

Leading for Engagement™

*Igniting Accountability, Commitment, and Change-Readiness
in the Workplace*

Did You Know?

- ◆ More than 70% of employees are NOT fully engaged and have withdrawn their emotional commitment ⁱ
- ◆ Many CEOs have begun to question whether their employees really have their hearts in their work
- ◆ This reduction in employee engagement costs U.S. businesses over \$270 billion a year ⁱⁱ
- ◆ Increased engagement can lead to a 2%-3% increase in operating margin, while a reduction in engagement results in a 1%-2% decrease in both operating margin and net profit ⁱⁱⁱ

Fundamental Change in Today's Business Climate

The current research points to the erosion of employee engagement as the single greatest business challenge that organizations face today. The majority of employees are working hard, but harsh new work realities are taking their toll: longer hours, fewer resources, more time in the reactive firefighting mode rather than thinking strategically and celebrating success, seemingly arbitrary constant change, and ongoing uncertainty are having an adverse effect on today's workforce.

It's easy to believe that your employees are engaged when they work long hours and you have low turnover. However, people often put in long hours begrudgingly and stay in their jobs for reasons other than being fully engaged.

Revenue, profitability, sales, service, productivity, customer retention, quality, efficiency, and bottom-line performance are all compromised if you have a workforce in which engagement is less than what it should be.

Is there a way to help your people avoid disengagement, given the business challenges you face? The answer is yes! OnPoint Consulting has a cutting-edge solution, **Leading for Engagement™** (LFE), which shows managers how to create an environment in which employees are engaged in spite of business obstacles and challenges they face.

But Engaged in What?

You want your employees to be engaged, but engaged in what? Engagement is worthless and even detrimental if your employees and teams are focused on priorities that don't align with your key business priorities.

Research shows that more than one-third of the workforce does not understand or buy into their organization's business strategy, which makes successful strategy execution a Herculean task. In contrast, enabling your workforce to be fully engaged in your business strategy drives strategy realization and increased competitiveness.

The Solution

Leading for Engagement™ provides your managers with tools and strategies to enable them to mobilize their employees' energy and commitment to be engaged and aligned with your business strategy, mission-critical priorities, and improvement initiatives.

Research has identified over 300 engagement drivers and confirms that only a "vital few" create significant engagement gains. OnPoint has synthesized these top drivers into the ACE™ meta-model that acts as the cornerstone of **Leading for Engagement™**.

A ccountability and Execution	Accountability leads to <i>ownership</i> which drives engagement.
C hange-Readiness	Employees must be ready to change in order to sustain engagement
E ngaging Purpose	Sense of purpose leads to higher levels of engagement

Workshop Characteristics

- ◆ Two-day workshop tailored for your organization and business strategy
- ◆ Intact work groups tackle real business challenges
- ◆ OnPoint facilitators or your certified in-house trainers deliver the program
- ◆ Managers obtain a series of powerful tools:

- ***The Change-Ready Model™***, which reveals the hidden five levels of readiness to change and strategies to accelerate behavior change
- ***Change-Readiness Diagnostic*** to assess employees' readiness to change their behavior to better support key business imperatives
- ***Purpose Pyramid Checklist*** to assess opportunities to create greater team sense of purpose
- ***Accountability Scale*** to measure levels of employee accountability
- ***Power Plan*** to ensure that what managers commit to in the classroom gets performed on the job

Outcomes: What Can You Expect From Engagement Leadership?

- ♦ *Increased levels of engagement* in your mission, vision, and strategy
- ♦ *Enhanced strategic agility*, decreasing the time it takes to leverage market opportunities and resolve business problems
- ♦ Increased follow-through on critical priorities, closing the gap between executive vision and execution
- ♦ Employees operate from a higher sense of purpose that provides *clarity of direction* even during difficult and ambiguous times
- ♦ *Increased discretionary effort*, leading to higher levels of productivity and financial performance

ONPOINTCONSULTING

Closing the Gap Between Strategy and Execution

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ⁱ Corporate Executive B.O.A.R.D.

ⁱⁱ Gallup

ⁱⁱⁱ Towers Perrin and ISR