




## 5 Strategies to Increase Engagement: The Underestimated Result of Lean Cultures That's Worth More Than You Think

By Cheryl Jekiel

Want Better Employees?  
Be a Better Employer.

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“What is missing from the world of work is genuine caring for people....We’re taught to turn it off before we walk into the office.”

Bob Chapman, Chairman and CEO of Barry-Wehmiller

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## How do you define engagement?



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## GALLUP

An engaged employee is one who is “involved in and enthusiastic about his or her work.”

Employee engagement is “the outcome of actively engaging employees through a strategy that drives improved performance.”

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# Employee Engagement Assessment

- What's your approach to employee engagement?



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# Engagement: Problem or Opportunity?



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## Employee Engagement Research

- **Gallup** – *State of the American Workplace* report for 2017
  - Surveyed over 195,000 U.S. Employees
  - Higher engagement led to 21% greater profitability
- **Towers & Watson** – *Global Workforce Study* (2012)
  - High engagement level companies have higher operating margins than low engagement level companies
  - On average for one (1) year = close to 3 x higher



## Financial Benefits of Employee Engagement

- Improved safety
- Fewer quality incidents or defects
- Greater productivity
- Better employee retention (lower turnover)
- Lower absenteeism
- More sales from happier customers



# Power of 1%

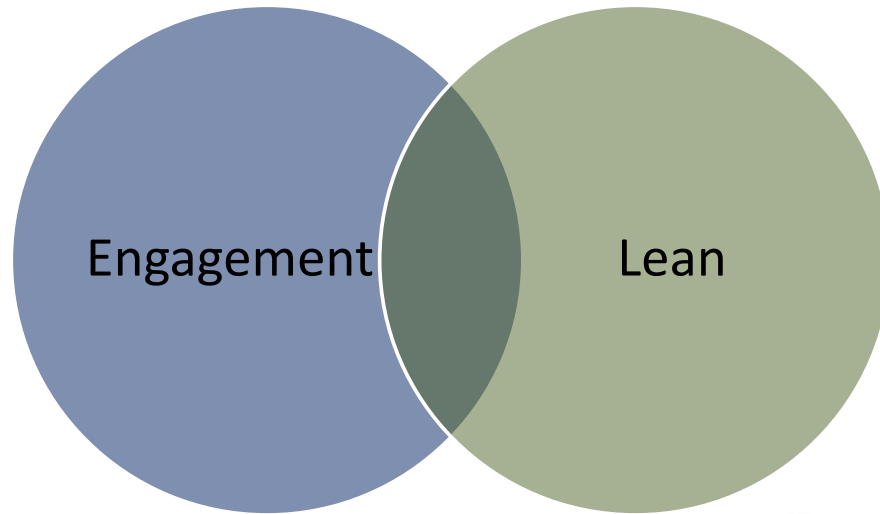


## Common question of lean enterprises:

How do we engage 100% of our workforce in our lean activities?



## Leveraging Engagement & Lean



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### Employee Engagement

Show the Bigger Picture  
& Team Vision for Success

Have What They  
Need to Work

Effectively Respond to  
Employee Ideas

Learning and Development  
Opportunities

Leadership Displays Respect  
and Appreciation

### Lean/CI Activities

Customer Focus or  
Hoshin Kanri

Measurably Improve  
work Processes

Broad Participation

Team Based Problem Solving

Inspirational Leadership

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## Strategy 1

How can we connect all team members to our vision for success?



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## Strategy 2

Does each employee have what they need to do their work?



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## Strategy 3

What creates opportunities for learning and development for your teams? Is everyone involved in them?



## Strategy 4

How do you effectively respond to employee ideas?





## Strategy 5

How can your leaders create a positive work environment?



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## Recap of Five Areas of Opportunity

1. Show the bigger picture
2. Ensure everyone has what they need
3. Effectively respond to ideas
4. Provide learning and development
5. Leadership focused on a positive workplace

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## Moving the Dial

1. **Clear plan of aligned action**
2. **Accountability**
3. **Narrowly focused**



## Group Exercise

- There are five areas of the room marked with one of the strategies. Move to the area of the room that is working on the one strategies that you'd like to improve.
- Working with your group, discuss specific action steps that could be done to implement the strategy in your environment.



## Questions, Resources and More



Cheryl Jekiel, CEO of Lean Leadership Center  
[www.leanleadershipcenter.com](http://www.leanleadershipcenter.com)  
[cheryl@leanleadershipcenter.com](mailto:cheryl@leanleadershipcenter.com)  
708 362 1664 (mobile)

