Top Fun: The New Rules of Employee Engagement

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Session Description

As leaders, there’s no greater investment we can make than in the engagement and development of our people. The organizational effects of a happy and empowered support team run far and wide. This session will show you the techniques and motivations that Underwriters Laboratories has used to reduce turnover, improve agent performance, and emerge victorious from the battleground of employee engagement.

Speaker Background

As a customer support manager for Underwriters Laboratories, Nate Brown’s ambition is to create outstanding customer interactions through creativity, knowledge, and professionalism. He is a certified HDI Support Center Manager, VP of communications for the Music City local chapter, and a popular speaker in the southeast region. Nate’s session on gamification at the 2015 ICMI Contact Center Conference & Expo was among the conference’s highest rated sessions.
The New Rules of Employee Engagement

Nate Brown
The Cornerstone of the Customer Experience is the Agent Experience
We should focus on our people with the same passion and intentionality that we do for our customers.

Our Customer Service Vision:
“Supporting our customers and each other in a manner that’s effortless, accurate, and friendly.”

#HDIconf
88% of employees don’t have passion for their work.  - Jeff Ermin, Huffpost

$11 billion is lost annually due to employee turnover and that companies with engaged employees outperform those without by up to 202%. – Dale Carnegie Training

69.4% of companies do not measure employee experience – International Data Corporation

Building The Case

The Engagement-Profit Chain:

Engaged employees lead to...
higher service, quality, and productivity, which leads to...
higher customer satisfaction, which leads to...
increased sales (from more repeat business and referrals), which leads to...
higher levels of profit, which leads to...
higher shareholder returns (i.e., stock price)

Kevin Kruse, Author of Employee Engagement 2.0
Those that are enthusiastic about and committed to their work

– Amy Adkins (Gallup)

RULES OF ENGAGEMENT

Rule Number One

Establish The Baseline
• Only survey when ready to ACT
• Survey is only part, conversations should follow

RULES OF ENGAGEMENT

Rule Number Two

Tap Into The Intrinsic Motivators
How do we motivate?

- Don’t lock employees in a box with overly specific responsibilities
- Give employees room to breathe in the way they accomplish objectives
- Agents should have ownership of something important
- Autonomy does not always mean alone. Work groups can be autonomous as well
- CAN’T BE DONE IN SURVIVAL MODE
• Give your people the opportunity to excel at something

• Professional development should be a priority, not an after thought

• Pour into your best, not “the squeaky wheel”

• UL Ambassador Program

“You are the top one percent of Naval Aviators - we’ll make you better”

• This is the root. Your people should not only know the mission, but hired because the mission motivates them

• Their job must give them a direct opportunity to impact the mission

• Leadership must provide an example of “living the mission” with authenticity
“This is all just an enabler”
– Brad Cleveland

RULES OF ENGAGEMENT

Rule Number Three

Relate to Motivate
Forbes, Gallup, and Fast Company all agree:

“Data is clear that friendship is more important than pay or benefits, and strongly correlates to productivity, safety, customer loyalty and profitability” – Kevin Kruse

One Motivator to Rule Them All

What makes you come alive at work?
Within an organization, whose responsibility is it to engage employees?

MOTIVATE THE INDIVIDUAL

- Career Development / Success
- Comfort / Relaxation
- Health / Balance / Energy
- Influence / Leadership
- Learning / Knowledge / Discovery
- Materials / Possessions
- Recognition / Praise
- Security / Money / Home
- Social / Affiliation / Popularity / Acceptance
- Task Accomplishment / Problem Solving / Achievement
- Teaching / Guiding Others

- Eddie Vidal
Employees are not loyal to companies, they are loyal to leaders.

– Scott McKain

Five ways to love your passengers:

1. Make time for them
2. Listen to them
3. Recognize them
4. Serve them. *A great leader once said, the higher you get in an organization the more it is your duty to serve the people below you rather than having the people below serve you*
5. Bring out the best in them

You’re the Driver of the Bus
Jump Starters

The key is creating robust dialog. This is the soil in which relationships grow.

Six Ways Out of a Conflict

- Getaway
- Destruction
- Subjugation
- Delegation
- Compromise
- Consensus

Conflict is inevitable but combat is optional. — Max Lucado
RULES OF ENGAGEMENT

Rule Number Four

Remove The De-motivators

Common De-motivators

- Boredom
- Lack of Recourse for Poor Performance
- Poor Communication
- Unpleasant Co-workers
- Micromanagement
- Lack of Progress (See “Leading Change”)
- Job Insecurity

- Kristi Hedges for Forbes


### RULES OF ENGAGEMENT

**Rule Number Five**

**Author a Story Worth Telling**

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**Common De-motivations**

<table>
<thead>
<tr>
<th>Performance</th>
<th>A Players</th>
<th>B Players</th>
<th>C Players</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tend to consistently meet their goals over a 3-year period.</td>
<td>Tend to consistently exceed or meet goals, with an overall performance rating of 2.5 or 3.5.</td>
<td>Need to make improvements in one or more areas to satisfy an acceptable level of performance.</td>
<td></td>
</tr>
<tr>
<td><strong>Potential</strong></td>
<td><strong>A</strong></td>
<td><strong>B</strong></td>
<td><strong>C</strong></td>
</tr>
<tr>
<td>Potential for senior management within 3-5 years (based on PIF)</td>
<td>AA</td>
<td>AB</td>
<td>AC</td>
</tr>
<tr>
<td>Potential for promotion with significant increase in scope or scale of responsibility (based on DO)</td>
<td>BA</td>
<td>BB</td>
<td>BC</td>
</tr>
<tr>
<td>Maintain current scope and scale of responsibility</td>
<td>CA</td>
<td>CB</td>
<td>CC</td>
</tr>
</tbody>
</table>

“**A players will not work with C players for long**” – Andy Bailey
Gamification is the use of game thinking and game mechanics in non-game contexts to engage users in solving problems and increase users' contributions.

- Wikipedia

- Jenafits

- Twice-Monthly House Cleaning (this one is kind of expensive, so if you pick this one, it counts as both of your choices.)
- Lawn Care
- Get FANCY: males get a subscription to Bombfell, females get a subscription to Stitch Fix.
- Digital Package: we pay for your home internet, an Amazon Prime account, and streaming services (Hulu+, HBO, Starz, Netflix, Pandora, Spotify, etc.)
- Wellness (gym and classes)
Mentorship

What are you doing to engage your employees?
“Drive” - Daniel Pink
“Energy Bus” - Jon Gordon
“The Business Case for a Great Employee Experience” – Annette Franz Gleneicki
“Employee Engagement 2.0” – Kevin Kruse
“13 Disturbing Facts About Employee Engagement” – Jeff Fermin, Huffington Post
“8 Common Causes Of Workplace Demotivation” – Kristi Hedges for Forbes

Thank you for attending this session.

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