



THE 5 DRIVERS OF ENGAGEMENT

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The 5 Drivers of Engagement



Based on the research of Brady Wilson at Juice Inc.

Five Drivers that Move Employees into Desired States of Being

Each of the Five Drivers represents a much deeper desired state of being that is crucial to energising employees. A state of being is more than just a feeling - it is a pervasive emotional condition that affects a person's entire being.

For example, "My manager recognized my contribution" is a feeling; "I am significant here" is a state of being. "I've been given the authority to do my job" is a feeling; "I experience freedom here" is a state of being.

There are five main states that people require for optimal performance:

- A State of Security
- A State of Belonging
- A State of Freedom
- A State of Significance
- A State of Purpose

When denied these states of being, employees become depleted of their energy and find it increasingly difficult to offer their engagement and discretionary effort. The Five Drivers enable people to move into these five crucial states of being.

The Five Drivers and Their Related States of Being

1. I Fit - Belonging
2. I'm Clear - Security
3. I'm Supported - Freedom
4. I'm Valued - Significance
5. I'm Inspired - Purpose

Let's look at the specific elements of the Five Drivers that produce engagement and results for organisations:

I FIT	How important is it to me? A, B, C	On a scale of 1 - 10 how well are my needs being met?
I fit in well with my team I feel I belong here		
My role is a good match for my interests		
My role is a good match for my talents I feel understood by my team		
I feel safe in my current role both emotionally and physically		
I experience no unnecessary friction or confusion		

I'M CLEAR	How important is it to me? A, B, C	On a scale of 1 - 10 how well are my needs being met?
I am crystal clear on the expectations my manager has on me		
I receive important information when I need it		
I am clear on the big picture of how things work here and how I contribute to it		
I am clear about how my manager feels about my progress		
I am clear about leadership's direction, goals and how we will get there		

I'M SUPPORTED	How important is it to me? A, B, C	On a scale of 1 - 10 how well are my needs being met?
I feel equipped with all the resources I need to succeed: time, training, tools, and support		
I feel my compensation and benefits package is fair for the contribution I make here		
My manager has "my back", supports me when I need it I have the freedom and authority to do my job		
I am getting the career and growth opportunities that are important to me		

I'M VALUED	How important is it to me? A, B, C	On a scale of 1 - 10 how well are my needs being met?
My leaders value me as a person - not as a tool or asset		
I feel I am being treated fairly		
I feel recognised and and appreciated for my contribution		
My leaders are serious about protecting my work/life balance		
My leaders listen to me in ways that make me feel respected and understood		

I'M INSPIRED	How important is it to me? A, B, C	On a scale of 1 - 10 how well are my needs being met?
I feel a sense of pride and connection with the purpose of my company		
Under-performers are not ignored here - they are held accountable		
I feel I am achieving great results		

I'M INSPIRED	How important is it to me? A, B, C	On a scale of 1 - 10 how well are my needs being met?
My colleagues and leaders walk the talk		
The passion of my colleagues inspires me to achieve better results		

Why Five Emotional Drivers?

Significant emerging research has revealed some critical discoveries. We've learned what creates the most **highly engaged** organisation from Towers Perrin, Blessing White, Hewitt and Melcrum. We've learned what creates the most **highly productive** workforce from the Gallup Organization. We've learned what creates the most **highly effective** leaders from Daniel Goleman and other Emotional Intelligence researchers. We've learned what creates the most **highly change-adaptive** employees from John Kotter. And finally, we've learned what creates the most **high-performing** employees from the Corporate Leadership Council.

The results of each of these studies are fascinating, but if you view them as a whole and begin to connect the dots, an amazing discovery emerges: What matters to employees more than anything else at work are feelings.

We Feel First and Think Second

But why are feelings so important for engaging people? Why not thoughts, facts, figures or physical commodities? Researchers who study the brain have discovered that all data entering the prefrontal cortex (the logical, decision-making centre of the brain) first gets filtered through the amygdala (the emotional centre of the brain). In short, we feel before we think. That means people's first response to you is an emotional one. As they interact with you, they are internally assessing, "Do I feel put down? Respected? Listened to? Patronised?"

Furthermore, we have learned that when people think back on their interactions with you, they first remember how you made them feel. Only after that do they remember the thoughts and words that may have passed between you.

"Soft" Feelings Drive Hard Results

People's emotional needs drive their decisions. In fact, their behaviors can best be understood as an attempt to get their emotional needs met. If this is true, then the most important thing you can do as a leader is to create an environment where each of your employee's core emotional needs is being met.

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Marcus Buckingham and Curt Coffman make a strong suggestion in their book *First Break All the Rules*: "It would be [most] efficient to identify the few emotions you want your employees to feel and then to hold your managers accountable for creating these emotions." These emotions become the outcomes a manager is primarily responsible for.

Simple, Systematic Engagement Conversations

Managers in your organisation face an engagement choice point every day: "I've got 60 minutes of unscheduled time. Should I do something that will make me 10% more productive, or do I take 10 minutes with each of my six employees and do something that will make each of them 10% more productive?" How your managers answer that question determines the future of your company. Unfortunately, many managers get the answer wrong, believing their primary role is to execute on technical tasks versus energising their employees.