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Welcome  
to the  
**cognitive**  
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# Kevin Kruse

NY Times Best Selling Author and Founder of  
The Kruse Group

# LEADING FOR EMPLOYEE ENGAGEMENT



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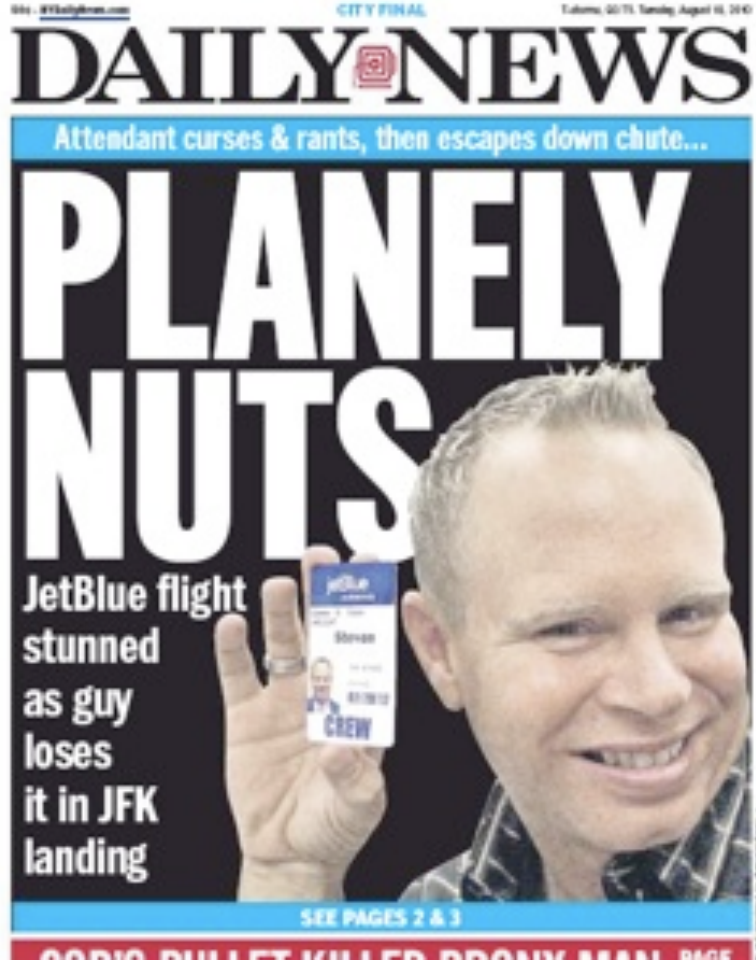


# Steven Slater

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# 1 in 3 engaged



# WHAT IS EMPLOYEE ENGAGEMENT?





**Employee engagement =**  
*Emotional commitment*  
  
***DISCRETIONARY EFFORT***

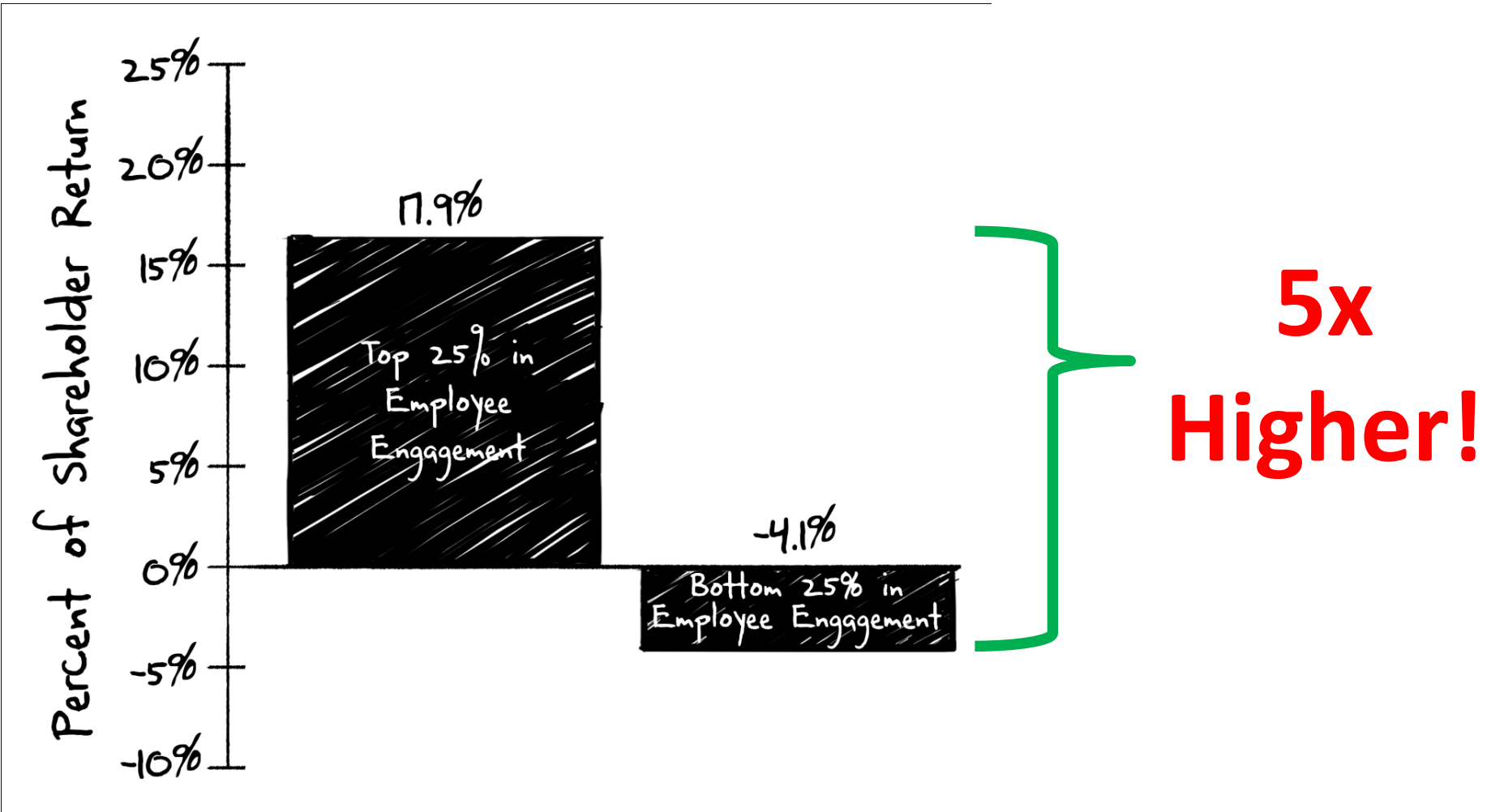
## Discretionary Effort

- Sales
- Service
- Manufacturing
- Other



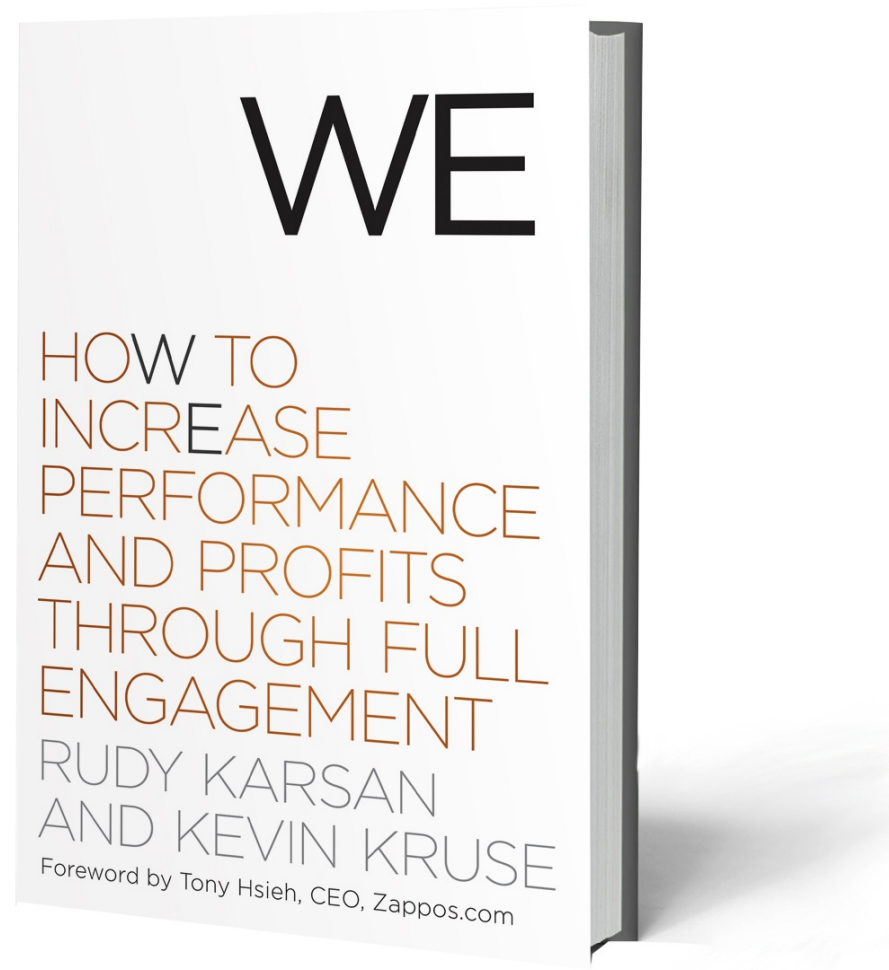


# Engagement-Profit Chain





# WHAT DRIVES ENGAGEMENT?



**The Manager**

accounts for over

**70%**

of the variance in engagement.

*What are the*  
**TOP 3**  
*drivers of engagement?*



Growth  
Recognition And  
Trust

# “GR<sup>e</sup>AT” Leaders

Communicate

Growth, Recognition And Trust!



# HOW CAN YOU FOSTER GROWTH, RECOGNITION, & TRUST

# Growth



# Growth

**What's the opposite  
of love?**



# Growth

Manager focuses on strengths:

**61%** engagement

# Growth

Manager focuses on strengths: **61%** engagement

Manager focuses on weakness: **45%** engagement



# Growth

Manager focuses on strengths:	61% engagement
Manager focuses on weakness:	45% engagement
Manager gives <u>no feedback</u> :	2% engagement

# Growth

**What's the opposite  
of love?**

**Indifference.**



*things leaders can do to drive*  
***growth & development***

## 1. Use **Feedforward Coaching**

- Continuous not annual

## 2. Hold **Career Path Meetings**

- Career goals, gaps and ways to close them

# *Recognition*



*things leaders can do to drive*  
***recognition & appreciation***

***We value thanks based on...***  
***...the **time** invested in it.***

*things leaders can do to drive*  
***recognition & appreciation***

Use **Strategic Recognition** (3 parts)

1. Say **thanks**
2. Specifically **mention the behavior** you are grateful for
3. Explain **what it means** to the company and/or how it aligns with company value strategic priorities, etc.

# Trust

*Certainty  
defeats anxiety.*



# Trust

“Trust” represents confidence—*certainty*—in the future.

Be **clear** about **long-term future GOALS**, the **plan**, and **how everyone fits...**

- Be **authentic** and **transparent**
- Simplify the strategic plan (**BHAG**)



## Example BHAGs



# THE REAL ROI

***Best compliment  
I ever received...***

# Spillover & Crossover



50%  
increased  
risk for  
**heart attack,  
stroke.**



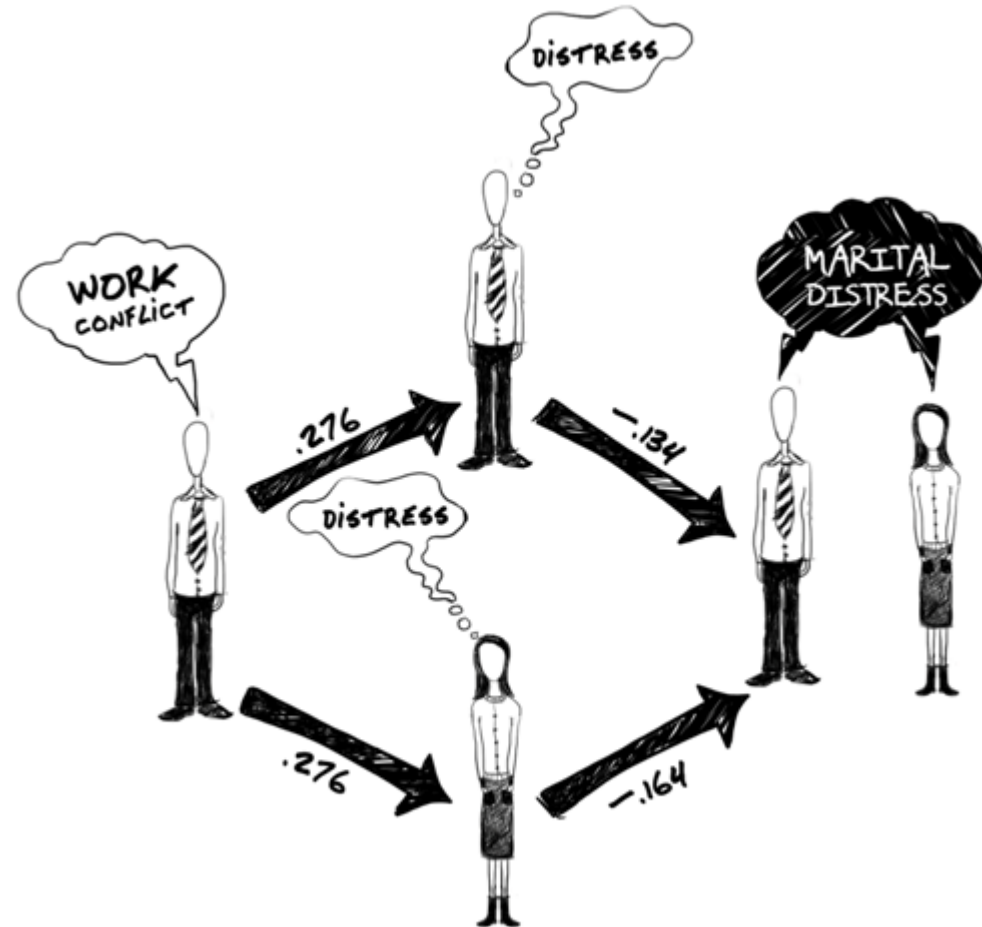
# Children **misbehave**

- 1996 Queens University Study
- 189 Fathers with 4<sup>th</sup> or 5<sup>th</sup> grade children
- 25 different teachers and classrooms



# You have less **intimacy!**

- Iowa State University Study
- 337 Families
- 4 years



*Life isn't about making an  
**INCOME,**  
It's about making an  
**IMPACT.***



**#1 SECRET**



**Ronald Bailey,  
Lieutenant General,  
USMC**



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# #1 Secret

*“Be tough on standards,  
and tender on people.”*

-- Doug Conant



# THE “GReAT” CHALLENGE

**Remember the**  
**WHY**  
**of Leadership**





**Leadership is**  
**NOT**  
**a Choice!**



# Thank you!

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