Commit and Engage

EAE Learning objectives for this lesson

Discuss management issues in short clear sentences in English.
Test your reading comprehension. Practice giving your opinion.
Clarify some confusing words and false friends.



Activity One - Discussion questions

1/ What do the following terms mean to you in the context of management?

- ☑ Commitment
- ☑ Engagement
- ☑ Performance
- ☑ Trust

2/ Is the difference between Commitment and Engagement clear to you? (Before reading about it below).

3/ Do you think that managers in your company are clear about this difference?

Activity Two - **Read** the dictionary **definitions**.

To Commit to something = to obligate or bind oneself to a course of action.
To be engaged = to be greatly interested in something.

So is this distinction clear to you in terms of employee commitment and engagement? Let's read more about it:

"While commitment refers to employee's satisfaction as well as identification with the organization, employee engagement goes a step further, and involves the employee making discretionary efforts towards attainment of organizational goals."

So a committed employee believes in their company and an engaged employee takes initiative to contribute to goals being reached in the company.

Is this your understanding of those two terms?

Activity Three - **Gap fill**

Fill the gaps in the sentences with one of the following words:

Committed, engagement, trust, performance, goals, objectives, engaging, accountable, outcome, disengaged, overpass.

When an employee is not really **.....** to the organisation he or she works for, they can often lack the desire to do more than the bare minimum outlined in their job description. They do not really **.....** the organisation and can be a bad influence on those around them. They can be **.....**, and their attitude is de-motivating to other team members. On the other hand when an employee is **.....** to their company and feels that they are given **.....**, they also **.....** their employer. They feel **.....**, rather than blaming others for their mistakes. They want **.....** to be reached and personal **.....** to be **.....**. The **.....** is positive for everyone because they are a positive influence on other co-workers and they are likely to develop skills quickly,

improving their overall **.....**. Giving trust and being attentive to individual factors for motivation, help to increase employee **.....** and **.....**.

Activity Three - Pre-reading activity

Let's read the text and answer the following questions.
Read the questions first so that you can look out for the answer while you are reading.
Pay attention to your intonation and stress while you are reading.

Questions:

1. What's more important, strong teams or high performance according to the article?
2. Why is it good to have regular meetings according to the article?
3. Is it good to ignore your employees and let them do things on their own?
4. Are employees likely to be more or less engaged if they have clear goals?
5. What are the 12 elements of great management?

Should Managers Focus on Performance or Engagement?

by Annamarie Mann and Ryan Darby

Managers don't have to choose between creating strong, positive teams or focusing on high performance and accountability. High-performance managers do both. They are strengths-based, engagement-focused, and performance-oriented. They develop deep interpersonal relationships with their employees *and* focus on performance.

Managers who emphasize one approach while ignoring the other risk alienating their team members, lowering engagement, and damaging performance.

Driving engagement by focusing on performance

Performance-oriented managers help their employees identify and focus on their most important objectives, goals, and desired outcomes.

High-performance managers create an engaging work environment that promotes peak performance in three primary ways:

1/ *High-performance managers are involved in their employees' work lives.* They don't subscribe to a laissez faire approach to management, and they don't ignore their employees. When employees strongly agree that their manager knows what projects or tasks they are working on, they are almost seven times more likely to be engaged than actively disengaged. However, when employees strongly disagree with that statement, indicating they are largely ignored by their bosses, they are 15 times more likely to be actively disengaged than engaged. Ignoring your employees, it seems, is one of the worst things you can do to their engagement.

2/ *High-performance managers help employees set goals and prioritize their projects.* Employees who work for a manager who helps them set performance goals are 17 times more likely to be engaged than disengaged. In contrast, employees who strongly disagree that their manager helps them set performance goals are almost seven times more likely to be disengaged than engaged.

One of the main reasons managers keep their distance from their employees is because they fear being intrusive or being a micromanager. But there is a distinct difference between micromanaging and being involved in your employees' work lives. Micromanagers take control of the process and the outcome. Great managers support employees by helping them define the right outcomes, then letting them use their unique talents to choose the process that works best for them.

3/ *High-performance managers hold their employees accountable for performance.* It is not enough to be involved and provide direction. Great managers also ask their employees to take ownership of their success or failure. High-performance managers don't allow a culture of excuses or poor performance; no one thrives in such a culture. When managers don't hold employees accountable for performance, about seven in 10 employees (69%) are actively disengaged; only 3% are engaged.



One of the easiest ways for managers to start promoting engagement through performance is to establish regular meetings with their employees. Employees who meet regularly with their manager generate higher performance for their immediate team and company and are more likely to report that they regularly receive recognition and praise, that someone cares about them, and that they know someone cares about their development.

Driving performance by focusing on engagement

Engagement-focused managers increase productivity and success by creating an environment that energizes and motivates employees and teams, helping them reach the highest levels of performance. To achieve world-class levels of engagement, great managers focus on the 12 elements of great managing at both the individual and team levels.

A team will never reach its full potential until it has a manager that is both performance-oriented and engagement-focused.

These 12 statements emerged as those that best predict employee and workgroup performance.

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment to do your work right?
3. At work,do you have the opportunity to do what you do best every day?
4. In the last seven days,have you received recognition or praise for doing good work?
5. Does your supervisor ,or someone at work,seem to care about you as a person?
6. Is there someone at work who encourages your development?
7. At work,do your opinions seem to count?
8. Does the mission/purpose of your company make you feel your job is important?
9. Are your associates (fellow employees)committed to doing quality work?
10. Do you have a best friend at work?
11. In the last six months, has someone at work talked to you about your progress?
12. In the last year, have you had opportunities to learn and grow?

Source - http://news.gallup.com/businessjournal/174197/managers-focus-performance-engagement.aspx

Activity Four - **Confusing words**

Some English words are often confused with each other by English native speakers. Here are some examples.

Efficient - functioning in the best way with the least waste of time and effort
Effective - producing the intended result.
affect - to change or make a difference to a result.
effect - to bring about a result
all together - all in one place,
altogether - completely; on the whole



imply - to suggest indirectly
infer - to draw a conclusion

Some words are confused by French speakers of English because they are false friends. Here are some examples.

Ancien/Ancient
Déception/Deception
Journée/Journey
Location/Location

Activity Five - Read the signs... Answer the questions with SHORT sentences.

1. How do you know when someone is not committed to their job?
2. How do you know when someone is not engaged?
3. What are the signs that someone is highly committed and engaged?
4. Which types of behavior could imply that an employee is becoming disengaged?
5. What can affect a person's commitment to their company?
6. Have you ever felt disappointed with your company?
7. Do you think that the location of your workplace is a contributing factor to employee commitment?
8. Do you think that journey time is a contributing factor?
9. In your former jobs did you come across situations where performance was affected by a lack of commitment to the company?
10. Is it better to be efficient or effective in your opinion?
11. What's the effect of a high level of engagement, in staff morale in general in your opinion?
12. Has anyone ever implied that you are not committed or engaged?

