

The Best Kept Secrets of Team Member Training & Engagement

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Engagement Defined



Those who are **involved** in,
enthusiastic about and
committed to their work
and workplace.

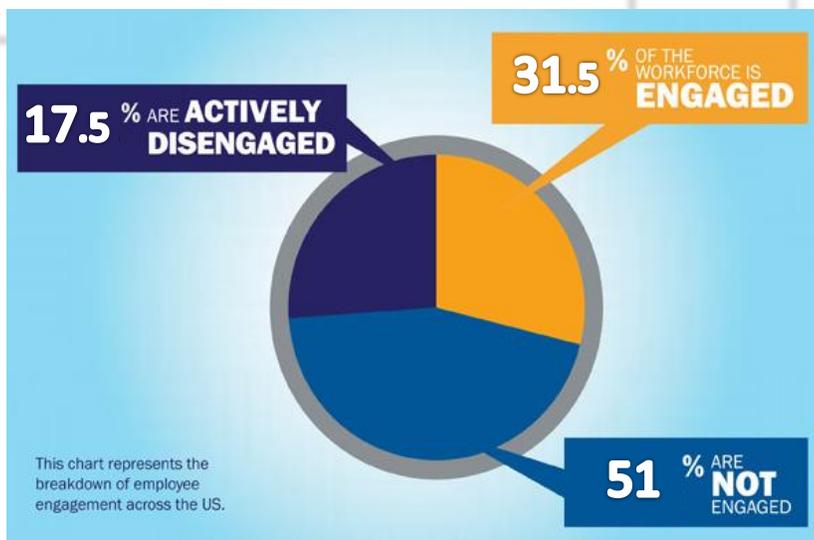
Why Engagement Matters

Actively Disengaged Team Members

Actively disengaged team members are more or less out to damage their company. They monopolize managers' time; have more on-the-job accidents; account for more quality defects; contribute to "shrinkage," as theft is called; are sicker; miss more days; and quit at a higher rate than engaged team members do. Whatever the engaged do — such as solving problems, innovating, and creating new customers — the actively disengaged try to undo.

Engaged Team Members

Engaged team members cooperate to build an organization, institution, or agency, and they are behind everything good that happens there. These team members know the scope of their jobs and look for new and better ways to achieve outcomes. They are 100% psychologically committed to their work. And, they are the only people in an organization who create new customers.



Not Engaged Team Members

Not engaged team members can be difficult to spot: They are not hostile or disruptive. They show up and kill time with little or no concern about customers, productivity, profitability, waste, safety, mission and purpose of the teams, or developing customers. They are thinking about lunch or their next break. They are essentially "checked out." Surprisingly, these people are not only a part of your support team or sales team, but they are also sitting on your executive committee.

“WIIFM”

Communicate the Value

Team members who are engaged experience greater safety, health, happiness, and performance in their jobs and in their personal lives. Organizations cannot force team members to be engaged. A company can only create an environment that fosters engagement. Organizations can set up the environment by focusing on Gallup’s 12 Predictors for Engagement.

Organizations must begin looking at how we run our communities from the team member’s perspective and show them the value by answering the question of “What’s in it for me?”. Coincidentally, the organization will then begin experiencing higher team member morale and productivity.



Gallup's 12 Predictors for Engagement

How Gallup Measures Engagement

Gallup measures team member engagement based on workers' responses to its Q12 survey, which consists of 12 actionable workplace elements with proven links to performance outcomes.

The following items are the ones that emerged from Gallup's pioneering research as the best predictors of team member and workgroup performance.

- 01** I know what is expected of me at work.
- 02** I have the materials and equipment I need to do my work right.
- 03** At work, I have the opportunity to do what I do best every day.
- 04** In the last seven days, I have received recognition or praise for doing good work.
- 05** My supervisor, or someone at work, seems to care about me as a person.
- 06** There is someone at work who encourages my development.
- 07** At work, my opinions seem to count.
- 08** The mission or purpose of my company makes me feel my job is important.
- 09** My associates or fellow employees are committed to doing quality work.
- 10** I have a best friend at work.
- 11** In the last six months, someone at work has talked to me about my progress.
- 12** This last year, I have had opportunities at work to learn and grow.



GREEN AND GROWING with MPL

A step-by-step suggested guide to improve team member engagement

90 Days: Low Hanging Fruit

Social

- Begin team huddles: Use MPL 10 Minute Topics to kick off team meetings. (*See example 1*) Consider printing off daily and posting weekly in team member areas along with daily community announcements

Intellectual

- Remind team members of learning opportunities and/or tuition reimbursement in meetings and community announcements
- Create a team member contest around Sudoku with “prizes”

Physical

- Increase the number of healthy options wherever snacks are available
- Offer trail mix, fruit, nuts, fruit-infused water at programs and events
- Create walking clubs, other activity clubs, or fitness-friends

Spiritual

- Talk of your mission often. Thank team members for their contributions towards that mission.
- Leaders should talk with their teams about engaging with residents and each other regarding the MPL components

Big Idea Take-Away

- Create a community garden and organize a garden club to design and manage.
- Create a mentoring program, where residents can provide guidance with team members and other residents in areas where they have some knowledge or expertise

120 Days: Mid-Hanging Fruit

Social

- Begin a team member appreciation initiative. Have cards for team members to write appreciation for each other and celebrate them in team meetings/huddles
- Develop a team member huddle schedule of times/places to encourage cross-departmental communication
- Work with team members and residents to create a vision for well-being

Intellectual

- Begin providing resident programming using team member talents (jewelry making, cooking, dancing, etc.) (*See example 2*)
 - Commit one hour for a team member to provide programming for that month
 - Commit to one team to provide programming ideas on a revolving calendar basis

Physical

- Make non-nutritious snacks a special treat by only offering once per week.
- See how many team members use a pedometer to track steps. Consider an inexpensive pedometer your community could purchase as part of a community wellness initiative for team members who do not track steps
- Map out indoor and outdoor places to be active in the community, and promote these using the CDC message of “10-minutes at-a-time is fine”

Spiritual

- Department leaders do 1:1s to talk about team member goals and how that fits into the community mission

Big Idea Take-Away

- Create Team Member and Resident SIPS profiles (*See example 3*). Share in newsletters, on bulletin boards, at meetings, etc.

365 Days: High Hanging Fruit

Social

- Have team members begin to lead the daily huddles. Include team member and resident birthdays/anniversaries and community announcements (**See example 4**)
- Consider a “Team Member Preferences” initiative where team members are encouraged to write down and submit the preferences of team members for special thank you, a birthday and anniversaries (**See example 5**)

Intellectual

- Begin a “Bright Idea” initiative where team members submit their ideas for cost-savings and/or process improvement (**See example 5**)

Physical

- Offer healthy, nutritious snacks (nuts, veggies, fruit) and beverages (water, seltzer) all the time, and non-nutritious snacks (donuts, chips, candy) only on rare occasions (**See example 2 – Lisa Frederico**)
- Start a “Team Steps to Success” walking competition. Form teams and encourage pedometers

Spiritual

- Start a team member “Spotlight Story” nomination with a prize for going above and beyond and feature once a week or once a month in huddles (**See examples 4 and 5**)
- Have department leaders commit to writing a personalized note to team members on their birthdays and anniversaries thanking them for their hard work and dedication

Big Idea Take-Away

- Incorporate team member well-being and successful aging into performance management practices
 - Manager performance objectives include actions to support team member and resident well-being
 - Team member performance reviews include objectives or expectations related to their own well-being and that of team members and residents
- Plan a SIPS Challenge for your Community: Team members and residents self-identify 1-2 things they can do in each SIPS area, over 3-6 weeks. Self-report on goals achieved and facilitate a prize drawing, with voluntary sharing of the things people achieved in a celebration meeting. Consider using the Lifestyle Review (residents) and Outreach Lifestyle Review (team members) to measure pre and post changes

10 Minute Topics by MPL – Example 1

10-Minute Topics Introduction



After initial team topic, it is important for team members to continue to learn and apply successful aging concepts. As the name indicates, the 10-Minute Topic Series is a 10-minute or less topic on a specific element of successful aging. The topics are meant to spark conversation among team and residents. Designed to be integrated into routine team meetings- from leadership meetings to departmental meetings-

the 10-Minute Topics are a quick and efficient way to keep successful aging in the forefront of team member's minds and to continually aid team in applying the concepts they are learning.

We encourage you to supplement the topics with news articles, additional information and exercises. For each of the topics, discuss with residents and team what is available in your community that relates to the topic. For example, when discussing health risks, talk about what options are available at your community for health screenings and special health sessions. Another example would be to do one of the mobility review tests while discussing flexibility.

Please note that some of the topics are sensitive subject matter. Participation in discussion should be voluntary to ensure privacy and comfort of all participants.

Engaging Team Members with MPL – Example 2

Executive Director, James Robinson, asked Deerfield team members what their passions were at their yearly MPL training. James then took it a step further and challenged the team members on how they could make those passions part of their roles to provide the supportive environment for Masterpiece Living.



James led this initiative and said that team members' roles should be expanded to include supporting Masterpiece Living outside of their normal job duties. He committed to six hours a month to provide purposeful MPL programming led by team members who are housekeepers, CNAs, and the culinary team...to name just a few departments.

Team members eagerly agreed to commit to cooking classes, jewelry making and salsa dancing to name just a few. Residents thoroughly enjoyed the sessions and they came out telling other residents who didn't sign up, "You have to go the next session. You really missed out." All because of a leader who said, "Why Not?" to engage residents and team members.





Julie Scheuster, team member at Friendship Village of Bloomington, was inspired and inspired the entire community after she read Dr. Landry's book, "Live Long, Die Short". The idea of starting with one small goal instead of doing what we normally do, go big and fail resonated with Julie. She began a winter wellness initiative for all residents and team members called, "The Power of 1".

Julie and her team began set up support circles. The support circles assisted residents with honing in on one small attainable goal in one of the four components of Masterpiece Living: Social, Intellectual, Physical, and Spiritual. Residents and team members filled out their goal sheets.



Shared journals residents and team members were invited to put their "One small goal" in the shared journal to help and inspire each other.



The Friendship of Village of Bloomington made "The Power of 1" T-shirts for all team members to encourage them to commit to one small goal and to reinforce Masterpiece Living.

All of this from a team member who became inspired after reading a book and a group of community leaders who said, "Why not?"





Lisa Frederico, Lifestyles Director at Las Ventanas at Summerlin, removed old vending machines that offered team members unhealthy choices. The community now provides a supportive environment for team members by having vending machines that offers healthier choices for team members.

Lisa also changed the snacks offered for residents. She was instrumental in removing the regularly offered donuts, candy cookies, cake and sugary drinks. Now residents can select trail mix, fruit, whole wheat pretzels, nuts and fruit/vegetable infused water.

Lisa recently had her annual lab work done and brought results in to share with team members after she received kudos from her doctor on her healthy choices and the impact it made on her lab results. Lisa said, “It opened a lot of eyes after I explained it all: cholesterol and what the good and bad means and what the bad can do to you, etc. This was done during a Noon time Huddle. A bowl of tangerines was the snack of the day.”

SIPS Profiles – Example 3

Please welcome **(resident/team member)** to **(community name)**!
New **Resident/team member** in **apartment#/ department**

IMAGE HERE

About (NAME):

- Where did you grow up?
- Where do you live now?
- Kids? Family? Siblings? Pets?
- Hobbies? Passions?
- How would others describe you?
- What does successful aging mean to you?
- Life achievements?
- If you could live in any home television series, what would it be?
- What is on your bucket-list?
- Where do you see yourself in 5/10 years?
- Do you have any favorite quotes? Sayings?
- Where do you go to for advice?
- What's been the best lesson you have learned in life so far?



- How would you describe your social personality?
- What is your next goal for social growth?
- What is your favorite thing to do with friends/family?
- How will you stay socially active?



- What is the next way you are going to challenge your intellectual health?
- What is your favorite way to keep your brain active?
- What is the next subject/activity you want to learn?
- What is/was your favorite subject in school?



- What is your next physical goal?
- What is your favorite physical activity?
- What is the most physically challenging thing you have ever done?
- What is your favorite fuel (food) for your body?



- What are some of your hopes?
- What gives you purpose in life?
- What gives you peace?
- Where do you go to for support?

Daily Huddle – Example 4

Recommend a team member engagement component where all team members attend a daily huddle every day they come to work. The huddle is a powerful 10-15 minute gathering where team members discuss the Masterpiece Living/ community culture. The huddle is also used to communicate important announcements for the day. The huddles facilitate communication, team building and a deeper understanding of the MPL/community culture.

Why a Huddle Works

First, it is personal. No texting or e-mail is involved. This is direct, eye-to-eye contact—still the most compelling form of communication we have. When we look someone in the eye we know we have their attention and we can see them understand our message.

Also, engaging in eye contact shows people they are important, that you want to communicate with them. It conveys the message that you respect and trust them enough to share this information with them. When you ask for their input, you are saying, “I want to hear what you have to say. I am interested in you and the value you contribute to our team.”

When a team member speaks of the company in terms of “they do... they say,” that team member doesn't feel connected or even part of the company. The huddle helps change that “they” mentality, to a “we” way of thinking. The huddle helps educate and align your team on key business issues, while making them feel like they are part of the team.

Win-Win

What’s the payoff? You get team members who understand what is expected of them on a daily basis and who feel more connected to the team. In turn they will work harder and will be more motivated to do their jobs the best way they know how.

Engagement Initiatives – Example 5

Spotlight Stories

The purpose of the *Spotlight Story* Initiative is to encourage and recognize exceptional service from team members.



If a submission is selected for a Spotlight Story the:

- Story will be read out loud at the Daily Huddle
- Featured team member receives a \$25 gift card
- Team member who submits the story (if different from the person above) receives a \$5 gift card
- Story is considered for the *Spotlight Story of the Year Award*

The *Spotlight Story of the Year* winner receives:

- A featured article in a Lifespace publication
- The *Spotlight Story of the Year* Certificate
- A recognition check for \$500

Bright Ideas

The purpose of the *Bright Idea* Initiative is to encourage and recognize creative, innovative and/or cost saving ideas from team members. All Bright Ideas submitted are reviewed for the *Bright Idea of the Year Award*.

The award is based upon the following criteria:

- Innovation of concept
- Impact to resident's quality of life
- Financial impact to the community

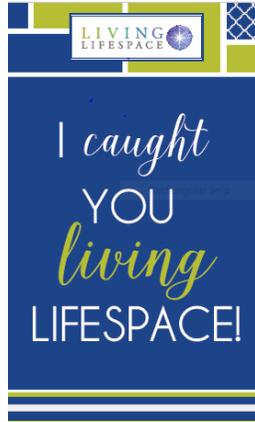
The recipient of the *Bright Idea of the Year* award will receive a:

- Preferred parking pass at the community for three consecutive months
- The *Bright Idea of the Year* Certificate
- \$500 recognition check



I Caught You Living Litespace (Team Member Thank You)

The purpose of the *I Caught You Living Litespace* Initiative is to encourage team members to thank each other for teamwork and support.



I Caught You Living Litespace postcards are:

- Used to thank a team member for a job well done
- Completed by any team member, resident or family member
- Deliver it by:
 - Handing directly to the team member
 - Leaving it at their workspace
 - Presenting it during the Daily Huddle

Team Member Preferences

The purpose of the *Litespace Preference* Initiative is to build a culture where team members are keenly aware of resident, family member and team member preferences. In the use of team members, this initiative builds a database so we can thank team members in a special way with something they prefer.

The *Litespace Preference* Initiative helps us to:

- Provide personalized and memorable experiences
- Know our residents, family members and team members preferences
- Share information
- Record likes and dislikes, favorites, special occasions, routines

“People work for money but go the extra mile for recognition, praise and rewards.”

-Dale Carnegie