



Great Place to Work

A New Approach to Employee Engagement

Dr. Marshall Goldsmith

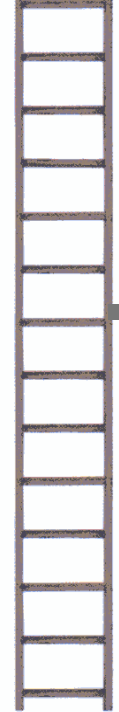
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Goals

- **Discuss how many companies have completely missed a key factor in taking responsibility for employee engagement – the employee!**
- **Share the daily question process – a great way to increase individual effectiveness.**
- **Show how daily questions – and especially active questions – can build employee engagement.**



Previous work on employee engagement

- NAHR presentation
- Recognition, reward programs, training, compensation, empowerment
- In spite of all previous efforts, global employee engagement is near an all-time low
- Focus on what the *organization* can do to engage *you* – not what you can do to engage *yourself* – JFK in reverse
- The two flight attendants



Research on happiness and meaning

- **Two key factors related to employee engagement are happiness and meaning**
- **People who experience the highest amounts of happiness and meaning at work – are the same people who experience the highest amounts of happiness and meaning at home**
- **The key variable in happiness and meaning is the person – not the place**



Daily Question Process


- **Why the process works**
- **How the process works**
- **Applications on employee engagement**



Active questions vs. passive questions


- How active questions focus on what *you* can do to make a positive difference for yourself and the world
- How passive questions focus on what *the world* needs to do to make a positive difference for you





Six active questions

Did I do my best to:

- **Set clear goals?**
 - **Make progress toward goal achievement?**
 - **Be happy?**
 - **Find meaning?**
 - **Build positive relationships?**
 - **Be fully engaged?**
- 

That boring meeting!

Imagine that *you* were going to be tested on:

Did I do my best to:

- *Be happy?*
- *Find meaning?*
- *Build positive relationships?*
- *Be fully engaged?*

What would you do differently?



The two week study

- **You will get an email every day for two weeks – asking six active questions**
- **You will receive ‘before and after’ questions**
- **The daily process takes just a couple of minutes**




Active question research

4885 participants – 95 studies


- **34% reported improvement on all six items**
- **67% reported improvement on at least four items**
- **91% reported improvement on at least one item.**
- **9% reported no improvement**
- **Less than 1% of respondents reported overall lower scores**





Six active questions

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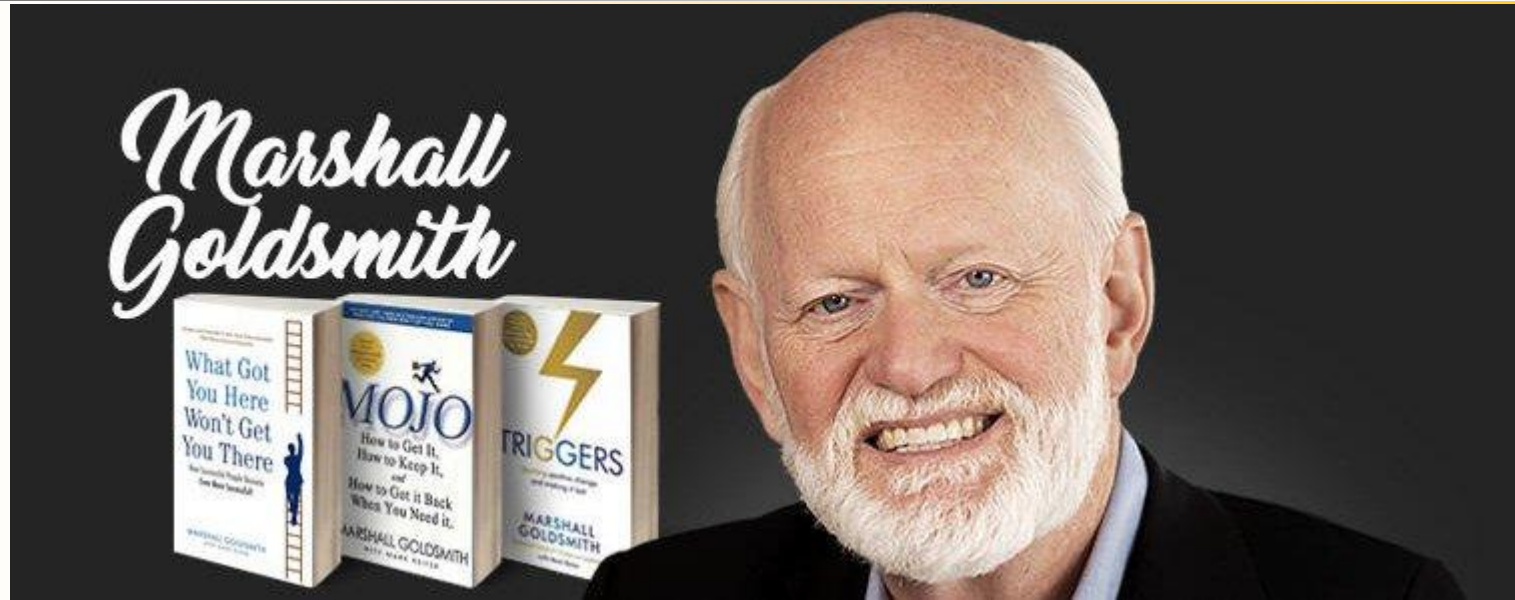
- **Set clear goals?**
 - **Make progress toward goal achievement?**
 - **Be happy?**
 - **Find meaning?**
 - **Build positive relationships?**
 - **Be fully engaged?**
- 

The best coaching advice

- **For you as a person**
- **For you as a professional**



To engage Marshall Goldsmith for your next Leadership Summit



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