

GREAT MANAGERS FOCUS ON GROWTH, RECOGNITION, AND TRUST

The “big three” drivers of employee engagement are Growth, Recognition, and Trust, which appear consistently as the top factors in the world. The knowledge that they can have confidence and trust in their leadership, are truly appreciated for what they bring to the table, and will have the opportunity to grow and develop their career path in the organization is a surefire method of engaging employees.

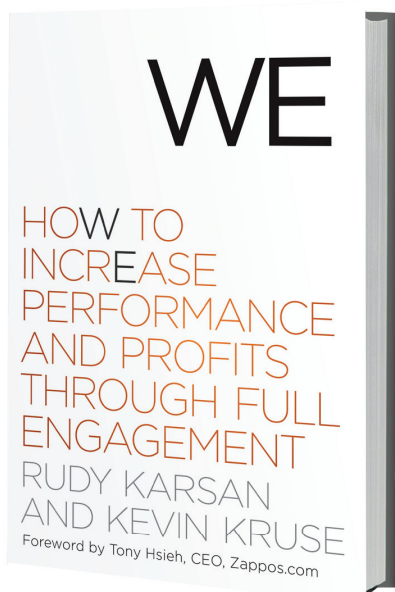
KEY TAKEAWAYS FOR INDIVIDUALS

- Does your team leader create an environment that fosters trust, confidence, knowledge that you are a valued member of the team, and your career growth and development?
- Your leader has an incredible impact on these engagement drivers, but it’s up to you, too. Don’t just stew over an area that frustrates you. Pick one or two areas of focus and answer the questions in a productive manner. Share your suggestions for improvement with your leader in a conversation or some other format.

KEY TAKEAWAYS FOR MANAGERS

- Remember the three Cs that inspire trust and confidence: competence, caring, and commitment.
- Over half of employees around the world don’t feel valued. Publicly recognize extraordinary achievement and effort and remember that the personal touch (e.g., handwritten notes, dinners, quality time) shows your appreciation.
- Focus on employee growth and development; think beyond formal training courses and include mentoring and career path planning.

Use the Kenexa Focused Listening Questions to uncover areas in which you can do better.



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.