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- Five Cohesive Behaviors of a Team* ◀

EMPLOYEE *ENGAGEMENT*: **UNLOCKING THE SECRETS OF *SILENT DEFECTORS***

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***Change Catalyst / Dynamic Storyteller / People Whisperer
Trusted Advisor / Executive Consultant***

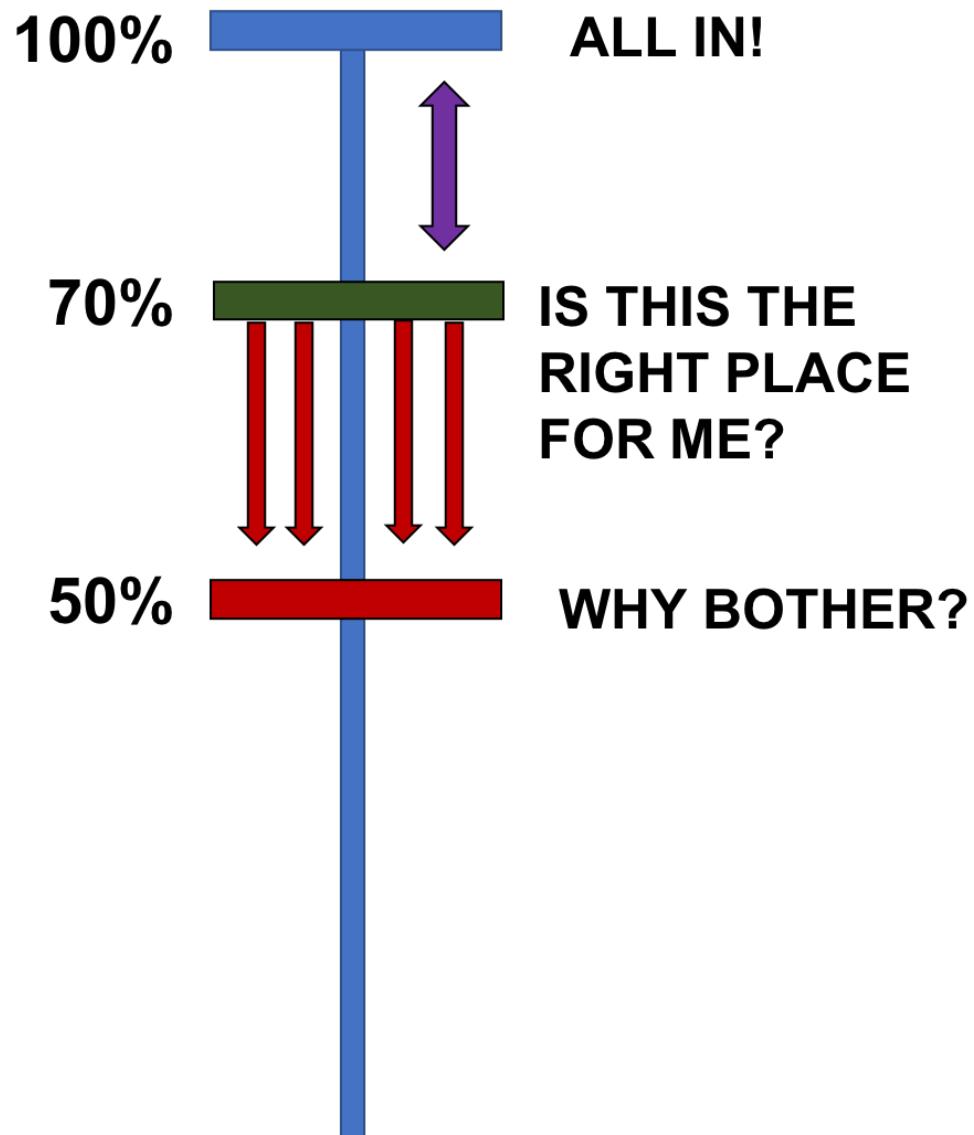
(...and a Non-Soul Crushing Kind of Attorney)

COURSE MATERIALS AND EXERCISES

Please note that even though the instructor may be an attorney, no attorney-client relationship exists, and the information presented in this class and in these materials is not intended to be legal advice. Individual situations vary and appropriate resolutions are fact specific. Consult with Human Resources or your organization's legal counsel before you apply this information to specific risk management decisions.



EMPLOYEE ENGAGEMENT



Unmet Expectations

- Asks few questions or a lot of questions
- Previous company culture was different
- Sudden change in behavior
- Complains job is not as promised
- Employee stops participating or producing
- Employee is increasingly absent

Job Mismatch

- Appears bored or unchallenged
- Complains that job is not as promised
- Not achieving expected results
- Asks to be reassigned or transferred
- Spends time on more satisfying activities
- Appears less engaged as time passes

Too Little Coaching

- Last feedback given at performance evaluation
- Have spent less than an hour coaching/month
- Only give feedback when employee asks for it
- After feedback, things don't improve
- Procrastinate giving feedback
- Employee's performance deteriorates

Too Few Growth Opportunities

- Coasting or appears bored or unchallenged
- Keeps asking for new challenges
- Asks for career path information
- Mastered the position a long time ago
- Completed a degree and expects to move up
- Feels underutilized

Feeling Devalued / Unappreciated

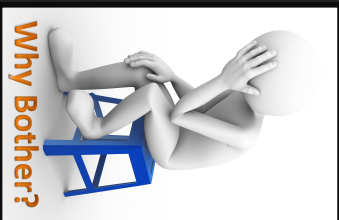
- Compensation disparity
- Contributors feel overlooked
- Employee doesn't respond to feedback
- Complains that others are treated better
- Insufficient resources
- Poor working conditions

Work-Life IMBalance

- Consistently works late or through lunch
- Appears more fatigued than usual
- Takes work home; doesn't take vacation
- Rushes to meet deadlines
- Expresses frustration
- Appears increasingly forgetful or irritable

Loss of Trust in Senior Leadership

- Lack of enthusiasm for new initiatives
- Increasing complaints about policies
- Employee questions management's decisions
- Increased grumblings among employees
- Morale problems evident in surveys
- Mention of supervisors in exit interviews
- Active resistance to change efforts
- Increased employment complaints / claims



**DISENGAGEMENT
HURTS
EVERYONE**

- Lack of accountability & lack of TRUST
- Complains or gossips a lot
- Stops communicating or participating
- Lacks enthusiasm or motivation
- Lacks initiative and isn't helpful to others
- Dysfunctional team member
- Distracted and disconnected
- Poor performance and poor work quality
- Hovers around average
- Lacks innovation and creativity
- Body language / Stressed out
- Resists coaching
- Absenteeism
- Rule violations
- Employee conflicts
- Poor safety practices
- Stagnant / No growth
- Increased turnover
- Dissatisfied customers
- Difficulty attracting top talent

RE-ENGAGE

