


Employee
Engagement
Equals Employee
Retention

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- 19 years service in local government in Kansas City, Schaumburg and Wilmette
- 10 years as Wilmette Village Manager



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Polling
Question –
Supervisory
Responsibility

How many employees
report to you directly or
indirectly?

- 1-5
- 6-10
- 11 – 19
- 20+
- None

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What Employees are Saying...

According to the National Employee Survey of local government employees:

- 39% believe they are fairly compensated for performance
- 65% believe they have positive staff morale in their organization
- 55% believe the organization shows appreciation

"Clocking Out for Good: The Great Resignation's Impact on Local Government," ICMA June 2022

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2025 – Gen Z and Millennials Comprise 55% of the Workforce

The Workforce in 2025
Projected size of U.S. labor force (in millions) by age, for the year 2025

Age Range	Projected Size (Millions)
18-19	4.7
20-24	14.6
25-29	17.6
30-34	18.9
35-39	19.1
40-44	18.4
45-49	17.1
50-54	16.0
55-59	15.5
60-64	12.8
65-69	7.5
70-74	3.7
75-79	2.1
80+	0.7

Source: Department of Labor | WSJ.com

RESTART

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How do you communicate with your team?

- Weekly staff meetings
- Regular informal interaction
- Semi-regular informal interaction
- Little formal or informal interaction – everyone knows their jobs

Polling Question – Communication

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Employee Stay Interview Questions

- What do you look forward to when you come to work each day?
- What do you like most or least about working here?
- What keeps you working here?
- If you could change something about your job, what would that be?
- What would make your job more satisfying?
- How do you like to be recognized?

Source: Society for Human Resources Management (SHRM)

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Create a Coaching Culture

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Everyone is a Coach!

"Creating a coaching culture is having an entire group of people giving and receiving feedback openly and regularly because they are committed to common success. In short, no matter where you stand, everyone is learning and improving their skills."

"Creating a Coaching Culture for the Future Economy," May 5, 2021, DDI World Consulting.



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Individual Coaching

"Great coaches help us believe in ourselves, our own potential, and the value of what we do. They boost our confidence... employees who feel good about not only what they do, but also about their co-workers, manager, company and overall work experience perform better than their counterparts."

"Performance Conversations," by Christopher Lee



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Utilize Questions in Coaching

- Indirect, inquisitive questions
- Follow-up questions to clarify or expand the discussion
- Probing questions to dive deeper

"Performance Conversation: How To Use Questions to Coach Employees," by Christopher Lee



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What Do Questions Accomplish?

- Stimulate dialog
- Encourage employee involvement
- Encourages employee ownership of work and understanding of accompanying challenges
- Creates opportunity for discovery and brainstorming

"Performance Conversation: How To Use Questions to Coach Employees," by Christopher Lee

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Informal Coaching Example

Instead of: Why is your weekly report late again?

Consider: What circumstances are preventing you from completing your reports on time – How can I help?

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Finding Time to Coach...Regular One on Ones – Successful Managers Do This!

Regular 30 minute one on ones with direct reports – ideally weekly


- Their agenda first 15 minutes
- Your agenda next 10 minutes
- Next meeting items – 5 minutes



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Advantages to Weekly Meetings

- Both you and direct report can count on it
- Time to focus on current and future projects
- Can discuss current concerns
- A critical touchstone in busy times



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Also Consider – the 5 - 15 Minute Stand Up Staff Meeting

- Quick updates
- Everyone is focused
- Not meant for in depth issues
- Provides a connection point
- Often done on Monday morning



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Polling Question – Biggest Concern with Effective Managing

My biggest concern with being an effective Manager of my team is:

- I barely have enough time to get my own work done without the extra layer of managing other people.
- I have not had much management training, so I often feel like I am "winging" it
- I have one or more difficult employees and I am struggling with managing them.
- I feel like I am in a good place as a Manager

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#1 Listen, Listen, Listen...

- Focused Listening
- 360 Listening
- Create time to listen
- Ask questions



Source: Listening is an Overlooked Leadership Tool by Melissa Daimler, Harvard Business Review, May 2016

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#2 Stop Micromanaging – Employees Leave Managers not Organizations

- Never satisfied with deliverables
- You often feel you would have done it differently
- You focus on details and take pride/pain in making corrections
- You constantly need to know location of team and what they are working on
- You ask for frequent updates
- You prefer to be copied on emails

Source: Signs That You're a Micromanager by Muriel Maignan Wilkins, Harvard Business Review, November 11, 2014

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Micromanaging – Causes and Effects

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Do You Micromanage -- Poll

- I get anxious if I do not know everything that is going on with my subordinates.
- I worry about taking days off – I am concerned people will not do their jobs.
- I have to proof everything that comes out of my office.
- I don't think anyone reporting to me is capable of making decisions in my absence.
- I still do jobs that I was hired to do as an early career professional even though I have advanced.

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#3 Address Performance Issues

Failure to Address Performance Issues:

Destroys morale

Indirectly rewards poor performance

Undermines YOUR performance as a manager and leader

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#4 Regular, Productive Staff Meetings

- Staff meetings should be informative
- Staff meetings encourage collaboration
- Staff meetings promote teamwork
- Consider stand up/15 minute meetings

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#5 Professional Development and New Ideas

01 Invest in your employees – “Grow Your Own”	02 Encourage new ideas at all levels	03 Include personal development goals in performance discussions
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#6 Don't Play Favorites

- Friendly but not a friend
- Socializing out of work
- Invite everyone or no one



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#7 – Emotional Consistency

- Calm, professional demeanor
- Leave bad day at home
- Encourages employees to share bad news




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#8 Practice Patience and Optimism

Five Powerful Ways Leaders Practice Patience

- See Through the Lens of Others -- Empathy
- Evaluate Tension Points
- Listen and Ask Questions with a Positive Attitude
- Seek Perspective from a Trusted Resource
- Be Responsible for Your Role in a Problem




Source: 5 Powerful Ways Leaders Practice Patience by Glen Llopis, Forbes, June 3, 2013

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#9 Respond to Email

- And texts, telephone calls, messages dropped by drones or carrier pigeon.
- Your employees are your priority!
- Approachable, accessible, open door...



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#10 Give Direction!

Lead, follow or get out of the way!

Employees prefer a less perfect decision to no decision at all.

Take in the information, evaluate it, discuss it, decide the direction.

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New Leaders

- Take time to assess, ask questions –
- 3-6 months before making changes
- Conduct individual interviews with all employees on team
- Honor history and traditions
- Roll out change carefully and inclusively

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Exit Interview Questions

- What led you to your decision to leave?
- What do we do well as an organization? company?
- What can we improve on?
- Did you feel supported by your manager?
- Did you feel you received training and development opportunities?
- What are you looking for in your next job opportunity?
- Can I share this information with your former supervisor?

Source: Asana.com "7 Questions to Gain Insight"

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Wrap-Up

- Employees often leave Managers, not organizations
- Tie goes to the employee
- A collaborative work environment will anchor employees
- Listening and respect are critical to employee retention

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