

HARMONIZATION = ENGAGEMENT + ALIGNMENT

Employee engagement is the extent to which employees are motivated to contribute to organizational success and are willing to apply discretionary effort. It can be measured as a composite of four factors.

Engagement = Pride + Satisfaction + Advocacy + Retention

But engagement alone isn't enough. You can have employees very engaged in their jobs, but if their efforts don't support their organization's mission and objectives, there will be no business benefit. People must also be aligned, which simply means that people are united in the pursuit of a common cause. Effective leaders successfully harmonize their teams.

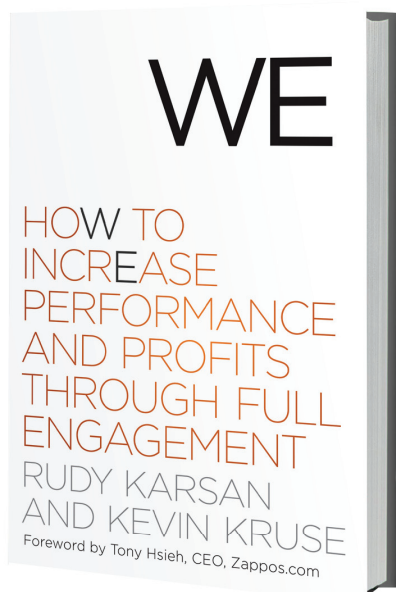
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KEY TAKEAWAYS FOR INDIVIDUALS

- Complete the four - question assessment of your current engagement level in this chapter. Are you fully engaged at work?
- Do you know how your daily activities contribute to the core mission of your organization? Do your quarterly objectives align with your company's objectives?

KEY TAKEAWAYS FOR MANAGERS

- Engagement is a catalyst but not the only answer. Alignment is vital but not enough. You must harmonize your team by driving both engagement and alignment.
- While the measures and drivers of engagement are globally universal, you must apply them with each individual, in every contact. There are no shortcuts.



This chapter summary is from the book, *We: How to Increase Performance and Profits Through Full Engagement*, by Rudy Karsan and Kevin Kruse. Please purchase the book from your favorite book reseller, or for more information, visit www.WeTheBook.com.