# Hardwiring Excellence!
# The Missing Link:
# Teacher & Employee Engagement

May 17, 2016

*Dr. KK Owen, Leader Coach*

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# What do we know about employee engagement?

# What does research tell us?

# Lack of Teacher Engagement = 2.3 Million Missed Days

| Level of engagement | Share of full-time U.S. teachers | Mean unhealthy days per school year* | Estimated additional missed workdays† |
|---|---|---|---|
| Engaged | 30% | 10.1 | BASELINE |
| Not engaged | 57% | 11.3 | 781,921 |
| Actively disengaged | 13% | 20.4 | 1,521,101 |
| TOTAL | | | 2,303,022 |

Source: Gallup Daily tracking surveys, Jan. 3, 2013-Sept. 30, 2014

*Assumes nine-month school year

†Assumes 3.7 million full-time K-12 teachers (National Center for Education Statistics, 2012); conversion from unhealthy to missed workdays is 0.31

GALLUP

# Recognizing Engagement & Disengagement

- **29%** of employees are actively engaged in their jobs. These employees work with passion and feel a profound connection to their company. People that are actively engaged help move the organization forward.

- **54%** of employees are not engaged. These employees have essentially "checked out," sleepwalking through their workday and putting time – but not passion – into their work.

- **17%** of employees are actively disengaged. These employees are busy acting out their unhappiness and undermining what their engaged co-workers are trying to accomplish.

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# What does the evidence say?

*A recent meta analysis of employee engagement studies published in the Journal of Applied Psychology found that…*

**High employee engagement is positively correlated with:**

- Increased customer satisfaction
- Increased productivity
- Increased results
- Reduced employee turnover
- Reduced absenteeism

1. Harter, J.K., Schmidt, F.L., & T.L. Hayes. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. Journal of Applied Psychology, 87(2), pages 268-279.

# What does the evidence say?

*According to surveys conducted by Gallup, organizations with highly engaged employees enjoy:*

- ***65% less turnover in low-turnover organizations***
- ***25% less turnover in high-turnover organizations***
- ***37% less absenteeism***

Gallup, Inc. (2015). Retrieved from: http://www.gallup.com/services/169328/q12-employee-engagement.aspx

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# Who are your "Irreplaceables"?

The "Irreplaceables" are teachers so successful that they are nearly impossible to replace.

**THE IRREPLACEABLES**

Understanding The Real Retention Crisis in America's Urban Schools

July 30, 2012

tntp.org

Yet despite getting dramatically different results, Irreplaceables and low performers are retained at strikingly similar rates.

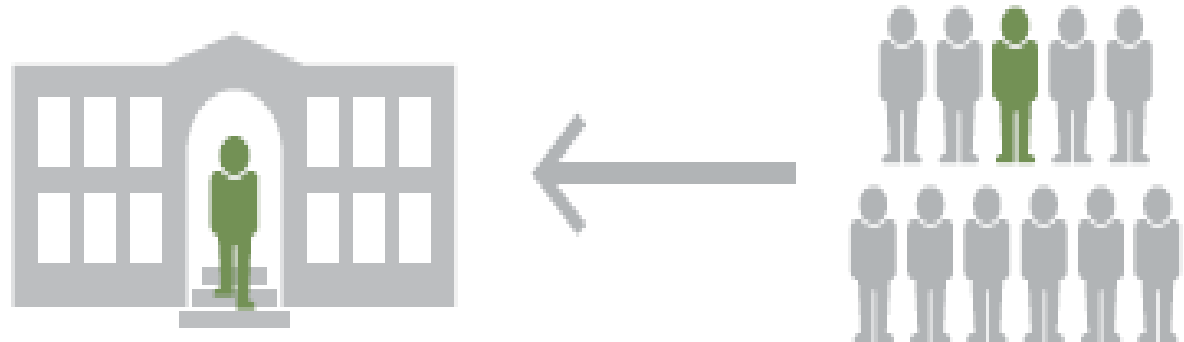# Is it possible to replace an Irreplaceable?

## AVERAGE SCHOOL

When a top teacher leaves
only 1 in 6 potential replacements
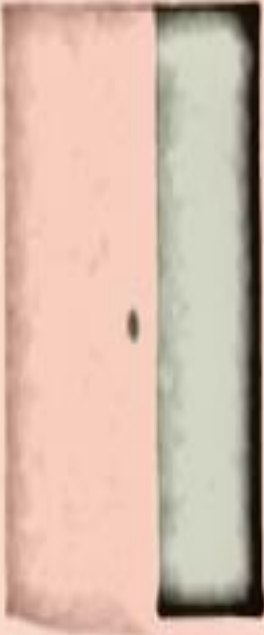will be of similar quality
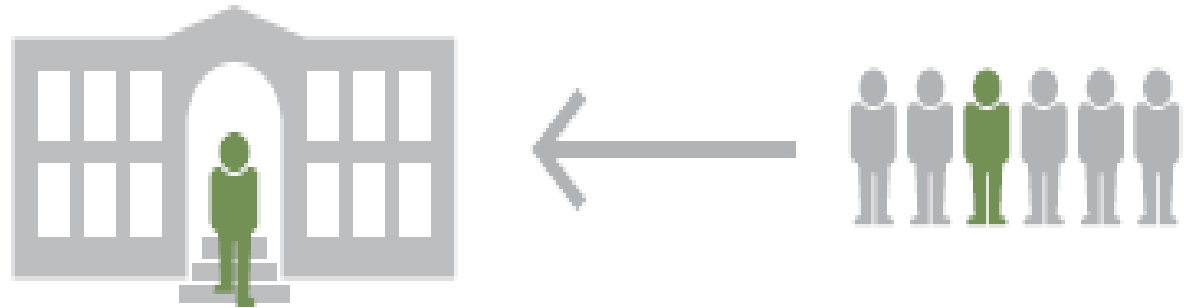
## LOW-PERFORMING SCHOOL

When a top teacher leaves
only 1 in 11 potential replacements
will be of similar quality

When a great teacher leaves a school,
the school is almost guaranteed to hire a less effective replacement.

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"If he would have said, 'What's it going to take for me to get you to stay?' that's all he had to do."

—Sarah, Irreplaceable Teacher

# The Role of the Leader in Engagement

# Mary Jo Raczkowski-Shannon
## Principal, Hunt Elementary School
## Jackson Public Schools, Michigan

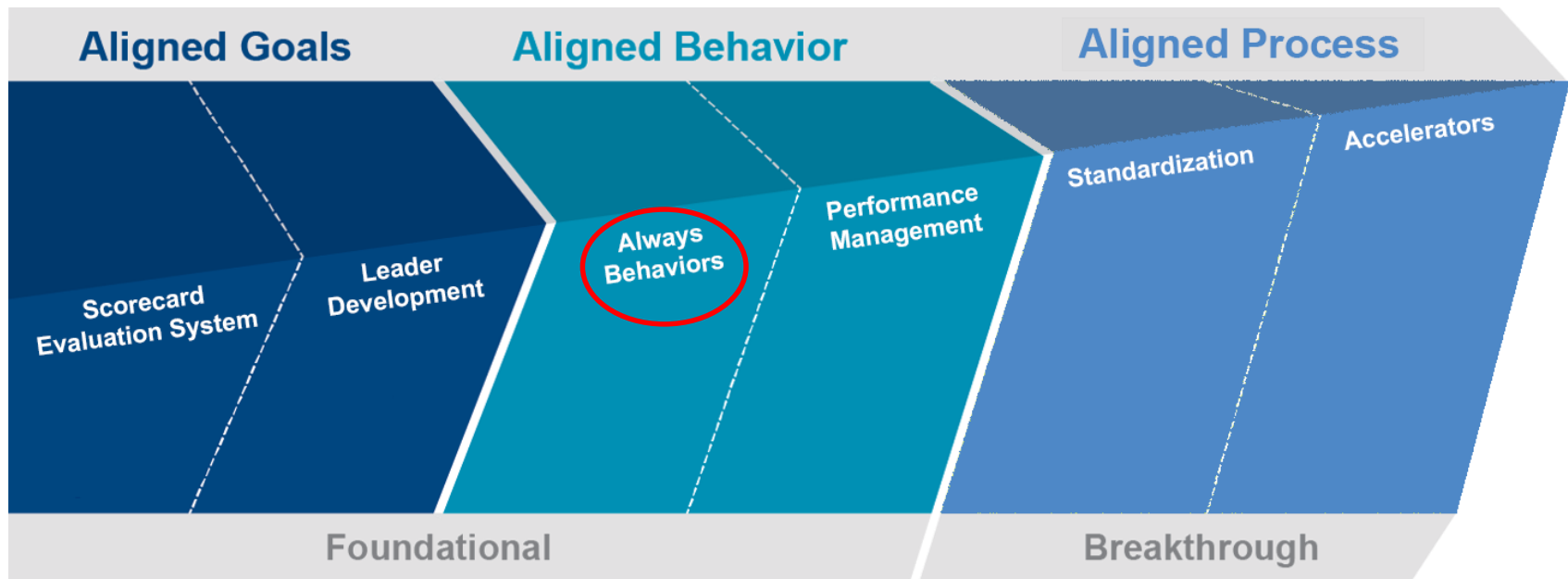# Are you an "engaged" leader/teacher/employee?"



- Inspired by his/her organization
- Willing to invest discretionary effort
- Likely to recommend the employer
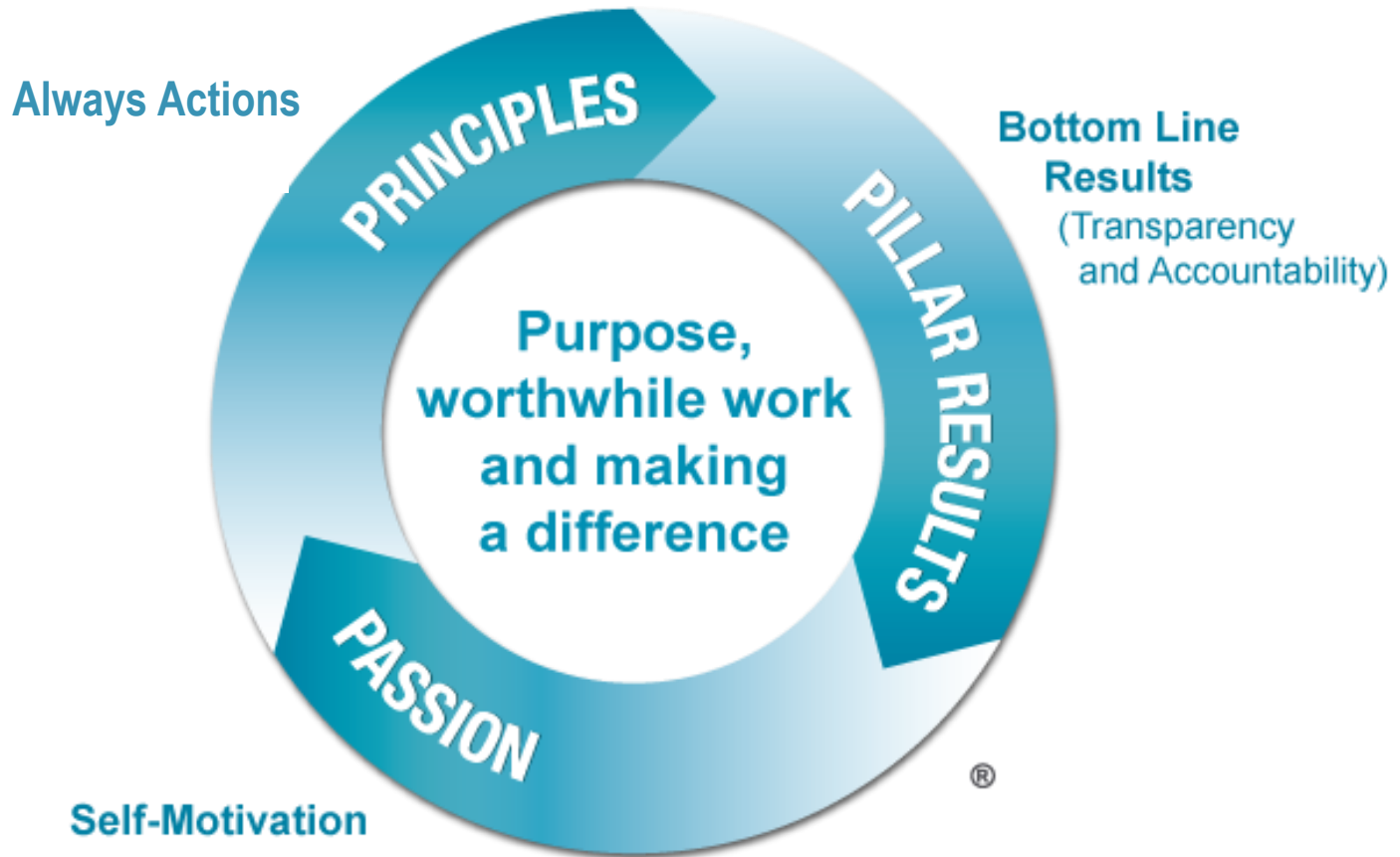- Planning to stay for the foreseeable future

# How Engaged Am I?  Team Member Self-Assessment

| Proactive | Always | Usually | Sometimes | Seldom | Never |
|---|---|---|---|---|---|
| Look for solutions and reach out to help team members by anticipating when help is needed rather than waiting to be asked | ⑤ | ④ | ③ | ② | ① |
| Show good stewardship toward office resources by using the highest return and most cost effective approach. | ⑤ | ④ | ③ | ② | ① |
| Ask others how you can be helpful rather than waiting for them to come to you | ⑤ | ④ | ③ | ② | ① |
| Do not rely on a supervisor to have all the answers; work alongside him or her to achieve goals and solve problems | ⑤ | ④ | ③ | ② | ① |

# Educational Framework: Evidence-Based Leadership<sup>SM</sup>

# Organizational Flywheel



**Always Actions**

PRINCIPLES

**Bottom Line Results**
(Transparency and Accountability)

PILLAR RESULTS

Purpose, worthwhile work and making a difference

PASSION

**Self-Motivation**

®

*Employees want to have purpose, do worthwhile work that makes a difference.  This truth is at the heart of our drive to lasting results.*

*Results That Last*, Quint Studer, Chapter 4, Pg 55

# What are Employees Looking For in Their Leaders?

- A good relationship

- Approachability

- Willingness to work side by side

- Efficient systems

- Training and development

- Resources to do the job

- Appreciation

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# Why do employees leave?

- The job or workplace was not as expected

- The mismatch between job and person

- Too little coaching and feedback

- Too few growth and advancement opportunities

- Feeling devalued and unrecognized

- Stress from overwork and work-life imbalance

- Loss of trust and confidence in senior leaders

*The 7 Hidden Reasons Employees Leave -* Leigh Branham, 2005

# How Can We Maximize Engagement?

*Know your Employees-Engagement Status*

*Re-recruit High Performers*

*30/90 Day Retention Conversations*

# Diagnosing Engagement Levels

| | |
|---|---|
| **Quadrant 1** | **Loyal** |
| **Quadrant 2** | **Want to be aligned** |
| **Quadrant 3** | **Skeptical** |
| **Quadrant 4** | **Naysayer** |

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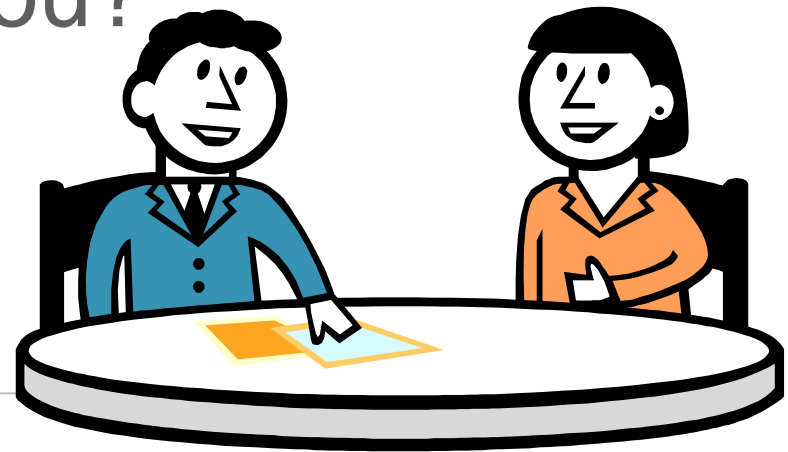
# High Performer Conversation

- **Re-recruit**-outline why they are so important

- Tell them where the organization is going

- Recognize-thank them for their work

- Ask-What can I do for you?

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# The 30 Day Retention Conversation

- How do we compare with what we said?

- What is working well?

- Are there any individuals who have been helpful to you?

- What ideas for improvement do you have?

- Is there any reason why this is not for you?
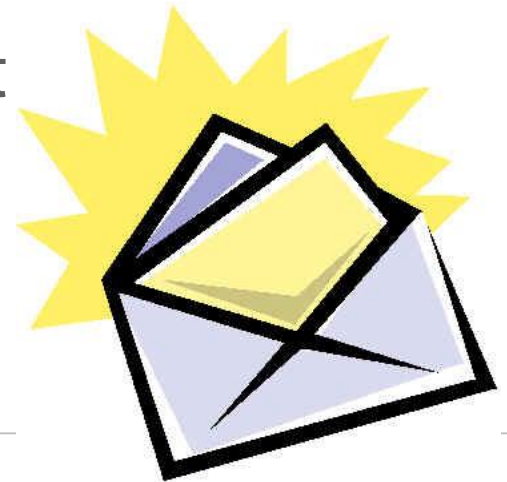
# The 90 Day Retention Conversation
## Same Questions + 1

- Focus
  - Relationship
  - Recognition
  - Intellectual Capital
  - Retain and
  - RECRUIT!

  *Do you know of other candidates that would be good employees for PMC?*

# Why should we implement 30/90 Day Meetings?

- **Focus attention** on new employees-invest in their success

- **Check** onboarding processes for the purpose of improvement

- **Reward and Recognize** employees who have been helpful to new employees

# Hardwiring the Process: 30 and 90-day meetings

- 30-day Meeting process
  - Hardwire into your calendar at the time of offer
  - Keep notes —use to prepare for 90-day meeting
  - Follow up on information received
  - Make meeting outcome oriented… not activity!
- 90-day Meeting process
  - Hardwire into your calendar at time of offer
  - Part of the 90 day evaluation
  - Review notes with HR and Director in next 1:1 if needed
  - Follow up on information received

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"Vision without execution is hallucination."

—Thomas Edison

"Always bring it back to values..." — Quint Studer

The Florida Educational Negotiators

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*Thank you for your engagement today!*

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Questions?

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