



# Nepal Administrative Staff College

## ENGAGING PEOPLE: ENGAGING FOR RESULTS

2018-08-21

Advanced Course on Management and Development



# Forethought

- People may doubt about what you SAY but they will believe what you DO and they will practice what you make them FEEL

*- Lewis Cass and Ken Wright*



# Situation #1

- You are assigned to prepare a proposal for cabinet by your supervisor. You need to consult him/her in some issues. You tried an appointment but notified that he is in urgent meeting with Secretary. Waiting for half an hour you decided to intervene because of urgency. While entering into the room, you noticed that wider tea-discussion is going on about cabinet expansion and potential minister to your ministry.

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## Situation #2

- With an advent of ICT, your workplace is equipped with internet facility. As a supervisor, while roaming around, you find that an employee spend one hour on an average browsing online news portals, social media, stock-market updates etc. at his/her workstation.



## Situation #3

- You assigned your subordinate a job of preparing a summary of macroeconomic indicators as supplement of making presentation at international conference. Because of busy schedule, you forgot to remind him. Few hours before conference begin, as you asked for the same, he answered with a gentle smile and expressed sorry for forgetting the assignment.



## Situation #4

- You are spending extra hours to your work to complete assignments on time without claiming overtime allowance etc. You know that your sincere efforts have significantly contributed overall performance of your organization. Your supervisor acknowledged your efforts in general staff meeting and awarded as “Best Employee of the Month !”

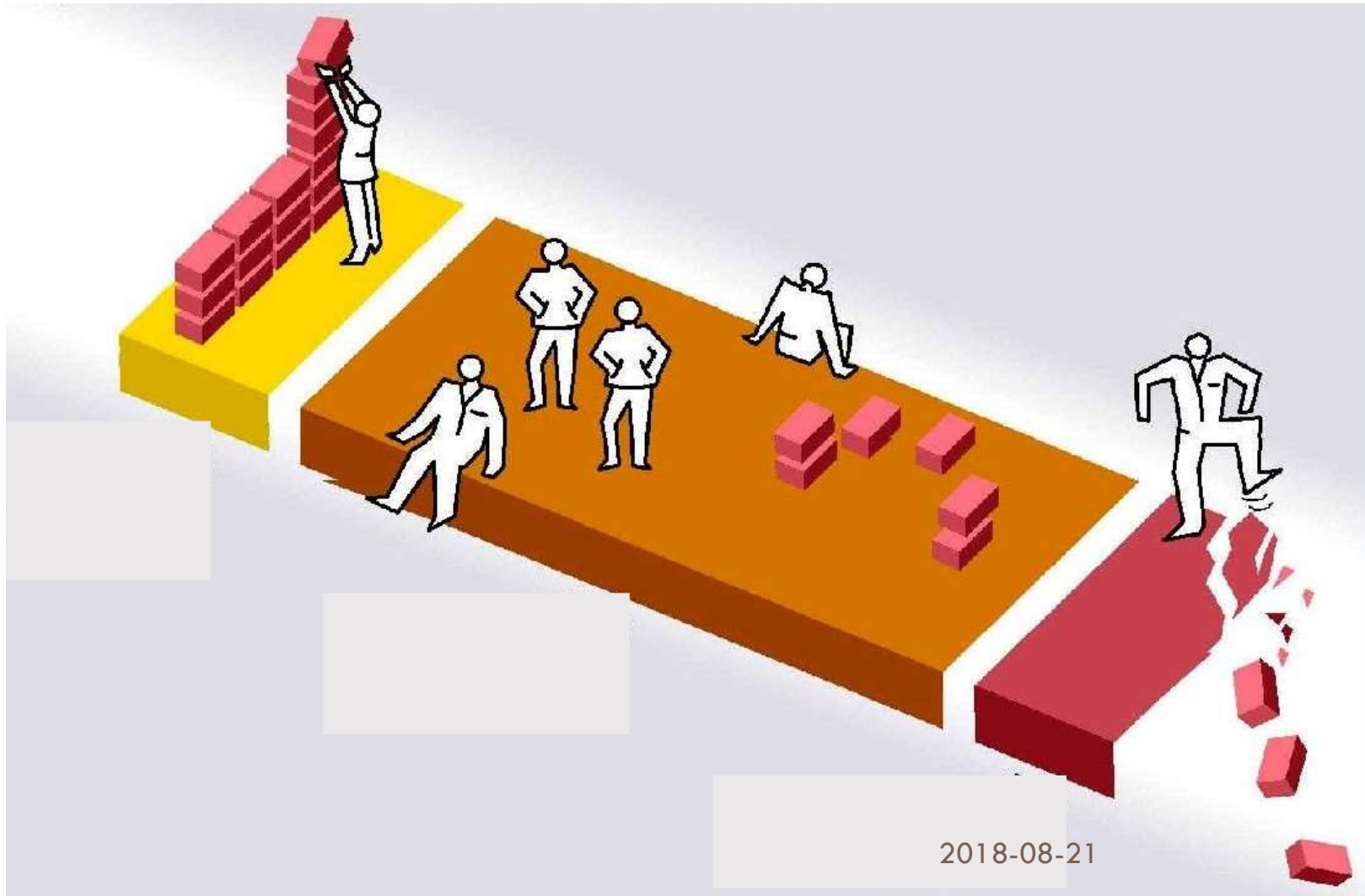


## Situation #5

- Over two decades of an average service period, you have consistently noticed that your physical workstation is very poor as compared to a living room of your own home in terms of cleanliness, sanitation, decoration etc. where you spend eight hours a day- significant productive time of life with exposure to thousands of people over the years.



# Workforce constitute...







# Engaged Employees

- Employees work with passion and feel profound connection to their organization. They drive innovation and move the organization forward.



# Not-engaged employees

- Not-engaged employees are essentially ‘checked out’. They are sleep walking through their workday, putting time- but not energy and passion- into their work



# Actively disengaged employees

- Actively disengaged employees aren't just unhappy at work; they are busy acting out their unhappiness. Every day, these unhappy workers undermines what their engaged coworkers accomplish.



## Data says...

(Gallup Survey, 2016)

- Only **13%** of the world's one billion full-time workers are engaged at work. The engagement ratio in South Asia scores **11%**. **Think of our workplace...**



# Engagement and Productivity

- Person's Productivity = Talent x  
(Relationship + Right Expectation +  
Recognition/Reward)



# Why we are talking about engagement?

- Clarity of responsibility
- Communication
- Collaboration
- Creativity and innovation
- Initiative and risk taking
- Productivity
- Value for money
- Public trust (satisfied service recipients)



# It's leadership that matters

- Disengagement is the result of poor leadership



# A Leader is a Learner of

- People
- Situation
- Possibilities

...and DEALER of HOPE !





# Levels of leadership (John Maxwell)

**5. Pinnacle:** Respect- People follow you because who you are and what you represent

**4. People Development:** Reproduction- People follow because of what you have done for them

**3. Production:** Results- People follow because of what you have done for the organizations

**2. Permission:** Relationships- People follow because they want to

**1. Position:** Rights - People follow because they have to



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## ENGAGING PEOPLE: KNOWING YOUR PEOPLE

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# Please Stand in the word clauses that apply to you

- I have been in civil service for more than two decades.
- My educational background is not management.
- I have a birthday this month.
- I love to work with autonomy.
- I lost a family member this year



# Please Stand in the word clauses that apply to you

- I know more than 3 languages.
- I think the structured environment destroys a person creativity.
- I ate what I cooked today.
- I love engaging myself in sports.
- I saw a four wheeler vehicle only after the age of 10.



There is power in  
understanding the journey of  
others to help create your own.

Kobe Bryant

quote fancy

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# Knowing your people

- Keeping an open mind.
- Respecting their individual differences and Strengths
- Knowing and understanding the reason behind the status of engagement.



# Employee profiling

- Work on the individual employee profiling sheets provided to you .
- Work in groups to generate common learning.



# Knowing your people

- What was easy to recall about your team members?
- What was difficult to recall about your team members?
- How did you get those information?





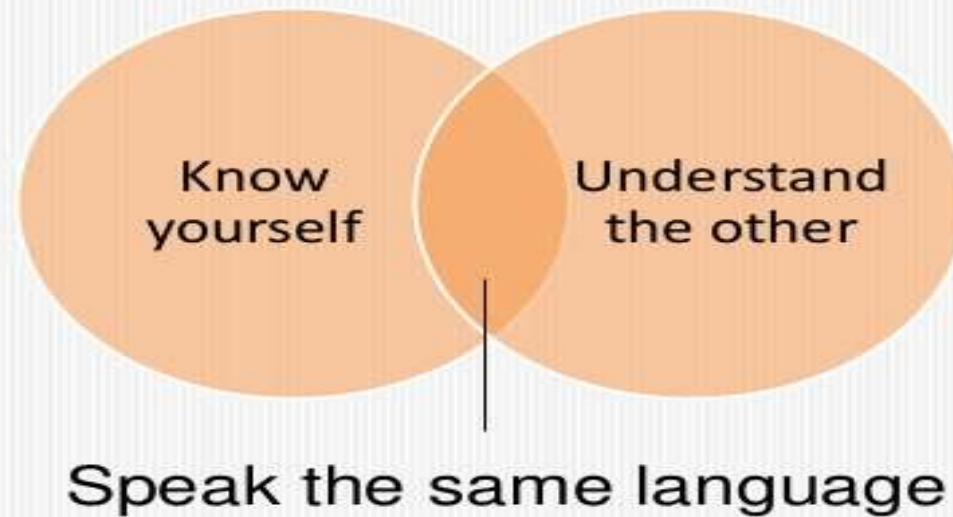
# Importance of Knowing people

- They do not turn on you.
- You understand their grievances.
- You can divide works more effectively.
- You can motivate them to work.

*What does research Say?*



# Common language





# How do we know our people?

- **Speak the common Language** [\*Sabina Nawaz 2017, HBR\*](#)
- **Talk Naturally During Downtimes** [\*Catherine Decker, Outsell\*](#)
- **Manage By walking Around** [\*Lisa Whealon, GL group, Inc.\*](#)
- **Ask about their Socials** [\*Laurie Shakur, Gracenote\*](#)
- **Make sure to listen** [\*Todd Richardson, Emplify\*](#)
- **Approaches require variety** [\*Ambrosia Vertesi, Duo Security\*](#)

□



# Management by walking around



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## ENGAGING PEOPLE: DRIVERS OF ENGAGEMENT

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# Shared leadership



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# Drivers of Engagement

- ❑ **Employee perceptions of job importance – Job Design**
- ❑ **Employee clarity of job expectations –**
- ❑ **Career advancement / improvement opportunities**
- ❑ **Regular feedback and dialogue with superiors**



# Drivers of Engagement

- **Quality of working relationships with peers, superiors, and subordinates –**
- **Perceptions of the ethos and values of the organization**
- **Effective internal employee communications**





# Showing by doing

- Small winning steps
- Small assignments completed brings a trust that “work can be completed”



# Closing thoughts

- Leadership is not a title. It's a behavior.  
Live it.

- Robin Sharma

- “**Leadership Effectiveness** is neither an ability nor talent. It is a habit, a practice, a self-discipline that must be learned.”

- Peter Drucker