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Using Emotional Intelligence to Improve
Employee Engagement and Productivity
ASTD Northwest Conference, November 2005



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The real voyage of discovery consists not in seeking new landscapes but in having new eyes.

--- Marcel Proust

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“Passion is what makes life worth living.
Passion is the big base drum that sets the beat
and anchors the parade of life.”

-- Earnie Larsen



Another word for passion is “Engagement”

What is it?

What’s the value?



When Were You *Incredibly* Engaged At Work?

- Symptoms of engagement
 - Time disappeared
 - Other aspects of life disappeared
 - Goals and actions seemed clear and focused
 - Effort felt doable, challenging, worthwhile
- Take 5-10 minutes
 - Groups of three (find two neighbors)
 - Share examples with two neighbors



Definitions—Engagement

- Satisfaction on steroids
- Corporate Leadership Council Survey
 - 50,000 employees in 59 organizations worldwide
 - Rational commitment
 - Benefits
 - Physical environment
 - Opportunities
 - Emotional commitment
 - Willingness to go beyond my job description
 - Unwillingness to explore jobs in other organizations



Definitions—Emotional Intelligence

- Aware and accepting of emotions in myself and in others
- Able to incorporate the information from my emotions in decisions to act
- Symptoms of emotional intelligence
 - Able to manage the “noise” of work or home life
 - Able to focus on the task at hand
 - Able to refocus at will
 - Authentic in expressing emotions
 - Discerning in expressing emotions



The Engaged Panel

Jody Larimore, Wells Fargo

Nancy McPherson, Institute For Developing
Police Leaders

Karen Vrilakis, Intel

Roger Pease, InspirationWorks

Valerie Pease, InspirationWorks: Moderator

November 2005

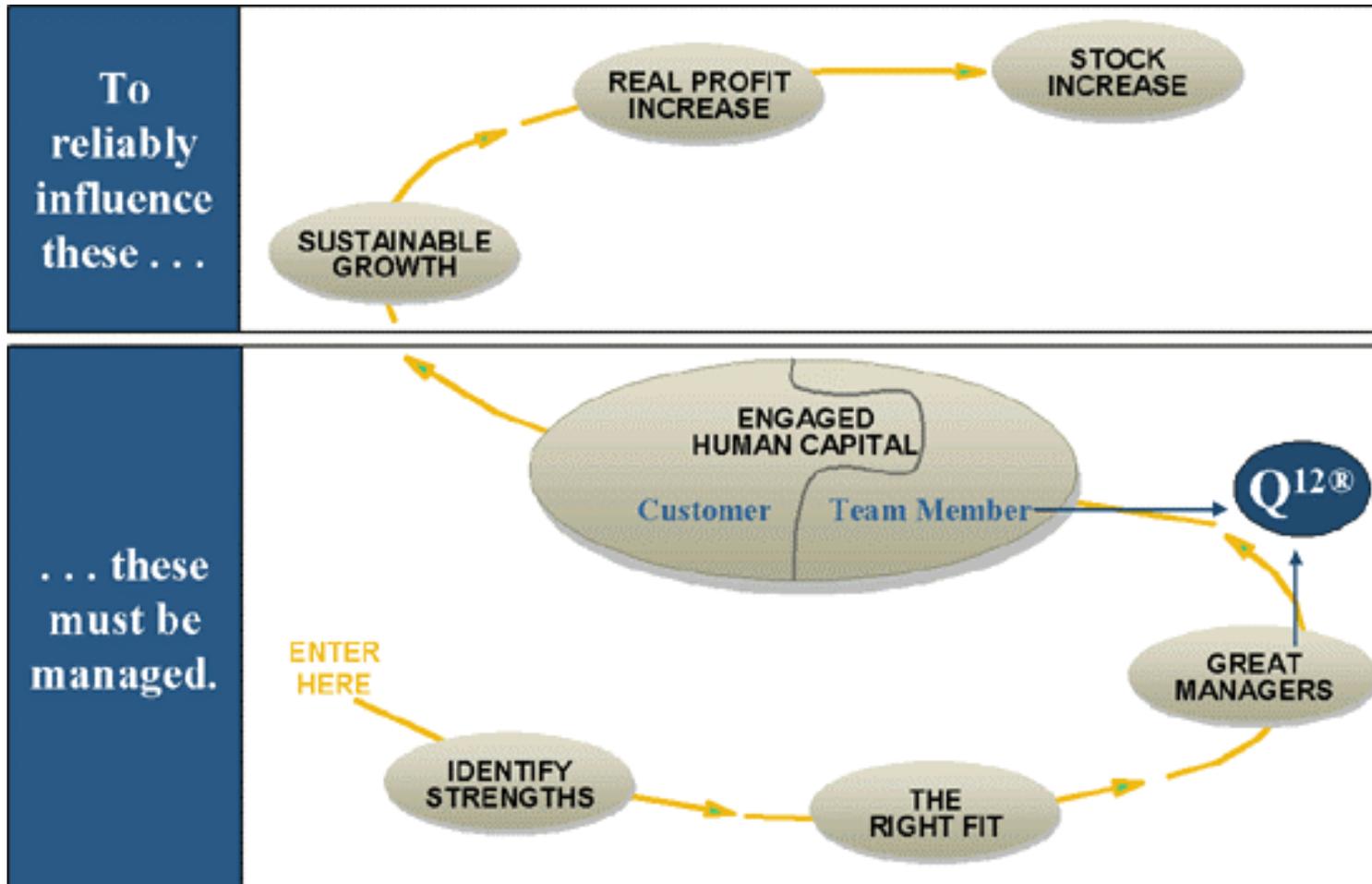
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Wells Fargo Team Member Engagement

Keeping the Horses In Front of the Stage!



The Gallup Path



Gallup Q12® Engagement Hierarchy

- 12. Opportunities to learn and grow
- 11. Progress in the last six months

10. Best Friend

- 9. Coworkers committed to quality
- 8. Mission/purpose of company
- 7. My opinions count

- 6. Encourages development
- 5. Supervisor / Someone cares
- 4. Recognition last seven days
- 3. Do what I do best everyday

- 2. Materials and equipment
- 1. I Know what is expected



Qtr 1 2005 Profit/Day/PFTE

Differentiated Q¹²[®] Performance Groups

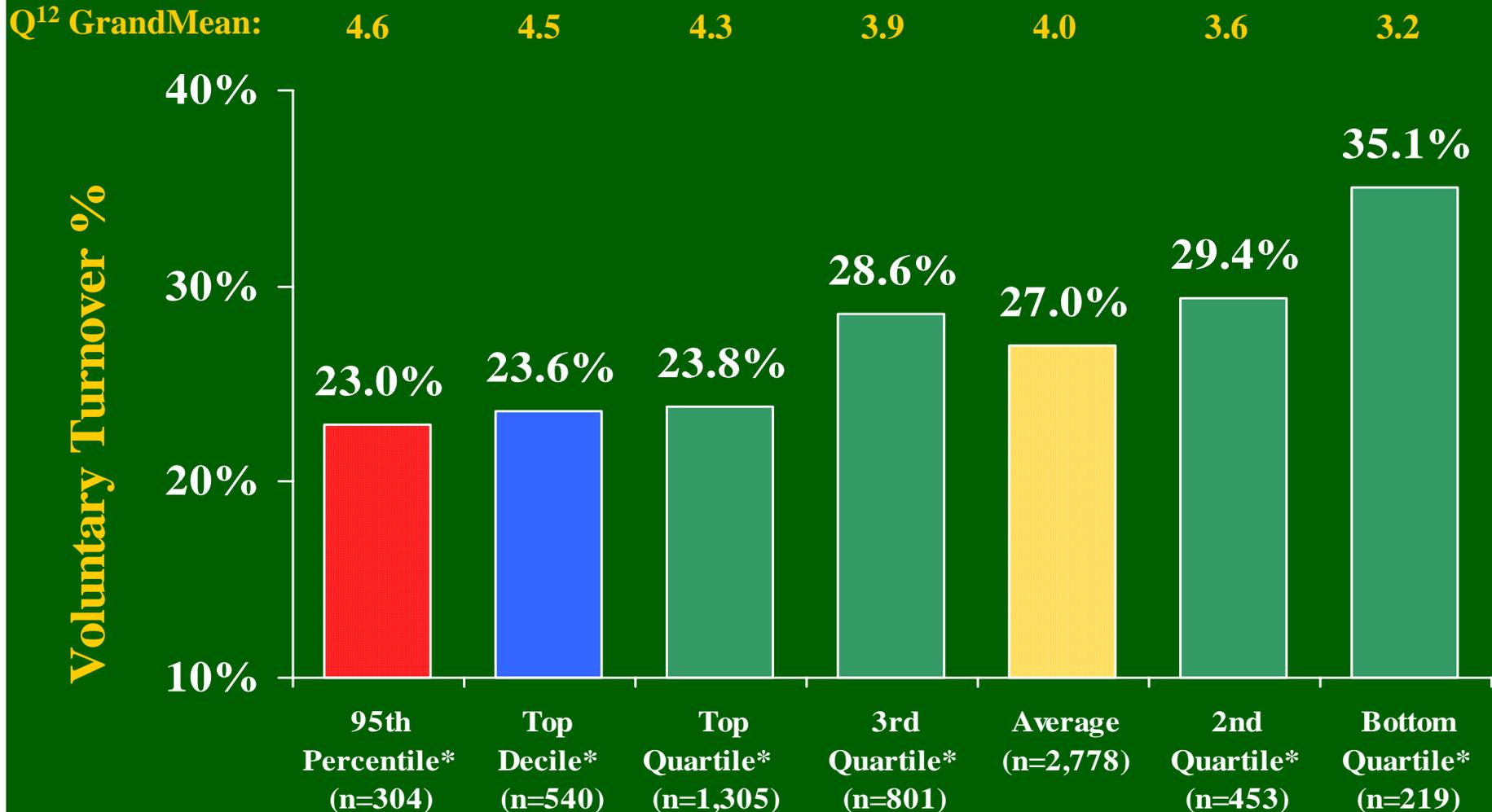


*Based on Gallup 2004 Q¹² Database

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2004 Total** Voluntary Turnover Differentiated Q¹²[®] Performance Groups



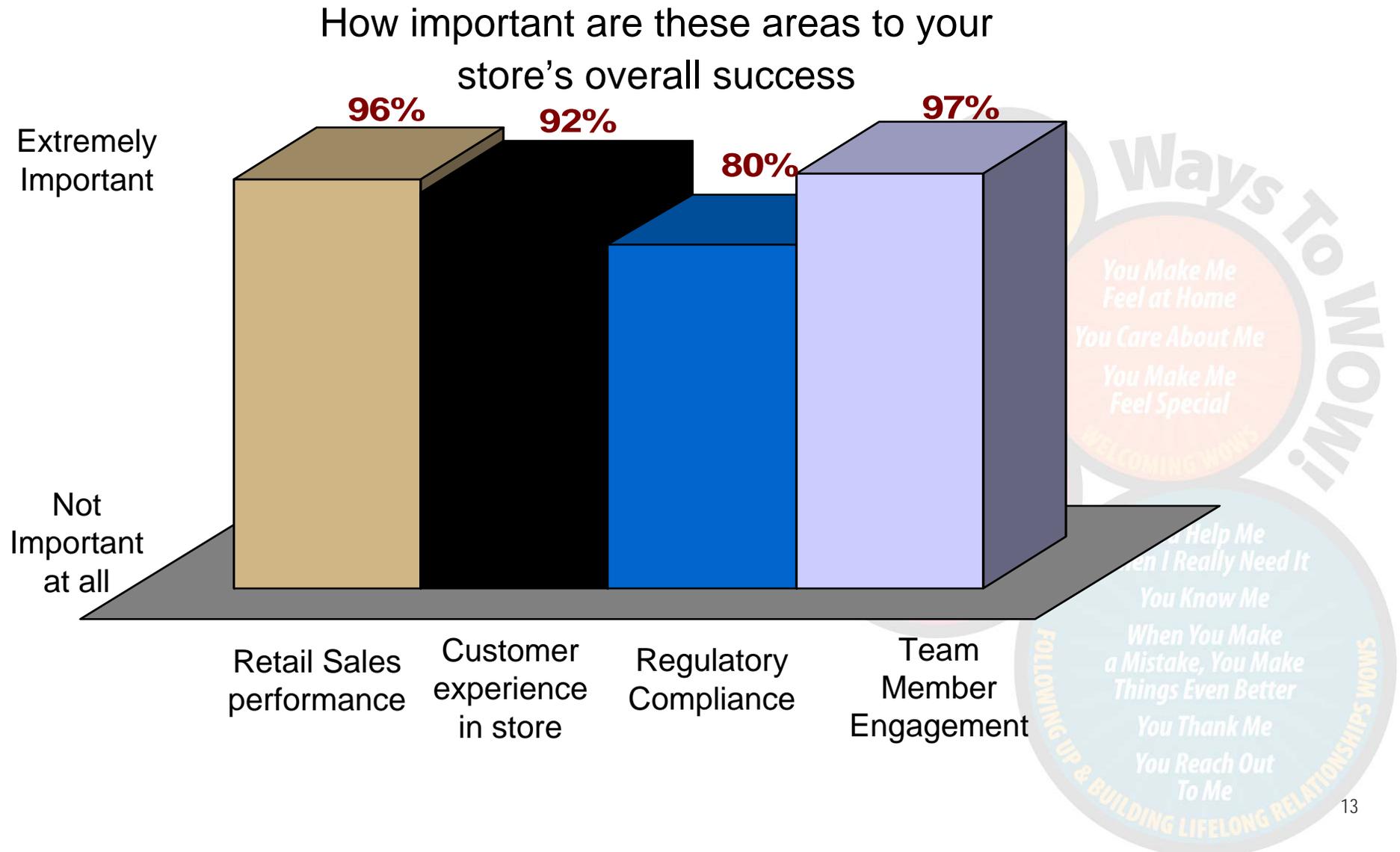
*Based on Gallup 2004 Q¹² Database

**Includes: Store Mgr, ASM, PB, BBS, CSSR, Customer Assistants, Sales Assoc., Svc. Mgrs, and Lead, Regular, and Part-time Tellers

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Feedback from Regional Banking Leaders

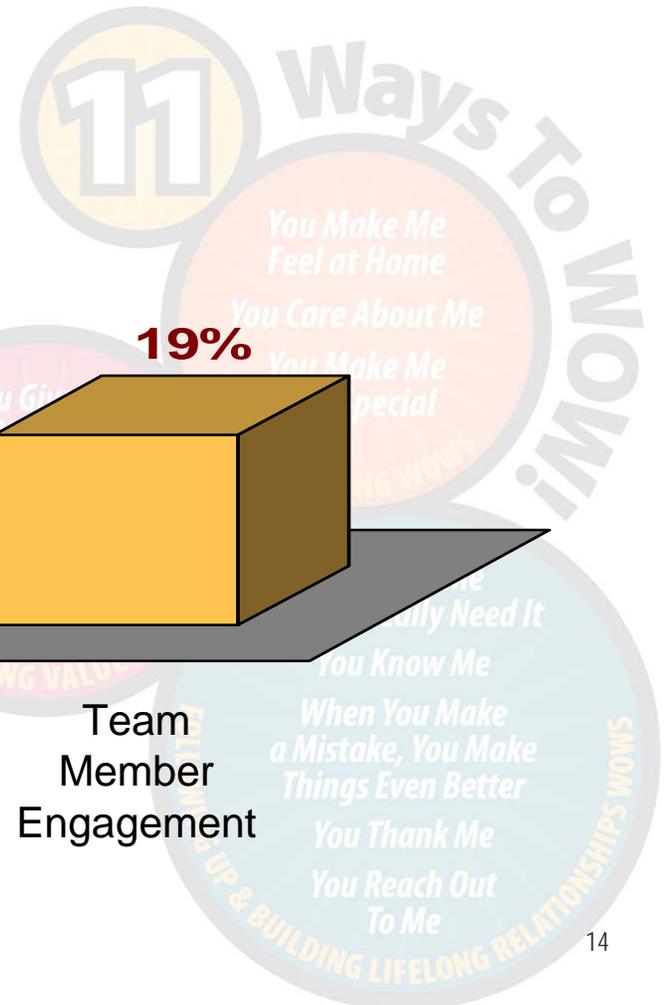
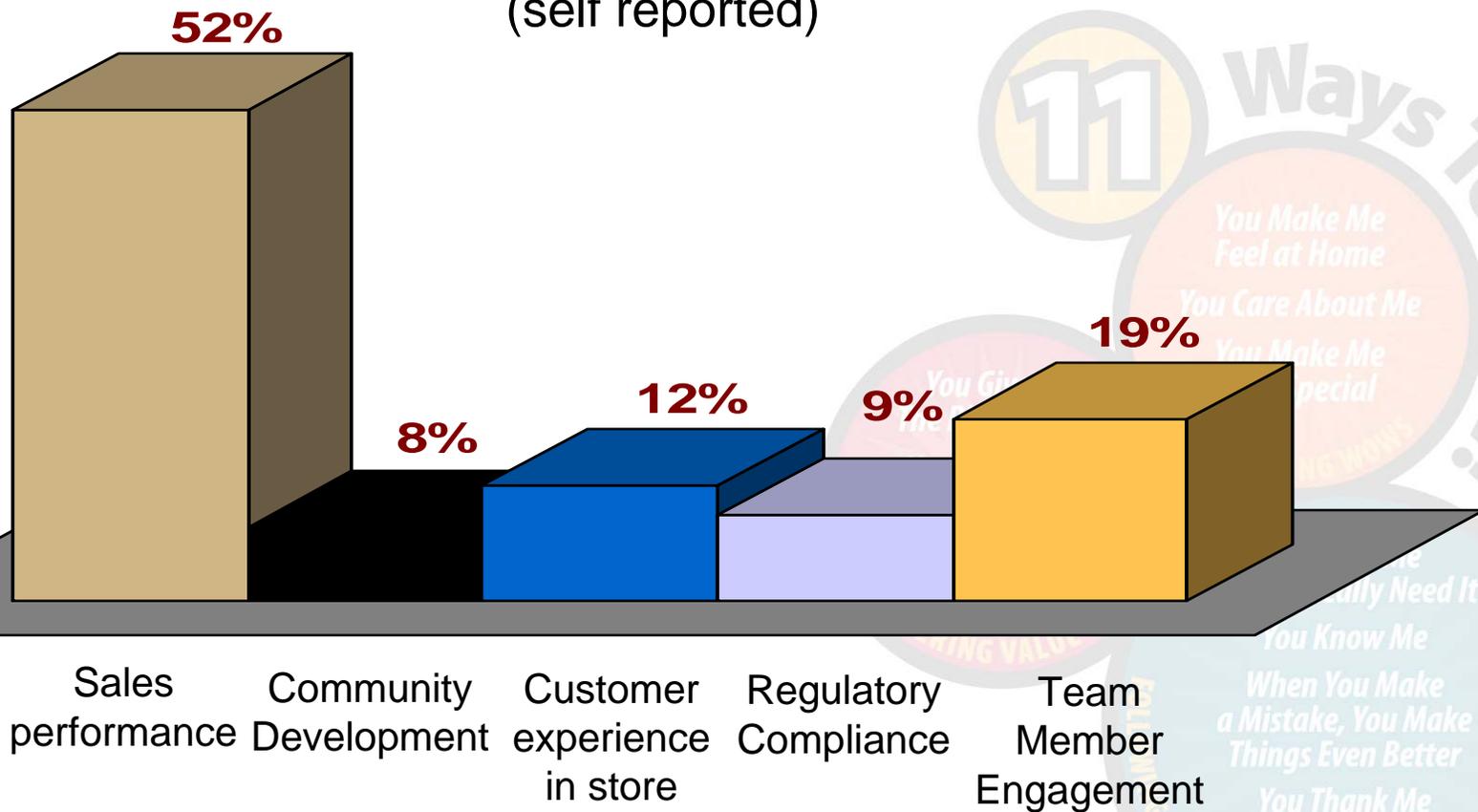


Feedback from managers

How do Managers allocate their time?
(self reported)

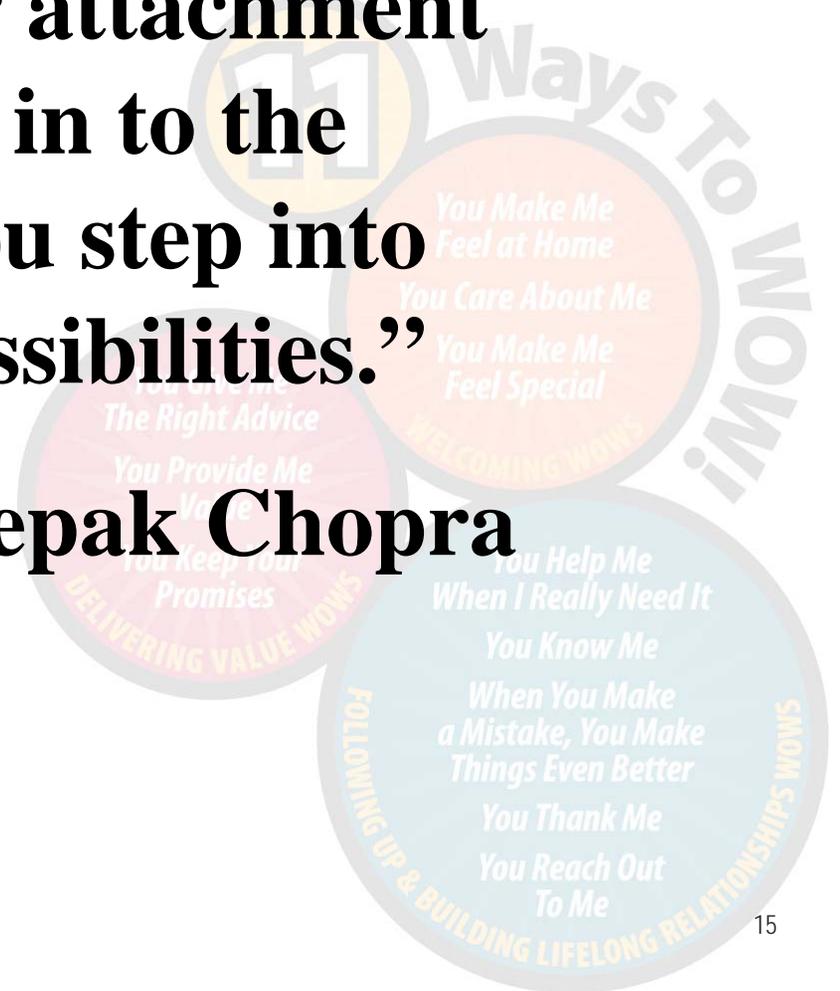
Strongly
Agree

Strongly
disagree



“Relinquish your attachment to the know, step in to the unknown, and you step into the field of all possibilities.”

Deepak Chopra





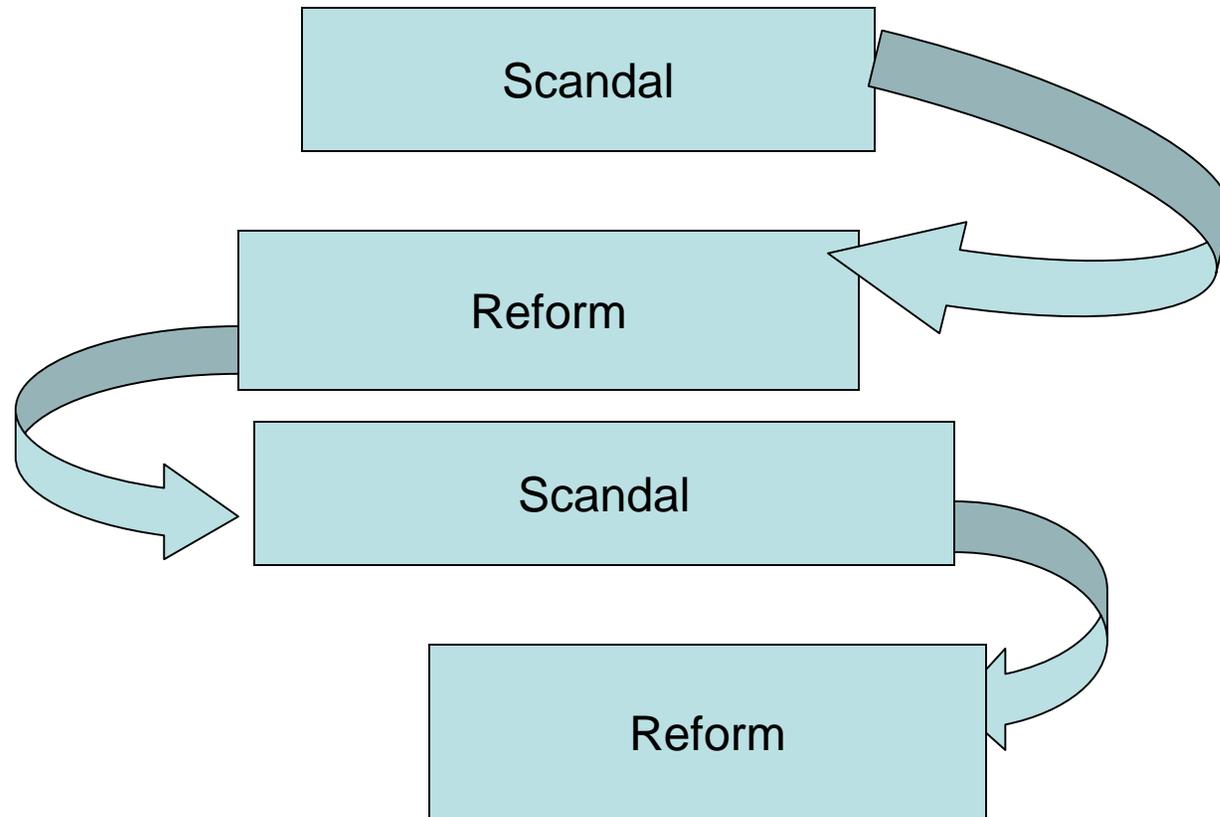
Police Reform



...from the ground up...



Old World of Police Reform “Change the Apple”





New World of Police Reform “Change the Barrel”



- ✓ Structure
- ✓ Systems
- ✓ Staffing
- ✓ Equipment





Even in the “New World,”
our formula for success is...

Outside pressure **PLUS** top down, short tenured leadership **PLUS** new policies & procedures **PLUS** new accountability systems **PLUS** increased scrutiny **PLUS** retraining **PLUS** “resocializing” **PLUS** budget constraints **PLUS** wavering political interests **PLUS** police culture **PLUS** high profile crisis de jour **PLUS** “policy drift” **PLUS** bureaucratic inaction...

= GRUDGING TEMPORARY COMPLIANCE

On the Road to Engagement



When it's good, it's really, really good...

Use of Discretion
Camaraderie
Credibility

Tools & Training
Crime Reduction
Collaboration
Good Assignments

Commitment
Effectiveness
Wellness
Safe Communities

When it's not...

Use of Discretion
Camaraderie
Credibility

Lack of Resources
Disconnected Systems
Credibility Questioned
Trauma

Disillusionment
Ethical Dilemmas
Injury/Disability
Community Fear





...NOW THAT WE'RE INSPIRED!

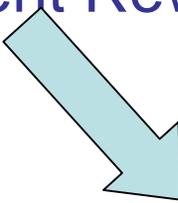


Current Model of Police Training



Task Oriented Competencies—
Cognitive, Behavioral Focus—Pass/Fail

Current Reward System for Performance & Innovation



Irrelevant Performance Evaluations
Promotion Based on Test Scores
Pay Per Seniority/Labor Contract
Limited Preferred Assignments
High Profile, 360° Critique of Work
Musical Chairs Leadership
Ineffective Crime Policies and Systems



Department of Justice Research 2005--
Attempts to reform the way police service is
delivered on the street have met with
cynicism, hostility, and fatigue.



why?

Is it because:

- Engaging informal rank-and-file police leaders is as important for excellence in Problem Oriented Policing as engaging top level police leaders?
- EQ is as important for excellence in policing as technical proficiency and intellect?”



...building ethical, effective, and engaged police leadership from the ground up...

- EQ competencies: Engaging “hearts and minds” in support of improving race relations, solving substantive community problems, leadership that resonates, personal wellness;
- Long-term coaching and support beyond the “mountain top experience” to retain the best people and provide a higher ROI to citizens.



Who cares? When the customer needs help...
do they want police service delivered
from the bottom or the top of the barrel?



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HR and Emotional Engagement/Intelligence



Karen Vrilakas
Business Group Human Resources
Career Development Manager
Intel Corporation
November 18, 2005
ASTD Conference

Confidential Information - Do not publish





History of Employee Engagement

- Intel Corporation was formed in the late 1960's and everyone knew everyone else. Engagement and retention were easy.
- We're a 90K+ person corporation now so we've built:
 - A culture of employee loyalty and strong engagement through producing great products, having clear work processes and roll modeling ethical behavior.
 - Employee retention and engagement has remained strong through growth and recession times because of this culture.



HR Challenges In Today's Market

- We benchmark and use outside studies in keeping up with HR trends.
- We review our own internal data on a regular basis.
- We established a great HR to business group relationship that nurtures partnerships.
- We ask employees and managers what they need to be successful.
- We continue to build a culture of community knowing that EI is a part of that.



HR's Plan For The Future

- Continue open and honest dialog between manager and employee.
- Make sure career paths and development plans are available for our employees.
- Continue a culture that enables the employee to be heard.
- Keep our manager's well trained and up to date on best known methods.
- Continue to have strong partnerships with the business.

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Engagement and Emotional Intelligence

The **INSPIRATION**WORKS Experience



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- Our interest
- Portland today
- Bottom line benefits

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Engagement and EQ in Portland Today: An informal survey

- Issues

- Engagement and EQ: on your radar screen?
- Measurement? Goal setting?
- Correlation to productivity, profitability?
- Initiatives?



Engagement and EQ in Portland Today: An informal survey

- Organizations
 - Intel
 - Wells Fargo
 - PacificCorp
 - Tektronix
 - US Bank
 - Boyds Coffee
 - Hewlett Packard
 - Kaiser Permanente
 - TriMet
 - Archdiocese of Portland
 - Jack in the Box
 - NW Natural
 - Chrome Industries
 - Willamette Week



Engagement and EQ in Portland Today: An informal survey

Observations:

- Awareness
 - Challenge: retaining intellectual capital
 - Engagement: a factor in retention
 - Emotional intelligence: a factor in engagement and productivity
- Measurement
 - Employee satisfaction: few and seldom
 - Engagement: rare



Engagement and EQ in Portland Today: An informal survey

Observations:

- Emotions: more acceptable to discuss
- EQ development
 - “Touchy feely”
 - Management view: “just common sense”
 - Correlation to business results not understood
 - Technical skills training (hard) more acceptable



Engagement and EQ in Portland Today: An informal survey

Observations:

- But, what do the employees tell us?
- How much engagement, productivity, profitability can we create by helping our workforce recognize and utilize its passion?



Engagement and EQ in Portland Today: An informal survey

- Next steps
 - Formal survey
 - Will you participate?



“Do we want a seat at the table?”

Kevin Oakes:

Our C-level executives (or clients) want:

- Increased revenues
- Decreased expenses
- Improved cycle time



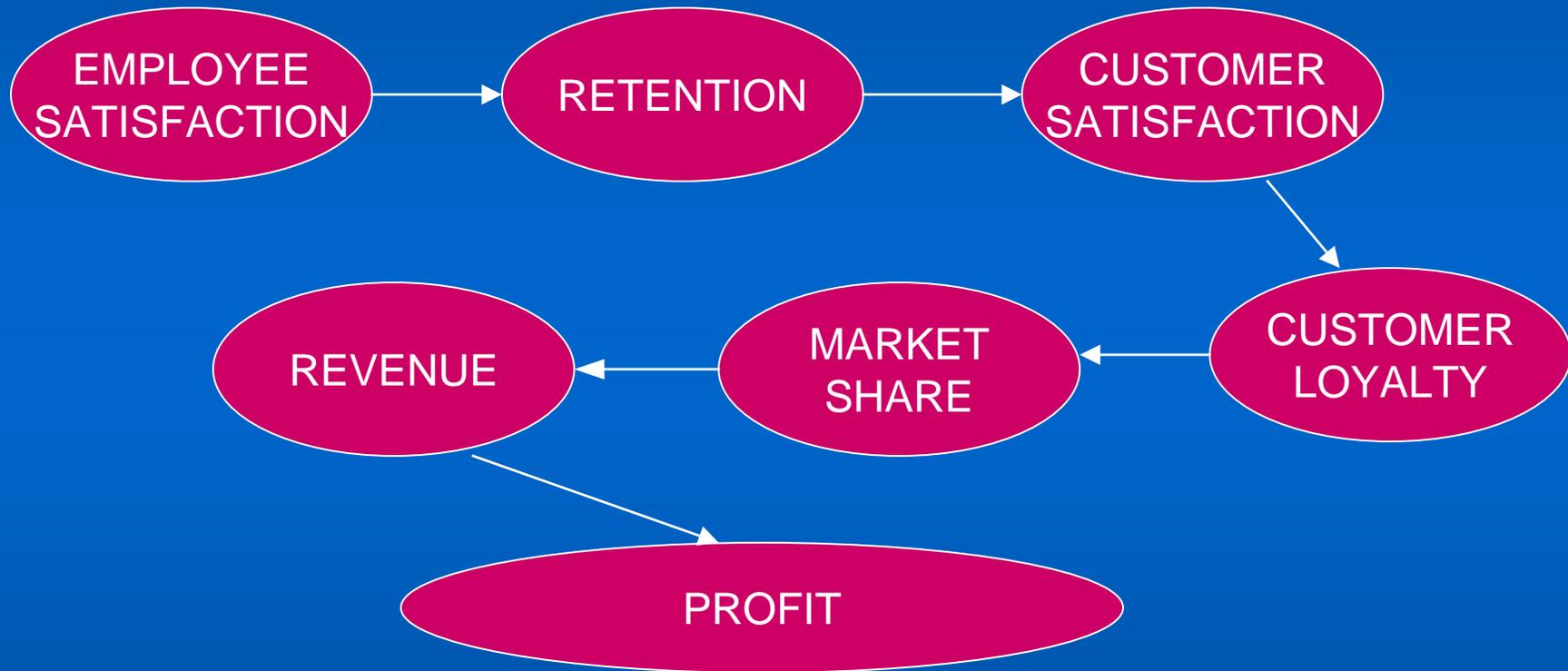
The “Age Of Meaning”

- “Inner pang”: does my life have meaning?
- The Great Awakening
 - September 11
 - Fallibility of our leadership
 - Changes in the global economy
 - Baby boomers
- “Does my existence matter, and if not, what can [I] do to change course?”
- “Bet your business on it!”

— *Forbes*, Rich Karlgaard, Publisher, April 26, 2004



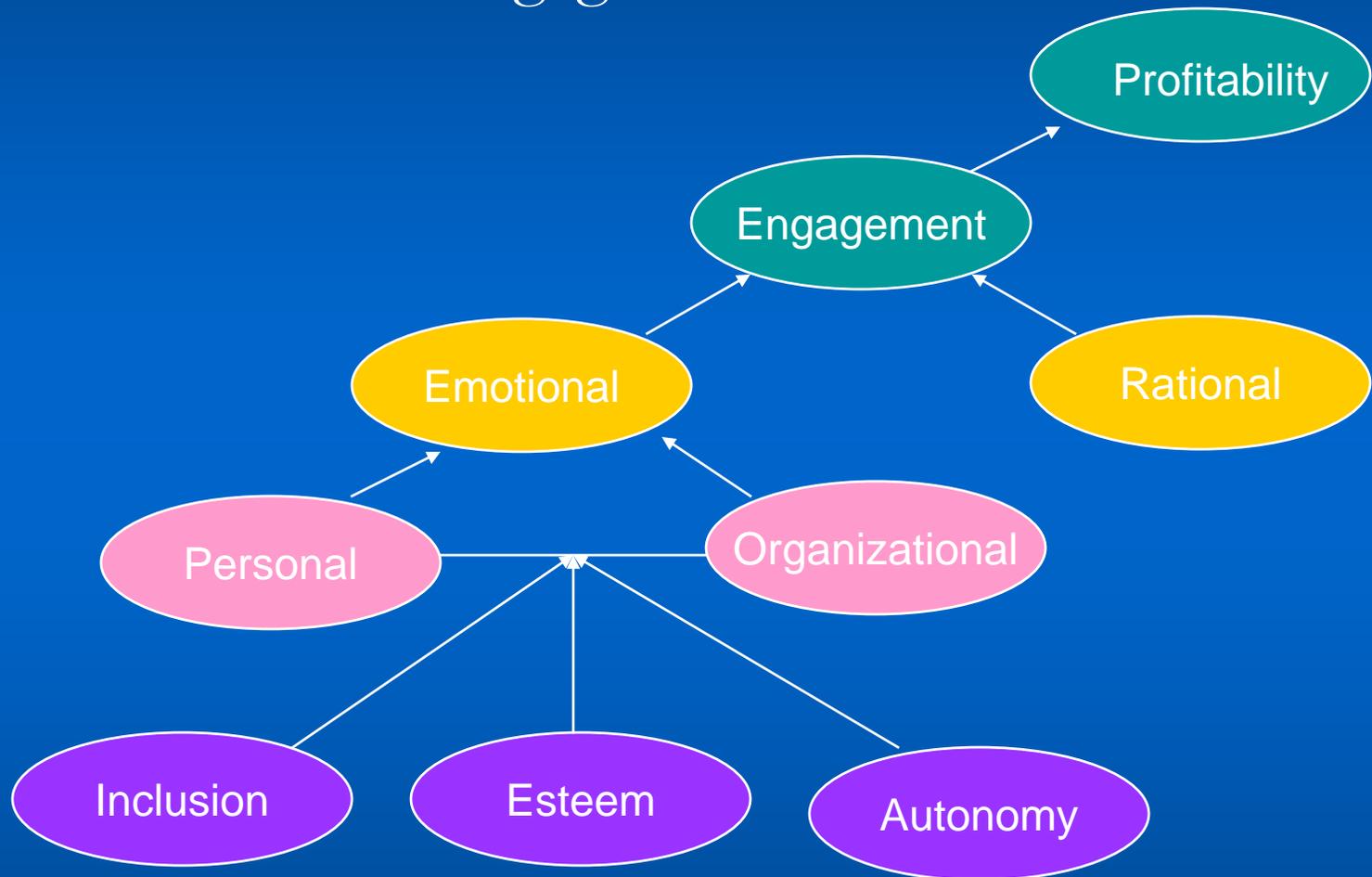
Employee Satisfaction = Higher Profit



Source: Heskett, et al., "Putting the Service Profit Chain to Work," *Harvard Business Review*, March-April, 1994, p.164-174



The Emotion-Engagement-Profit Chain



Source: InspirationWorks, LLC

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Corporate Leadership Council 2004 Employee Engagement Study

- 50,000 employees, 59 organizations world-wide
- “Engagement has a significant impact on both employees’ level of discretionary effort and their intent to leave (or stay with) an organization.”
- “Increased engagement can result in up to 57 percent increase in discretionary effort and up to 87 percent reduction in desire to leave the organization.”



EQ: a few truths

- It can be learned and improved---uncovered
- Like the unexercised muscle
- Developing EQ: different from training *about* EQ
- My engagement, my emotional intelligence is my personal responsibility---I am not a victim
- This is a WLOIRFKE issue



- “*Passion* is what makes life worth living.
Passion is the big base drum that sets the beat and anchors the parade of life.”
-- Earnie Larsen
- *Engagement* is what makes work worth working.
- *Emotional intelligence* is the vehicle for engagement.



Tipping Point for a Sea Change

Paradigm shift for this millennium

Challenge to communicate tangible benefits

Fascinating, deeply satisfying and *hard work*

Requires creativity, commitment to practice and
continuous refresher

Rewards are great—

Win/Win for organization and employee



Sea Change—Engagement

You can lead!

You have resources!

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