

Actions are Consistent with What They Say

Understanding the Issue

This topic examines staff perceptions of the daily work and actions of the senior management team.

It does not directly measure the efficacy or behavior of senior management, but rather employee sentiments.

This helps analyze the relationship employees feel they have with the leadership team as well as their confidence in the high-level direction of the organization.

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

- 1 Share Openly and Often**

Many employees respond that they simply do not know enough about what senior leadership is doing. It is important to communicate frequently through newsletters, meetings, emails, etc., to share what high-level goals leaders are working towards and the progress that is being made.
- 2 Communicate Consistent Vision, Goals, and Strategy**

Inconsistent messaging from different levels of an organization can quickly create confusion and uncertainty about the sincerity and motivation of senior leaders. Align decisions and actions of senior leadership with high-level organizational objectives to create clarity for employees.
- 3 Culture of Transparency**

Focus on training managers so they are fully informed on the objectives and direction of the organization. Ensure they know what to say when put on the spot by those working beneath them. A lack of preparation can result in mid-level managers blaming those senior to them or offering inaccurate explanations, both of which can result in causing discord within the organization.
- 4 Make A Habit of Keeping Promises**

Be cautious of making even simple promises unless they can be honored. Employees have long memories for unfulfilled promises. such as having an extra half-day off before a weekend, a new printer coming soon, or the promise of an office party after hitting a target. Be sure employees can count on leaders from the top-down to follow through on what they say, even on the simplest of matters.

Why is this Important?

Individual performance and accountability suffer when employees do not feel a sense of internal consistency from the actions of leaders.

Conversely, when leaders are seen as accountable and forthright, it pays dividends over time with increased team morale and overall employee engagement.

These dividends can be seen in employees' abilities to work through disagreements, manage risk better, and perform at higher levels.

Factors that Influence

- + Clarity of sr. leader's roles
- + Staff proximity to sr. mgmt.
- + Visibility & communication of what sr. leaders are doing

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Trust Between Sr. Management & Employees

Understanding the Issue

This topic measures the level of trust that is felt between the senior management team and the employees.

This is a broad topic that encapsulates multiple variants of trust within an organization.

Regarding leadership, this refers to strategic trust employees have that senior management will make competent decisions. It also refers to a personal trust that the leadership team can be relied upon to act fairly and honor its commitments.

Finally, it also addresses the level of trust employees feel to do their work and how empowered they feel to take on new initiatives.

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Trust at all Levels

In addition to senior leadership, trust must be established and modelled at all levels of the organization. Every time an individual manager violates the personal trust of his/her direct reports, overall organizational trust is shaken.

2 Employee Freedom & Autonomy

Providing employees with the autonomy to manage their own working conditions signals that leadership trusts them. Nonetheless, when employees struggle managers should be there to step in to support and offer any necessary guidance.

3 Consistent Accountability

When employees believe that a manager or an organization is applying inconsistent standards or playing favorites, trust is eroded. All employees must be held to the same level of accountability. If a strong performer is given leeway and allowed to be seen as an exception, the effect on the team can be corrosive.

4 Set Goals & Communicate Progress Often

Employees gain faith in their leadership when they see them delivering on organizational goals. Communicate goals often and create transparent progress updates. This gives employees information and a clear understanding of the state of the organization.

Why is this Important?

Trust is a pillar of successful teams and organizations; helping them to work much more effectively as a group than as individuals.

Organizations that have a high level of trust have increased employee morale, more productive workers and lower staff turnover.

Factors that Influence

- + Recent success or challenges as an organization
- + Frequency of interactions between staff & sr. leaders

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Motivates Workforce to Perform at a High Level

Understanding the Issue

This theme addresses the extent to which employees feel they are motivated by senior management in their organization, as opposed to their direct manager, teammates, or other factors.

While other themes explore the impact of direct relationships on employees, this theme examines how motivated employees are by the directives and actions of high-level management.

Factors that Influence

- + Recent success or challenges as an organization
- + Frequency of interactions between staff & sr. leaders

Recommended Action Items

Consider implementing the following action items as part of your personalized strategy to improve the level of employee engagement within your team.

1 Develop Strong Communication Skills

To motivate their organization, senior leadership needs to have effective communication skills. Through effective storytelling, impactful goal framing and other messaging, strong communication skills are a key tool for senior management. An organization should be prepared to invest in training and developing their senior management's skills.

2 Invest in Employee Development

Employees strongly value development and growth opportunities, especially younger or newer employees. Workplaces that prioritize feedback and emphasize personal goals motivate their employees to focus beyond their daily objectives and to increase long-term commitment.

3 Resources

Support employees by inquiring about and providing the resources they require to excel. Employees who feel they cannot do their best tend to lose motivation and begin finding excuses instead of solutions.

4 Recognition and Reciprocity

There are times when all organizations need to ask employees to go above and beyond the norm. When employees come through, senior management should recognize this through tangible extra perks and rewards. From small gestures like a pizza lunch to bonuses and extra time off, motivation improves when efforts are rewarded.

Why is this Important?

To consistently meet and surpass organizational objectives, employee motivation is extremely important.

Motivated employees are more likely to stay on task and achieve higher levels of output. Additionally, they are more focused on self-development and goal setting.

Over time, this can greatly improve employee effectiveness and have a positive impact on teammates.

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