. Meeting Ethical Guidelines and Professional Standards
2. Establishing the Coaching Agreement

II. Co-Creating the Relationship

3. Establishing Trust and Intimacy with the Client
4. Coaching Presence

III. Communicating Effectively

5. Active Listening
6. Powerful Questioning
7. Direct Communication

IV. Facilitating Learning and Results

8. Creating Awareness
9. Designing Actions
10. Planning and Goal Setting
11. Managing Progress and Accountability



**International
Coaching
Federation**

Coaching is...

Having conversations with good intent
focused on the performer and the person
with a spirit of partnership
interacting
asking questions
not giving up

Performance Conversations are...

The Magic is in the Method

Table 2.1. Coaching Continuum of Support

← Continuum of Support →			
Supervising	Coaching	Mentoring	Sponsoring
Monitoring	Helping	Guiding	Advocating
Managing	Supporting	Encouraging	Enabling
Watching	Caring	Protecting	Promoting
Employee works for Manager	Employee works with Manager	Manager works “for” Employee	Manager works on behalf of Employee
Training	Developing	Challenging	Inspiring
Drawing out	Investing	Advising	Counseling
Motivating	Inspiring	Strengthening	Championing
Authority	Partner	Sponsor	Representative (Agent)
Supervisor	Mentor	Role Model	Benefactor
Performs separately	Performs together	Manager provides exposure	Manager provides opportunities
Work relationship	Personal relationship	Confidant	Trusted Partner

Millennials Want a Lot of Feedback

Be a coach first, manager second: For many millennials, ongoing consultation is not a sign of weakness, but rather a real-time feedback loop used to self-correct. Managers should be willing to grant millennials this informal access, serving as regular sounding boards and providing younger colleagues with valuable perspective.

—Deloitte¹⁹



The
*Performance
Conversations[®]
method
is a
Performance Improvement
System*

Get = Coach = Empower

Perform = Improve = Engage

Feel = Boost = Encourage

The Magic is in the Method

Series

Brief

Structured

Conversations

About things that matter most

3 Techniques



Questions



Inquiry as a Management Art

Most professionals have a basic set of implements to use in their craft. Carpenters have hammers, dentists have picks, and physicians have stethoscopes. It is hard to envision any of the people working in their chosen fields without their basic set of tools. Managers, too, have a basic set of tools: questions. And nothing is as simple, or as complex, for a manager, or for any person in any position of authority and responsibility, than asking questions.

—Terry J. Fadem¹

Questions: A Professional Tool

Doctors

Lawyers

Police

Counselors

Journalists

Scientists

Magical 3

What is going well? = Replicate

What is not going well? = Adjust

**What else is going on? = Prevent/
Improve**

What can
|
do to help
you
do your **very best** work?

How
are
you?

...



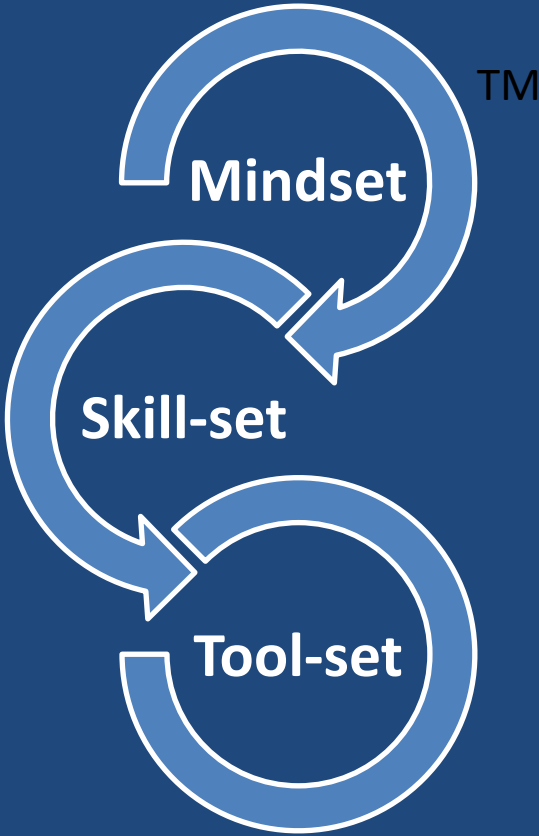
Series

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