

# Best Business Strategies for Today's Economy



January 2011



## Quick Links

[Through Eagles Eyes](#)

[Paragon People Solutions](#)

## Upcoming Event

**PeopleMap Training for**

**Leadership Alumni**

Read on for more information

*Through Eagles Eyes and Paragon People Solutions enhance the success of your organization through your*

## 12 Elements of Engagement

We have written before about the importance of engagement surveys as providing a good measure of management effectiveness. Make no mistake about it...poor engagement numbers point directly to poor management practices.

The Gallop organization engagement research encompasses 30 years involving over 12 million employees. This work has great credibility, having appeared in such respected publications as the Journal of Applied Psychology and Harvard Business Review.



Poor employee engagement measurements and management ineffectiveness are directly linked. Let's examine how formulating a solution to this large and growing problem can be accomplished. Gallop has identified 12 basic elements that correlate closely to critical business outcomes such as productivity and profitability.

Let's examine these basic elements, also known as "12 Elements of Great Managing", and see what conclusions we can draw.

- I know what is expected of me at work
- I have the equipment and materials I need to do my best work
- At my company, I have the opportunity to do what I do best every day
- In the last week I have received recognition or praise for

*people!*



- doing good work
- My supervisor seems to care about me as a person
- There is someone at work I respect and who encourages my development
- At work, my opinions seem to count
- The mission or purpose of my organization makes me feel my job is important
- My associates are committed to doing quality work
- I have a best friend at work
- Within the last six months, someone at work has talked to me about my progress
- This last year, I have had opportunities at work to learn and develop my abilities

As you scan these basic elements, you will easily recognize how employee engagement measurements improve as more of these basic elements are fully integrated into the organization's culture. The numbers are quite convincing. Productivity, profitability, improved safety records and absenteeism measurements also improve. It is shown that engaged organizations have 2.6 times the earnings growth of those organizations in their same industry with lower engagement numbers

Leadership teams in many organizations are great at providing lip-service regarding enlightened employee practices, but mountains of data confirm that building an engaged culture through these 12 basic elements requires constant effort. In successful organizations this is simply a way of being all the time. Just as we expect high standards of performance on a highly technical assembly line, in a success organization we expect these engagement practices to be a powerful and automatic part of the management culture as well.

The world's top-performing organizations recognize the critical role managers play in achieving business objectives. Hiring the right managers and leaders and having them in the right position are essential to success throughout the organization.

In our next newsletter we will focus in more detail on the steps world-class organizations take to make productivity and profitability their primary objectives.

Tom Searcy  
Diane Winn, PCC  
Through Eagles Eyes, Inc.

Kerry Garman, SPHR  
Paragon People Solutions



**Upcoming Event**

## **PeopleMap!**

Thursday, January 27  
WNIT Television Studios  
8:00 am - 11:30 am

### **Workshop**

11:30 am - 12:30 pm Lunch and Tour of new facility and studio

This workshop will explore how the use of this human relationship tool can help develop peak performers on your team, help build a cohesive and highly engaged workforce, and just as important, learn how to avoid the mis-communication plaguing American Business today! Join us as we dig deeper into how PeopleMap brings value to you in your work and personal life. This will prove to be a powerful and transformative session.

### **Facilitators:**

Diane Winn, Class 20, &  
Tom Searcy, Elkhart  
Leadership Class 1  
Through Eagles Eyes

### **Cost:**

*Workshop & Lunch*  
\$15 Leadership Alumni  
Association members  
\$35 non-members

*Lunch or Workshop Only*  
\$10 Leadership Alumni  
Association members  
\$25 non-members

To register please click  
[here.](#)

***Thank you!***

***We would like to thank the Michiana chapter  
of the Society of Human Resource  
Management for honoring Through Eagles  
Eyes with the  
2010 Business of the Year award!***



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