



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: <ul style="list-style-type: none">• 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: <ul style="list-style-type: none">• Provide autonomy: Give employees the freedom to make decisions and take ownership of their work ensuring their actions align with our Pledge of Excellence. This can help them feel more invested in their role and more willing to go above and beyond.		



<ul style="list-style-type: none"> • 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. • Solicit feedback: Ask employees for their input and feedback on how to improve processes and procedures. This can help them feel more invested in their role and more willing to contribute additional effort. • Offer other opportunities; Ask the employee if they are interested in participating on a project team, taking over a report, managing the team SharePoint site, etc. 		
<p>Does the employee take ownership of their work and demonstrate a sense of accountability?</p>	<p>Yes</p>	<p>No</p>
<p>If the answer is no, here are a few things you can do:</p> <ul style="list-style-type: none"> • Set clear expectations: Leaders should clearly communicate their expectations for employee performance and ensure that employees understand what is expected of them. This can help employees feel more accountable for their work and motivated to perform well. In addition to CH’s Standards & Behaviors, be sure to create detailed instructions and standards within your department to use in orientation with new team members. • Encourage a growth mindset: Leaders should encourage a growth mindset among employees, where they are willing to experiment, take risks, learn from failures, and continuously improve their skills and knowledge. • Be sure to hold other employees accountable: Leaders should hold employees accountable for their work and follow through on consequences for poor performance or failure to meet expectations. Use CH’s Standards & Behaviors, and your departmental instructions and standards as a reference for where and how the team member needs to improve. • Empower employees: Leaders should give employees the autonomy and authority to make decisions related to their work (ensuring their actions align with our Pledge of Excellence). This can help employees feel more responsible for their work and more accountable for its outcomes 		



Does the employee display a positive attitude and remain resilient in the face of challenges?	Yes	No
<p>If the answer is no, here are a few things you can do:</p> <ul style="list-style-type: none"> • Encourage self-reflection and awareness: Leaders should encourage the employee to reflect on their own behavior and identify any areas for improvement. This can help the employee take ownership of their behavior and make a commitment to change. Ask the employee to complete a personal SWOT, or ask their team members to complete a 360° utilizing the Standards & Behaviors tool. • Have a conversation: Leaders should have an open and honest conversation with the employee to understand what might be causing the negative attitude and lack of resilience. This can help the leader identify any underlying issues that may be impacting the employee's behavior. If you need a little help with this, please consider enrolling in the next available Crucial Conversations class. • Provide feedback: Leaders should provide regular feedback to the employee to let them know if you are seeing improvement in their attitude. • Give the team member an assignment to study optimism (an Emotional Intelligence component), determine 3 new practices they will implement, and then meet with them regularly to see how it's impacting them and the team. • Provide support: Leaders should provide the employee with the necessary support to help them overcome any challenges or difficulties they may be facing. This can include providing resources, training, mentoring, or referring them to EAP to help the employee improve their skills and knowledge. 		
Does the employee demonstrate a strong commitment to the organization's mission and vision?	Yes	No
<p>If the answer is no, here are a few things you can do:</p> <ul style="list-style-type: none"> • Connect the employee to the mission and vision: The leader can help the employee connect their work to the organization's mission and vision. This can be done by showing how their role contributes to the overall success of the organization. 		



<ul style="list-style-type: none"> • Provide opportunities for engagement: The leader can provide opportunities for the employee to engage with the organization's mission and vision, such as volunteering or participating in We Care, Office of Philanthropy events, or other community events. This can help the employee feel connected to the organization's purpose. • Recognize and reward commitment: The leader can recognize and reward employees who demonstrate a strong commitment to the organization's mission and vision. This can include praising employees for their contributions and providing opportunities for career growth. • Address underlying issues: The leader should address any underlying issues that may be preventing the employee from demonstrating a strong commitment to the organization's mission and vision. This may involve addressing concerns about workload, job satisfaction, or professional development. 		
<p>Does the employee work collaboratively with their colleagues and demonstrate a team-oriented mindset?</p>	<p>Yes</p>	<p>No</p>
<p>If the answer is no, here are a few things you can do:</p> <ul style="list-style-type: none"> • Set clear expectations: The leader can set clear expectations for teamwork and collaboration, emphasizing the importance of working together to achieve common goals. This can be done through regular communication, goal setting, and performance feedback and should also link back to CH's and your departments Standards & Behaviors. • Encourage open communication: The leader can encourage open communication among team members, creating an environment where everyone feels comfortable sharing their thoughts and ideas. This can be done through regular team meetings, regular one-on-one rounding, and team-building exercises. • Address any conflicts: The leader should address any conflicts that may be preventing the employee from working collaboratively with their colleagues. This may involve facilitating conversations between team members or coaching team member on Crucial Conversations skills. Contact your local HR manager if you believe you might need assistance resolving the conflict. 		



Does the employee appear to feel valued and supported by you and the organization?	Yes	No
<p>If the answer is no, here are a few things you can do:</p> <ul style="list-style-type: none"> • Listen and respond to concerns: The leader can listen to the employee's concerns and respond in a supportive and constructive manner. This can involve addressing any issues or problems that the employee is experiencing and providing support and resources to help them overcome challenges. • Provide opportunities for growth and development: The leader can provide opportunities for the employee to learn, grow, and to take on new challenges and responsibilities. This can involve offering training and development programs, mentoring and coaching, and opportunities for career advancement. Please contact LLD for more information about our current catalog of development opportunities. • Show appreciation: The leader can show appreciation for the employee's contributions and accomplishments. This can include thanking them for their hard work, recognizing their achievements, and providing positive feedback. 		
Does the employee actively seek out feedback and take action to improve their performance?	Yes	No
<p>If the answer is no, here are a few things you can do:</p> <ul style="list-style-type: none"> • Encourage self-reflection and awareness: The leader can encourage the employee to engage in self-reflection, by asking them to evaluate their own performance and identify areas for improvement. This can involve asking the employee to set their own goals and monitor their progress and providing guidance and support as needed. Have your team complete a personal SWOT and ask team members to complete a 360° for one another utilizing the Standards & Behaviors tool Another great option is to have them attend an Emotional Intelligence class. • Create a culture of continuous learning: The leader can create a culture of continuous learning within the organization, emphasizing the importance of ongoing development and improvement. This can involve promoting a growth mindset, encouraging employees to seek 		



<p>out new challenges, and providing opportunities for learning and development. LLD is here to help, please visit our catalog to view our current offerings.</p>		
<p>Does the employee show a willingness to take on leadership roles and responsibilities?</p>	<p>Yes</p>	<p>No</p>
<p>If the answer is no, here are a few things you can do:</p> <ul style="list-style-type: none"> • Understand the underlying reasons: The leader should first try to understand the reasons why the employee is not willing to take on leadership roles and responsibilities. This could be due to lack of confidence, skill gaps, or a desire to maintain a more hands-on role. Once the reasons are understood, the leader can take appropriate action. • Provide support and encouragement: The leader can provide support and encouragement to the employee to help build their confidence and develop their leadership skills. This can involve offering mentorship, coaching, and training opportunities. Tell the employee that you believe they have the skills to become a great leader and send them to the Leading Without a Title class! • Offer incentives and rewards: The leader can offer incentives and rewards to encourage the employee to take on leadership roles and responsibilities. This can involve recognizing and rewarding employees who demonstrate leadership potential and providing opportunities for advancement and career growth. Don't forget to convey the positive effects that their leadership has on the team and organization. 		
<p>Does the employee actively participate in company events and activities?</p>	<p>Yes</p>	<p>No</p>
<p>If the answer is no, here are a few things you can do:</p> <ul style="list-style-type: none"> • Have a conversation to understand the reasons: The leader should try to understand why the employee is not participating in company events and activities. This could be due to personal reasons, schedule conflicts, or a lack of interest. Once the reasons are understood, the 		



<p>leader can take appropriate action. If you need help with getting the conversation started, take our Crucial Conversations class.</p> <ul style="list-style-type: none"> • Communicate the importance: The leader can communicate the importance of participating in company events and activities, and how it contributes to building a positive culture and team spirit. This can involve highlighting the benefits of participating, such as building relationships with colleagues, developing new skills, and having fun. • Solicit feedback: The leader can solicit feedback from employees on what types of events and activities they would be interested in participating in, and how the events can be improved. This can involve creating a feedback loop that allows employees to share their ideas and suggestions 		
<p>Does the employee feel comfortable speaking up and expressing their opinions?</p>	<p>Yes</p>	<p>No</p>
<p>If the answer is no, here are a few things you can do:</p> <ul style="list-style-type: none"> • Encourage participation: The leader can encourage participation by actively seeking out the employee's opinion, inviting them to team meetings and discussions, and making it clear that their input is valued. This can involve creating opportunities for brainstorming, problem-solving, and decision-making. Use brainstorming tools that encourage introverts to engage in problem solving. You can learn these tools in the LLD class Facilitating a Team Ideation and Problem Solving Event. Or sign your team up for the Resolve to Solve ideation and problem solving workshop. • Build trust: The leader can build trust with the employee by creating a safe and supportive environment where the employee feels valued and respected. This can involve listening actively, being responsive to feedback, and following through on commitments. • Address barriers: The leader can address any barriers that may be preventing the employee from speaking up and expressing their opinions. This can involve addressing issues such as cultural differences, language barriers, or personality traits that may be affecting communication. • Instill confidence: Take time to assess if the team member is introverted, shy, or insecure about sharing. If so, encourage them in 		



<p>developing the skill of effectively voicing their opinions. Crucial Conversations is a class where they will learn multiple skills to help them communicate with confidence.</p>		
<p>Does the employee take time to recognize and appreciate the contributions of their colleagues?</p>	<p>Yes</p>	<p>No</p>
<p>If the answer is no, here are a few things you can do:</p> <ul style="list-style-type: none"> • Encourage open communication: Leaders can encourage employees to speak openly and honestly with one another about their contributions and challenges. By doing so, employees may gain a better understanding of one another's roles and contributions. • Set expectations: Leaders can set clear expectations for how employees should recognize and appreciate their colleagues' contributions. By doing so, they can make it clear that this behavior is valued and expected in the workplace. • Encourage teamwork and collaboration: Leaders can promote teamwork and collaboration by creating opportunities for employees to work together and recognizing team achievements. By doing so, employees may gain a greater appreciation for the contributions of their colleagues. • Create a platform: Leaders can inspire team members to recognize and appreciate one another by creating a brag board or making Bravo cards available, etc. 		
<p>Does the employee appear to express an interest in the long-term success of the company? If you do not know, ask them where they see Covenant in five years and gauge their response.</p>	<p>Yes</p>	<p>No</p>
<p>If the answer is no, here are a few things you can do:</p> <ul style="list-style-type: none"> • Ramp up your vocalization of the company's vision: Leaders can communicate the company's vision and long-term goals to employees clearly and regularly. By doing so, employees may gain a better understanding of the organization's direction and feel more connected to its mission. Encourage employees to share a connect to purpose at huddle. • Connect the employee's work to the company's goals: Leaders can help employees understand how their work contributes to the company's overall success. By doing so, employees may gain a 		



<p>greater sense of purpose and be more motivated to contribute to the organization's long-term success.</p> <ul style="list-style-type: none">• Encourage employee input: Leaders can encourage employees to provide input on the company's long-term goals and strategies. By doing so, employees may feel more invested in the organization's success and be more likely to support its vision. Create a space for collecting ideas and suggestions, collaborate when possible on testing and implementing team member's ideas, keep them informed using the Stoplight Report as to whether or not it can be implemented and if not, why not.		
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