



Employee Engagement with CliftonStrengths @ PACD


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Objectives

- The Important Leadership Values:
Compassion through Empathy.
- Using My CliftonStrengths to Lead
Effectively.
- Employee Engagement through
CliftonStrengths.
- The Importance of Retention.
 - Action Planning.



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Parking Lot



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Any issues that we can't address or answer immediately--will go in the parking lot.





Questions & Comments

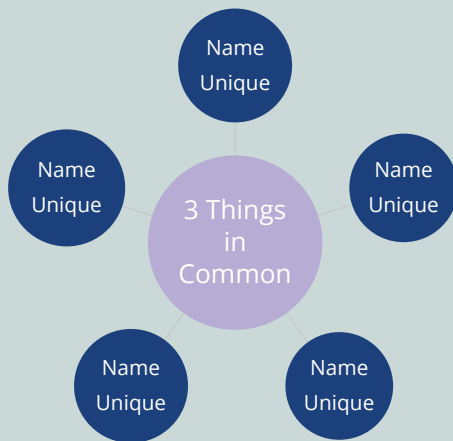


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Any questions or comments, please use post-it notes.

Common & Unique



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Draw design on flipchart. One large circle and one small circle for **each** person.

In large circle find **three** things that are common to everyone. Ideas:

- Please consider your five key strengths (from Strengths Finder)
- We have siblings
- We were born outside PA
- We love to cook
- We have animals
- We have children

For each small circle, put your first name and **one** thing unique to you. Ideas..

- Please consider your five key strengths (from Strengths Finder)
- I have a VW
- I live in a historic home
- I love to cook



Public TV Rule!

Report out

- Choose a team leader.
- The team leader will report out your common items.
- Then each other team member will BRIEFLY introduce self:
 - Name
 - Your unique item

Please remember the public TV rule!



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Important Leadership Values: Compassion Through Empathy



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Earliest Definition of Empathy

The term empathy was first introduced in 1909 by psychologist Edward B. Titchener as a translation of the German term *emfühlung* (meaning "feeling into")

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What is Empathy?



- Empathy is the skill of reflection back to another person the emotions he or she is expressing so that he or she feels heard and understood.
- Empathy involves listening to others, understanding them, and communicating this understanding to them.
- Empathy is the capacity to recognize and, to some extent, share feelings that are being experienced by another.

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About Empathy?



- Empathy is the ability to sense other people's emotions, along with the ability to imagine what someone else might be thinking or feeling.
- Research suggests that empathic people tend to:
 1. Be more generous and concerned with others.
 2. Have more satisfying relationships.
 3. Have a greater sense of personal well-being.
 4. Have improved leadership abilities because of enhanced communication with others.

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Different Types of Empathy

Cognitive Empathy: Understand how another thinks; the ability to see things from her point of view

- Important skill for leaders.
- Does not really extend to compassion: you understand how they see things, but do not yet necessarily care about them.

Emotional Empathy: Feel the emotions of the other person

- Creates a shared emotion, stimulates the mirror neurons.
- Deeper than just thoughts and perspectives.

Empathetic Compassion: Feel for the other person

- We not only understand what the person is thinking and feeling in the present moment, but we also want to help (our own need).

Difference Between Empathy and Sympathy



Brené Brown on Empathy

Why Care?



It can improve retention by 26%.



Produce better work: productivity can be increased by 15%.



Build a positive organization and enhance client/customer satisfaction by 30%.



Increase participation and collaboration by 29%.

Four Attributes of Empathy: Brene Brown

Perspective taking: Perspective taking refers to being willing and able to see and feel the world through the eyes of the other, walking in their shoes as the saying goes.

Staying out of judgment: Brené notes that judgement of another person's pain or challenge discounts the experience and is an often an attempt to protect ourselves from the pain they are feeling.

Recognize emotions: Recognizing the emotion means looking within yourself and remembering what it is like to have the feeling the other person seems to be feeling.

Communication: Rather than saying, "At least you..." try really communicating that you understand where they are at and validate what their feeling and experience is.

Discussion



Of the four attributes of the Brene Brown model of empathy, which is the most difficult to practice?

1. Perspective
2. Staying out of Judgment
3. Recognizing Emotions
4. Communication

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Empathy Challenges



Being overly
empathic... Empath

Being manipulated by
empathy
(manipulative
people.)



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Listening with Empathy



Listen carefully to the speaker's messages, both verbal and nonverbal



Display an open, caring posture



Consider the speaker's emotional state



Calmly reflect what you perceive the speaker's feelings and meaning to be



Have good eye contact and body language

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Listening With Empathy...Avoid..

Questioning or Probing in Excess

Judging

Criticizing

Lecturing

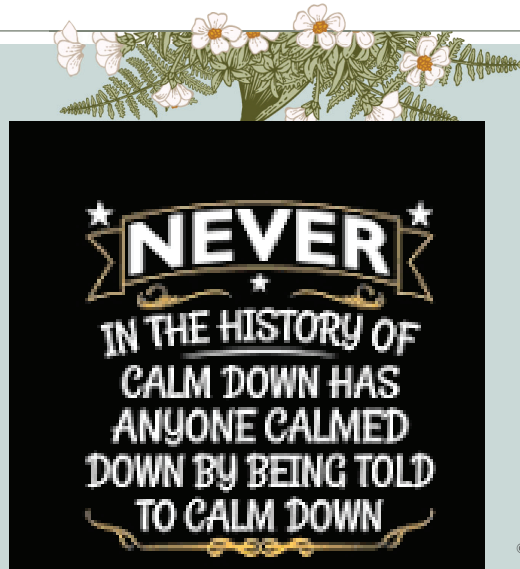
Advising

Interrupting

Giving autobiographical responses (e.g. "when I was on that team...")

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Not Empathetic Communication



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Workplace Kindness Challenge

This is a fun and engaging challenge to use in your workplace to encourage a kinder, more compassionate environment.

When someone completes all of the items below, celebrate! Consider offering an incentive like a gift card, a vacation day, tickets to an event or whatever is appropriate to your organization.

Wake up early to exercise	Place encouraging sticky notes in public areas	Smile	Donate to a local non-profit	STOP! Hydrate yourself.
Include someone who might have a new perspective.	Share your favorite song with someone	Create time in your day to connect with someone	Compliment with reckless abandon	Start and end the day with positive intentions
Send an uplifting text to a friend or family member	Laugh until your belly hurts	Treat someone to a cup of coffee (a colleague or stranger)	Download a meditation app and try it out before bed	Help someone that could use an extra hand
Celebrate someone's accomplishment.	Share some positivity	Write a list of things you appreciate about your boss and give it to them	Tidy up a disorganized area (your desk, storage room, etc.)	Text a colleague an encouraging message
Explore your surroundings	Start a gratitude journal	Tell someone they are doing a great job	Make it a point to listen to others and don't interrupt	Write a letter to your future self at futureme.org and schedule it to send back to you in 1 year
Leave a glowing review of a local business online	Take five minutes to think about all your positive relationships	Stop what you're doing and breathe deeply, close your eyes and appreciate your life.	Go for a long walk	Get some exercise doing something you enjoy!
Buy something from a locally owned business	Become a RAKtivist	Call someone you've been meaning to reach out to	Answer your phone with a smile on your face. People can 'hear' your smile	Recommend an uplifting movie or book to someone
Reflect on three things you accomplished this week	Leave coins at a vending machine so someone can enjoy a treat	Tell someone two things you appreciate about them	Relay an overheard compliment to someone	Send someone a card or note of appreciation
Put away your phone while in someone else's company	Bring a yummy treat in for everyone to enjoy	Don't complain for 24 hours	Publicly acknowledge someone who deserves the praise	Text someone a positive message
Change three small things about your routine that will help the environment	Take a walk and reflect on the things that bring you happiness	Remind yourself that you are doing the best you can	Exhibit kindness, even when in a hurry	Sign up to be an organ donor



[RAK workplace kindness challenge-1.pdf](#)
[\(randomactsokindness.org\)](#)

Gratitude/Kindness/Empathy



Using My CliftonStrengths to Effectively Lead



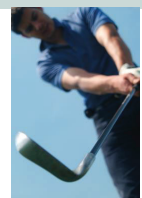
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Strength



Consistent near perfect performance in an activity.

1. Do it consistently and predictably.
2. You do not have to have strength in every aspect of your role to excel.
3. You will only excel by maximizing your strengths, never by focusing on your weaknesses.



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The Formula



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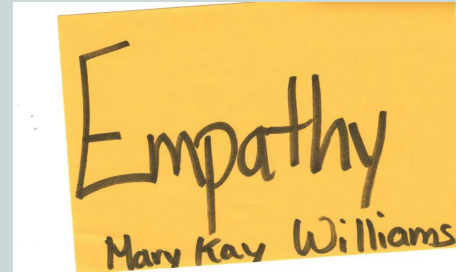
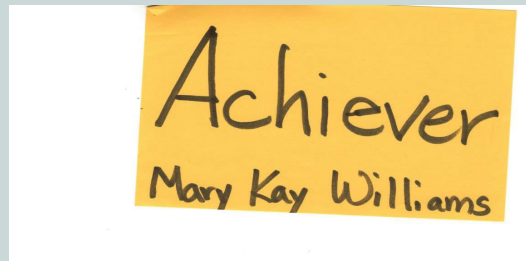
Four Domains of Team Strength

EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
People with dominant Executing themes know how to make things happen.	People with dominant Influencing themes know how to take charge, speak up, and make sure the team is heard.	People with dominant Relationship Building themes have the ability to build strong relationships that can hold a team together and make the team greater than the sum of its parts.	People with dominant Strategic Thinking themes help teams consider what could be. They absorb and analyze information that can inform better decisions.
Achiever Arranger Belief Consistency Deliberative Discipline Focus Responsibility Restorative	Activator Command Communication Competition Maximizer Self-Assurance Significance Woo	Adaptability Connectedness Developer Empathy Harmony Includer Individualization Positivity Relator	Analytical Context Futuristic Ideation Input Intellection Learner Strategic

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Wall of Strengths

- Using the Post it Notes-list your Five Strengths.
- Please put your name on each Post it
- List one Strength per Post it Note.



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Wall of Strengths



Four Domains of Team Strength

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- With your Post it Notes of your Five Strengths/Name.
- Get out of your seats, post each Strength under the appropriate four domains wall signs.
- Let's visually see our PACD Team Strengths present in this room.
- We will have discussions of what your leader or others do to motivate you by encouraging you to use your strengths in the four domains.
- Can you define what you need that you are not receiving from others?

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Employee Engagement through CliftonStenghts



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According to Gallup



Engaged Employees

Work with passion, feel a commitment to their organization, and look forward to innovation.

Disengaged Employees

Put in time, but consequently very little effort or passion; they care little for actual results of their labor.

Actively Disengaged Employees

Are unhappy in their workplace, they put no extra effort or time into work but do put time into sharing their unhappiness and frustrations.

Gallup Statistics



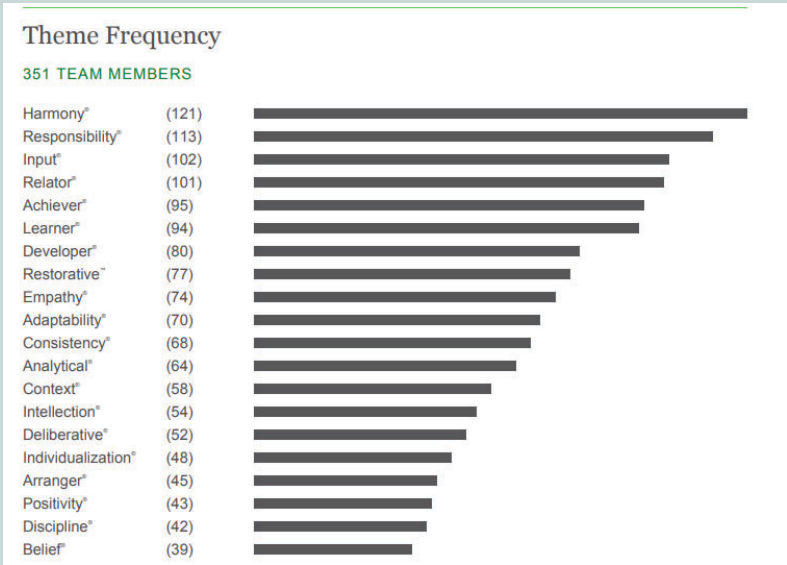
Engaged	=	30%
Disengaged	=	53%
Actively Disengaged	=	17%

Gallup, February 2024

“Actively disengaged” employees probably didn’t start out that way—what contributes to employees becoming disengaged? How can you re-connect with them by focusing on their Strengths?

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Top 20 @PACD



Your Team Grid

GALLUP®

HOW TO LEVERAGE:

Team Grid

KEY CONSIDERATIONS FOR YOUR TEAM

Focus on What You Have, Not What You Don't Have

To make the most of the Team Grid, individuals must first understand how they uniquely contribute to the team. By focusing on the collective talents of the team and not the blank spots on the Grid, team members can see the variety of talents that they bring to their team's success.

Let's Look @Your Team

Executing (6-10) Influencing (6-10) Relationship Building (6-10) Strategic Thinking (6-10)

[illegible]

Only team members who have completed the assessment appear on the grid. If you are highlighting strengths 6-10 or 30-34, only team members who have revealed their 34 strengths appear on the grid.

Team Insights

Team Top 5	The Team Brings	The Team Needs	The Team's Motivations
1. Harmony RELATIONSHIP BUILDING	a peace-loving, conflict-resistant approach	areas of agreement, common ground	the sacrifice personal agendas to facilitate group performance
2. Input STRATEGIC THINKING	tangible tools that can facilitate growth and performance	space to store the resources I naturally acquire	to provide relevant and tangible help
3. Relator RELATIONSHIP BUILDING	social depth and transparency	time and opportunities for one-on-one interactions	close, caring, mutual relationships
4. Responsibility EXECUTING	dependability and loyalty	freedom to take ownership	the respect of others
5. Arranger EXECUTING	flexibility and interactivity	a dynamic environment	initiating and managing necessary change

How To Make an Impact with this Report



"Focus on what you have NOT what you don't have."

At your tables, share examples of how you see your team members contributing to your Conservation District with their unique values.

- Take this activity back to your District and challenge the team to think about the talents they have on their teams rather than the talents they don't have — *"presence trumps absence"*.

Powerful Questions

Consider using these questions with my Conservation District Team.



At your tables, please discuss...

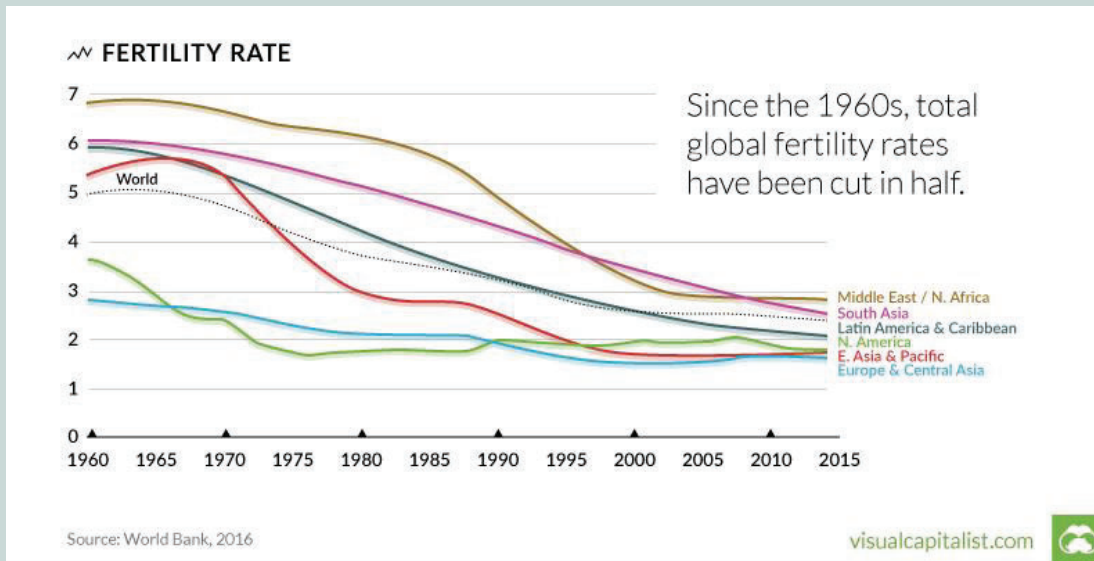
- What does the Team Grid say about my team?
- What is my team's most dominant domain? Least dominant domain?
- How is my team currently maximizing their talents as a team?
- Whom could the team leverage to attack a specific team goal or challenge?
- Where does my team see powerful partnerships?
- Which talents could the team lean into to help drive the team toward completing specific goals or overcoming challenges?



The Importance of Retention

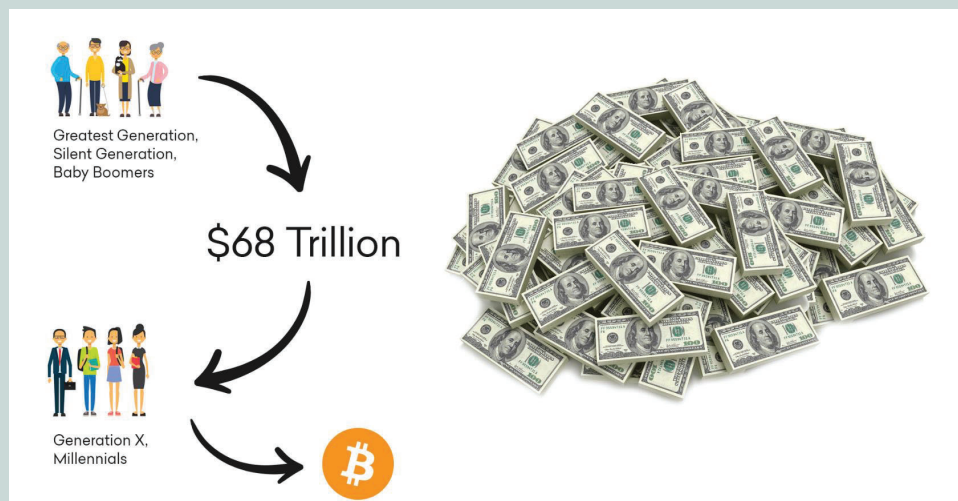


A Global Issue



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The Transfer of Wealth: Next 25 years



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Engaging Younger Workers

- Communicate a clear, compelling vision of the organization's purpose, values, goals.
- Focus on managers by revisiting their job responsibilities. Help them simplify their role to coaching their employees through clear goals, accountability and having one meaningful conversation weekly with each person they manage.
- Establish clear expectations for in-person office time. Set a specific number of days per week to work on-site.
- Leaders and managers must set an example by being on-site regularly. Employees need to receive clear and meaningful communication about the benefits of in-person time for the employee, organization and customers.
- Have managers provide flexible and personalized learning and development opportunities that align with each employee's strengths, interests and goals.
- Offer flexibility options for employees who need to be on-site full time.
- Encourage collaboration and innovation by asking for and acting on younger workers' ideas and opinions.

Information from 'The New Challenge of Engaging Younger Workers', by Jim Harter, PhD, Chief Scientist, Gallup: **US Engagement Hits 11-year Low.**



“The truth is this: When employees feel valued for who they are and what they do — and are treated like they’re more than cogs in the machine — they act differently, in ways that positively impact their teams and organizations.”



From Praise to Profits: The Business Case for Recognition at Work, Gallup Inc. 2023



Stay Interviews & Other Engagement Ideas



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Stay Interviews

What do you look forward to when you come to work each day?

How do you use your strengths on our team?

What do you like most or least about working here?

What keeps you working here?

If you could change something about your job, what would that be?

What would make your job more satisfying?

How do you like to be recognized?

What talents are not being used in your current role?

What would you like to learn here?

What motivates (or demotivates) you?

What can I do to best support you?

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The Stay Interview: SHRM

- What do you look forward to when you come to work each day?
- How do you use your strengths at our Conservation District?
- What do you like most or least about working here?
- What keeps you working here?
- If you could change something about your job, what would that be?
- What would make your job more satisfying?
- How do you like to be recognized?
- What talents are not being used in your current role?
- What would you like to learn here?
- What motivates (or demotivates) you?
- What can I do to best support you?
- What can I do more of or less of as your manager?
- What might tempt you to leave?



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Positive Actions for Happinees & Engagement



- Address employee concerns.
- Present realistic job descriptions.
- Know their strengths and use them!



- Establish strong onboarding, mentoring and advancement opportunities.
- Use STAY not exit interviews.



- Leadership (and HR) accessibility.
- Educate managers/leaders.



- Communicate frequently.
- Celebrate SUCCESSES often. Focus on the positives.
- Start meetings out with Happy Moments, Thank yous.

Kathryn Tyler SHRM: Riding the Great Resignation June 2021



Start, Stop and Continue

Start	Stop	Continue
		

