

Less than 33% of Americans are considered "engaged" in their jobs. Engaged employees are enthusiastic about their work, excited about the projects they work on, and happy to be working in their current environment.

Disengaged employees are not worried about organizational vision, goals, or their own performance. As a result, organizational growth and outcomes are delayed, there is less creativity, and morale decreases.

What can leaders do to facilitate engaged workers?

honest feedback to make sure employees understand their roles in the organization. Our organizational vision is:
You help achieve our goals because you provide:
We rely on you for:
Leaders also keep employees motivated and challenged at work.
They can start a dialogue by asking:
What particular strengths do you want to utilize more?
Employee strengths:, and
Are there any specific projects we are doing here that you would like to be involved in?
Projects:,, and
Do you want more responsibility? With what?, and
Do you want less responsibility? What would you prefer not doing?, and

Leaders make sure their employees have the training they need to do their jobs well.

They find out what employees want to further their careers and job skills by asking:

- 1. What would you like more training on?
- 2. What would you like to learn next?
- 3. Is there anyone here you'd like to learn from?

Leaders strive to improve the work-place for their people.

- 1. What can we do to make the workplace more enjoyable for you?
- 2. If you were your own boss, what would you change?
- 3. Are we challenging you enough?
- 4. Are there any tools or technology that would help you do your job better?

Leaders provide positive feedback quickly. What gets rewarded gets repeated.

"I have noticed you are great at	·	
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"You handled that difficult customer really well."

	is one of your strengths an	d I
am improceed w	ith howyyou	"
am impressed w	itii now you	