

# Engage & Mobilize

Engage & Mobilize .....	1
1. TOC.....	7
2. General Inquiry.....	7
2.1. Start the process with some general questions to more fully understand the situation.....	8
2.2. What is your "Point B"? What would it look like if you were more satisfied with how your team is engaged?.....	8
2.3. What are specific situations that work well? .....	8
2.4. What are specific situations that frustrate you? .....	8
2.5. Which specific employees are ones where you know you need to focus? 8	
2.6. Which specific employees are ones where engagement is in place, and why? 8	
2.7. How long has the issue of engaging and mobilizing employees been a source of concern for you?.....	8
2.8. What specific event, if any, has got you more focused on this issue? .....	8
2.9. What have you tried to improve employee engagement? .....	8
2.10. What has worked, and why? .....	8
2.11. What talents do you have that you can bring to bear on better engaging and mobilizing employees? .....	8
2.12. What other ideas do you have to address how you engage and mobilize employees?.....	9
3. 5 questions on Disengagement.....	9
3.1. Ask anonymously.....	9
3.2. How willing are you to refer the organization you work for? .....	9
3.3. How inspired are you to go the extra mile for them? .....	9
3.4. How great is the pride you feel about working for? .....	9
3.5. Do you have a sense of "future" with your company? .....	9

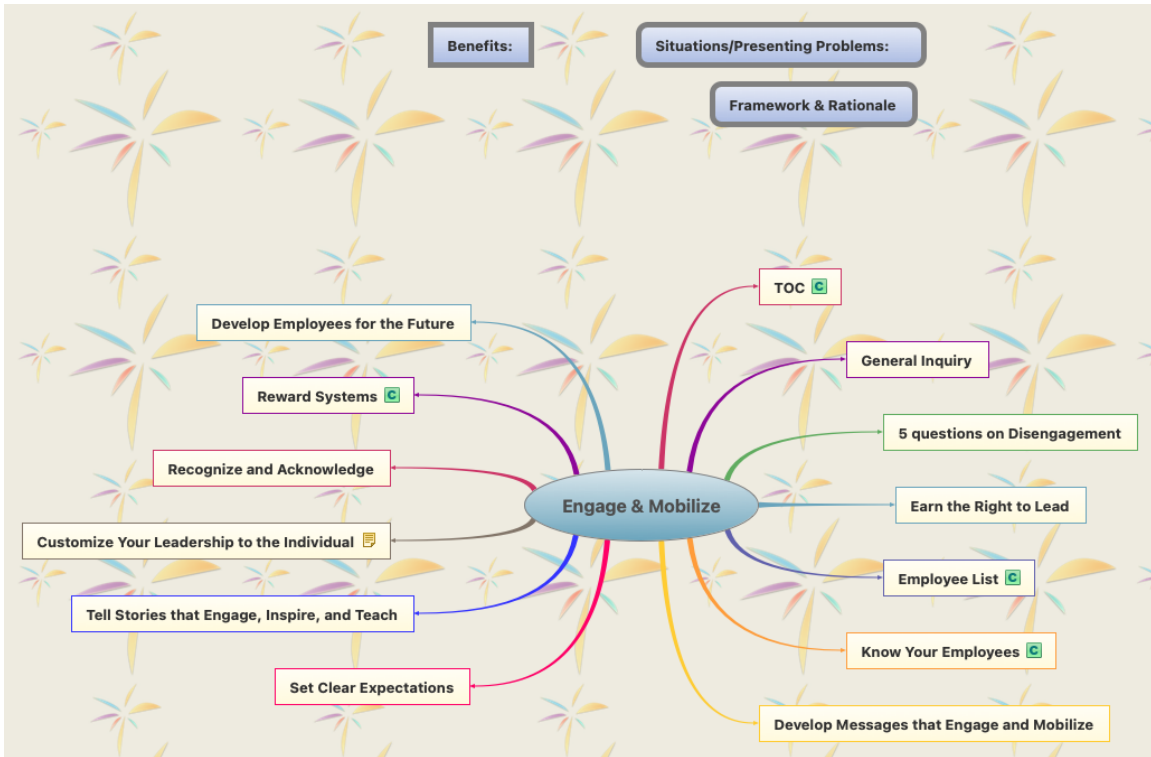
3.6.	How long do you intend to stay?.....	9
4.	Earn the Right to Lead .....	9
4.1.	You can't engage and mobilize employees if you aren't seen as a leader. How would your employees answer these questions about you?.....	10
4.2.	Strongly Disagree Disagree Neutral Agree Strongly Agree.....	10
4.3.	I am competent.....	10
4.4.	I am credible .....	10
4.5.	I demonstrate personal commitment .....	10
4.6.	I have character and integrity .....	10
4.7.	I am resilient .....	10
4.8.	I serve .....	10
4.9.	I care about my employees.....	11
4.10.	I am committed to my employees' success .....	11
4.11.	I admit mistakes .....	11
4.12.	I lead by going first and setting the example .....	11
4.13.	I seek respect even if I am not always popular .....	11
4.14.	My words and deeds match .....	11
5.	Employee List.....	11
5.1.	You can't manage a "them." List each employee, ranking them by performance. Use the guide on the right to fill in the "percentile" and "growth potential" columns. ....	11
6.	Know Your Employees .....	11
6.1.	For each employee, describe as much as you can about him or her. ....	12
7.	Develop Messages that Engage and Mobilize .....	12
7.1.	For each employee, come up with the messages that they need to hear from you to feel engaged and mobilized. ....	12
7.2.	Employee.....	12
7.2.1.	Key Messages.....	13
8.	Set Clear Expectations .....	13
8.1.	Employee.....	14
8.2.	By when you will give feedback.....	14

8.3.	What you expect from him/her.....	14
8.4.	What she/he is doing well.....	14
8.5.	How he/she is not meeting expectations*.....	14
8.6.	What you want them to do differently and by when*.....	14
8.7.	What happens if he/she does*.....	14
8.8.	What happens if he/she doesn't*.....	14
8.9.	What support does he/she need from you?*.....	14
9.	Tell Stories that Engage, Inspire, and Teach.....	14
9.1.	Possible Ideas.....	15
10.	Customize Your Leadership to the Individual.....	16
10.1.	Employee Name.....	19
10.2.	Best leadership style now.....	19
10.2.1.	AFFILIATIVE.....	19
10.2.2.	COACHING.....	19
10.2.3.	COMMANDING.....	19
10.2.4.	DEMOCRATIC.....	19
10.2.5.	PACESETTING.....	19
10.2.6.	VISIONARY.....	19
10.3.	Rationale.....	19
11.	Recognize and Acknowledge.....	20
11.1.	Consider The 5 Love Languages for reference.....	20
11.2.	Employee.....	20
11.3.	Preferred form of acknowledgement.....	20
11.4.	What I will tell him or her.....	20
11.5.	How I will recognize and/or acknowledge him or her.....	20
11.6.	By when.....	20
12.	Reward Systems.....	20
12.1.	How are the organization's rewards systems aligned, or not, with engaging and mobilizing employees?.....	20
13.	Develop Employees for the Future.....	21
13.1.	Goals.....	21

13.2.	Results, performance, and achievements .....	21
13.3.	Initiatives started/completed .....	21
13.4.	Attitudes/behaviors demonstrated .....	21
13.5.	Skills learned .....	21
13.6.	Knowledge gained .....	22
13.7.	What the employee will do to achieve above .....	22
13.8.	New assignments and challenges .....	22
13.9.	Meet key people, develop mentors, form new relationships .....	22
13.10.	Get feedback and advice .....	22
13.11.	Attend formal training programs/conferences .....	22
13.12.	Join new organizations/networks .....	22
13.13.	Read and conduct self-study.....	22
13.14.	Coaching.....	22
13.15.	Other .....	22
	Benefits:.....	22
	Higher productivity.....	23
	Better teamwork .....	23
	Increased comfort and confidence leading .....	23
	Improved impact and leadership presence .....	23
	Increase morale and decrease turnover .....	23
	Development of internal talent to assume greater responsibility and make continuous improvements .....	23
	Ability to spend time on fewer hassles and fires, and focus on more strategic issues .....	24
	Situations/Presenting Problems:.....	24
	Client believes that he or she is not getting enough productivity or engagement from his employees. ....	24
	Client gets negative feedback from employees. ....	24
	Client might come from a technical background and have little previous experience or development in authentically engaging and mobilizing employees. ....	24

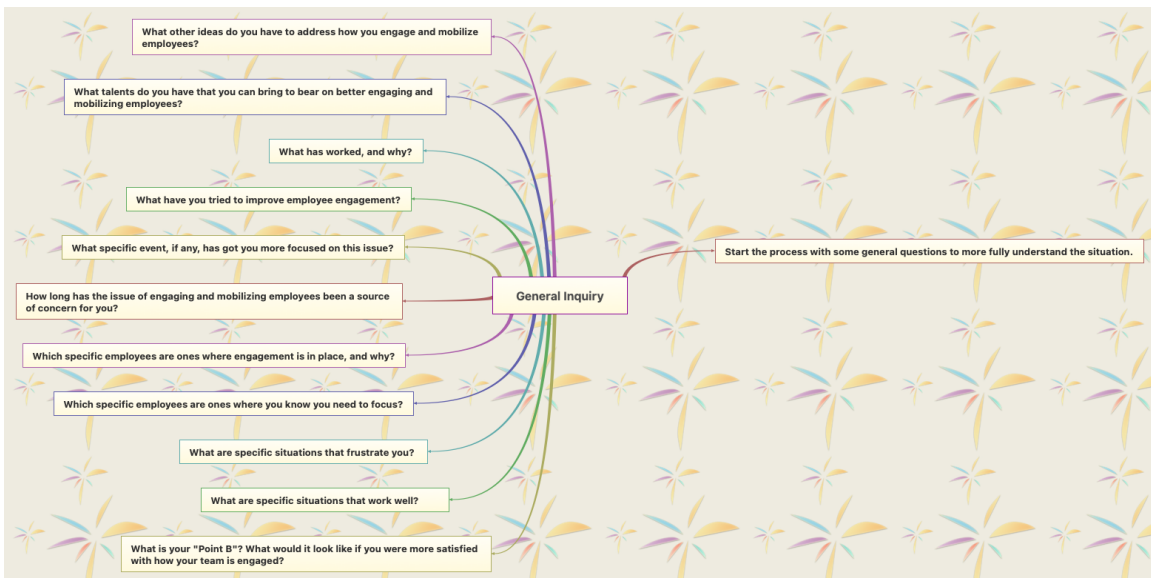
Performance in a unit shows low productivity, low morale, and/or higher-than-average turnover. ....	24
The client is having issues recruiting, retaining, and developing top talent. ....	24
Framework & Rationale .....	24
Behavioral coaching .....	25
By changing a single behavior or developing a single new skill/competency, the leader can have an improved impact and stronger working relationships with direct reports. ....	25
Perceptual coaching .....	25
By reframing a limiting perception, the client can develop entire new ways of relating to and thus engaging and mobilizing employees. ....	26
Influence others .....	26
Engaging and mobilizing employees depends on one's ability to influence people in a way that balances ego, relationships, and outcomes. ....	26
Create a high-performance culture .....	26
An engaged and mobilized workforce is essential to creating a high-performance culture, and a high-performance culture tends to attract and retain highly engaged talent. ....	26
Succession planning .....	26
Succession planning includes a range of tactics to build the organization for the future, and engaging and mobilizing employees is a key element. Also, this framework goes into more depth about developing employees for the future .....	27
Communicate simply and powerfully .....	27
This framework goes beyond giving presentations to leadership presence and the messages the leader conveys in each and every interaction. By authentically being the message, the leader is more likely to engage and mobilize employees. ....	27
Build high-performing teams .....	27
This framework provides a related perspective on what it takes to build a great team .....	28

Leadership Dashboard .....	28
This is a great tool to make sure everyone is aligned, focused, and accountable. ....	28
The attitudes of the leader.....	28
Certain specific attitudes naturally lead to effective communication, behaviors, and ways to build strong relationships with employees while also getting results. ....	28
Manage or lead up .....	28
If there are relationship issues with employees, there could also be relationship issues with one's manager. ....	29
Powerbase Coaching .....	29
If there are relationship issues with employees, there could also be relationship issues with others in the client's powerbase. ....	29
Lead significant change.....	29
It is harder to engage and mobilize employees during volatile and uncertain times. ....	29



## 1. [TOC](#)

## 2. General Inquiry



- 2.1. Start the process with some general questions to more fully understand the situation.
- 2.2. What is your "Point B"? What would it look like if you were more satisfied with how your team is engaged?
- 2.3. What are specific situations that work well?
- 2.4. What are specific situations that frustrate you?
- 2.5. Which specific employees are ones where you know you need to focus?
- 2.6. Which specific employees are ones where engagement is in place, and why?
- 2.7. How long has the issue of engaging and mobilizing employees been a source of concern for you?
- 2.8. What specific event, if any, has got you more focused on this issue?
- 2.9. What have you tried to improve employee engagement?
- 2.10. What has worked, and why?
- 2.11. What talents do you have that you can bring to bear on better engaging and mobilizing employees?



2.12. What other ideas do you have to address how you engage and mobilize employees?

### 3. 5 questions on Disengagement



3.1. Ask anonymously

3.2. How willing are you to refer the organization you work for?

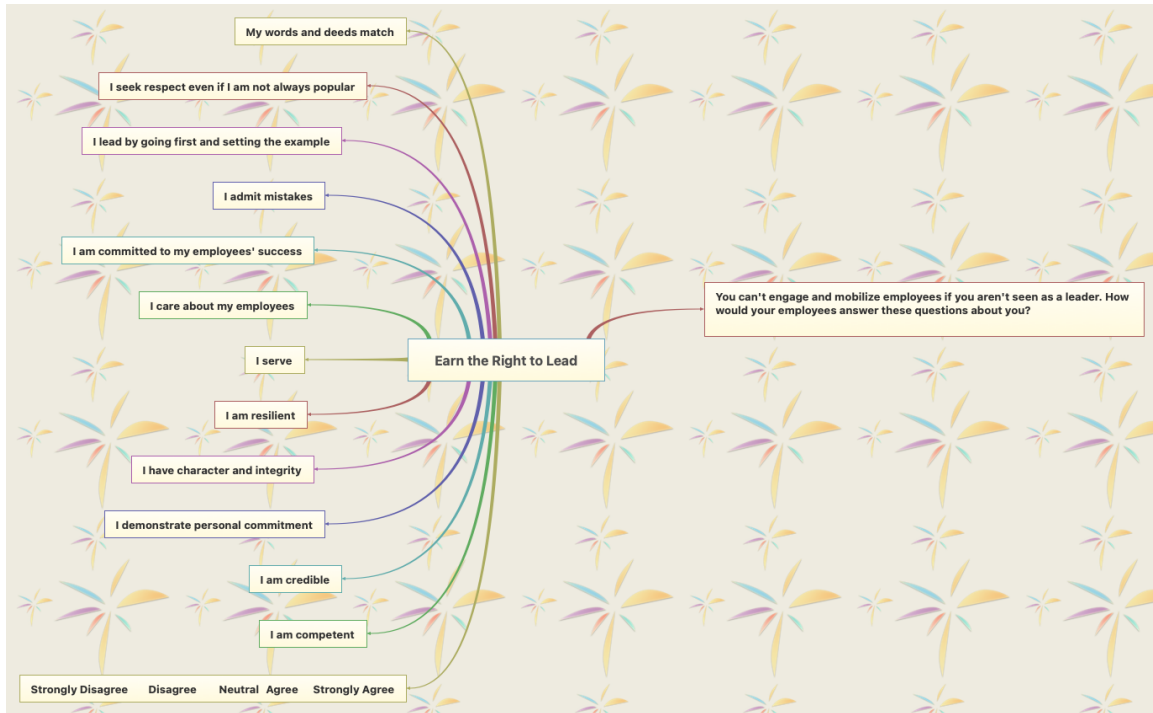
3.3. How inspired are you to go the extra mile for them?

3.4. How great is the pride you feel about working for?

3.5. Do you have a sense of “future” with your company?

3.6. How long do you intend to stay?

### 4. Earn the Right to Lead



4.1. You can't engage and mobilize employees if you aren't seen as a leader.

How would your employees answer these questions about you?

4.2. Strongly Disagree Disagree Neutral Agree Strongly Agree

4.3. I am competent

4.4. I am credible

4.5. I demonstrate personal commitment

4.6. I have character and integrity

4.7. I am resilient

4.8. I serve

4.9. I care about my employees

4.10. I am committed to my employees' success

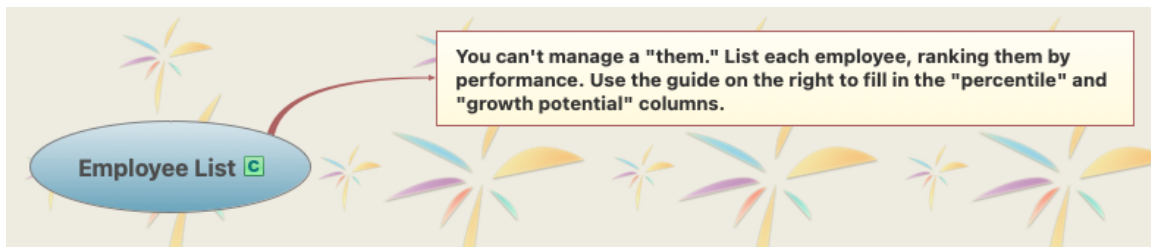
4.11. I admit mistakes

4.12. I lead by going first and setting the example

4.13. I seek respect even if I am not always popular

4.14. My words and deeds match

## 5. [Employee List](#)



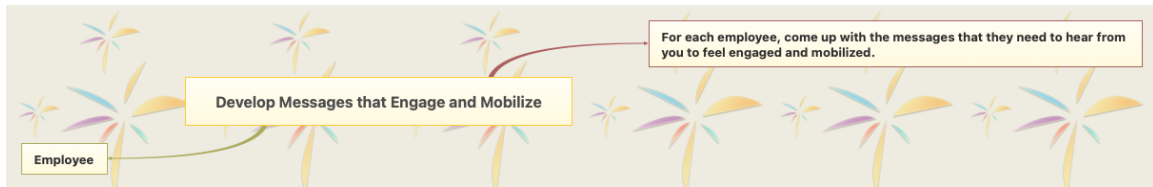
5.1. You can't manage a "them." List each employee, ranking them by performance. Use the guide on the right to fill in the "percentile" and "growth potential" columns.

## 6. [Know Your Employees](#)



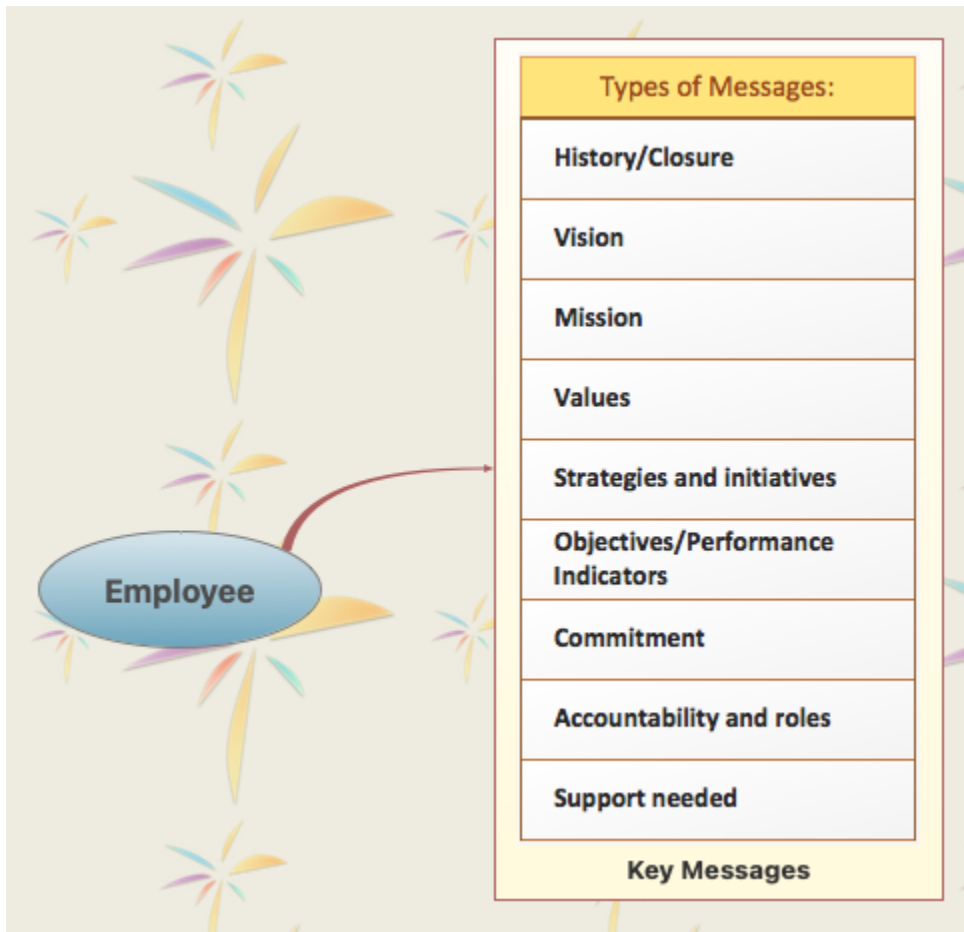
6.1. For each employee, describe as much as you can about him or her.

## 7. Develop Messages that Engage and Mobilize



7.1. For each employee, come up with the messages that they need to hear from you to feel engaged and mobilized.

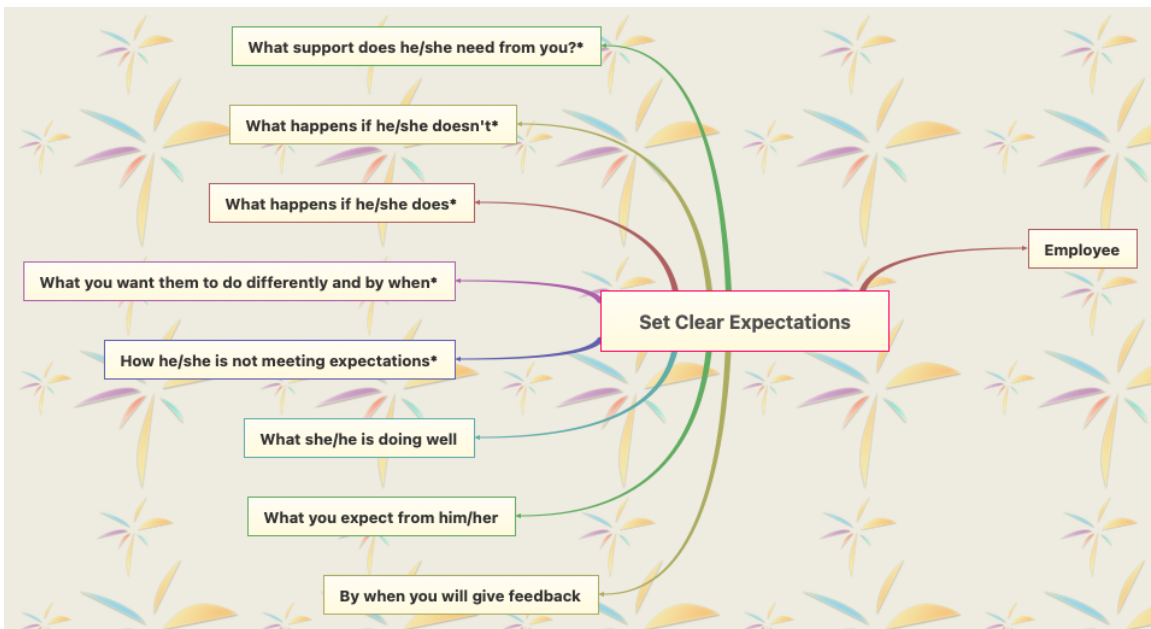
7.2. Employee



### 7.2.1. Key Messages

Types of Messages:
History/Closure
Vision
Mission
Values
Strategies and initiatives
Objectives/Performance Indicators
Commitment
Accountability and roles
Support needed

## 8. Set Clear Expectations



8.1. Employee

8.2. By when you will give feedback

8.3. What you expect from him/her

8.4. What she/he is doing well

8.5. How he/she is not meeting expectations\*

8.6. What you want them to do differently and by when\*

8.7. What happens if he/she does\*

8.8. What happens if he/she doesn't\*

8.9. What support does he/she need from you?\*

9. Tell Stories that Engage, Inspire, and Teach

**Tell Stories that Engage, Inspire, and Teach**

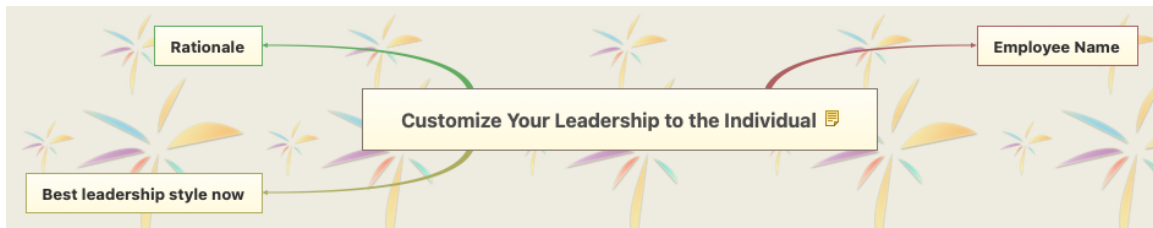
Idea Joggers:
Overcoming a challenge or adversity
Learning from a failure
Key lesson about being a better leader
How a team came together despite difficult circumstances
The best leader you ever worked with, and what you learned
The worst leader you ever worked with, and what you learned
Insights about your own shortcomings and how you overcame them
How the organization has evolved, and where it is headed
Someone you know who learned a key lesson that is relevant to your work

**Possible Ideas**

## 9.1. Possible Ideas

Idea Joggers:
Overcoming a challenge or adversity
Learning from a failure
Key lesson about being a better leader
How a team came together despite difficult circumstances
The best leader you ever worked with, and what you learned
The worst leader you ever worked with, and what you learned
Insights about your own shortcomings and how you overcame them
How the organization has evolved, and where it is headed
Someone you know who learned a key lesson that is relevant to your work

## 10. Customize Your Leadership to the Individual



%

Read the descriptions; reflect on your own most & least dominant styles. In the left column, allocate 100 percentage points to reflect the relative weight of each style in your leadership approach.



**AFFILIATIVE:** An affiliative leader promotes collegial relationships within the group. She/he recognizes that effective teamwork depends on fostering good relations and communication among team members. An affiliative leader is as interested in the personal health and welfare of her/his team members as in the task or job they are performing. She/he is easy to get along with and spends time on teambuilding. She/he has a high level of trust in her/his team members and gives them great flexibility in how they do their jobs. She/he gives positive feedback frequently yet may be uncomfortable holding others accountable. Thus she/he will usually avoid difficult confrontations. Some team members may feel that she/he should be more authoritative or forceful.

**COACHING:** A coaching leader is concerned with supporting the efforts of others on the team and developing their skills. She/he helps them identify their strengths, weaknesses and potential. Coaching leaders support others (especially new or inexperienced team members) to acquire new skills and develop professionally. She/he uses listening skills and open-ended questions to help others resolve work challenges. A coaching leader provides ongoing performance feedback and seeks to understand the reasons for underperformance. Mistakes and underperformance are seen as learning opportunities. Coaching leaders excel at delegating and giving others challenging assignments. Some team members may want this person to “lead” more and “coach” less.

**COMMANDING:** A commanding leader provides clear direction and expects others to follow. She/he often takes decisions with little (or no) input from others. In crisis situations, she/he is comfortable making quick decisions and making them unilaterally. She/he does not hesitate to confront others when they are underperforming or making mistakes. She/he will take disciplinary action to hold others accountable (getting rid of underperformers), yet will also reward those who are excelling in their work. Some team members may feel that this person should listen more.

**DEMOCRATIC:** A democratic leader encourages participation from her/his team regarding the directions the team should take and what actions they should prioritize. She/he will solicit input from others as a way to build “buy-in”. When faced with a complex problem, she/he will elicit ideas from others, listen attentively and consolidate the many differing points-of-view. She/he encourages participation and exchange of ideas. A democratic leader facilitates consensus-building processes. Some team members may feel that she/he should “decide” more and “facilitate” less.

**PACESETTING:** A pacesetter leader “sets the pace”. She/he sets high-performance standards for herself/himself and expects others to do the same. She/he leads by example: i.e. she/he is tireless, exudes self-confidence and focuses on achieving results. A pacesetter leader interacts most frequently with other outstanding performers on the team – expecting the others to catch up if and when they can. If someone’s performance is lagging, a pacesetter leader will reassign the job to someone she/he considers more competent. Pacesetters focus on individual effort and expect others to be competent in their roles. Some team members may feel that this person needs to be more sensitive and tolerant of other team member views and working styles.

**VISIONARY:** A visionary leader focuses on the “big picture” and “long-term” goals rather than on the immediate tasks and details. She/he will have compelling ideas about what should be done and is persistent in communicating these to others. She/he will circumvent existing policies or procedures if they get in the way of getting things done. She/he easily mobilizes or inspires others to action. Some team members may feel that this person needs to spend less time “thinking” or “talking” and more time “doing” or paying more attention to the immediate problem(s).

### 10.1. Employee Name

### 10.2. Best leadership style now



#### 10.2.1. AFFILIATIVE

#### 10.2.2. COACHING

#### 10.2.3. COMMANDING

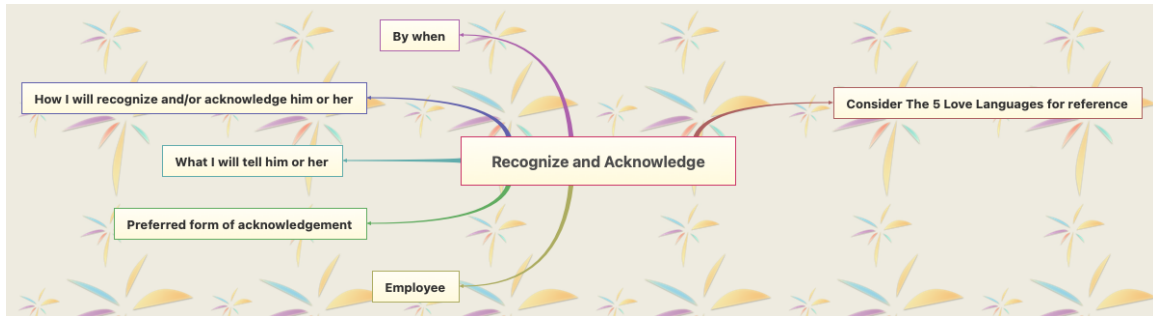
#### 10.2.4. DEMOCRATIC

#### 10.2.5. PACESETTING

#### 10.2.6. VISIONARY

### 10.3. Rationale

## 11. Recognize and Acknowledge



11.1. Consider The 5 Love Languages for reference

11.2. Employee

11.3. Preferred form of acknowledgement

11.4. What I will tell him or her

11.5. How I will recognize and/or acknowledge him or her

11.6. By when

## 12. Reward Systems



12.1. How are the organization's rewards systems aligned, or not, with engaging and mobilizing employees?

## 13. Develop Employees for the Future



### 13.1. Goals

### 13.2. Results, performance, and achievements

### 13.3. Initiatives started/completed

### 13.4. Attitudes/behaviors demonstrated

### 13.5. Skills learned

13.6. Knowledge gained

13.7. What the employee will do to achieve above

13.8. New assignments and challenges

13.9. Meet key people, develop mentors, form new relationships

13.10. Get feedback and advice

13.11. Attend formal training programs/conferences

13.12. Join new organizations/networks

13.13. Read and conduct self-study

13.14. Coaching

13.15. Other

**Benefits:**



Higher productivity

Better teamwork

Increased comfort and confidence leading

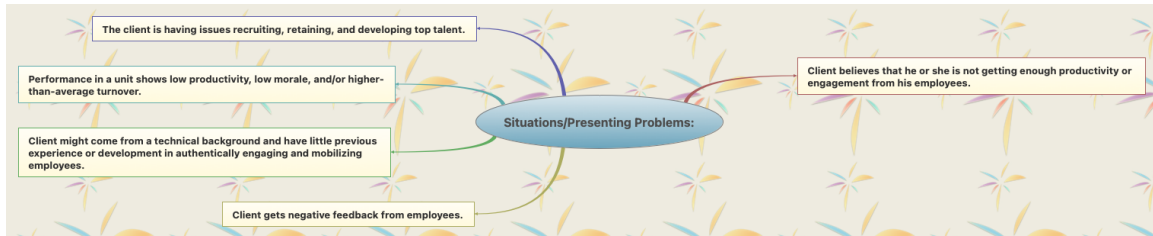
Improved impact and leadership presence

Increase morale and decrease turnover

Development of internal talent to assume greater responsibility and make continuous improvements

Ability to spend time on fewer hassles and fires, and focus on more strategic issues

## Situations/Presenting Problems:



Client believes that he or she is not getting enough productivity or engagement from his employees.

Client gets negative feedback from employees.

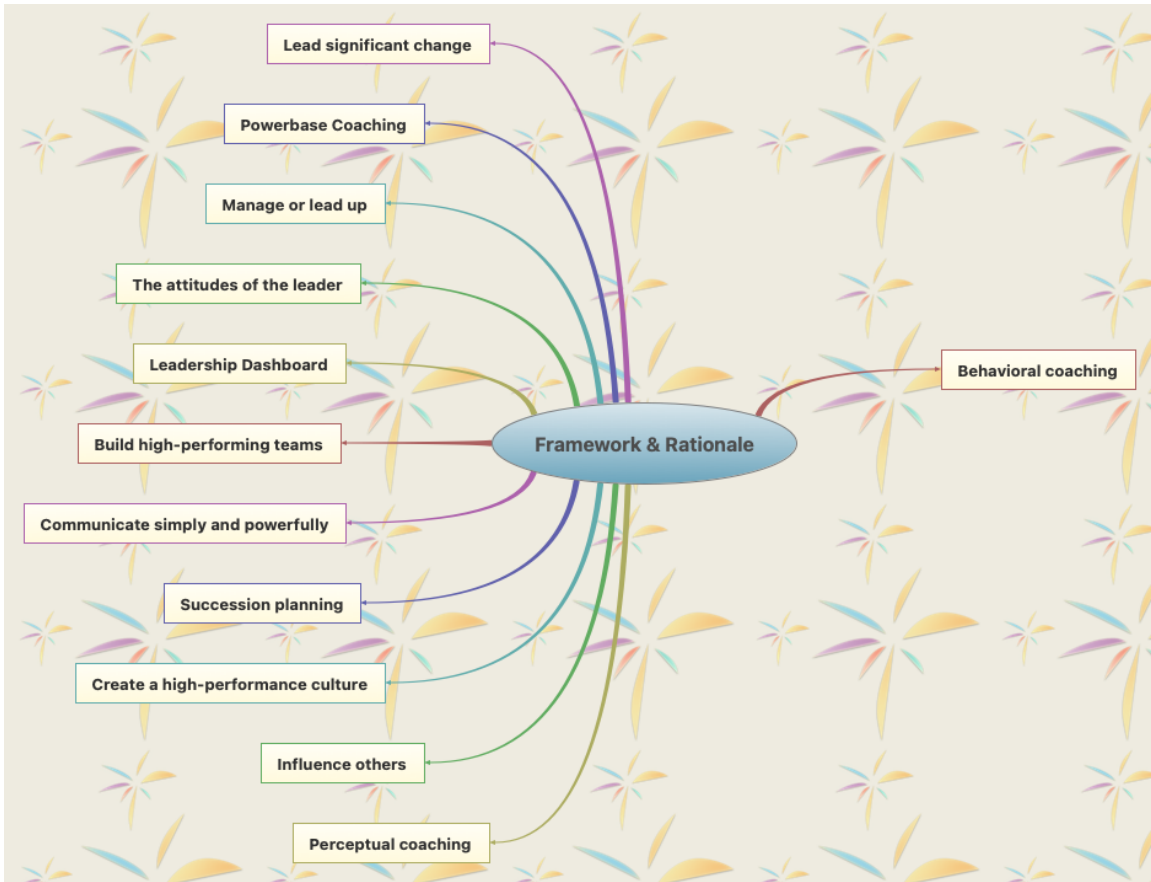
Client might come from a technical background and have little previous experience or development in authentically engaging and mobilizing employees.

Performance in a unit shows low productivity, low morale, and/or higher-than-average turnover.

The client is having issues recruiting, retaining, and developing top talent.

## Framework & Rationale



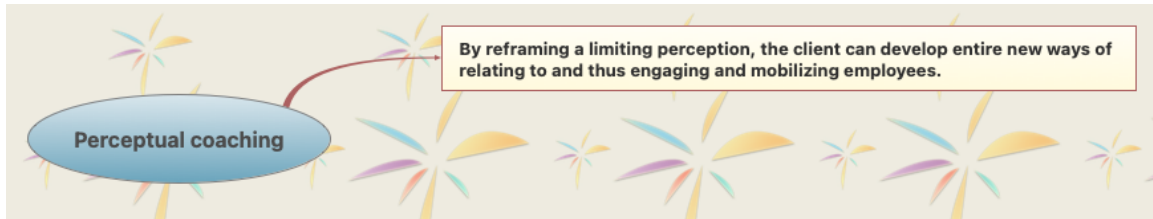


## Behavioral coaching



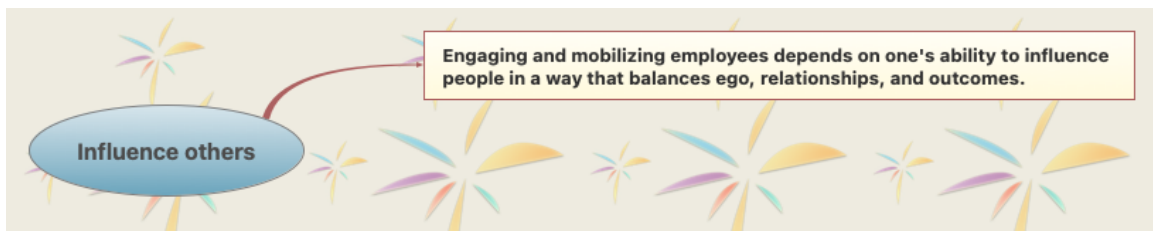
By changing a single behavior or developing a single new skill/competency, the leader can have an improved impact and stronger working relationships with direct reports.

## Perceptual coaching



By reframing a limiting perception, the client can develop entire new ways of relating to and thus engaging and mobilizing employees.

### Influence others



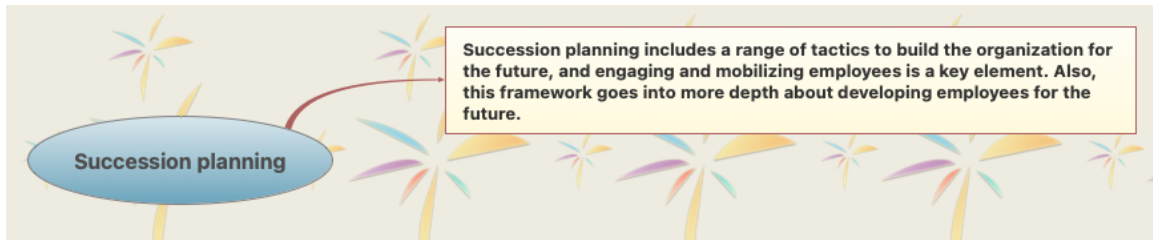
Engaging and mobilizing employees depends on one's ability to influence people in a way that balances ego, relationships, and outcomes.

### Create a high-performance culture



An engaged and mobilized workforce is essential to creating a high-performance culture, and a high-performance culture tends to attract and retain highly engaged talent.

### Succession planning



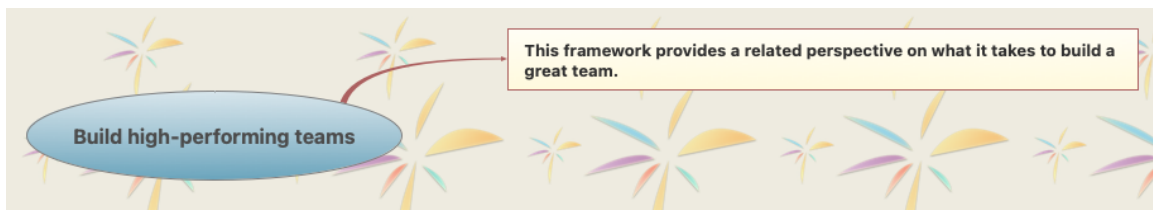
Succession planning includes a range of tactics to build the organization for the future, and engaging and mobilizing employees is a key element. Also, this framework goes into more depth about developing employees for the future.

### Communicate simply and powerfully



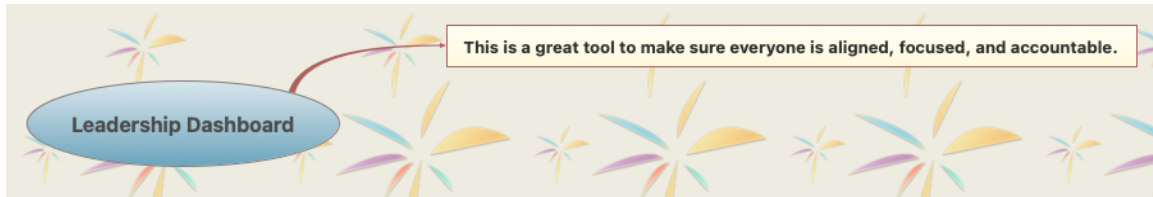
This framework goes beyond giving presentations to leadership presence and the messages the leader conveys in each and every interaction. By authentically being the message, the leader is more likely to engage and mobilize employees.

### Build high-performing teams



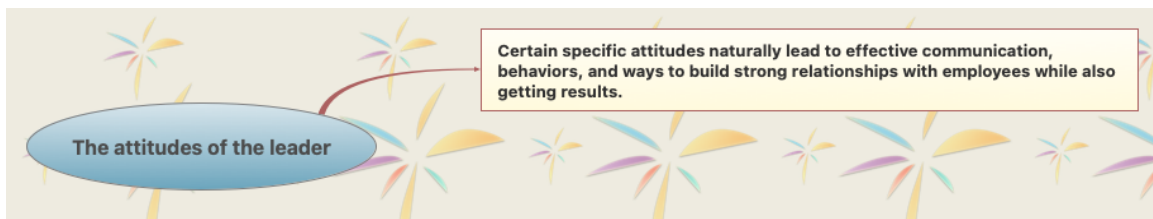
This framework provides a related perspective on what it takes to build a great team.

### Leadership Dashboard



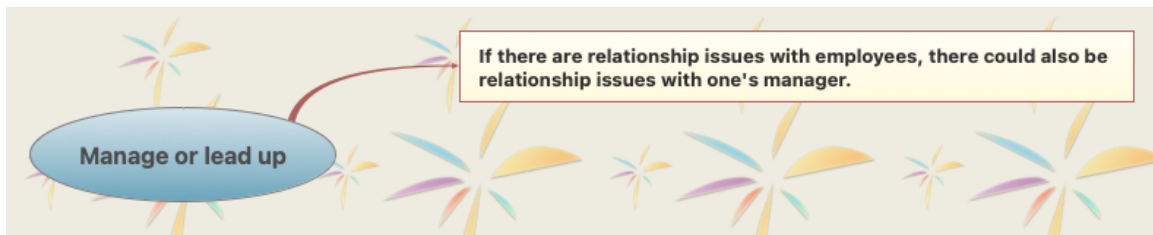
This is a great tool to make sure everyone is aligned, focused, and accountable.

### The attitudes of the leader



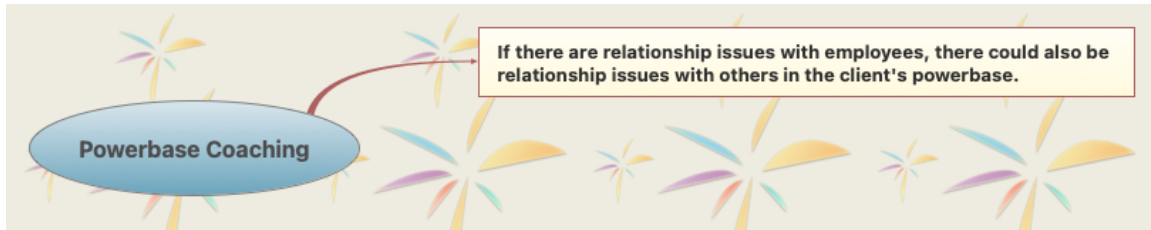
Certain specific attitudes naturally lead to effective communication, behaviors, and ways to build strong relationships with employees while also getting results.

### Manage or lead up



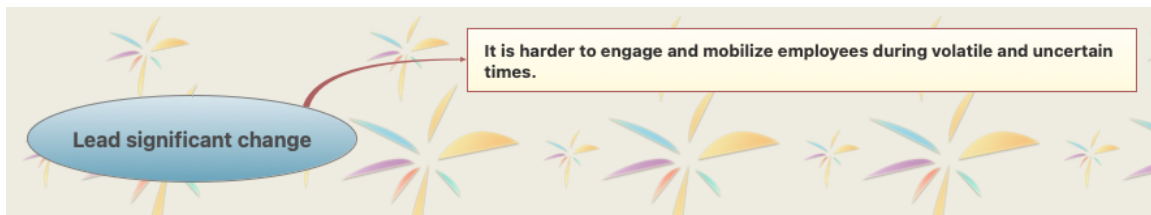
If there are relationship issues with employees, there could also be relationship issues with one's manager.

### Powerbase Coaching



If there are relationship issues with employees, there could also be relationship issues with others in the client's powerbase.

### Lead significant change



It is harder to engage and mobilize employees during volatile and uncertain times.