REIGNITE THE FLAME OF THE DISENGAGED

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50% of Americans have left their job to
51%
State of the American Workplace
Engagement Crisis

___% Engaged

85% NOT!

61% 24%
4 Stages of Employee Engagement

- 1: What __________ this role?
- 2: What am I contributing and am I _________ for it?
- 3: Do I _______?
- 4: What can I do to make improvements and _________?
Customer Complaints

WORKPLACE ZOMBIES SPEAK NEGATIVELY ABOUT YOUR BUSINESS

I HATE THIS COMPANY SO MUCH.
What is AD COSTING in USA?

$450-$550 _illion

Gallup / TheEconomist
Cost to YOU: 
_______ per DE/yr.

WORKPLACE ZOMBIES TAKE MORE SICK DAYS
Cost to YOU
$3,400 per $10,000

They are costing you money in lost productivity.
WORKPLACE ZOMBIES SCARE AWAY POTENTIAL CUSTOMERS
They Increase Your Turnover Rate

Front line = .41 times salary

Professionals = 1.77 times salary

Managers = 2.44 times salary
GOOD EMPLOYEES ARE _% MORE LIKELY TO QUIT WHEN THEY WORK WITH A TOXIC EMPLOYEE
What have you tried?
But WHY?
____% of U.S. Managers are Engaged?

51%  
14%

$77 B-$96 B
CASCADE EE-EEEEFFFECT

$319-$398 Billion
Great People Managers:

1. Genuine care and concern

2. They know every person’s currency

3. Value and invest in talent.

4. Put their folks in positions that use their strengths.
Why are execs on the Senior Team also disengaged?
Senior Leaders outside the boundary

37%

72%
Bullying: Human Nature or Environment?

Source: About Leaders,
What CEOs say

- Problem is with employee, not manager
- Draw conclusions that are easier to stomach
- Use the “cried wolf syndrome”
- Dismiss complaints
- “Just-world hypothesis”
- If they are good with US they can’t possibly bully someone else.
What’s HR’s role in it?
BE AN HR HERO!

HR SUPERHERO
It’s not about being in charge,

It’s about leading the ones in charge
What HR can do: CEO sets the stage

- “EXCLUSION” not bullying

- policy = complaints follow a formalized process

- **DESIGN** A CULTURE THAT fosters INCLUSION generally
LEARN TO IDENTIFY TOXIC EMPLOYEES BEFORE IT’S TOO LATE

THEY INFECT THE STAFF AROUND THEM
SEEING THE INVISIBLE - IDENTIFY THE TOXIC
Identifiers

- Arrives late to work.

- **Gossips** about other employees, patients.

- Behaves rudely or in a threatening manner to other employees, patients.

- Refuses to share group responsibilities, such as answering the phone.

- **Won’t follow advice or instruction.**

- **Fails to acknowledge office procedures/policies such as dress code.**

- Disrupts others with loud, vulgar or otherwise poor behavior.

- A decrease in or lack of productivity

- A decrease in or poor morale

- An increased frequency in **arguments** between the employee and others

- **INCREASING FRUSTRATION**

  - A negative, antagonistic attitude

  - An increase in negative comments and **personal attacks**

  - An unwillingness to work overtime or stay late without reason

  - An unwillingness to "go the extra mile" while encouraging others to refuse as well

- **Infighting, backbiting.**

- **Passive/aggressive behavior** (aggressive actions done in a passive or weak manner), arguments or criticisms for the sake of being different or antagonistic, and

- an unwillingness to help out others in a culture that values providing input and assistance to colleagues.
Can others get the virus?

Productive folks ___% > likely to leave if the proportion of toxic employees on their team grows as little as ONE to every team of 20 Productive ones.
Your job as HR Executive: DO SOMETHING!

START thinking about what becomes possible if they implement the right systems, the right culture, and the 5 Elements of a high functioning culture!
If they’re engaged:

- Perform 20% better
- more innovative ideas
- Create the most new business
- Have the most entrepreneurial energy
- Have 50% fewer accidents
- Infer far less health care costs than their counterparts
- Are happy and loyal
Some CEOs and their co’s are now at 60% + employee engagement %
2018 – 39 Gallup Great Workplace Award Honors

• ABC Supply
• ACT
• Adena Health System
• AIA Group
• Alliant Credit Union
• ATCS India
• Bank of Ayudhya
• Bon Secours Health System
• City of Centennial
• Compassion International
• DTE Energy
• DU - Emirates Integrated Telecommunications
• Foster Group
• Greater St. Albert Catholic Schools
• Hawai’i Pacific Health
• Health Catalyst
• Hendrick Medical Center
• Hueman People Solutions

• ICI Pakistan Limited
• Indian Hotels Company
• Indus Towers
• KinderCare Education
• Kootenai Health
• Mars Incorporated
• Mary Lanning Healthcare
• Mashreq
• Nationwide Insurance
• NFU Mutual
• Northwest Farm Credit Services
• Regions Bank
• Sarasota Memorial Health Care System
• Self Regional Healthcare
• Stryker Corporation
• The Palace Group
• USAA
• Vionic Group
• White Lodging Services Corporation
• Winegardner & Hammons Hotel Group LLC
• WSFS Bank
Things they are doing that others don’t

1. Have involved and ______ leaders who want to _____

2. HR leaders who are as rare as ________: influence, teach, hold execs accountable.

3. Ensure _____ are met before asking them to _____
Things they are doing that others don’t

4. Never use ____ as excuse

5. Coach, Trust, ________, and relentlessly support managers and teams.

6. Know how to use __________ as powerful incentive currency
And...

7. DO NOT manage the metric!

Engagement isn’t a ________. It’s a way of life in your org.
4 quick Ways to Improve Engagement AND REIGNITE THE FLAME:

- Bring engagement into ______________________
- Select the Right __________
- Coach the _____ and hold them _______ for EE
- ________checkins: In realistic, everyday terms.
- LISTEN with more than just your ears
Where do I start TODAY?
Reversing the Trend AND REIGNITING THE FLAME:

- Right People in Right _____
- Help them understand how to decipher thinking, communication and ______ traits and styles
- Help them learn to _____ to others’ natural styles
- Let THEM design their own _____

Investing in employee selection up front saves you energy, money and resources
IT STARTS WITH YOU: HELP YOUR LEADERS

1) Start at the Top
How often is it discussed at the Board Level?

- **ONLY ___%** = consistent agenda point for all major meetings
INFLUENCE TOOL: The financial gain of engagement

Companies with highly engaged employees:

- 19.2% improvement in operating income from previous year
- Average 147% higher earnings per share (EPS) than the norm
- 31% higher productivity
- 37% higher sales
- Recover from recessions at a faster rate
INFLUENCE TOOL:
The financial gain of engagement

When organizations successfully engage their customers and their employees, they experience a 240% boost in performance-related business outcomes.

Gallup Global Workplace Report
2) Take time to build rapport with direct reports
3) Tap the strengths of your people in their daily work.

- “Employees/Managers who use their strengths every day are six times more likely to be engaged at work.”

- “When managers focus on employees’ strengths, 61% of workers are engaged and only 1% are actively disengaged“

- “When employees use their strengths, they are more engaged, perform better and are less likely to leave their company.”
THOSE WHO SAID “At work, I have the opportunity to do what I do best every day.”

Were 38% more likely to be productive
44% more likely to earn high customer satisfaction scores,
50% more likely to stay
4) Invest in your Leaders / People Managers

ONLY __ out of 10 managers say they have had opportunities at work to learn and grow.

And just 1 in ____ managers say someone at work encourages my development.
In this global economy, people are your competitive edge.

Healthy workplace relationships and engaged employees are essential to your bottom line.
Long Lasting Competitive Advantage

Companies with engaged workforces outperform their competition by 202%

(Dale Carnegie Institute)
Curing the Problem AND REIGNITING THE FLAME:
ANTIVIRAL TECHNIQUES

1. IDENTIFY THE VIRUS – DATA, NOT HEARSAY

Remember GOAL
Curing the Problem AND REIGNITING THE FLAME: ANTIVIRAL TECHNIQUES

2. Speak with their colleagues

3. Invite them to neutral space
Curing the Problem AND REIGNITING THE FLAME: ANTIVIRAL TECHNIQUES

4. State concerns in general manner

5. Allow employee to share their views

Remember GOAL
Simple Path to Growth
It CAN be fixed
YOU CAN ELIMINATE THE VIRUS!

...handle tough conversations, toxic executives and employees....

“feedback” culture

Design a Culture...
Most valuable takeaway?
THANK YOU
#CAHR #SPEAKERSOCIAL

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