Introductions

- MASA Members
- Bruce Miles Ed.D. (320) 260-2612
Goals for this Session
Goals

1) Briefly review best practices re: Engagement
2) Review accountability strategies
3) Use a model to differentiate leadership
4) Review accountability tools
5) Review techniques for feedback & coaching
Employee Engagement
Engagement: Model

- Two-way feedback
- Trust in leadership
- Career development
- Employees understand their role in success
- Shared decision-making
Employee Engagement: Three Strategies

1) Define the engagement goal in *real-world terms*.

2) *Talk* with team members one-on-one about engagement.

3) Empower *team members to lead* team engagement sessions.
Engagement:
Non-Monetary Rewards

- Flexibility
- Recognition
- Training
- Belongingness
- Chance to Contribute
Engagement:
5 Ways that Leaders Can Rock

• In the moment
• In context
• Appropriate in volume/scale
• Authentic, not automatic
• Tied to the employee’s perception of value
Question: How do you measure it?
Engagement Surveys

1) What 2 or 3 things are going well?

2) What 2 or 3 things need more attention?

3) Would you encourage a friend or family member to apply here? Why, or why not?
Engagement Success Story

Problem: Need to know what employees think across different locations

SOLUTION:
Step 1: Survey all employees
Step 2: Survey for specific follow-up
Step 3: Plan to improve w/ managers
Step 4: Implement/measure improvements

HOGLUND BUS AND TRUCK
The Transportation Specialists
Another Success Story

**Problem**: New Sup did not know level of employee engagement prior to planning

**SOLUTION**: Survey to all employees

**Workplace Atmosphere**

- Leadership divides time equally between all buildings, really listens to staff, and uses professional judgments in all situations.
- Good communication between school board, administration, teachers, and staff.
- The K-12 staff works well together.
Where do you need to improve Employee Engagement?
Increased Accountability
Take a minute...
Who do you know that **Holds Employees Accountable**?
Accountability

The responsibility of employees to…

• Complete the tasks they are assigned
• Perform the duties required by their job
• Be present for their proper shifts in order to fulfill or further the goals of the organization.
Accountability

Employees who work together towards the same overall goal help their workplace to become more accountable, in turn make the organization more productive and efficient.
Accountability

- Completing tasks assigned
- Responsible for the specific duties of their job
- Consistent in doing the right thing in all aspects pertaining to their job
- Working together towards a common goal
Increasing Accountability

SMART Goals
- Have employee set goals for themselves
- Specific, Measurable, Achievable, Results-oriented, and Time-bound

Team Incentive Programs

Prioritization

Monitor Progress
Unfortunately, the word "accountability" often connotes punishment or negative consequences.

When organizations use accountability only as a big stick for punishing employees, fear and anxiety permeate the work environment.

On the other hand, if approached correctly, accountability can produce positive, valuable results.
Accountability: Positive Results

Positive results of accountability include…

1) Increased feelings of competency
2) Increased commitment
3) More creativity and innovation
4) Higher morale and satisfaction
5) Improved performance
6) Employee participation & involvement
Accountability: Positive Results

Positive results occur when...

1) Employees view accountability programs as helpful and progressive methods of assigning and completing work

2) Employees don't associate accountability only with negative consequences
Accountability: Leader’s Work

- Involve employees in setting goals and objectives
- Give them the authority to accomplish those goals
- Coach and support
- Monitor progress towards goals
- Provide feedback
- Provide training and resources
- Recognize employees
Accountability: Leader’s Work

1) Clarify roles, goals and expectations
2) No denial, blaming, excuses or scapegoating
3) ID barriers to success
4) Milestones and metrics
5) Balance: Process and results
Success Story: **Accountability**

School Board Members needed to understand their roles after developing goals.

|------------|--------|--------------|--------------|--------------|--------------|--------------|
Where do you need to improve Accountability?
Differentiated Leadership
**Leadership** Success Story

Paula – HR Director

**Problem:** Could not get home on time to see her kids’ games & church

**SOLUTION:** Ability + Motivation = Window
Another Success Story

Dr. Ray (School District will remain anonymous)

Problem: Some HS Football players wearing white hooded sweatshirts in response to a recently-enrolled black student.

SOLUTION: Window 1 Leadership!
Where do you need to **Differentiate Your Leadership?**
Accountability & Engagement: Tools & Strategies
Accountability & Engagement

Chainsaw Planning: *Funnel*

- **Data**
  - (Hard data & soft data)

- **Vision**
  - (A new, perfect destination)

- **Mission**
  - (Job description to get there)

- **Priorities**
  - (Essential Items)

- **Specific Goals**

- **Detailed Work Plans**
# Accountability & Engagement

Chainsaw Planning: *ID Successes & Issues*

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Accountability & Engagement

Chainsaw Planning: *Benchmarks*

1) What do we want to accomplish? *(New Goal)*

2) What should be done to begin? *(Data Needed or Action Steps)*

3) What should we see happening w/in 30-60 days? *(Benchmark)*
Accountability & Engagement

Chainsaw Planning: *Smart Goals*

### Chainsaw Planning® Worksheet 4B: Goal Workplan

#### Admiration of the Problem
(ID all sub-issues & hurdles; 5 minutes)

#### SMART Goal
(specific, measurable, attainable, realistic, and timely)

(in 20 words or less; 5 minutes)

#### Objectives / Action Steps
(≤4, 10 minutes)

1)  
2)  
3)  
4)  

#### Timeline
(desired per objective)

1)  
2)  
3)  

#### Resources
(needed per objective)

1)  
2)  
3)  

#### Responsibility
(name per objective)

1)  
2)  
3)  

#### Evaluation Plan
(Quantitative and/or Qualitative; 5 minutes)

- Quantitative:
- Qualitative:
### Accountability & Engagement

#### Chainsaw Planning: *My Job, Your Job*

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A Success Story: Engagement

Problem: Needed better employee “buy-in” from Docs, PAs & Techs

SOLUTION: 4-hour planning session to ID changes & increase buy-in
Feedback
### Employee Feedback Form

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Next Feedback Session

(Day) (Month) (Year)
Employee Feedback: Coaching

Leadership Development Program
Chainsaw Coaching • Worksheet #1: Near-Term Work
________ Quarter, 2020

1) What 1 or 2 personal items would you like to improve?

2) What 1 or 2 professional items would you like to improve?

3) What 2 or 3 deliverables will you will need to accomplish this quarter?
A Success Story: **Coaching**

R------- (IT Manager)

**Problem:** Does not play well with others

**SOLUTION:** 360-Degree Feedback & 5, 30-minute sessions of coaching
What employee (or team) would benefit from feedback, or coaching?
Thank you!

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