

Battling Burnout

Engaging Employees When It Matters Most

American Society for Quality

Worcester Chapter

February 18, 2010

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Partnering Resources

www.partneringresources.com

The Point



*Engaging employees
works:*

*Companies with
engaged employees
outperform the
competition*

Today's Talk



This is Irene Brank, the presentation co-author. She was unable to attend the ASQ meeting on February 18.

1. *The story of one company's success engaging employees*
2. *How they did it*
3. *Lessons for practitioners*

Image: Irene Brank



A Story of Success

- 98% retention of Life employees
- "Best Job I Ever Had"
- Majority of employees successfully transitioned
- Capability Maturity Model Level 3
- Numerous awards

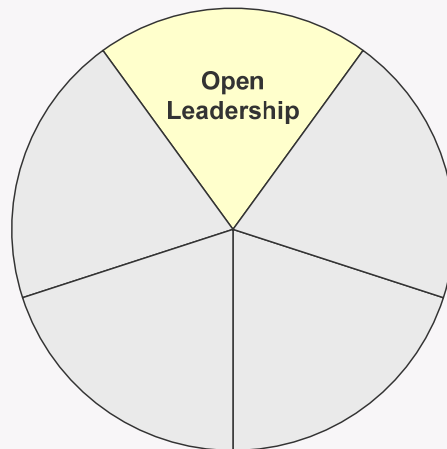
How did they do it?



The Learning Model



Open Leadership



Open Leadership

“People need to trust you for the organization to be successful. People are smart. Be direct, talk to them often and tell them the truth.”

- Managing communication within a public company
- Managing dynamics across multiple sites
- Timely, honest feedback
- Sharing the good, the bad, the ugly
- Open conversations: “What will I do next?”



Open Leadership

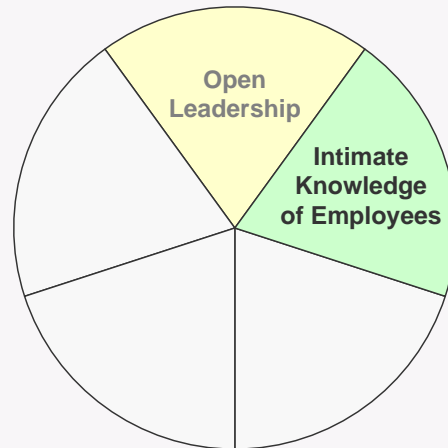


“CIO Greg Tranter stood before his assembled IT team... and announced the news all CIOs dread: Despite intensive cost-cutting and the layoffs of 42 colleagues the year before, 65 more IT people would be laid off that day.”

Kathleen Melymuka, *ComputerWorld*, 2003



Intimate Knowledge of Employees

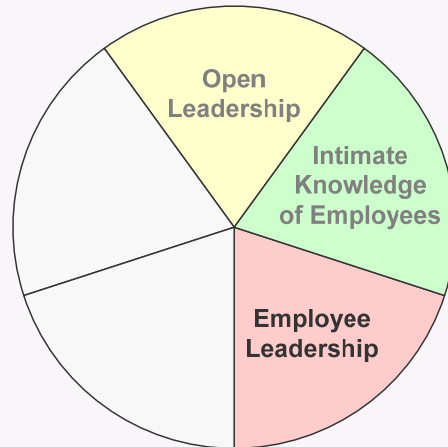


Intimate Knowledge of Employees

- Who are they?
- What is important to them?
- What do they bring to work with them?
- How are they feeling about what's going on in the organization?
- What is their tolerance for humor?



Employee Leadership



Employee Leadership

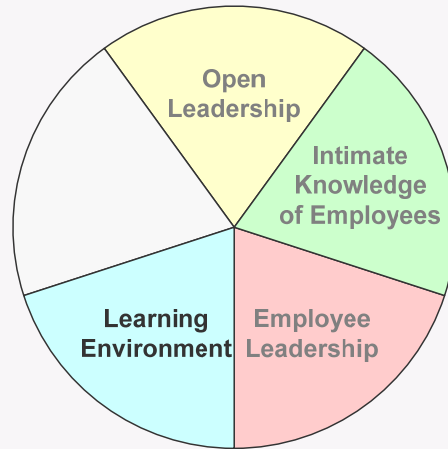


The TREE That Just Kept GIVING!

- Our volunteer employee group first contacted the Department of Social Services.
- They arranged to receive the names of 101 children being cared for within the Department.
- Social Workers asked each of the children what they would like for a Holiday gift.
- Employee volunteers decorated our Giving Tree with the names of our special children.
- "Everyone dug deep, and the tree grew and flourished, producing everything from bicycles to play stations to personal care items for teens. Gift bags tagged with each child's name were delivered to homes by December 24, 2005."
- The Department thanked Allmerica Financial for continuing its "traditional of generosity and giving in spite of the stress of its own reorganization."



Learning Environment



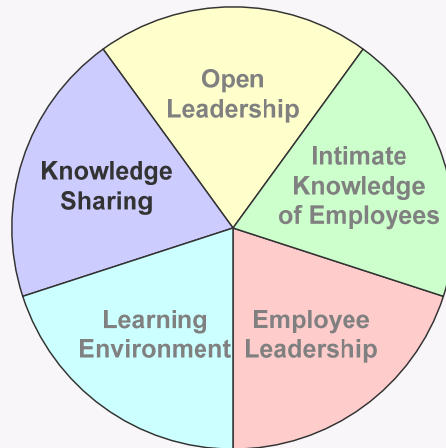
Learning Environment

Sample Sessions

- Humor Your Stress
- Development Planning for Managers
- Cookie Contest
- How to Win Friends & Influence People Book Club
- A New Attitude
- Fitcorp Information Sessions
- Photo Contest
- Qualified Plans in a Nutshell
- Self Esteem: The Power to Be Your Best
- Preferred Summer Reading
- Job Shadow Campaign
- Earning through Learning
- Favorite Summer Recipes
- Series 6 Pre-Study Group
- Accelerated Degree Programs
- Now Discover Your Strengths
- Dress for Success
- Baking Tips
- Handling the Holidays
- Personal Budgeting & Finance



Knowledge Sharing



Knowledge Sharing

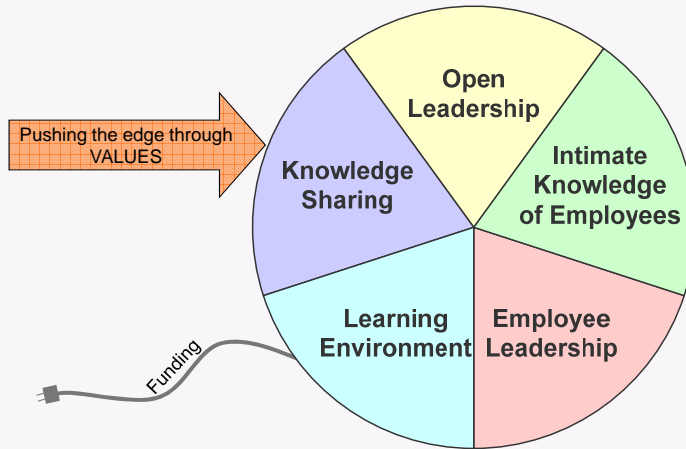


Learning is a treasure that will follow its owner everywhere.

- Start with people's comfort zones
- Create an inventory of what needs to be documented
- Marry hoarders to "happy documenters"
- Bonus people for sharing



Pushing the Edge Through Values



Pushing the Edge Through Values



VALUES	
COLLABORATION <input type="checkbox"/> Creating Partnerships <input type="checkbox"/> Working as a Team <input type="checkbox"/> Communicating Openly	ACCOUNTABILITY <input type="checkbox"/> Taking Ownership <input type="checkbox"/> Insisting on Quality <input type="checkbox"/> Keeping Promises
RESPECT <input type="checkbox"/> Showing Respect <input type="checkbox"/> Valuing Diversity <input type="checkbox"/> Celebrating Successes	EMPOWERMENT <input type="checkbox"/> Speaking Up <input type="checkbox"/> Embracing Change <input type="checkbox"/> Improving Yourself

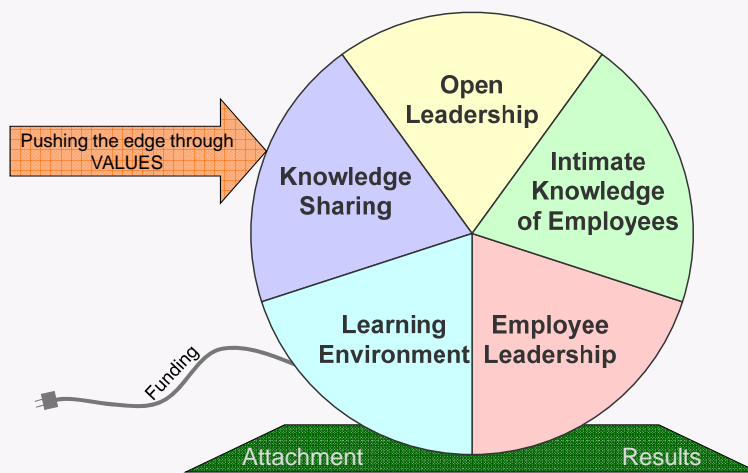
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Talk too much • Say too much • Listen a lot • Use total honesty • Crack some jokes

What Made It All Possible?



Attachment



LESSONS FOR PRACTITIONERS



It's All About the People

- Know them
- Be straight with them
- Do the hard thing – do the right thing
- Create a safe environment to learn, teach, and lead
- Care



Let's Talk!

What stands out as most relevant to your work?

What questions do you have?



Image: Nancy Margulies (www.nancymargulies.com)



About the Presenter

- Founder of management consulting firm Partnering Resources.
- Specializes in identifying the hidden web of relationships that drive organization performance and helping leaders reach across the "white spaces" to develop solutions that stick.
- Client list includes Alcatel-Lucent, eCopy, eTeck, Fidelity, Financial Profiles, Hanover Insurance Group, Merrimack Pharmaceutical, and Novartis, as well as public and third sector companies such as Andover / Phillips Academy, Close to Home, National Air and Space Administration, National Braille Press, and Project Harmony.
- Teaches leadership, strategy, and alignment at Boston University Corporate Education Center and Northeastern University.
- Published by *CIO.Com*, *Chief Learning Officer*, *Mass High Tech*, and other magazines and journals.
- Serves on the Editorial Review Board for *OD Practitioner*, the premier organization development practitioner journal in the United States.
- Likes chocolate a lot.



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