

22

Engagement Scorecard

Activity Description

Time Guideline: 45 minutes

Purpose

To provide a method of measuring performance concerning employee engagement in an organization

Description

Employee engagement is compared to playing a baseball game with similar scoring as a measurement of performance.

Resources

Handouts 22.1 and 22.2

Presentation

- Ask participants to imagine for a moment that creating a workplace based on employee engagement is like a baseball game:
 - In this baseball game, one of the things that you would need to have would be a scorecard, in this case an *engagement scorecard*.
 - A scorecard measures your performance in a number of different areas to help you record just how well you did in each of these areas against your goals and objectives for each area. A scorecard helps you compare your performance and progress over a period of time.
 - You can use the engagement scorecard to create a baseline performance if you are just getting started to measure your employee engagement and measure your progress over time.
- Distribute copies of Handout 22.1 and discuss the Nine Employee Engagement Strategies with participants. They will use these nine strategies to complete the engagement scorecard for their organization's performance:
 - To score a run, you must have 20 points. Add up the total number of points that you scored for all Nine Employee Engagement Strategies. For each engagement strategy, score yourself a single (5 points), a double (10 points), a triple (15 points), or a homerun (20 points), depending on how effectively you believe you are presently performing in this area. Divide the total number of points

(continued)

Presentation *(concluded)*

you scored in each of the Nine Employee Engagement Strategies by 20 to determine the number of runs that you scored in the exercise. For example, if your total points were 180, you would have 9 runs. Any fractions would represent runners left on base at the end of the game. Set goals for the number of runs you would like to score in the future by reviewing the Nine Employee Engagement Strategies on a regular basis and work toward improving your performance on each one.

- Distribute Handout 22.2 and have participants score each of the strategies on the scorecard and determine their final score in terms of runs.

Debrief

Ask participants for which of the nine strategies they scored homeruns or the highest scores. Which strategies did they score the lowest? What strategies did they “leave on base” at the end of the activity? Encourage participants to identify which of these strategies they need to focus on in the future to improve their employee engagement performance.

Handout 22.1

Nine Employee Engagement Strategies

- 1. Game plan:** Every team must have a game plan. Your game plan helps you organize and direct your efforts in an efficient and logical manner to reach your goals for success. Without a game plan, you will lack direction and purpose in your pursuit of employee engagement. A game plan is like a roadmap that helps you clearly see where you are heading and what you need to do to reach these destinations. If you don't already have a game plan for engagement, you need to work together with the decision makers in your organization to create one. If you already have an engagement game plan in place that you are following, score yourself a homerun. If you don't have one but are planning on creating one, score yourself at least a single.
- 2. Competition:** In many ways, your competition makes you better. Competition makes you try harder to be successful. You know that you have to play your best game in order to beat the competition. But in many organizations, just who is the competition can become confusing. Sometimes it may seem that another department or part of the organization is the competition. When we start competing within our own organization, we become our own competition, expending resources trying to beat ourselves. You need to keep focused on the real competition—those other companies or organizations that are trying to take away your customers and business. They are the ones that your entire organization must be focused on defeating, not other parts of your own organization or company. If your entire organization is totally focused on beating the real competition, then score yourself a homerun on this measure. If there is major competition between departments or other parts of your organization, don't give yourself any points on this measure.
- 3. Bench:** Teams need bench strength to have players ready and able to get into the game often with little or no notice. Key starting players sometimes are no longer able or available to play on the team and need to be replaced. If your organization doesn't have a strong bench today, you may be setting yourself up for huge gaps in talent later on. The true strength of any team is not just determined by who is currently playing on the field but also who you have ready on the bench to get into the game. Take a look at your bench strength and score yourself accordingly.
- 4. Fans:** Fans support a team during good times and bad. Of course, a team typically has more fans during winning seasons, but there are always those loyal fans who support the team even when it loses. Think about who your team's fans are? Who are your most loyal fans? Who supports you during tough or challenging times? How well do you acknowledge your fans and thank them for their support? What would your fans like you to do better or different? Your team's fans may be the top management of the organization, your customers, other departments or areas of the organization, or anyone who has input and sponsorship for your team in some way. Think about your fans and your team's relationship with them. If you believe that you communicate and relate well with your fans as defined above, then score a homerun or assign the appropriate level for your performance with your fans.

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Handout 22.1: Nine Employee Engagement Strategies (concluded)

- 5. Fundamentals:** Every game has certain fundamentals that must be followed to perform the activity correctly. You will almost always find that the best and most successful players follow the fundamentals of the game. Not following the fundamentals of the game usually results in sloppy play and eventual losses. You can't cheat by taking shortcuts or not learning or practicing the fundamentals and expect to be successful. The fundamentals are the basic building blocks of any activity. How well do you follow the fundamentals in your organization? Does everyone on the team know how to perform his or her job? Are employees encouraged if not expected to follow these fundamentals? Score your organization on how well employees follow the fundamentals of their jobs.
- 6. Talent:** Every team needs to have talented players. The talent of its players is any organization's greatest strength. But having talented players on your team doesn't just happen on its own. Talented players must either be recruited from outside the organization or developed within the organization. Having the right balance between these two ways to get talented players in your organization is important. How is your organization doing to ensure that you have the talent in your organization needed to be successful? Score your organization on the talent that you currently have to meet the goals you face.
- 7. Plays:** Teams have certain plays that they design and practice designed to beat the competition. Often these plays are changed or modified according to who the competition is and what you expect them to do to beat you. You need to have plays at work that you design to beat your competition. Just as a sports team designs offensive and defensive plays, you need to do the same. What would be examples of offensive plays that you might design to move ahead of your competition? What might be examples of defensive plays that you might need to design to just keep up with the competition or block their progress? How well has your team developed these kinds of plays or strategies to meet these challenges? Score yourself according to the effectiveness both of your offensive and defensive plays and strategies to compete against your competition.
- 8. Rules:** There are rules in every game. Not following these rules can result in penalties or even forfeiture to the competition. What are the rules in the game that your organization must compete in and how well do you play by these rules? If you consistently play by the rules of your game without penalty, you deserve a homerun.
- 9. Teamwork:** No team can expect to be successful without teamwork. Teamwork is the combination of the efforts of all the players on the team working together. Teams are successful when everyone works toward shared goals for success rather than individual objectives. When players are only playing for individual goals or rewards, the team suffers. Teamwork creates a more powerful force than the individual members could ever achieve working independently. Teamwork creates synergy in which the whole is greater than the sum of its parts. How well does your organization work together as a team? Hopefully you can score yourself a homerun on this very most important measure.

Handout 22.2

Employee Engagement Scorecard

	Game Plan	Competition	Bench	Fans	Fundamentals	Talent	Plays	Rules	Teamwork
2									
0 Homerun									
1									
5 Triple									
1									
0 Double									
5									
0 Single									
0 Out									

Your Engagement Score _____

Scoring

To score a run, you must have 20 points. Add up the total number of points that you scored for all Nine Employee Engagement Strategies. Divide the total by 20 to determine the number of runs that you scored in the exercise. For example, if your total points were 180, you would have 9 runs. Any fractions would represent runners left on base at the end of the game. Set goals for the number of runs you would like to score in the future by reviewing the Nine Employee Engagement Strategies on a regular basis and work toward improving your performance on each one.

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27

Engaging Up and Down the Organization

Activity Description

Time Guideline: 30 minutes

Purpose

To emphasize the need for the top management of an organization to be involved in employee engagement

Description

Suggestions are presented to keep top managers involved and supportive of employee engagement initiatives in the organization.

Resources

Handout 27.1

Presentation

- Begin the activity by explaining that it is critically important to have the support and involvement of the top management of an organization in employee engagement initiatives or programs.
- Explain to participants that:
 - Without this level of support, employee engagement will be far less likely or able to be successful.
 - The more actively you can get this level of management involved, the more they will truly understand the benefits and potential competitive advantage of employee engagement.
 - There may be no greater way to get the top leadership involved and committed to the concepts of employee engagement than to find opportunities to engage them in some aspect of these programs.
 - Identifying these opportunities not only can have a significant impact on involved executives but can also set the tone for the rest of the organization concerning employee engagement.
 - The question is how do you get top management directly involved in employee engagement in your organization?
- Distribute copies of Handout 27.1 to participants. Explain that the handout suggests 10 ways in which you can get the leadership of your organization more involved in employee engagement.
- Review and discuss each of these 10 suggestions with participants.

Debrief

Ask participants what other ways they might suggest to keep top management involved in employee engagement in their organization?

For Review Only

Handout 27.1

10 Ways to Keep Top Management Involved in Employee Engagement

1. Have top managers involved in the planning and directing of employee engagement initiatives by serving as chairpersons of these programs or serving on steering committees directing these initiatives.
2. Ask top managers for their input and suggestions about how these programs could be more successful.
3. Ask top managers for ideas and suggestions for projects to support employee engagement.
4. Ask top management to support training and awareness programs that are essential for employee engagement.
5. Report progress and successes of employee engagement programs to top management on a regular basis. Include these reports in monthly or quarterly reports sent to top management.
6. Publicize top management's interaction and involvement in employee engagement programs.
7. Ask top management to present formal recognition awards to employees for significant accomplishments achieved as a result of engagement activities.
8. Invite top managers to attend meetings or other events related to employee engagement activities to gain a better understanding of what's involved in the process and the commitment level of employees.
9. Look for projects that top management could personally be more involved in either in a leadership capacity or even as a contributing member of a project team.
10. Identify savings or cost reductions that can be attributed to employee engagement and ensure that top management is aware of this financial impact of these initiatives.