



Engagement Magic:

Burnout, Quietly Quitting, and How I learned to love my Job

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Goals of this session:

- ❖ Identify the signs of Disengagement
- ❖ Review Root Causes
- ❖ Tools to keep employees make meaningful contributions to their work



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In the beginning...

There was Engagement
And all was well in Research Administration

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And then stress caused
strife in the land of
Research Administration

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In the end, this begat ...
DISENGAGEMENT!

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How did we get here?

Gallup defines employee engagement as,

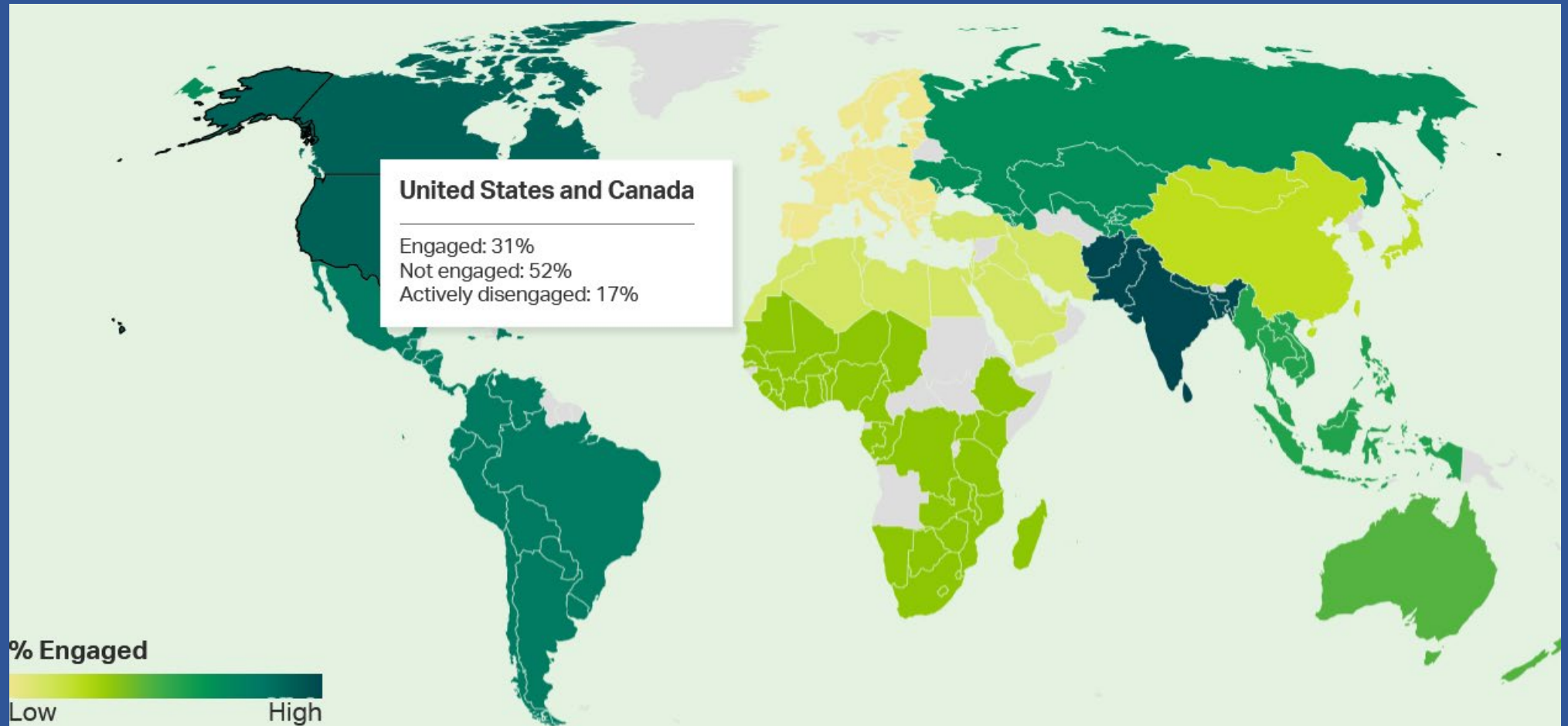
“The involvement and enthusiasm of employees in both their work and workplace.”

Defining Engagement/Disengagement

Engaged	Not Engaged	Actively Disengaged
		
High performer Innovative Efficient Committed Understands role High energy	Minimal effort Little passion Lack of creativity Increased absence Little motivation Checked out	Disruptive Very miserable Bad attitude Often late or absent Wastes time Undermines coworkers

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After dropping in 2020 during the pandemic, employee engagement is on the rise again, reaching a record-high 23%. This means more workers found their work meaningful and felt connected to their team, manager and employer.





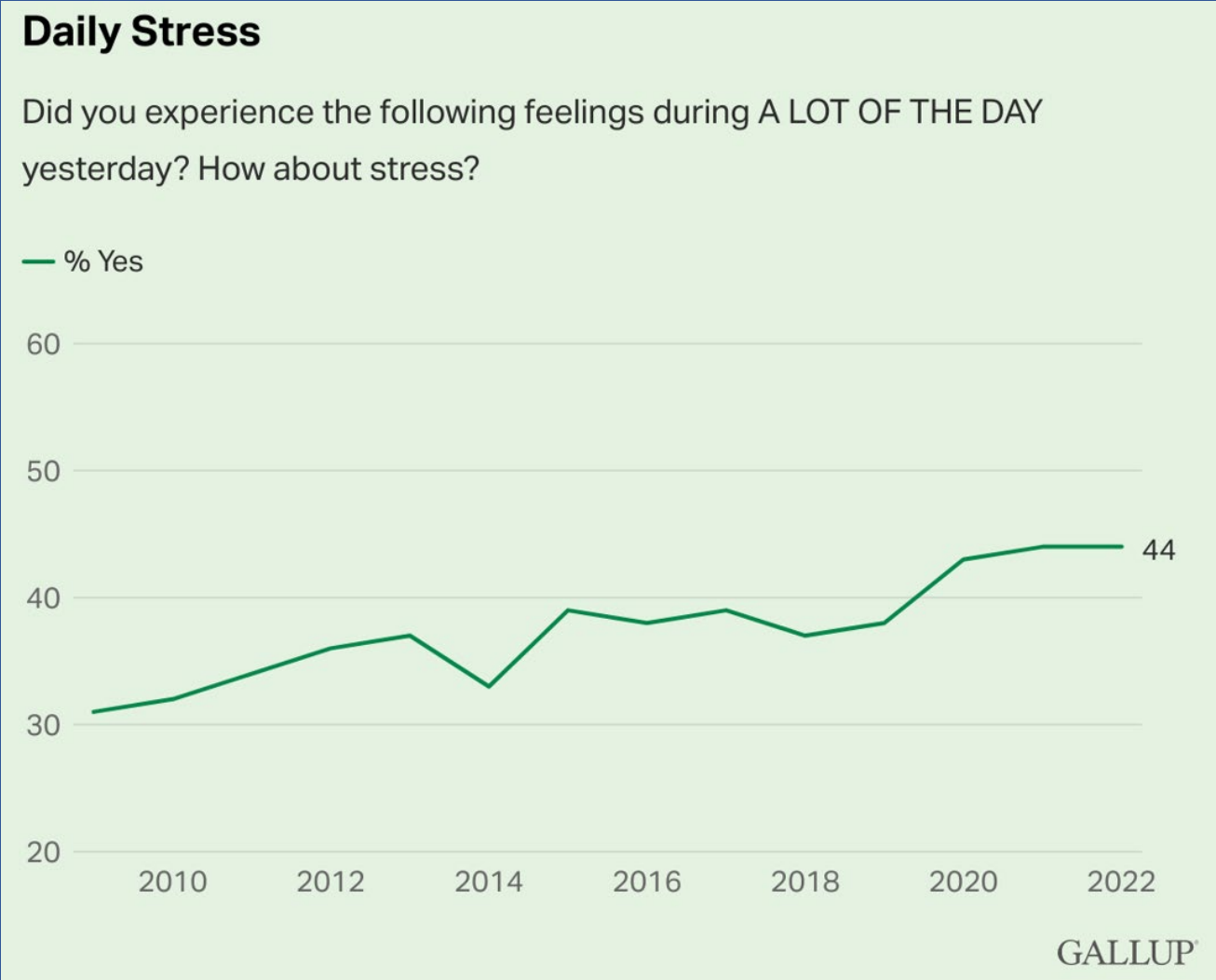
However ... The majority of the world's employees are quietly quitting

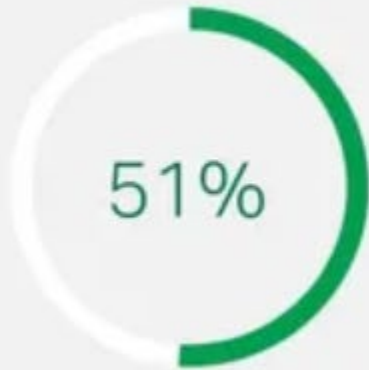
Quiet quitting is what happens when someone psychologically disengages from work. They may be physically present or logged into their computer, but they don't know what to do or why it matters. They also don't have any supportive bonds with their coworkers, boss or their organization.

Nearly six in 10 employees fell into this category.



Worldwide, 44% of employees said they experienced a lot of stress the previous day. This is the second year in a row worker stress reached record levels.





of currently employed workers said they are watching for or actively seeking a new job.

TOP FACTORS IN WHAT PEOPLE WANT IN THEIR NEXT JOB

- increased pay
- improved wellbeing
- opportunities to grow and develop

Over half (51%) of currently employed workers said they are watching for or actively seeking a new job.



According to Korn-Ferry:

- 44% now think about our careers in terms of months, not years
- 82% report they'd leave their jobs for one that offered a higher salary or better benefits
- 24% think it normal to work for an employer for less than 2 years
- Only 15% of employees report being engaged in the workplace



What would improve the situation? According to Gallup:

41%

Engagement or culture

28%

Pay and benefits

16%

Wellbeing

Many respondents said they would like more recognition, opportunities to learn, fair treatment, clearer goals and better managers.



What can leaders do today to potentially save the world? Gallup has found one clear answer:

“Change the way your people are managed.”

- Jon Clifton | CEO, Gallup

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MANAGER VS. LEADER

BY JACOB MORGAN



BELIEVES IN
STATUS QUO



FOCUSSES ON
EFFICIENCY



LEADS WITH
AUTHORITY



DEVELOPS
PROCESS



KNOWS
IT ALL



HAS A FIXED
MINDSET



DELEGATES



IMPROVES
WEAKNESSES



BELIEVES IN
EXPERIMENTATION



FOCUSSES ON
EMPOWERMENT



DEVELOPS
PEOPLE



LEADS WITH
INFLUENCE



HAS A GROWTH
MINDSET



LEARNS
IT ALL



COACHES

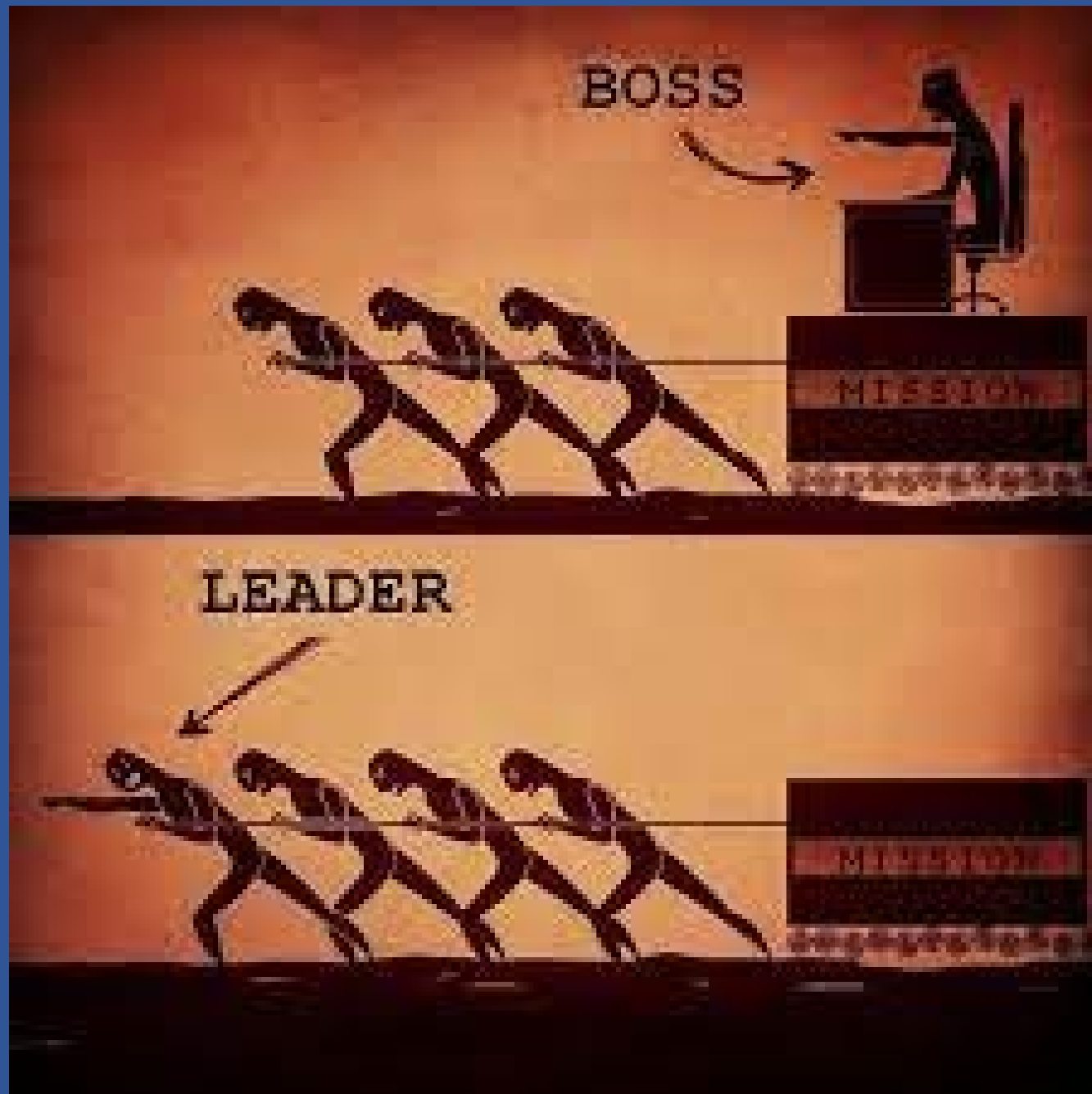


FOCUSSES
ON STRENGTHS



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Causes of Employee Disengagement

- Lack of recognition
- Absence of challenging work
- Insufficient training
- Low pay
- Underutilized skills and abilities
- Poor management



Early signs of a disengaged employee

- Lack of communication
- Less collaboration with team members
- Avoids team gatherings outside the office
- Lacks punctuality
- Takes frequent breaks and has more unexpected absences
- Productivity and quality of work slides
- Develops a negative attitude
- Uninterested in learning
- Disregards rules or expectations
- Remains silent on beliefs, ideas and suggestions



Managers – to do list

- Identify disengagement
- Identify harmful effects of disengagement
- Office or institutional culture
- Is it individual or global?
- What are the effects of action/non-action?
- Self-assessment (i.e. is it me?)



Managers – is it me?

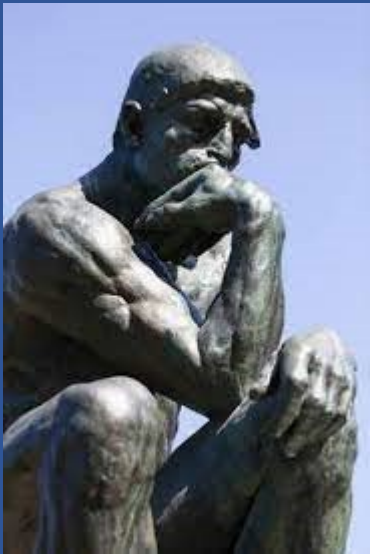
Managers should self-examine potential root causes:

- Micromanagement
- Lack of management
- Poor communication/lack of feedback
- Work/life balance
- Inflexible work arrangements
- Monotonous job roles
- Lack of trust
- Lack of autonomy
- Lack of control (involvement in decision-making)
- Uncollaborative teams
- Are you disengaged yourself?



Managers – is it me?

Ask yourself: What are the institutional demands, my level of competency as a leader, my own level of engagement, and how does this play into my team's dynamics?



- “How am I doing as a leader in managing organizational demands in light of resources?” What are the current pressures?
- “How is my team doing overall? Do they understand how their work supports the bigger picture?” (Impact)
- The Manager as an Employee – “How am I doing?”
- Do we play as a team, or am I only supporting my “stars”? (“It takes 2 flints to make a fire”)

Engaged Vs. Disengaged Employee

ENGAGED EMPLOYEE

- ✓ Proactive
- ✓ Motivates others
- ✓ Enjoys their job
- ✓ Communicates well
- ✓ Accepts mistakes
- ✓ Collaborative
- ✓ Will ask for help



DISENGAGED EMPLOYEE

- ✗ Pushed to work
- ✗ Complains about work
- ✗ Wants to change job
- ✗ Avoids communication
- ✗ Blames others
- ✗ Works alone
- ✗ Asks no questions





HOW DO YOU TELL IF YOU'RE A DISENGAGED EMPLOYEE?

- Is the water cooler or coffee machine your best work buddy?
- You do the bare minimum that's required
- You take breaks as frequently as possible
- You exhibit apathy or anger
- You've called in sick because you need a break from work
- You don't contribute in groups
- Your focus at work is on non-work-related things
- You're short in communications
- The quality of your work is declining
- You avoid voluntary activities
- You don't care about job growth
- You identify with Dwight more than Jim (from the "Office"?)

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What
Do I Do
Now



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Engagement!

- 79% of American workers say engagement is important to company culture
- 83% of millennials consider work-life balance to be the most important factor in evaluating jobs



Ways to Re-engage:

- Look at the Bigger Picture
- Take a Break
- Change Up Your Routine
- Consider finding a Mentor
- Mentoring
- Speak Up
- Look Elsewhere
- Seek Engagement
- Change of Scenery
- Think Outside the Box
- Look at Educational Outlets
- Look at Volunteer Outlets
- Find Meaning in your Job
- Find Impact
- Find Connection(s)
- Find your **Magic!**





Ways to re-engage disengaged employees

Create a personal development plan

Show employees that you care about and are invested in their success with an employee development plan. Ask employees how they want to grow and which skills they'd like to develop. Identify potential growth opportunities or stretch assignments. Consider conferences, webinars, speakers, and training sessions to drive development.

Set goals and hold employees accountable

Work with disengaged employees to set attainable goals. By developing these opportunities together, employees will feel more supported and see how their work matters within the organization.

Encourage greater participation in one-on-one meetings

Don't dominate the conversation. Encourage employees to voice concerns and wishes. After the meeting, act on what you discussed. Few things are more disengaging than having feedback fall on deaf ears.



How to re-engage disengaged employees

Recognize positive behavior

Employees who aren't recognized are twice as likely to quit in the next year. Make sure you acknowledge strong performance and good behavior in a way that fits the employee's personality. Even a simple "thank you" goes a long way toward making employees feel valued.

Conduct regular 360 feedback

Ask disengaged employees what would make their experience better. Source opinions from other team members and managers who work closely with them. Try to identify when disengaged employees are most engaged. What is it about those responsibilities that motivate them?

Continually monitor employee performance and potential

Are things getting better? Are disengaged employees showing more effort and potential? Document ratings and notes on employees' performance impact, retention risk, and growth potential so managers, leaders, and HR can stay up to date on progress and add insights.



How to re-engage disengaged employees

Recess

Add play time to the job. It's the old "All work and no play makes Jack a dull boy" theme. Have you set up unstructured time for employees to engage? Have you set up team outings or team bondings? Are there outlets to play?

M-I-C

Are employees provided with meaning, impact, and connection? Is there a purpose for the work beyond drudgery? Are the employees provided individual opportunities to feel important and heard? Do they feel connected to the organization and feel their voices are heard?

Case Studies!



Susan – wants to work 100% remote



Keith – bored



Bree – Imposter Syndrome



Tami – side gig



Staci – mis-fit



Mark – hates supv

Take Homes

- ❖ Disengagement is not bad – it provides an opportunity to pivot
- ❖ Engagement = Meaning, Impact, and Connection
- ❖ Engagement = Community
- ❖ Find ways to have fun at work
- ❖ Find ways to continue to learn
- ❖ You can create your own magic





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