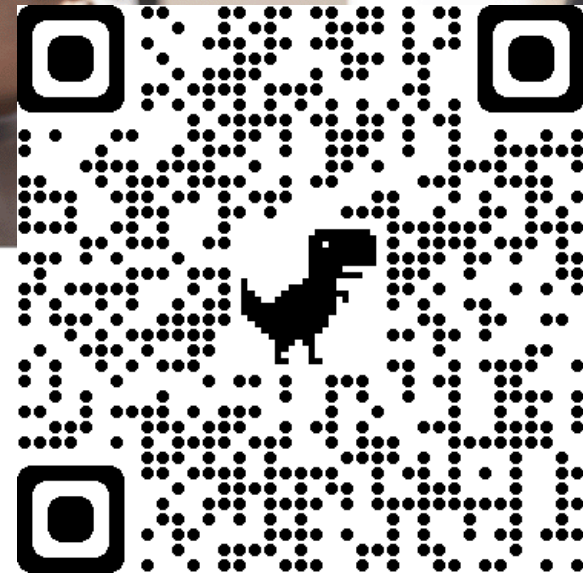Learn. Grow. Lead.

Engagement and Motivation

Tools and Techniques for Motivating and Engaging Employees

Covenant HEALTH®
Learning and Leadership Development

Course Objectives

1. **Introduction to Employee Engagement**
   1. Motivation for Survival – Level 1 Motivation
   2. Extrinsic Motivation – Level 2 Motivation
   3. Intrinsic Motivation/Engagement – Level 3 Motivation
      1. The Concept of Employee Engagement
      2. The Importance of Engagement for Organizational Success
      3. Benefits of an engaged workforce
2. **Building a Culture of Engagement**
   1. The RESPECT model of engagement
   2. Recognizing disengaged employees
   3. Hiring Motivated Employees
   4. Closing
   5. Evaluation

Definitions

Extrinsic motivation refers to behavior that is driven by external influence.

Intrinsic motivation refers to behavior that is driven by internal influence.

Employee engagement is a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or coworkers that, in turn, influences him/her to apply additional discretionary effort to his/her work.

Employee Engagement Survey – Your Perception

Instructions - please use your phone to complete the poll. Read each statement in this survey and decide how accurately it describes your employees using the following scale:

This your self-assessment of your department or clinic.

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Motivation for Survival – Level 1 Motivation

"Animals are driven by survival instincts, whereas humans possess the unique capacity for abstract thought and the pursuit of higher aspirations."

—Unknown

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Motivation for Survival (Level 1)

1. Based purely on biological needs
2. All about finding food, water, shelter, and reproduction
3. Has not been applicable for thousands of years
4. Worked well…until it didn't
5. Fell when humans developed more complex societies

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Extrinsic Motivation – Level 2 Motivation

Carrots and Sticks

"Extrinsic motivation can become an insidious force, gradually corroding our sense of purpose and turning our passions into mere transactions."

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Why the Migration to Extrinsic Motivation (Level 2)

1. Complex societies required structure, cooperation, and hierarchy
2. Carrots and sticks approach
3. Humans are more than the sum of our biological urges
4. Essential for economic progress
5. The level 2 motivation movement really took hold in the industrial revolution
    1. Inventions like the following led the way:
        1. Steam engines
        2. Railroads
        3. Widespread electricity
        4. Early automobile manufacturing

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"The problem with making an extrinsic reward the only destination that matters is that some people will choose the quickest route there, even if it means taking the low road".

Pink, Daniel H.. Drive (p. 49). Penguin Publishing Group. Kindle Edition.

Think Enron

Carrots:

1. "If-then" rewards require people to forfeit some of their autonomy – "now-that" are a better option

2. Extrinsic rewards can narrow our focus, negatively affecting our creativity and problem-solving abilities

3. Squashes our philanthropic nature

   – Blood donation experiment; unpaid 52% donated, payment donated to charity 53% donated, paid donated 32%

4. Goals tied to pay raises that are not self or partially self-imposed can lead to unethical behavior

Not only does this approach not motivate, but it can reduce the overall morale of the workforce. 40 years of research proves it!

Why Carrots and Sticks do not really Work (Most of the Time)

Sticks:

1. Or else quotas can lead to "just enough" behavior
2. Having the threat of negative reinforcement kills innovation
3. In some situations, sticks are required for repeated offenders, but should be used sparingly
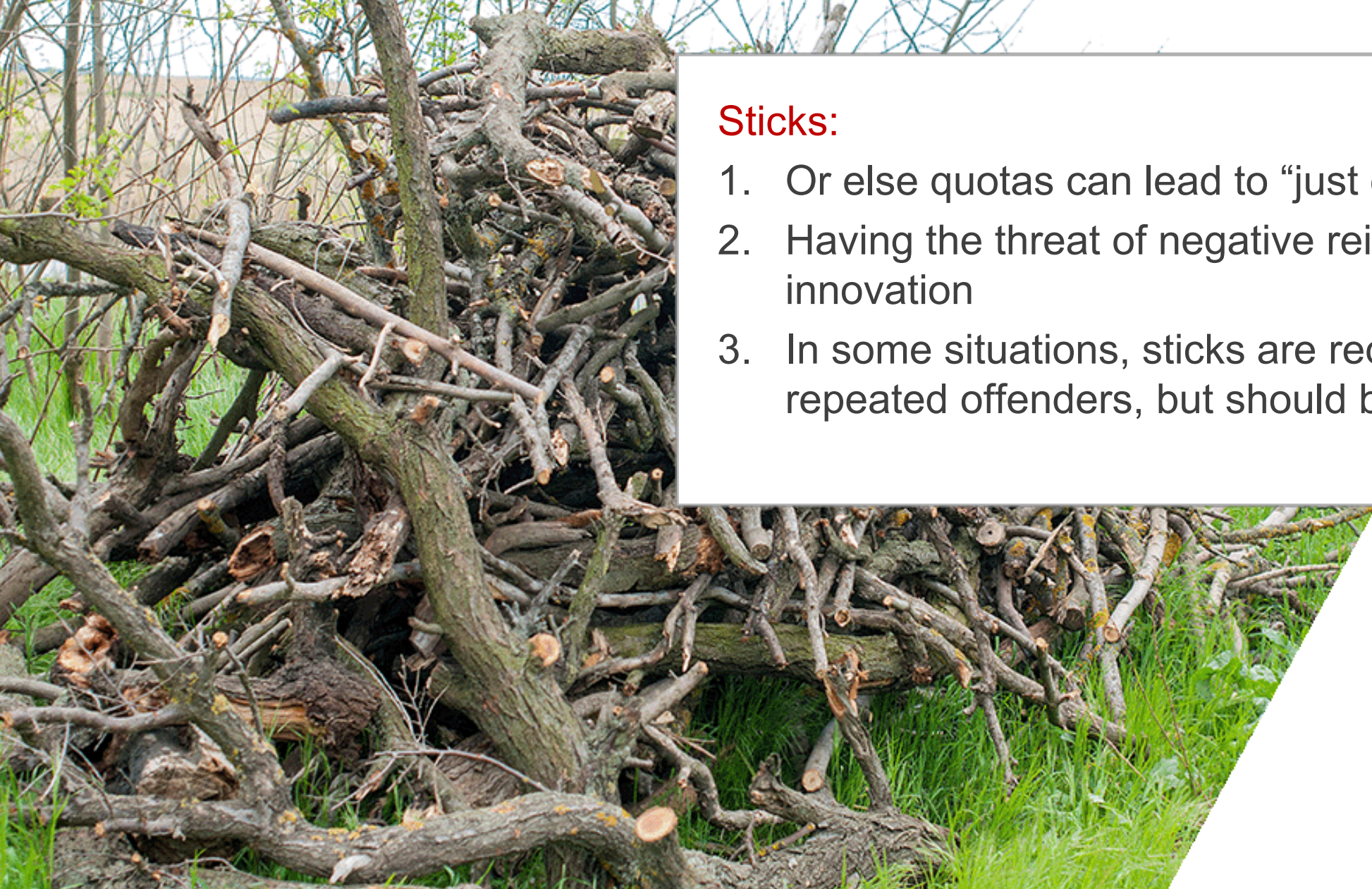
Quick Fact

There is a significant relationship between negative reinforcement and employees' psychological distress.

The presence of negative reinforcement has been shown to increase employee distress by 20-50%. Employee distress is a major factor that contributes to employee disengagement.

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Intrinsic Motivation/Engagement – Level 3 Motivation

Exploring Why it Matters

"Always treat your employees exactly as you want them to treat your best customers."

—**Stephen R. Covey**

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Intrinsic motivation is influenced by neurochemistry and any rewards/threats present. The key players are:

1. Dopamine
2. Norepinephrine
3. Oxytocin
4. Serotonin
5. Endorphins
6. Anandamide

These are the brains primary reward chemicals. The pleasurable feeling these chemicals provide intrinsically drives us to do our best work and can lead to **Flow**.

Flow

Flow is a psychological state discovered by **Mihaly Csikszentmihalyi.** Flow happens when all or most of the chemicals listed on the previous slide are present. The individual experiencing Flow are:

1. Working toward a clear goal
2. Engaged in a balanced challenge
   1. The work is neither too simple or too hard
   2. Occurs in the sweet spot between boredom and anxiety
3. Experiencing peak concentration and focused attention
4. In complete control of their mind and actions
5. Merging both action and awareness – Fully immersed in the moment and task (in the zone)

Why is This Important?

An employee can enter Flow while:

1. Working autonomously
2. Involved in creative endeavors
3. Sharing of ideas
4. Problem-solving
5. Identifying patterns
6. Performing work that has meaning
7. Utilizing 20% time (more on this later)
8. They are passionate about their work

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20 Percent Time (or is it 15)?

1. 20 percent time is a practice in autonomy at Google. Employees are allowed 20 percent of their time to work on what they want when they want
   - This practice has led to the development of 50% of their largest revenue generating products
   - Is viewed and advertised as a benefit
2. This practice was first started by 3M long before it took hold at Google (1948)
   - At 3M, they go with 15 percent time
   - The Post-it note was a result of this program and generates 1 billion dollars of revenue every year
3. This practice is currently being used by thousands of businesses in many different fields

Five Most Potent Engagement Drivers

1. **Curiosity** – Humans are wired to be curious.
2. **Passion –** Passion is itself a huge motivator.
3. **Purpose** – Humans by nature seek purpose.
4. **Autonomy** – Our default setting as humans is to be autonomous.
5. **Mastery** - Mastery is a mindset: It requires the capacity to see your abilities not as finite, but as infinitely improvable

Factors That Contribute to Employee Engagement

1. Trust in leadership/team
2. Two-way respect
3. Feeling connected to the end result
4. Knowing that what they do makes a difference
5. Feeling proud of their work
6. Feeling a sense of empowerment
7. Working for a leader who wants to see them to excel
8. Receives credit for work and ideas
9. Having the tools needed to do their job

10. Collaborate in the setting and documenting their goals
11. Feeling like their ideas are both heard and taken seriously
12. The opportunity to learn new things
13. Having clear goals and objectives
14. Micromanagement free environment
15. Growth and promotion opportunities
16. Direct access to the people and information

HELLO
I AM...
CURIOUS

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What does an Engaged Employee do?

1. Bring new ideas to work
2. Is passionate and enthusiastic about work
3. Takes initiative
4. Actively seeks to improve self, others, and the business
5. Consistently exceeds goals and expectations
6. Is curious and interested; asks questions
7. Encourages team members
8. Is optimistic and positive; smiles
9. Overcomes obstacles and demonstrates "grit"
10. Is committed to the organization

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How Engagement Affects the Business

Bottomline Impact

"To win in the marketplace you must first win in the workplace."

—**Doug Conant**, CEO of Campbell's Soup

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Benefits of an Engaged Workforce

1. Increased productivity
2. Increased profitability
3. Higher-quality work
4. Improved efficiency
5. Lower turnover
6. Reduced absenteeism
7. Less employee theft and fraud

8. Higher rates of customer satisfaction
9. Higher employee satisfaction
10. Reduced lost-time accidents
11. Fewer Equal Employment Opportunity (EEO) complaints

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How Does Engagement Affect Business

1. Engaged employees are 17% more productive than their disengaged counterparts
2. Organizations with high levels of employee engagement experience 21% higher profitability
3. Companies with engaged employees have 59% less turnover compared to those with disengaged employees
4. Engaged employees lead to 10% higher customer satisfaction ratings

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How Does Engagement Affect Business - Continued

5. Engaged employees are 59% more likely to generate innovative ideas

6. Companies with engaged employees experience 70% fewer safety incidents

7. Engaged employees have 41% lower absenteeism rates and 40% fewer quality defects in their work

8. 81% of CEOs believe employees recommend their company as a great place to work - only 38 of their employees actually do

9. Feedback = Engagement

   - Employees who receive feedback – 89%
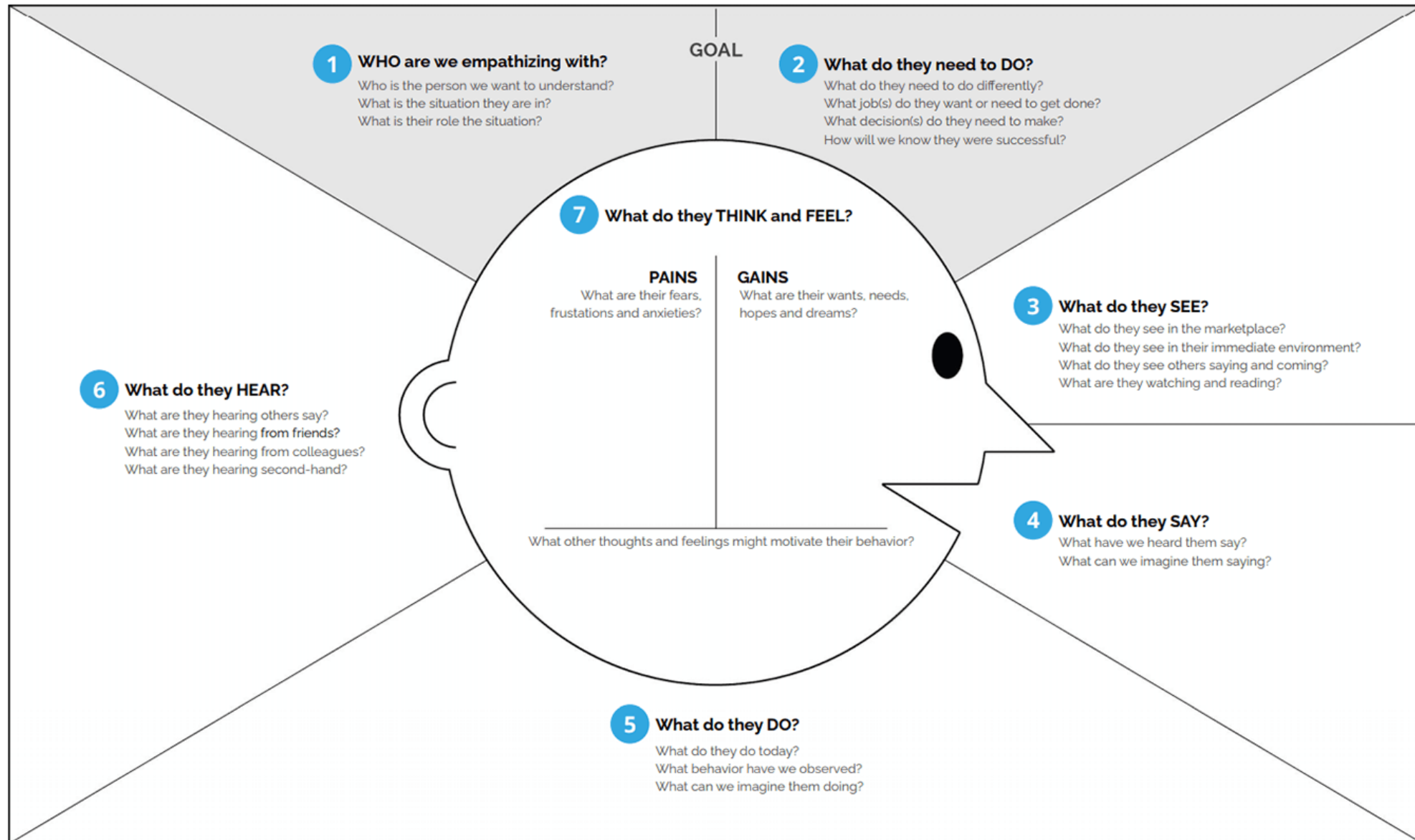   - Employees who don't receive regular feedback – 23%

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1. Who are you empathizing with?
2. What do they need to do?
3. What do they see?
4. What do they say?
5. What do they do?
6. What do they hear?
7. What do they think or feel?
   1. Pains
   2. Gains
   3. Other thoughts

Do you have a People Problem? Try an Empathy Map

GOAL

1 **WHO are we empathizing with?**
Who is the person we want to understand?
What is the situation they are in?
What is their role the situation?

2 **What do they need to DO?**
What do they need to do differently?
What job(s) do they want or need to get done?
What decision(s) do they need to make?
How will we know they were successful?

7 **What do they THINK and FEEL?**

PAINS
What are their fears,
frustations and anxieties?

GAINS
What are their wants, needs,
hopes and dreams?

3 **What do they SEE?**
What do they see in the marketplace?
What do they see in their immediate environment?
What do they see others saying and coming?
What are they watching and reading?

6 **What do they HEAR?**
What are they hearing others say?
What are they hearing from friends?
What are they hearing from colleagues?
What are they hearing second-hand?

What other thoughts and feelings might motivate their behavior?

4 **What do they SAY?**
What have we heard them say?
What can we imagine them saying?

5 **What do they DO?**
What do they do today?
What behavior have we observed?
What can we imagine them doing?

Paul Marciano's RESPECT Model

The Roadmap to Engagement

"Your job gives you authority. Your behavior gives you respect."

—**Irwin Federman**, general partner at U.S. Venture Partners

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Are You Leading the Engagement Charge?

Instructions - **Please use your phone to complete the poll.**

Read each statement in this survey and decide how accurately it describes the extent that you perform the action.

You have 15 minutes to answer 35 questions.

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Paul Marciano's Respect Model for Engagement

R – Recognition

E – Empowering Employees

S – Supportive Feedback

P – Partnering

E – Setting Clear Expectations

C – Consideration

T – Trust

Bonus letter – C - Communication

RESPECT - Recognition

Some things to keep in mind regarding recognition.

1. **Timing** - Deliver praise as quickly as possible after the desired behavior

2. **Specificity** - The goal of praise is to reinforce a specific behavior

3. **Proximity** – The closer you are, the more impact it has

4. **Enthusiasm** - Praising with energy and enthusiasm is more powerful than being stoic about it

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Quick Fact

A survey conducted by Socialcast revealed that **69% of employees said** they would work harder if their efforts were better appreciated.

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Some Example Ways to Recognize your Employees

1. <u>Give</u> them a handwritten note
2. Send them a Covenant employee recognition card
3. Spread the word about an employee's success
4. Give them more responsibility and autonomy and tell them why you are
5. Create more opportunities for them
6. Increase the frequency of recognition
7. Meeting icebreaker

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Some Example Ways to Recognize your Employees

We provided you with a pack of Kudos notes. Make it a goal to use them all in less than 60 days.

Let's start now! Think about something one of your employees has done recently that deserves recognition and write one up for them.

BRAVO

To: From:

Date: Time:

YOU...

○ Are a great listener   ○ Pitch in whenever needed
○ Give great feedback   ○ Challenge us
○ Relieve others of difficult tasks   ○ Are open to new ideas
○ Take one for the team   ○ Are a great leader
○ Keep us on track   ○ Have a good attitude
○ Bring our mission to life   ○ Communicate clearly
○ Are a great role model   ○ Make everyone feel valued
○ Respect others' contributions   ○ Use time wisely
○ _____

To be specific...

_____

_____

_____

_____

RESPECT - Empowerment

"The best executive is the one who has the sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it."

- Theodore Roosevelt

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Quick Fact

According to a study published in the Journal of Applied Psychology, empowered employees are more likely to engage in creative problem-solving and innovative thinking.
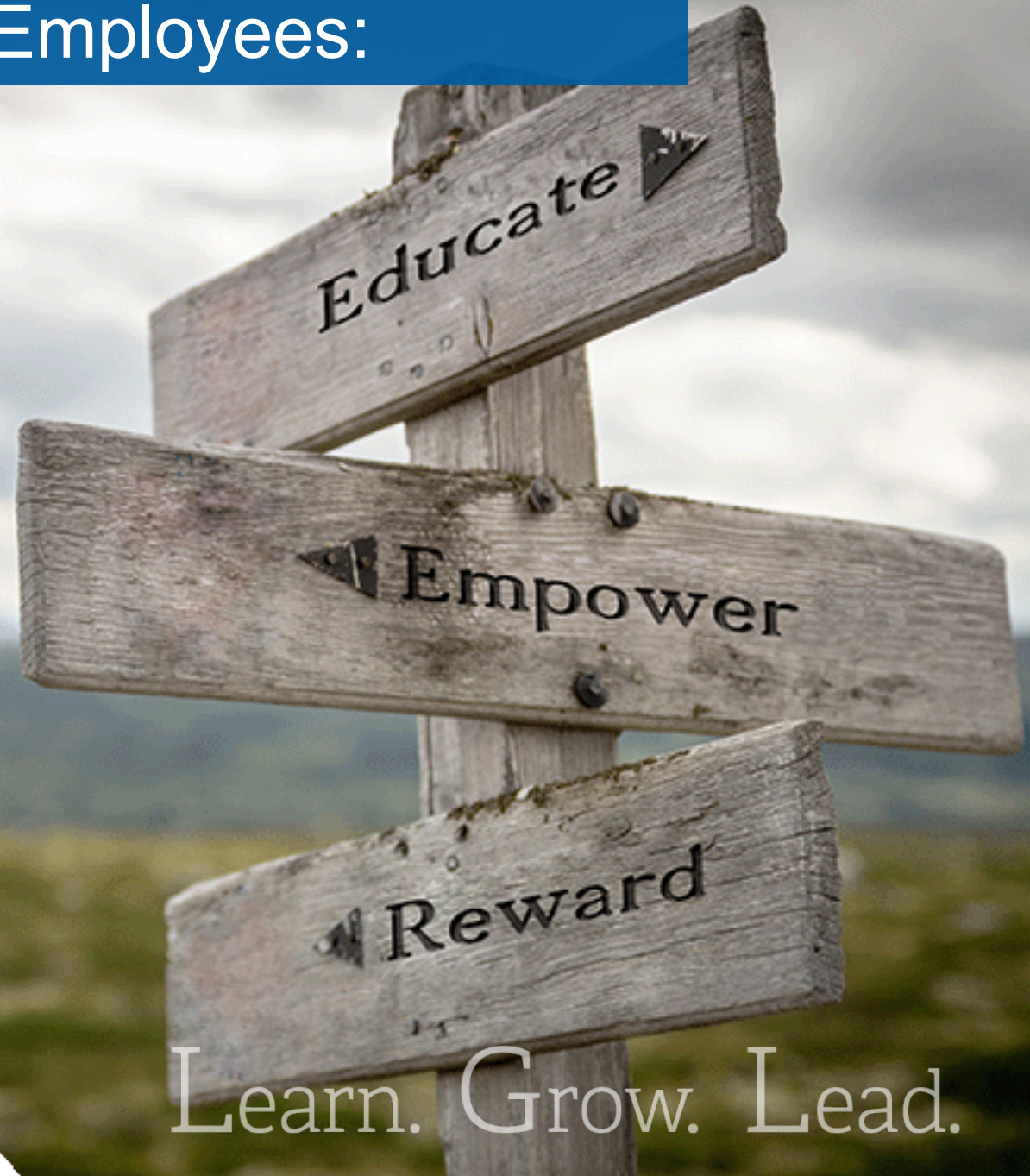
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What it Means to Empower your Employees:

You encourage them to:

1. Take calculated risk
2. Seek novel solutions
3. Treat mistakes as learning opportunities
4. Challenge current policies and processes
5. Seek learning opportunities
6. Speak up when they disagree

Educate ▶

◀ Empower

◀ Reward

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Specific Actions to Take:

You should:

1. Improve new-hire training
2. Encourage autonomy
3. Ask your employees what they need to do their job more effectively
4. Promote more cross-training
5. Encourage them to look for waste in the workplace
6. Create a team to analyze existing processes and policies
7. Turn team members into coaches
8. Create learning opportunities
9. Work with your team to develop your core purpose

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Activity - Develop Your Team's Core Purpose

You are answering one basic question **"Why do we exist?".** Tell your staff you will be doing this ahead of time. Provide these questions to prompt progress.

1. Who do we serve?
2. What service do we provide?
3. Why do we provide it?
4. Why do we matter?
5. What (of consequence) fails to happen if we don't show up tomorrow?
6. If we vanish, describe the crisis.
7. What is the company's purpose?
8. What is our purpose?

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Activity - Develop Your Team's Core Purpose

We have provided a worksheet to give your employees to get things started.

Employee Engagement and Motivation
Core Purpose Development Worksheet

What is our department's purpose? Please answer the following questions to help determine our department's core purpose and guiding principles.

Question:	Your answer:
Who do we serve?	
What service(s) do we provide?	
Why do we provide it?	
Why do we matter?	
What (of consequence) fails to happen if we do not show up tomorrow?	
If we vanish, describe the crisis.	
What is the company's purpose?	
What is our purpose?	

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"Truly great leaders spend as much time collecting and acting upon feedback as they do providing it."

- **Alexander Lucia**
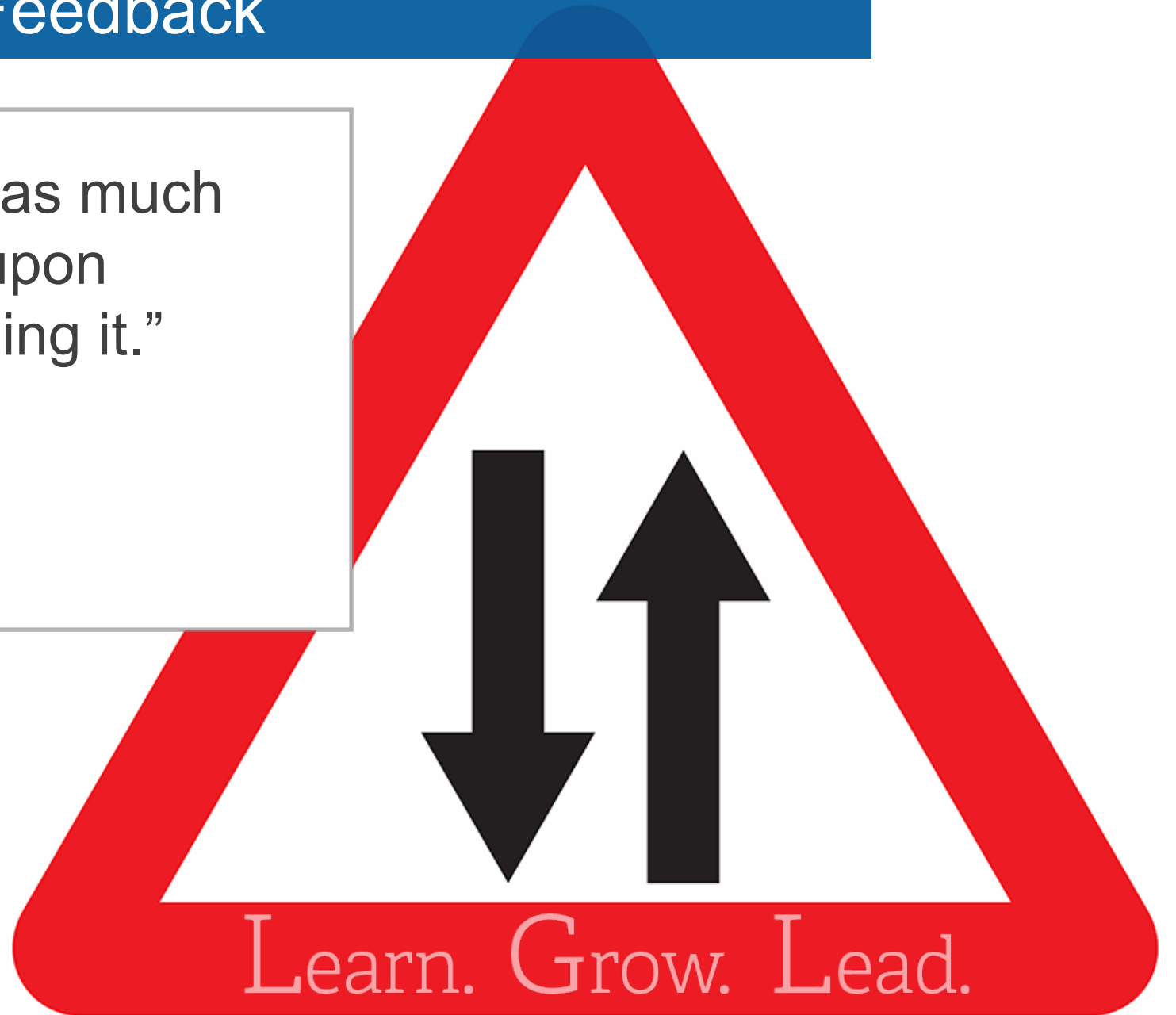
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Best Practices - Supportive Feedback

1. Focus on behavior
2. Schedule feedback
3. Provide coaching and feedback quickly
4. Spend 30 minutes a week providing feedback. Break it up during the week
5. Provide focused and specific feedback
6. Emulate what you expect from your employees
7. Train employees to provide peer feedback
8. Ask your employees for feedback regarding your performance.

Supportive Feedback Considerations

1. Providing supportive feedback helps employees focus, shape, and direct their behaviors
2. Provide feedback often - no surprises at review time
3. Whether positive or negative, provide feedback that is clear and from a place of caring
4. Take a position of coach and mentor
5. Make this a two-way conversation
6. If concerned about or proud of an employee's behavior, provide feedback within 24 hours
7. At least 75% of your feedback to employees should be positive in nature

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RESPECT - Partnering

"In the past, a leader was a boss. Today's leaders must be partners with their people."

—Ken Blanchard

Partnering Considerations

Partnering moves past teamwork and implies:

1. A degree of autonomy
2. Equality
3. Openness
4. Employee ownership
5. Blurred management-employee boundaries

Don't forget to partner with your internal customers.

1. Adds value to the organization
2. Builds relationships among employees
3. Breaks down silos

= Engaged and productive employees!

Best Practices - Partnering

1. Routinely update employees regarding the department budget
2. Do not withhold information or access
3. Include employees in problem-solving initiatives
4. Involve each employee in the development of their own development plan and goals
5. Cross-train – let them become owners of your entire department not just their small corner
6. Help employees find a mentor from another department
7. Involve employees early in major decisions
   1. Creates owners not renters
   2. Establishes trust in leadership

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Partner With Your Team in Problem Solving

LLD offers a team ideation workshop that teaches you and your employees to use proven ideation and problem-solving tools to improve your operations. This workshop also doubles as a teambuilding event.

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Resolve to Solve – Team Ideation

Tools and Strategies for Generating Innovative Ideas and Solving Problems

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RESPECT – Expectations

"The most common reason that employees fail to meet performance expectations is that those expectations were never made clear in the first place."

—**Paul L. Marciano, Ph.D.**
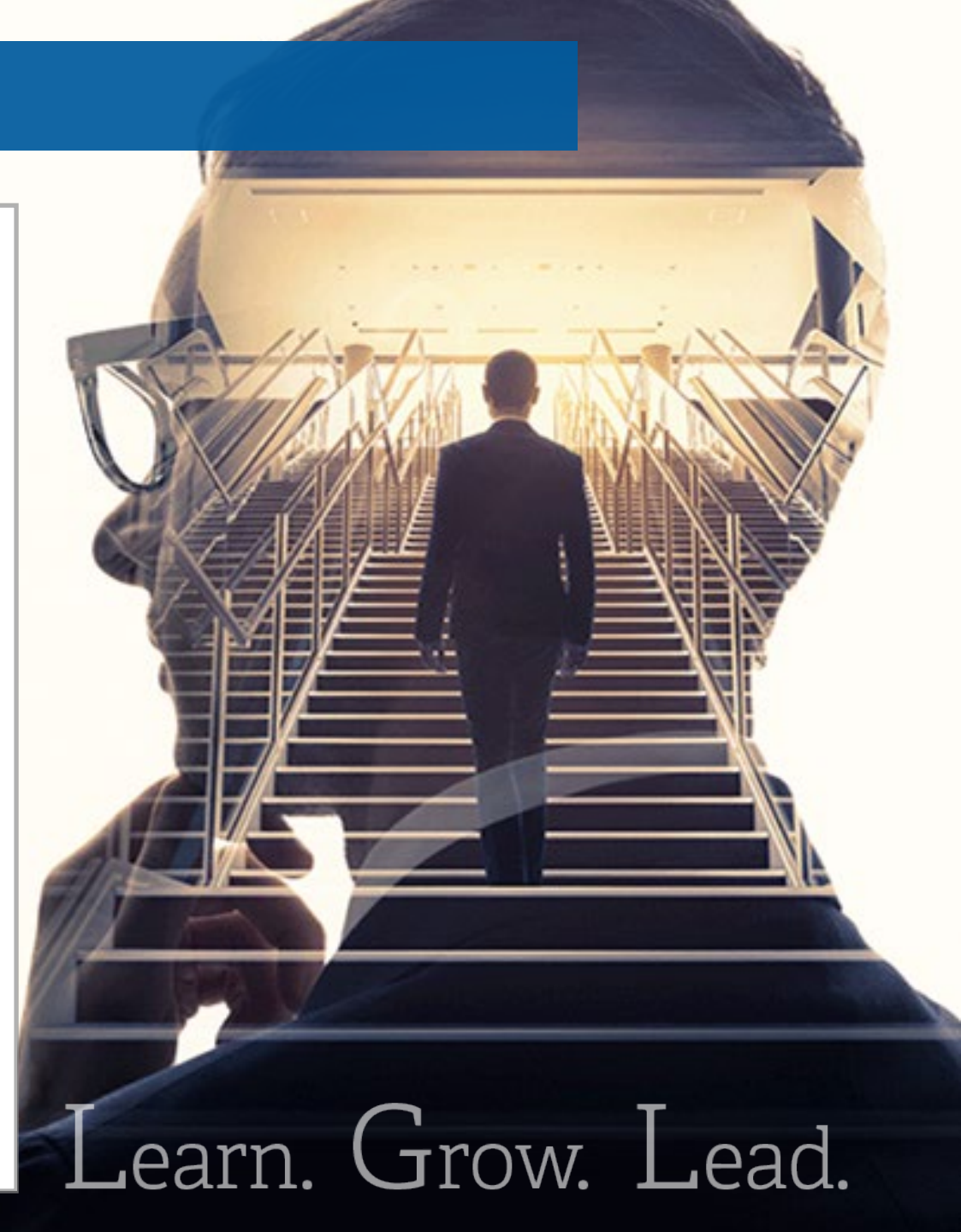
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Quick Fact

A study conducted by Gallup found that employees who receive regular feedback and clear expectations from their managers are 12 times more likely to be engaged in their work.

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Expectation Considerations

1. Like supporting feedback, leaders can overestimate their ability to set clear expectations
2. You must ensure employees have the correct tools, training, and resources to meet expectations
3. Make sure expectations align with the expectation of the business as a whole
4. Expectations should be challenging but attainable
5. Explain the "why" behind your expectations
6. Make sure goals and expectations are measurable

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Best Practices - Expectations

1. Set expectations at the time of hire
2. Set SMART goals (next slide)
3. Document your expectations
4. Check for understanding – You think you were clear, but did they understand
5. Put checkpoints in place to check for progress
6. Let the employee contribute with the development of expectations and goals
7. Compare expectations
8. Don't be afraid to expect big things but make sure you are there to support employees along the way

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You need to be detailed and specific when setting goals. Focus on creating **SMART Goals**.

S – **Specific**

M – **Measurable**

A – **Attainable**

R – **Relevant**

T – **Time-bound**

"Goals that people set for themselves and that are devoted to attaining mastery are usually healthy. But goals imposed by others—sales targets, quarterly returns, standardized test scores, and so on—can sometimes have dangerous side effects."

Pink, Daniel H.. Drive (p. 48). Penguin Publishing Group. Kindle Edition.

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RESPECT - Consideration

"People do not care how much you know until they know how much you care."

- John Maxwell

Effects of Showing Consideration

Showing Consideration:

1. Increases employee loyalty
2. Increases loyalty to the company
3. Reduces turnover
4. Reduces absenteeism
5. Increases an employee's willingness to share ideas and work to develop solutions

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Consideration Best Practices

1. Get to know your employees
2. Have one-on-one meetings with your team
3. Celebrate birthdays and other special days
4. Wind-down Fridays – No meetings or emails after noon on Friday
5. Communicate
6. Hold a team building event
7. Allow flextime if the job allows

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Activity – Get to Know Your Employees

We have provided a worksheet to give your employees to get things started.

Employee Engagement and Motivation
Employee Information Worksheet

We want to know more about you!

Question:	Your answer:
Your Name	
Your Birthday	
Your start date at Covenant	
Something interesting that most people do not know about you	
Your hobbies are	
What do you spend your free time doing	
Your favorite sports team	
Your favorite food	

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RESPECT - Trust

"Few things help an individual more than to place responsibility upon him, and to let him know that you trust him."

- Booker T. Washington

Trust Facts

1. Without trust, relationships will not work
2. In order for employees to be loyal to an organization, they must trust their leaders
3. Foster trust in an organization and you will engage your employees
4. Employees who trust leadership are more willing to present their ideas.
5. Trust fosters innovation

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Quick Fact

According to recent studies:

1. 95% of engaged employees trust their leadership
2. Only 46% of disengaged employees trust their leadership

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How to Destroy Trust

1. Micromanage
2. Block information/system access
3. Taking a negative action without a crucial conversation as to why
4. Take credit for an employee's work
5. Talk bad about other employees in front of them
6. Publicly belittle them
7. Surprises during their annual review
8. Trips under the bus
9. Unwillingness to apologize

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Trust Best Practices

Showing Consideration:

1. Keep your word
2. Admit mistakes and apologize
3. Give credit
4. Take the bullet
5. Be transparent
6. Communicate
7. Allow flextime if the job allows
8. Increase employee autonomy
9. Ask for ideas and act on them
10. Do not micromanage!

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Recognizing Disengaged Employees

Are you looking?

"On what high-performing companies should be striving to create: A great place for great people to do great work."

—Marilyn Carlson, former CEO of Carlson Companies

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What to Look for

1. Decreased productivity/quality
2. Lack of initiative
3. Reduced interaction and participation/isolation
4. Negative attitude and increased sarcasm
   - May talk negatively about the company/department
   - May make favoritism accusations
   - Might make backhanded or negative comments about their leader and coworkers
5. Increased absenteeism or tardiness
   - Watch for patterns
   - Statistically, disengaged employees miss more often near the weekend
6. Lack of interest in personal development
7. Physical signs
   - Body language
   - Frequently appear tired or have a lack of energy

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Is There a Tool we can Use to Quatify Engagement?

Yes – Try the individual Employee Engagement Assessment

Employee Engagement and Motivation
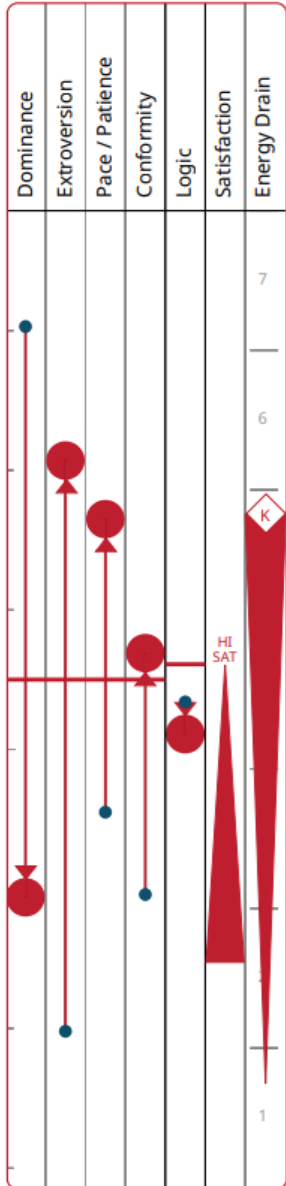**Individual Employee Engagement Assessment**

Employee Name:

Question:	Yes	No
Does the employee actively seek out new challenges and opportunities to learn and grow?	Yes	No
If the answer is no, here are a few things you can do: • Reason Identification: Identify the reasons why the employee may not be seeking out opportunities for growth. This could be due to a lack of confidence, fear of failure, or feeling overwhelmed with their current workload. Offer them the opportunity to take an LLD class. Leading Without a Title is a great option for individual contributors. • Just ask: Simply ask them if they are open to internal and external development opportunities: Some employees may not even realize this is an option. • Be flexible and open to alternative forms of learning and development. This could involve offering job shadowing, cross-training, mentoring, job rotations, stretch assignments, or online learning opportunities. • Consider the employee's personal life: The employee's personal life may be contributing to their lack of motivation and engagement. Have a conversation with them to see if there is anything you can do to help.		
Does the employee consistently give additional discretionary effort on the job?	Yes	No
If the answer is no, here are a few things you can do: • Provide autonomy: Give employees the freedom to make decisions and take ownership of their work. This can help them feel more invested in their role and more willing to go above and beyond. • Show appreciation: Recognize and reward employees for their hard work and contributions. This could be through public recognition, private recognition, or other forms of incentives.		

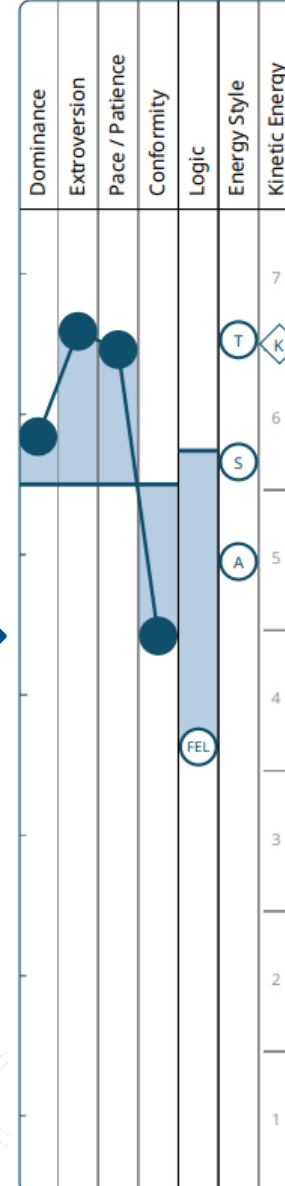# Another Way to Identify Potentially Disengauged Employees?
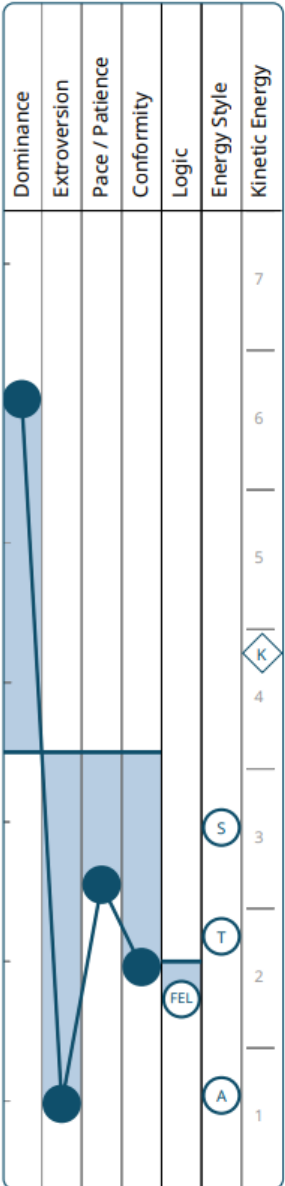
Yes - PDP

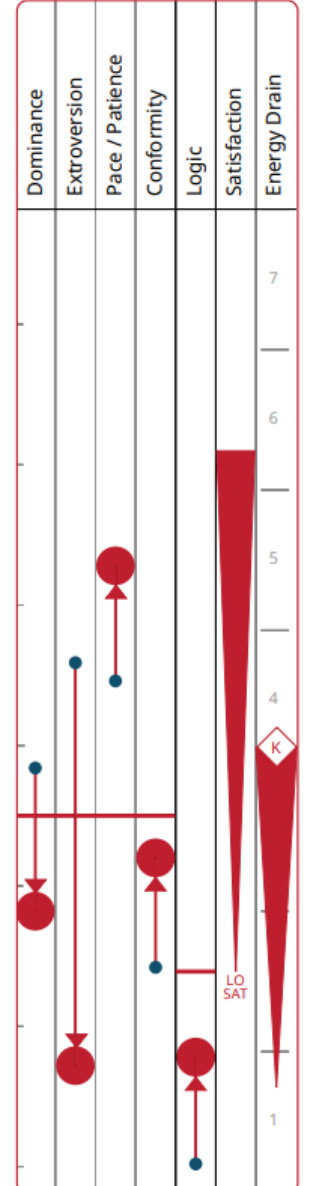This person put in their notice about a month after taking the PDP

This person put in their notice two weeks after taking the PDP

PDP will never tell us for sure that someone is going to leave, but it can point out who might be apt to.

TeamScan and Satisfaction

30.8% of this group is exhibiting low satisfaction!

PDPglobal

Satisfaction
Achieving personal **goals and aspirations**
(indication of level of morale and feeling rewarded for efforts in life—work and personal)

High — 46.2%
Average — 23.1%
Low — 30.8%
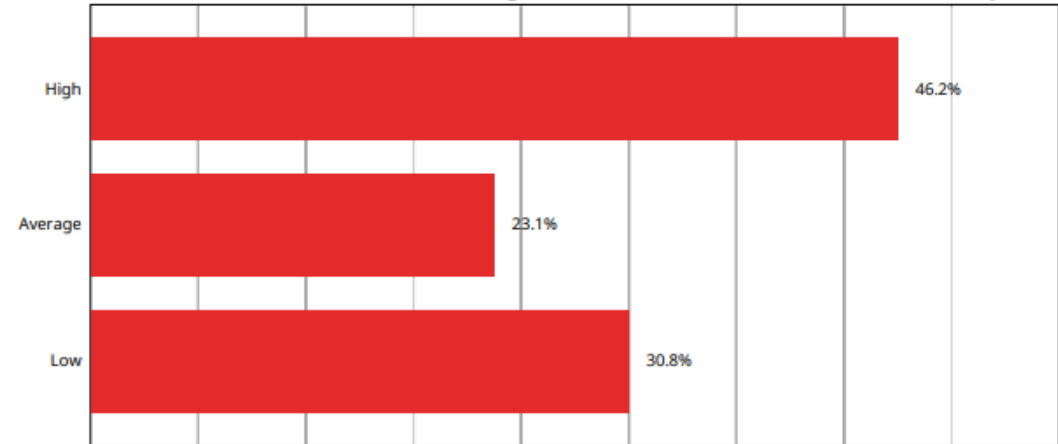
| Priority	Satisfaction Level Descriptions
46.2%	**High**—Feeling of high morale, getting many rewards, feeling fulfilled. Sometimes this High Satisfaction indicator is overshadowed by over expectations which are imposed by someone else or self imposed, lessening the amount of true satisfaction.
23.1%	**Average**—Getting enough rewards, seeing light at the end of the tunnel.
30.8%	**Low***—Not getting rewards for effort being put forth, may feel discouraged, misused or not being used to fullest potential.

Member count = 13

* Management alert

TeamScan and Energy Drain

Instantly see on your team who has the most significant energy drain.

Energy Drain & Available Energy
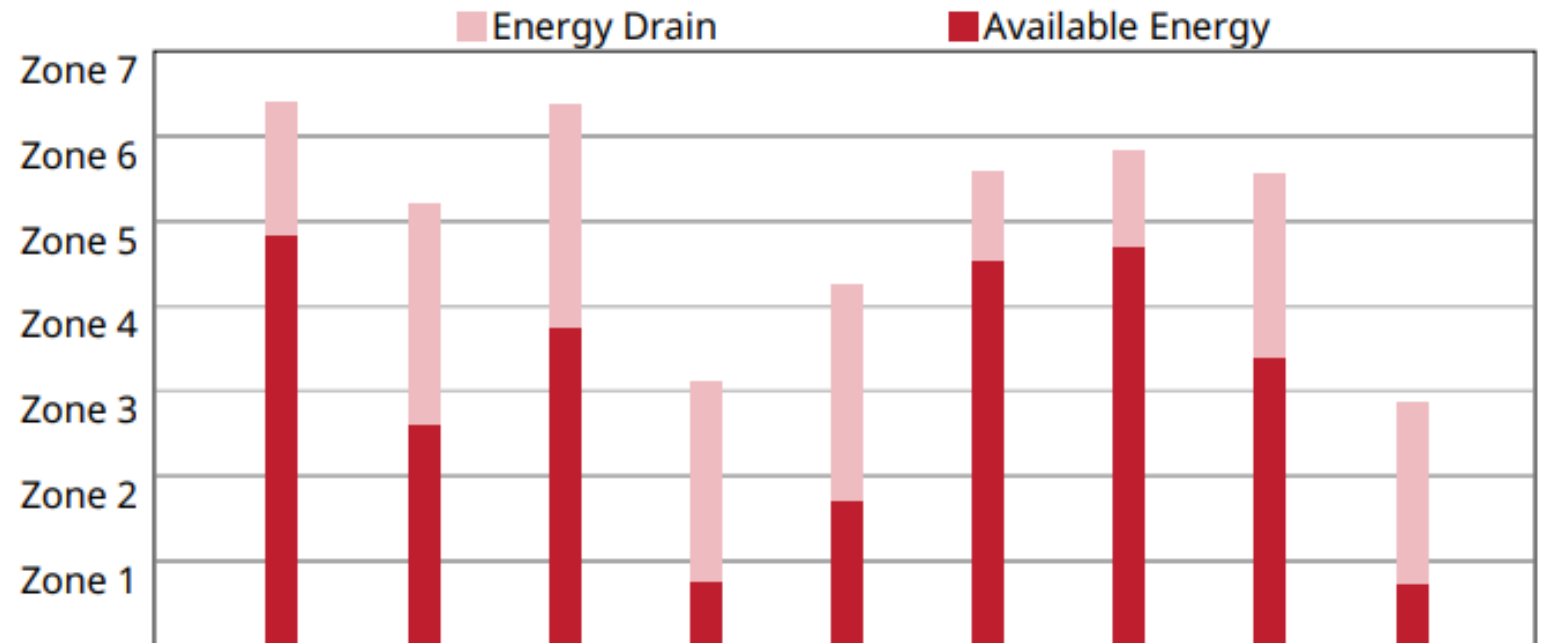
Perform Stay Interviews

We have provided a list of stay interview questions to get things started.

Employee Engagement and Motivation

Stay Interview Questions

To find out the high potential of your own team members – and to unlock their passion and creativity – you need to know more about them. It will be vital to your leadership to take the time for the following actions, letting your team know you want them to grow and develop in order for each of them to make their highest and best contribution.

- Review resumes of your team members - What have they done? Where did they come from?
- Review their past evaluations - What have others noticed in them? When have they been rewarded and recognized?

Ask them to answer a few of the following questions and discuss their answers:

1. What is your Why?
2. What do you enjoy most about working here?
3. What contribution would you love to make in your current role?

4. What keeps you motivated to come to work each day?
5. What are your career goals, and how can we help you achieve them within the organization?
6. What do you think we could do to improve your work experience?
7. What additional training or development opportunities would you like to have?
8. What job-related opportunities are you passionate about?
9. What are the key factors that make you feel valued and appreciated at work?
10. What are the key factors that would cause you to consider leaving the organization?
11. What are the biggest challenges you face in your role, and how can we help you overcome them?
12. What opportunities do you see for growth and development?
13. How do you feel your role contributes to the success of the organization?
14. How do you like to be recognized?
15. What contribution would you love to make in your current role?

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Hiring Motivated Employees

"On what high-performing companies should be striving to create: A great place for great people to do great work."

—Marilyn Carlson, former CEO of Carlson Companies

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Hire Motivated Employees From the Start

1. Write a clear job description or review the current description for clarity and detail before posting

2. Conduct thorough interviews: During the interview process, ask questions that allow you to evaluate a candidate's motivation and work ethic

3. Set clear expectations and goals at the time of the interview

4. Explain any opportunities for advancement

5. Perform stay interviews routinely with new hires

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Questions to Assess Motivation

We have provided a list of questions to help you assess a candidate's potential for intrinsic motivation.

Employee Engagement and Motivation
Interview Questions for Assessing Motivation

Assessing a candidate's level of intrinsic motivation can be important in determining whether they have a genuine interest in the job and the company, rather than simply seeking external rewards such as money or status. Here are 20 interview questions you can ask to assess a candidate's level of intrinsic motivation:

1. What do you enjoy most about this industry/field?
2. How did you become interested in this type of work?
3. What are some of your long-term career goals, and how do they align with this position?
4. Can you tell me about a project or task you completed that you found particularly rewarding or fulfilling?
5. What drives you to do your best work?
6. How do you maintain your motivation when faced with difficult or tedious tasks?
7. How do you prioritize your work when you have multiple projects or tasks to complete?
8. What do you do outside of work to continue learning and growing in your field?
9. Can you tell me about a time when you went above and beyond in your work, and what motivated you to do so?
10. What do you consider to be your greatest achievement in your career so far, and why was it important to you?
11. How do you handle setbacks or failures, and what motivates you to keep going?
12. What kind of feedback do you find most valuable, and how do you use it to improve your work?

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Other Behavioral Interview Questions

We have provided a list of behavioral interview questions to assess more than just tactical skills.

Employee Engagement and Motivation
Behavioral Interviewing Questions

Behavioral interviewing questions are designed to help employers understand how a candidate has handled specific situations in the past and how they might handle similar situations in the future. Here are 27 behavioral interviewing questions you could consider:

1. Can you tell me about a time when you had to solve a complex problem?
2. How do you influence others to accept your ideas? Give an example of a time when you did this successfully?
3. What is one area of continuous feedback you've received throughout your career? What have you done to improve?
4. What is the one thing that people tend to believe about you that is absolutely not true. Why do you believe they feel that way?
5. Why do you work in your chosen field?
6. What motivates you?
7. What is something you have achieved that you are most proud of and why?
8. How have you handled a difficult customer or client in the past?
9. Describe a time when you had to work with a difficult coworker or team member.
10. Can you give me an example of a project you successfully completed and how you accomplished it?
11. Tell me about a time when you had to adapt to a new situation or process.
12. Describe a situation where you had to work under pressure to meet a deadline.

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In Closing

"Highly engaged employees make the customer experience. Disengaged employees break it."

—Timothy R. Clark, The 5 Ways That Highly Engaged Employees are Different

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Leveraging Creativity to Foster Engagement

"The ultimate freedom is the freedom to experiment with new ideas. Some skeptics insist that innovation is expensive. In the long run, innovation is cheap. Mediocrity is expensive—and autonomy can be the antidote."

TOM KELLEY

General Manager, IDEO

Employees who have the freedom to work on projects that improve both their experience, and the business are naturally more engaged.

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Measure Your Results

1. Get the baseline
    1. What does the last two years of turnover look like?
    2. Don't forget to complete stay interviews
    3. Start doing exit interviews
    4. How were your engagement self-assessment scores (that you took in this class)?
    5. Complete a 360-review
2. Implement some of the positive changes recommended throughout this class
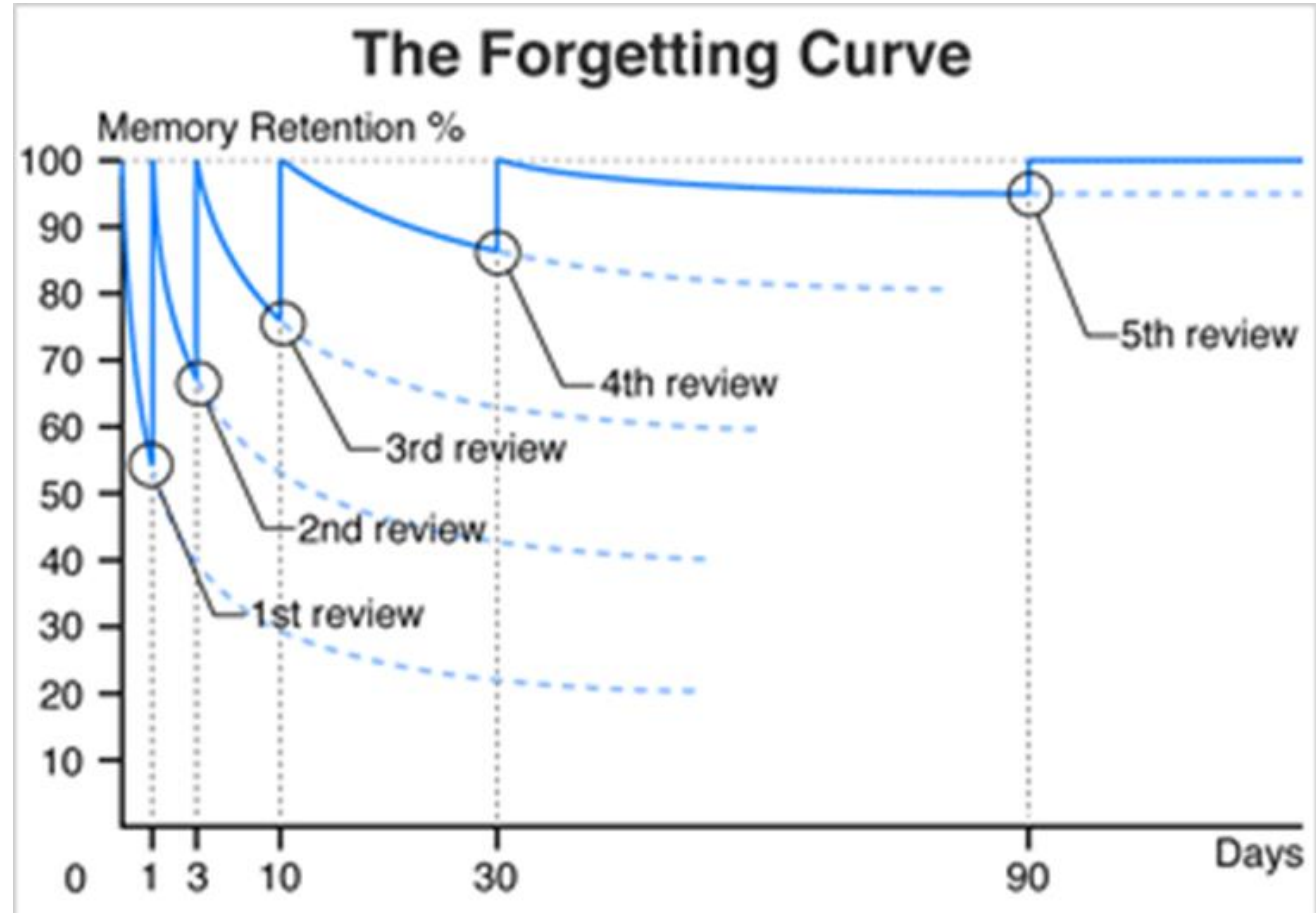3. In a year, repeat and compare

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References

Want to dive deeper into engagement and motivation? Read the books used to build this class!
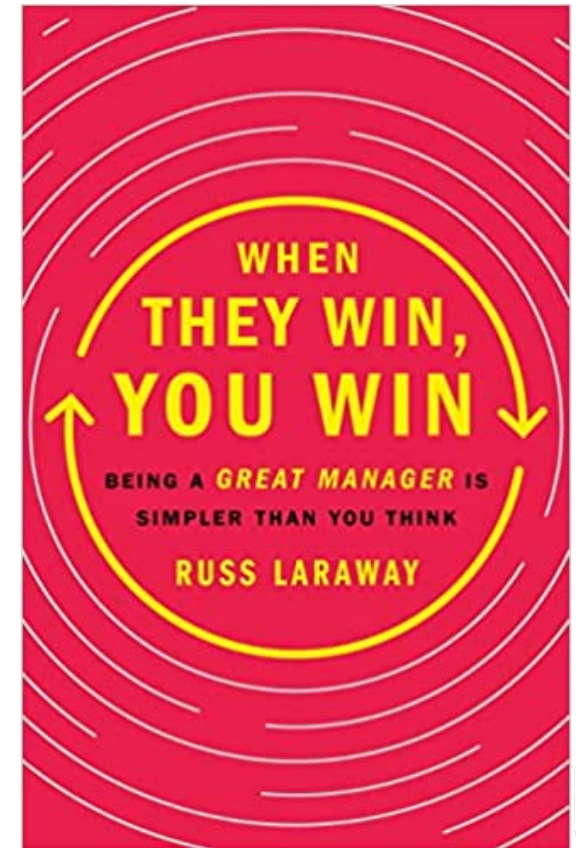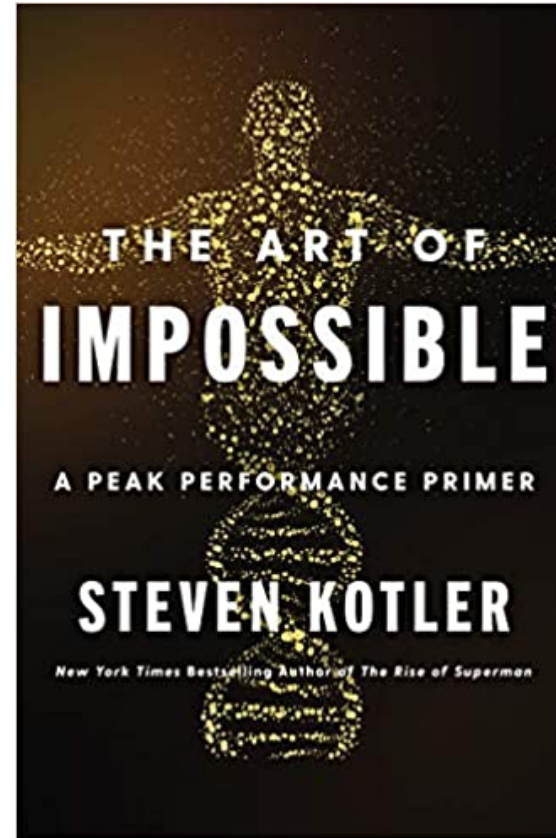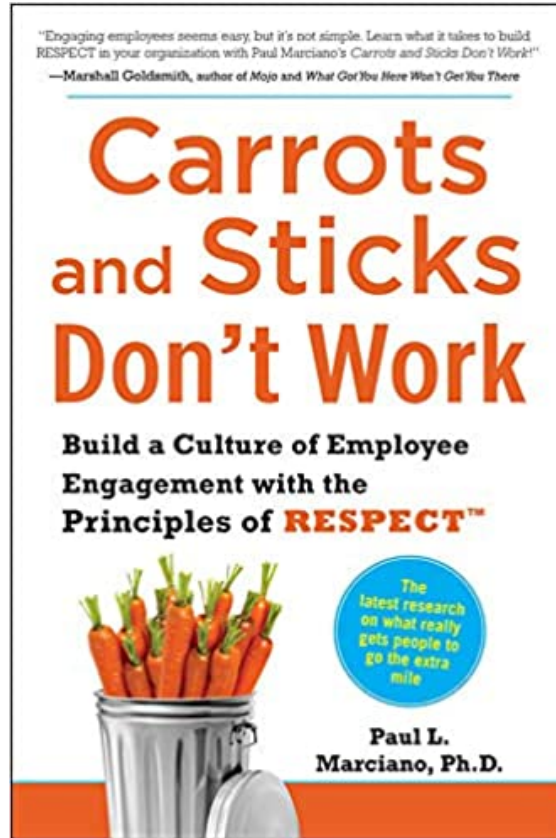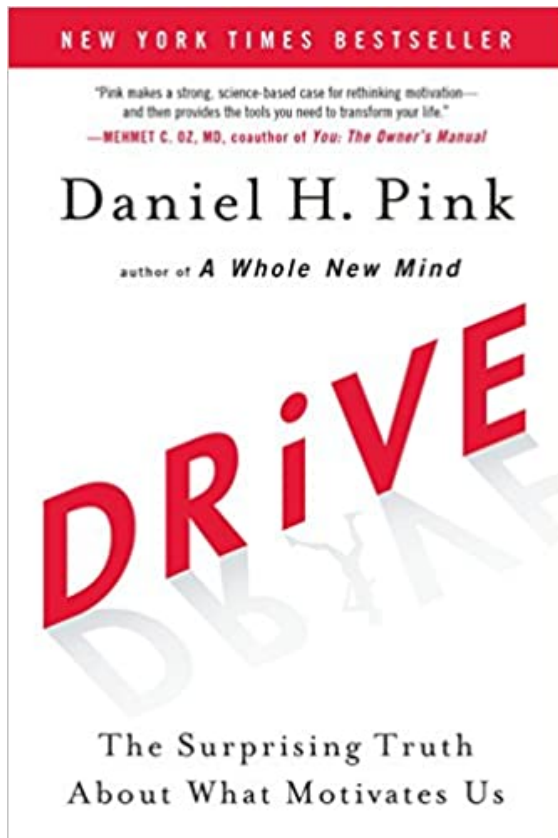
Forgetting Curve

- The forgetting curve defines the value of repetition in learning.
- By reformatting our training delivery methods, we can increase the level of retention exponentially.
- Viewing training materials once, a student will retain 20% of the material after 90 days.
- Reviewing information a total of 3 times will result in a retention of over 60% after 90 days. Nearly 100% if reviewed 5 times in 90 days.
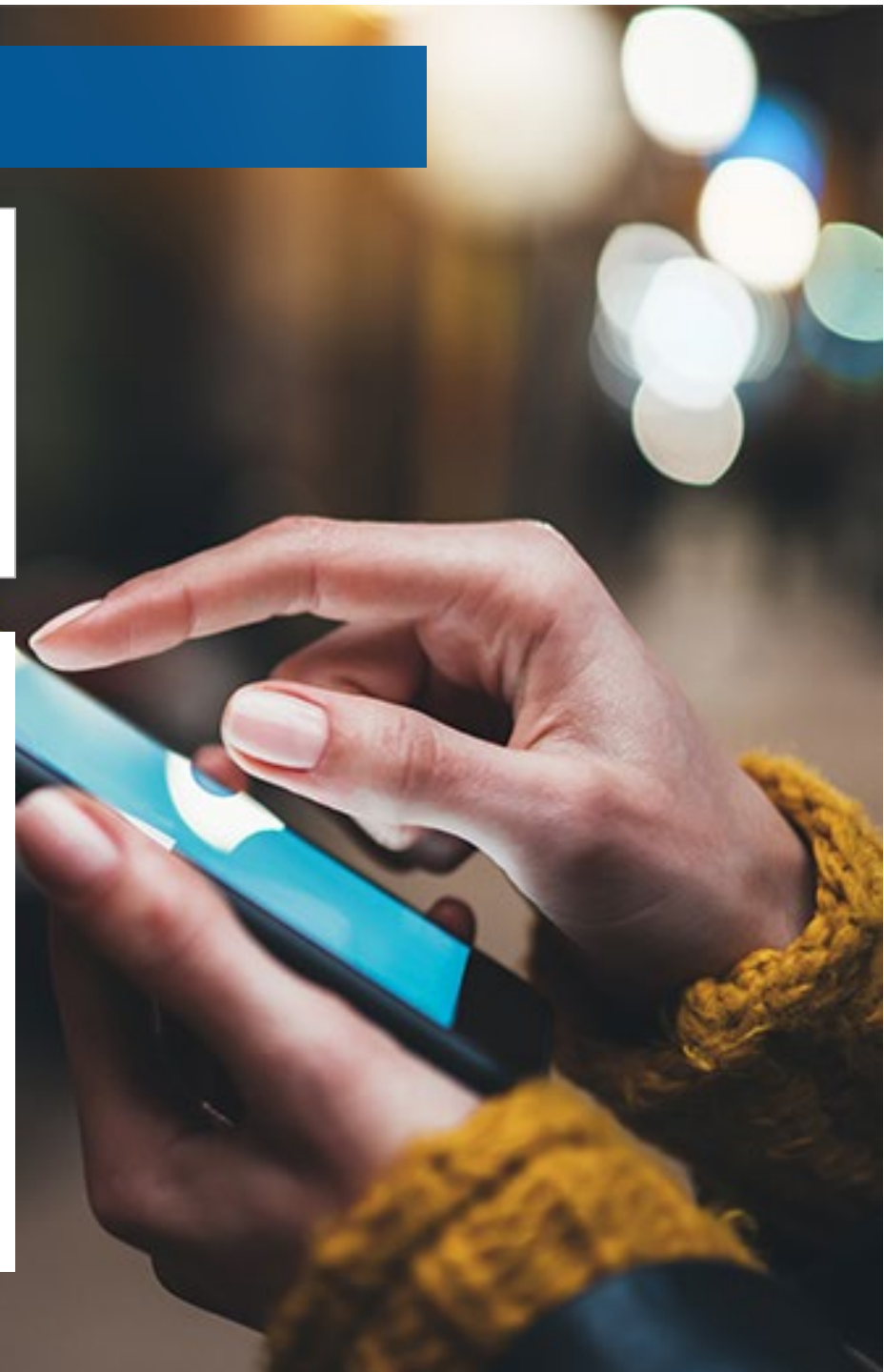

The Forgetting Curve

Memory Retention %

1st review
2nd review
3rd review
4th review
5th review

Days

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