

Caring For and Retaining Employees - David Zovak

Sources:

It's the Manager - Clifton and Harter

Drive: The Surprising Truth About What Motivates Us - Daniel Pink

12: The Elements of Great Managing - Wagner and Harter

The 6 Shifts in the Workplace (*It's the Manager*)

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|---------------------|---|--------------------------|
| 1. My Paycheck | → | My Purpose |
| 2. My Satisfaction | → | My Development |
| 3. My Boss | → | My Coach |
| 4. My Annual Review | → | My Ongoing Conversations |
| 5. My Weaknesses | → | My Strengths |
| 6. My Job | → | My Life |

Intrinsic vs Extrinsic Motivations (*Drive*)

Extrinsic	Intrinsic
External	Internal
Carrot & Stick	Psychological Needs
Leads to Compliance	Leads to Engagement
Useful foundation, unhelpful if overused	Elusive but powerful

The 3 Intrinsic Motivations (*Drive*)

1. Autonomy - Self-direction and agency
2. Mastery - Competence and skill development
3. Purpose - Relatedness, belonging, meaning

Q12 Engagement Questions (*12: The Elements of Great Managing*)

1. I know what is expected of me at work. (A, M)
2. I have the materials and equipment I need to do my work right. (M)
3. At work, I have the opportunity to do what I do best every day. (A, P)
4. In the last seven days, I have received recognition or praise for doing good work. (M, P)
5. My supervisor, or someone at work, seems to care about me as a person. (P)
6. There is someone at work who encourages my development. (M, P)
7. At work, my opinions seem to count. (P)
8. The mission or purpose of my company makes me feel my job is important. (P)
9. My associates or fellow employees are committed to doing quality work. (M)
10. I have a best friend at work. (P)
11. In the last six months, someone at work has talked to me about my progress. (M, P)
12. This last year, I have had opportunities at work to learn and grow. (A, M, P)

Q12 and COVID-19

Q12 Engagement	COVID-19 Adjustments
1. I know what is expected of me at work. (A, M)	Clarity about expectations, deadlines, boundaries, priorities, what's stopping, what's starting,
2. I have the materials and equipment I need to do my work right. (M)	Technology, other office supplies, work space, how do they request support/resources
3. At work, I have the opportunity to do what I do best every day. (A, P)	Strengths orientation, autonomy, partnerships, new environment will change workflows and styles
4. In the last seven days, I have received recognition or praise for doing good work. (M, P)	Even more important, regular check-ins, affirmation for adjustments, recognition format changes due to remote work
5. My supervisor, or someone at work, seems to care about me as a person. (P)	Super important, ask about family/home life, other factors they are managing, grace
6. There is someone at work who encourages my development. (M, P)	More than survival, new skills, new opportunities, provide resources (e.g. budget)
7. At work, my opinions seem to count. (P)	Feedback about how they are still contributing and influencing others, leadership opportunities,
8. The mission or purpose of my company makes me feel my job is important. (P)	How has this changed? Connect the dots of meaning in new environment, Short-term and long-term considerations,
9. My associates or fellow employees are committed to doing quality work. (M)	Communication between colleagues, dashboards, shared task list, software
10. I have a best friend at work. (P)	Create and encourage social connections, calling tree, scheduled "water-cooler" times
11. In the last six months, someone at work has talked to me about my progress. (M, P)	Continue to do, increase frequency
12. This last year, I have had opportunities at work to learn and grow. (A, M, P)	Professional development, book clubs, online learning, coaching, provide resources,