



Employee Engagement

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Qualcomm



What motivates you?

- Being in the Know
- Subject Matter Expert
- Autonomy
- Team members
- Financial Rewards
- Promotion
- Work & Life Balance / Family
- Public Recognition
- Private Recognition



Engagement: What Is It?

What is **NOT** engagement?



Engagement: What Is It?

Satisfied vs. Engaged



Satisfied Employees Feel

- Pleasant
- Gratiified
- Content
- Satiated

Engaged Employees Feel

- Passionate
- Energized
- Involved
- Committed
- Trusting & Safe

Why is Engagement Important?

Engaged employees are more likely to:

Say

- Speak positively about the organization to others and be an advocate for your company

Stay

- Stay longer with your company and be less likely to look elsewhere.

Strive

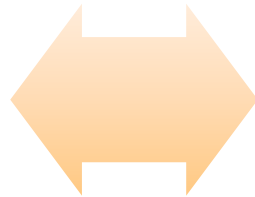
- Work to make the organization successful by contributing extra effort, suggesting new ideas and/or doing more than is expected.

- ✓ 85% of engaged employees indicate that they plan to stay with their current employer for at least the next ten months. < Blessing White 2008 >
- ✓ The average cost of replacing an employee is approximately 150% of salary

Your Critical Role

“Leaders at all levels have the single greatest impact on our ability to engage employees”
- Corporate Leadership Council Research

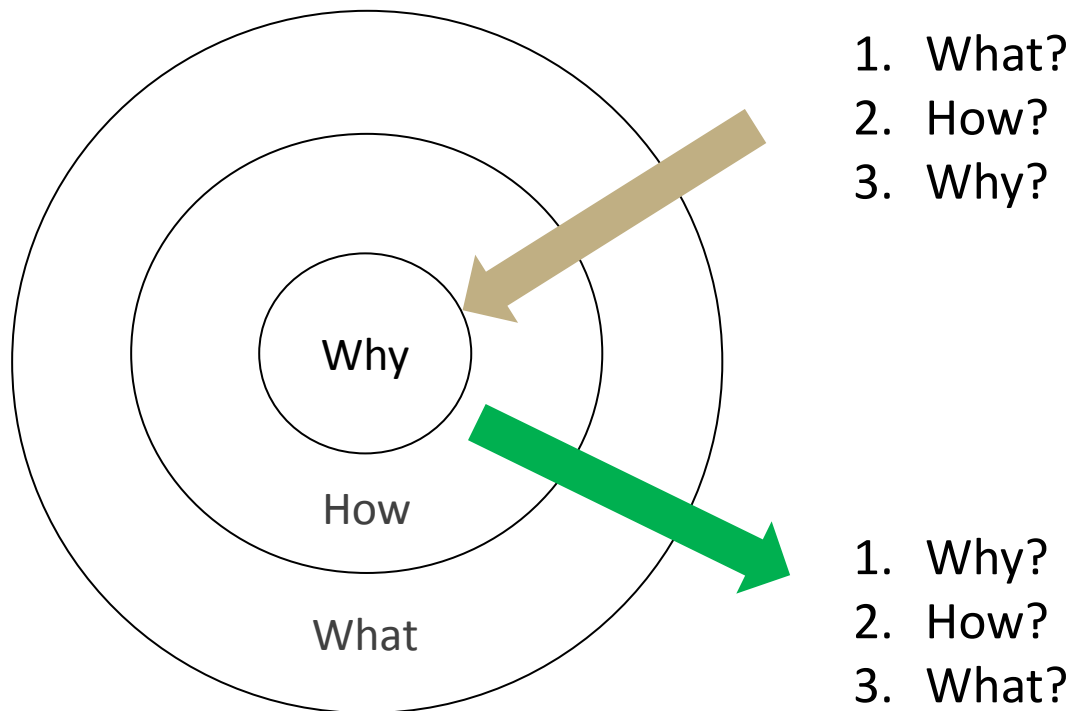
“The single most important global driver of engagement is management’s sincere interest in employee well-being”. - Towers Watson’s study of 2 million employees



**Source: Towers Perrins Study of 2 million employees at a range of companies

Golden Circle Model by Simon Sinek

- Understanding “Why” will engage your employees



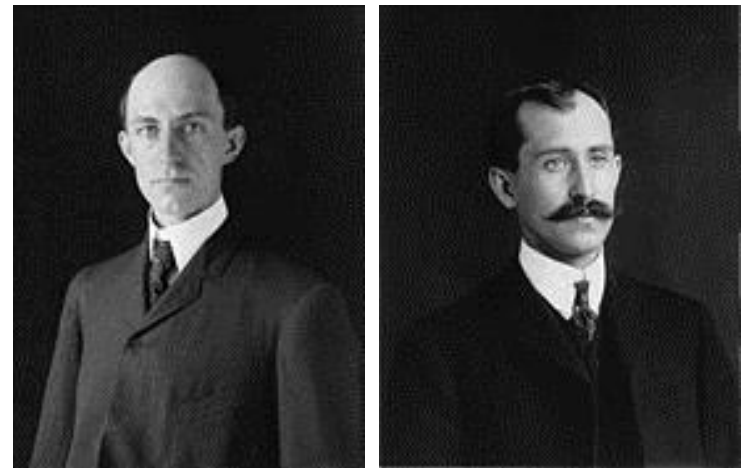
Do you know Samuel Pierpont Langley?

Langley



vs.

Wright Brothers



Langley vs. Wright Brothers

Langley

vs.

Wright Brothers

- Harvard Educated
- Hired experts
- Professor
- \$70,000 Grant
- Quit after 2 failures

- No formal Education
- Hired people with passion
- Worked with Bike Shop Workers
- No funding support
- Failed at least 5 times per day

Understanding “Why” will help increase the engagement level of your employees.

Engagement & Retention Tools @ Qualcomm

Engagement and Retention Resource Site

Resources and programs to engage and retain employees

Introduction Know Connect Act Additional Resources



Introduction

The Engagement and Retention Tools are designed to help you **Identify, Engage** and **Retain** critical talent.

Know
what drives employees

Connect
with your critical employees

Act
to engage and retain



Develop
go/dp

Step 1: Know

Know

...the answer to these key ques

What do Qualcomm employees value?

Click the boxes below to access too

- Who are your critical employees?
- What is their risk of departure?

Employee Departure Risk & Business Risk Assessment

Prioritizing Critical Employees Worksheet

"Understanding your Employee" Manager Self-Assessment

"Understanding your Employee" Manager Self-Assessment

This assessment is a way for you to identify risks with your valued employees. For each employee, ask yourself the following questions. Check "yes" or "no" to each of question.

Employee Name: _____

Question	Yes	No
1. Do you know why this person chose to work for Qualcomm?		
2. Have you had a conversation with this employee about career options?		
3. Does this employee feel he/she is moving in the desired direction?		
4. Do you know how valuable this person's skills are in the marketplace?		
5. Do you take action to prevent or correct signs of fatigue or overwork?		
6. Do you have an open, trusting, and respectful relationship with this person?		
7. Does this employee believe that he or she is fairly compensated for his or her contributions?		
8. Are you actively supportive of the employee's long-term professional goals?		
9. Does this employee's work environment meet their personal and professional needs?		
10. Has this person's mood, physical health, and overall disposition been stable in the past 6 months?		
11. Do you know what this employee's values are?		
12. Do these values fit the corporate culture?		
13. Is this person's profession and expertise critical to the organization?		
14. Does this person have enthusiasm and passion for the work he or she is doing?		
15. Does this employee seem satisfied with his or her work situation- projects, colleagues, reputation, learning, etc.?		
16. Does this employee know you will actively promote his or her development via training, challenging projects, and learning opportunities?		
Total		

Scoring: Give yourself one point for each question to which you answered "Yes"

Step 2: Connect

To ask your employee

1. What were your original career objectives upon joining the company?
2. What are your short-term and long-term career goals at Qualcomm?
3. What types of projects and/or roles have you liked?
4. What keeps you motivated and engaged at your job?
5. How can we leverage your strengths to allow you to continue to grow and develop?
6. What types of incentives do you value most in terms of rewards and recognition for work excellence?
7. What type of development and learning opportunities are the most compelling to you?
8. What are one or two things that you think could be done to help make you even more effective in your job?
9. What is the single most stressful part of your job?
10. As your manager, how can I support you?

Your employees may ask

1. What will you do with this information?
 - The engagement conversation will lead to further understanding what types of work an individual enjoys and what type of environment s/he thrives in.
2. How will this impact my career at Qualcomm?
 - The conversation is conducted in order to understand what motivates the individual and help create a customized plan of action based on individual needs, interests, motivators, and capabilities. The goal of the conversation and subsequent actions are to ensure an individual is thriving in their current role.

Step 3: Act

Act

...on your knowledge

Click the

Understand

- Give a G
- Give a h
- Provide

Communicate to

Enhance your

Create an e

Engagement & Retention Plan Template

Guide

Engaging your employees is an ongoing activity that requires consistent feedback and coaching and opportunities for growth and development. A written engagement / retention plan will help lead to constructive action and follow through to ensure that employees are getting the attention and experience they need to perform effectively.

Objective:

- Establish an engagement / retention plan customized to the individual needs, interests, motivators, and capabilities of your key employee(s).

Instructions:

1. Create an engagement / retention plan based on the conversation with employee and business needs. The plan may include suggested developmental experiences, training recommendations, proposed mentor relationships, opportunities to work on special teams or projects, etc.
2. Share plan with the employee
 - a. Review purpose and reiterate why we want to retain him/her.
 - b. Get feedback (and modify if necessary).
 - c. Discuss expectations and follow-up sessions
3. Revisit retention plans of critical employees in conjunction with the merit review cycle.
4. Update plans on an ongoing basis to ensure alignment with business and individual goals.

Worksheet

Employee Name:

Career Goals:

Personal Goals:

Engagement Goal	Target Date	Priority	Associated Training or Development Suggestions	Status (in progress, not started, completed)
Ex 1: Project lead on upcoming project	End of October	High	1. "Technical Project Management" training 2. Schedule 1:1 meetings with employee to discuss potential projects and obtain regular coaching and feedback.	In progress
Ex 2: Mentor to junior employees	End of December	Medium	1. "Becoming a Successful Mentor/Coach"	Not started

Tips for Success

1. Understand your employees' motivators, career goals, capabilities, reward preferences and feedback requirements.
2. Understanding what your employees' value helps you improve their experience and commitment to the company
3. Schedule a formal meeting or just a casual conversation.
4. Ask. Don't guess what people want.
5. Don't automatically say "no". Research options/opportunities. If you don't feel like you have enough information, start by talking to your own manager.
6. Remember, your job is not only to help employees further their career, but also support them in their interests.
7. Be forthright with information and feedback



➤ Thank You