

"It is not the ship as much as the skillful sailing that assures a prosperous voyage." – George William Curtis



Five Signs Employees are Not Engaged and Research-based Actions to Fix Them

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Trouble Signs	Research-based Actions	Facts & Figures
 Always Seem Off-Topic or Off-Task	<ul style="list-style-type: none"> ✓ Communicate clear, unambiguous, realistic expectations ✓ Create a goal-oriented work atmosphere ✓ Frequently discuss their responsibilities and progress with employees 	<p><i>"Almost two-thirds of all employees are 33% as productive as they could be because they don't understand what they are being asked to do."</i> (The Conference Board)</p>
 Chronic Distrust and Complaining About Management	<ul style="list-style-type: none"> ✓ Measure morale ✓ Encourage open communication – Lead by example ✓ Demonstrate how employees can influence the organization's vision through their input ✓ Foster healthy relationships with them; show they are valued contributors 	<p>Where trust in management is high, 80% of employees are committed to the organization. Where trust is low, employee commitment drops to 25% (Center for Creative Leadership)</p>
 High Absenteeism or "Presenteeism"	<ul style="list-style-type: none"> ✓ Encourage employees to address personal/interpersonal problems ✓ Help them cope with conflicts ✓ Encourage wellness 	<p>Stress causes:</p> <ul style="list-style-type: none"> -1 million missed workdays...every day (American Institute of Stress) -85% of workplace accidents -51% of people to say they are less productive (American Psychological Association)
 Lack of Pride in Work Decreased Quality	<ul style="list-style-type: none"> ✓ Recognize and reward quality performance ✓ Attach positive, personal meaning to their work ✓ Make recognition visible to co-workers, management, family – Reinforce sense of accomplishment, connection and belonging to the organization 	<p>Engaged employees demonstrate four behaviors:</p> <ul style="list-style-type: none"> -Rarely absent -20 – 28% more productive -Pay attention to goals and details of their work -Actively observe what is going on (The Conference Board)
 High Turnover	<ul style="list-style-type: none"> ✓ Monitor how managers are developed, do their jobs, make decisions and execute their responsibilities ✓ Make sure managers are helping to set individual priorities and goals for their employees ✓ Foster team mentality through shared communication and goals ✓ Encourage work/life balance with things like wellness plans, flexible hours and work from home scenarios 	<p><i>"People join great companies...but leave poor managers."</i> (Gallup Inc.)</p> <p>Less than 15% of terminations are result of inability to do the job</p> <p>65-80% of terminations are due to personal/interpersonal factors</p>

Additional Sources: Eric Ward, PsyD.; Harter & Adkins, Harvard Business Review, April 2015