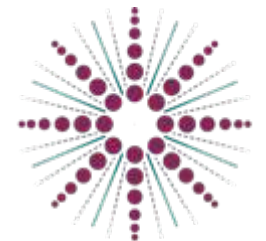



Quiet, Accurate, & Engaged: How To Foster Collaboration and Communication When Your Team Prefers To Work Alone

October 21, 2019



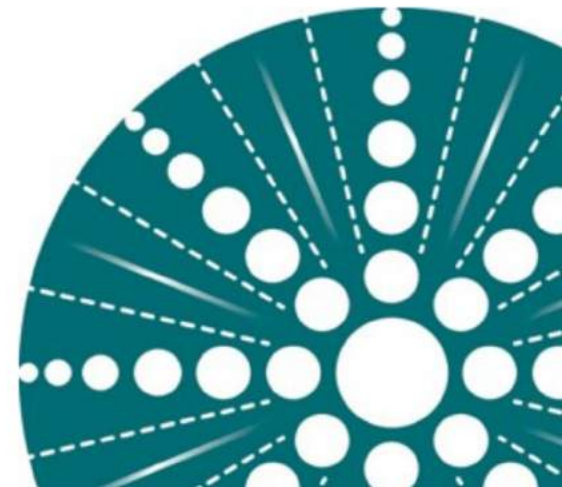
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"Everyone talks about building a relationship with your customer. I think you build one with your employees first."

- Angela Ahrendts (SVP, Apple)

How would you define employee
engagement?



Engagement = Commitment



Employee engagement is the *emotional commitment* the employee has to the organization and its goals.

Extra Mile Included



When employees care
—when they are
engaged— they use
discretionary effort.

(Kevin Kruse, author of
Leading For Engagement)



Engagement In Public Accounting

- 50% overall engagement public accounting
- 39% Engagement for millennials, 55% engagement for older staff members

(Stats from The CPA Journal, 2017)

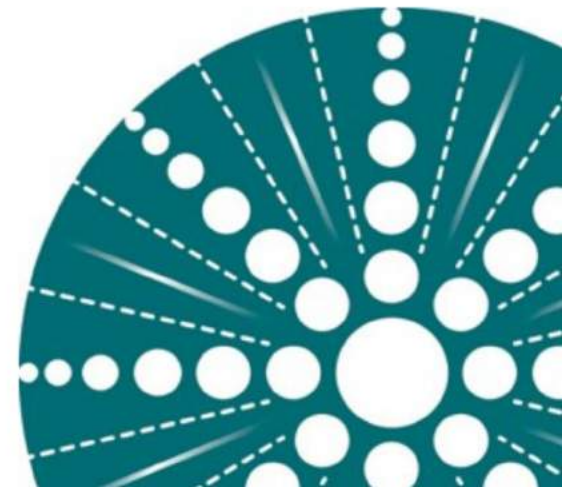
Engagement In Financial Services

- Disengaged employees make 100 times more errors than engaged employees
- In financial services companies where 60% to 70% of employees exhibited high engagement, total shareholder return was 24.2%.
 - When the percent of engaged employees fell to 49% from 60%, total shareholder return dropped to 9.1%.

(All stats from Quantum Workplace)

What challenges are showing up for your team with respect to engagement?

Partner with the person next to you and share 2-3 examples.



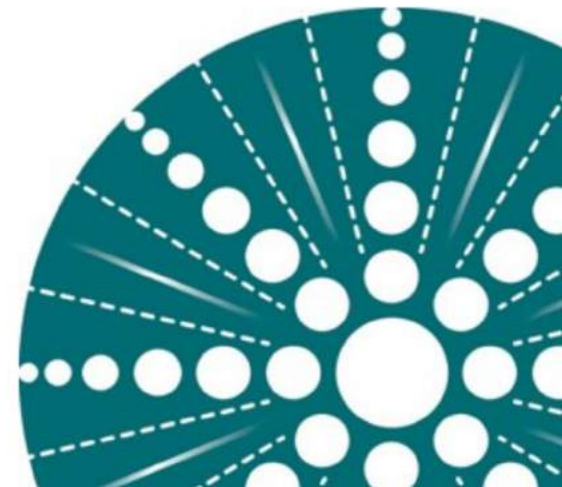
Emotions That Lead To Engagement

- Feeling Valued
- Feeling In Control

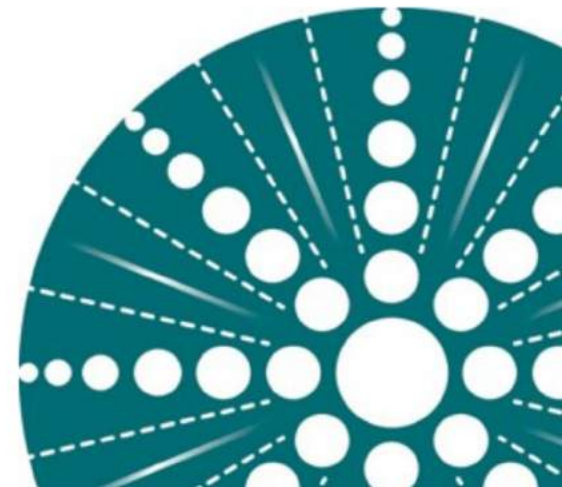


3 Pillars Of Creating Team Engagement & Collaboration

(Even When Your Team Prefers To Work
Alone!)



Pillar #1: Play To Your Team's Strengths

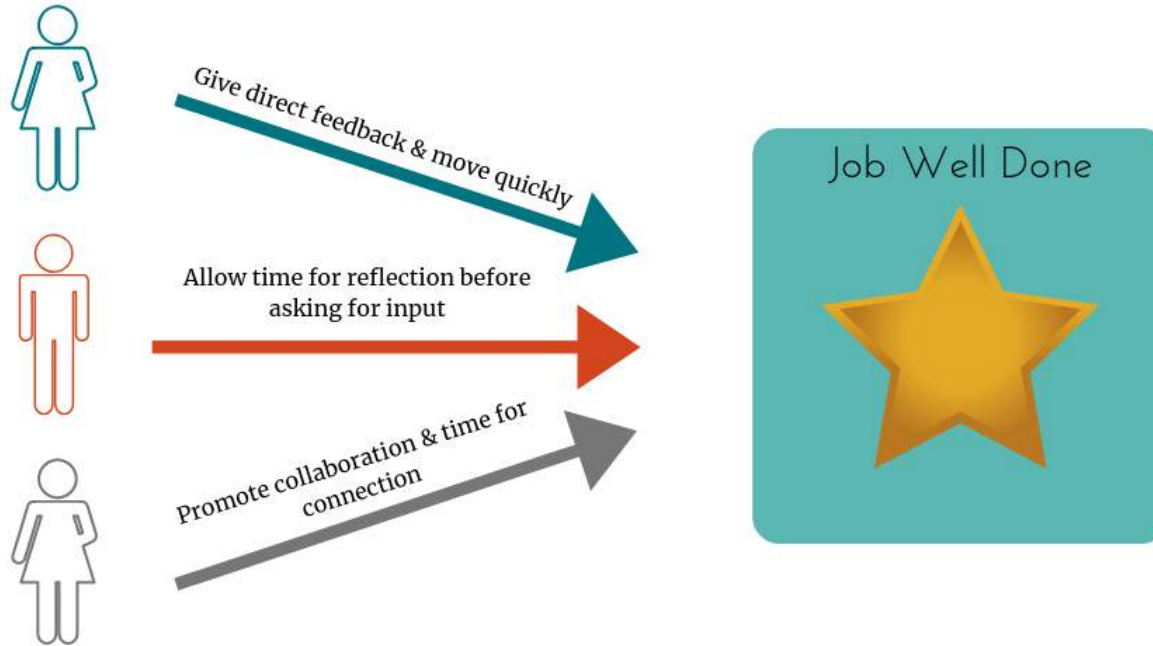


People Need The Right Conditions To Thrive



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Adjust Your Style, Not Your Standards



Pillar #1: Play To Your Team's Strengths

- When communicating, are they:
 - Very talkative or quiet?
 - Direct or more diplomatic?
- When they work on projects, do they prefer to:
 - Collaborate with others or work alone with check-ins?
- When there's conflict, do they:
 - Focus more on facts or feelings when issues arise?
 - Ignore issues completely?



Understanding Preferences: Are you....

- More fast-paced & outspoken or cautious & deliberate when making decisions?
- More skeptical & questioning or accepting & trusting when presented with new information?

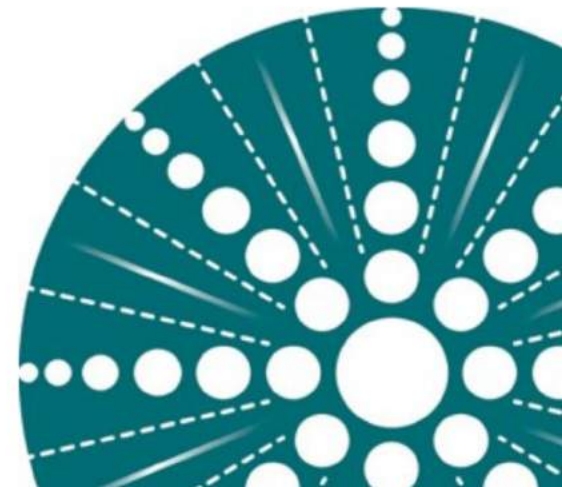



4 Steps To Increase Meeting Participation

1. Give your team a heads up on a discussion topic 1-2 days before meeting so they have time to reflect and consider ideas.
2. Have everyone share a “new and good” item to start the meeting.
3. When you ask a question, allow time for quieter people to chime in by counting to 10 slowly in your head.
4. If 2-3 people tend to dominate the conversation, let them know you are going to ask them to share their thoughts after others have shared.



Pillar #2: Face Time Rules





“Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence.”

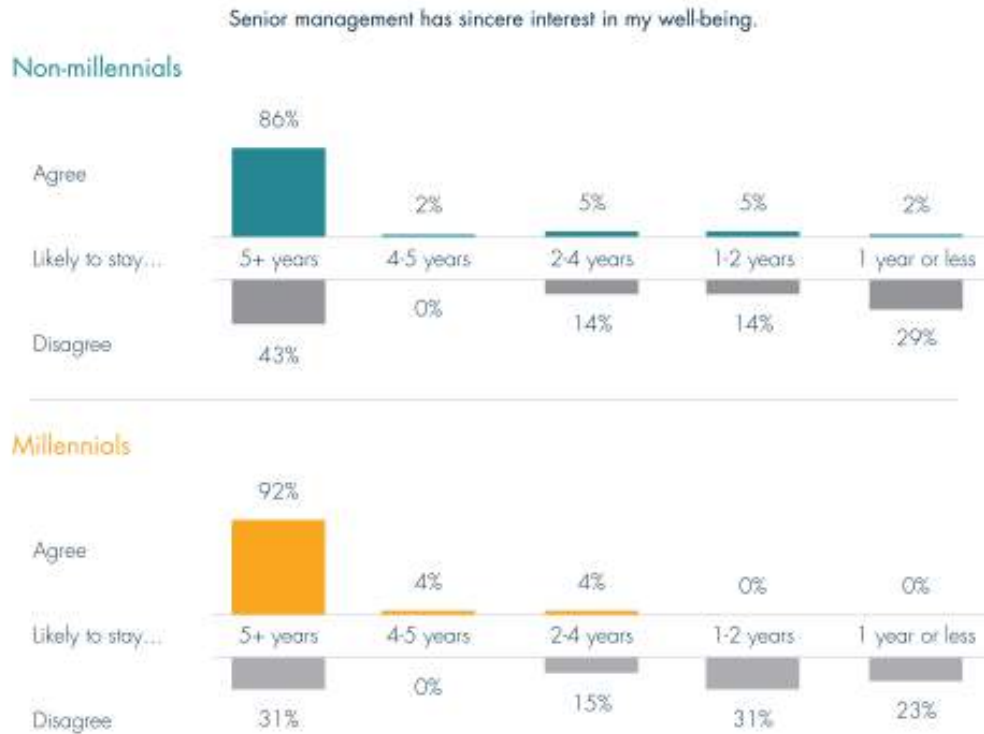
– Sheryl Sandberg, COO of Facebook

Leadership's Influence On Retention



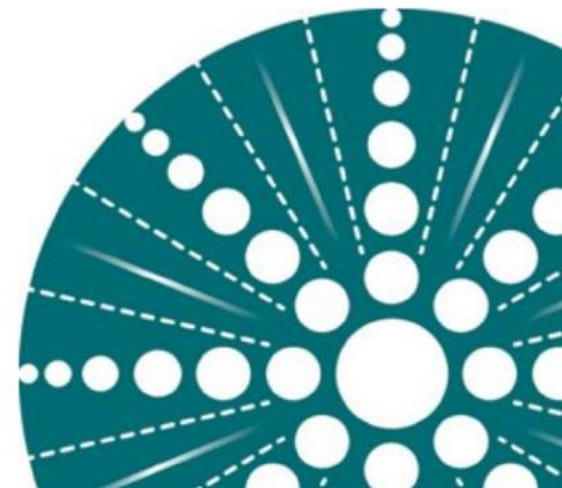
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Figure 4. Senior management's commitment to people is reflected in people's level of engagement and loyalty to the company.



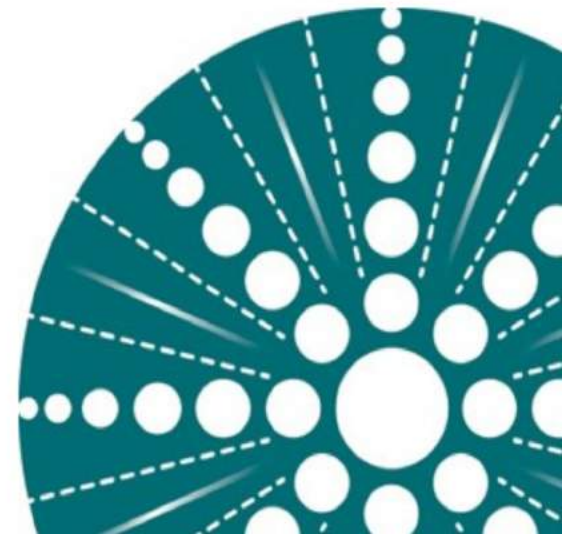
Source: FMI 2015 Millennials Survey.

What do you think is the greatest barrier to having face time with your team?



Delegation Is Key To Having Face Time

What tasks do you need to delegate so you can have more face time with your team?



Effective Delegation



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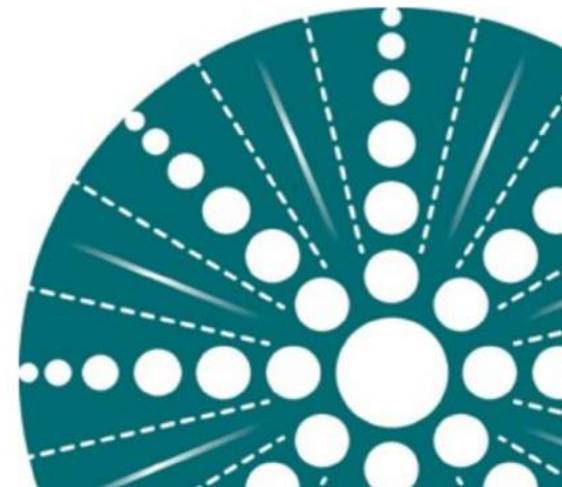
1. Set the frame, i.e., why is this task important in the bigger picture?
2. What does it look like when this task is completed and done well?
3. When do they need to check-in?

Use White Space For Face Time

- Delegate enough tasks to create a minimum of 2 hours on your weekly calendar
- Block off time on your schedule for:
 - 1:1 Lunches with junior staff members
 - Informal check-ins with the team



Leverage Responsibility To Yield Accountability & Engagement



High Profile Examples



Accountability Vs. Responsibility

- Accountability is measuring/judging the results you've gotten (Past tense)
- Responsibility is taking action to create results right now (Present tense)



Responsibility Culture



R-100 Focused Assessment

- 5 key staff behaviors to building a responsibility culture
- 5 key leadership behaviors to building a responsibility culture
- All rated on scale from 1-10
- Highest score is 100



Staff Behaviors



- Meets deadlines > 90% of the time
- Communicates in proactive and timely manner with clients and staff
- Learns from mistakes and integrates learning across projects
- Consistently acts in alignment with company values
- Thinks and acts a “level up”

Leadership Behaviors



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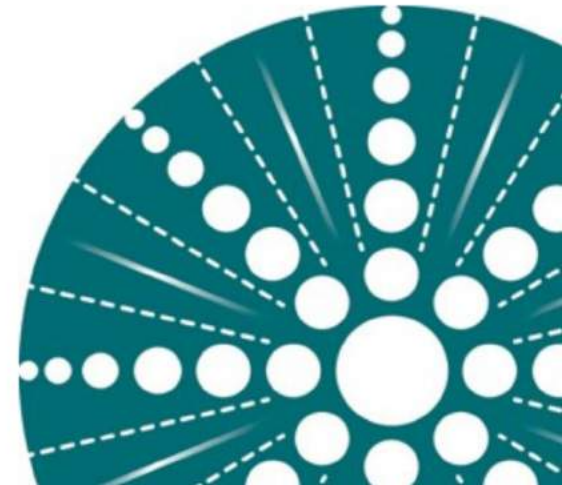
- Uses consistent check-ins with staff to build rapport and provide informal training/mentoring
- Applies accountability standards quickly and equally across the team
- Engages team in problem solving to co-create solutions
- Delegation is used as a tool to develop staff skills
- Acts in alignment with clearly defined company values

Interpreting Your Score

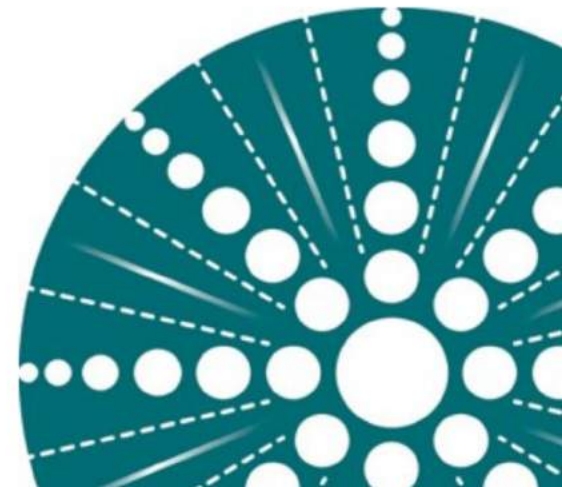
- 70-100 = You have a strong foundation of responsibility in your culture that has created good team engagement; you may need small tweaks in areas to fine tune your team's engagement and results.
- 40-69 = There are “responsibility leaks” on your team that are impacting engagement and the bottom line; these need to be corrected for team engagement and profitability to improve.
- 10-39 = Your staff and leadership team are disengaged. Significant change is urgent.



Next Steps



Any Questions?



Let's Stay Connected



- Email me: christine@risingculturegroup.com
- Download “5 Leadership Strategies To Increase Engagement” from my website: www.risingculturegroup.com
- Connect on LinkedIn: <https://www.linkedin.com/in/christinespringer1/>