



### Competencies that are addressed:

#### PRIMARY COMPETENCY CATEGORIES:

##### • Leadership—

Drives business results by aligning the vision, mission, and values to enhance business value. Is able to enlist the willing cooperation of others, while tapping into their highest skills and abilities, to achieve desired results.

##### • External Awareness—

Sees things from multiple points of view. Is mindful of how actions impact others. Keeps up to date with issues that affect area of responsibility.

#### RELATED COMPETENCY CATEGORIES:

##### • Initiative—

Proactively makes things happen. Evaluates self and others and takes positive corrective action. Is self-disciplined.

##### • Teamwork—

Organizes work tasks, people, and resources to deliver most effectively on organization goals.

##### • Communication—

Advances the abilities of individuals and the organizations through active listening supported with meaningful oral and written presentation of information.

# Building Employee Engagement

## SUMMARY

The tangible and intangible costs of employee turnover have a direct impact on the bottom line and on customer retention and loyalty. As a manager, you need to be able to assess the loyalty level of current employees, recognize the signs and impact of burn out, and be proactive in keeping employees loyal and engaged.

## CONTEXT

Remember the days when a young person starting a career joined a company and would typically stay with that company until retirement? With the prospect of job security and a pension, employee loyalty was, for the most part, a given. Decades ago, people, on average, held two jobs in their lifetime. Now, organizations struggle to recruit and maintain effective associates.

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### At the completion of this module, participants will be able to:

- Understand the changing workforce and why employees defect
- Learn the signs of restlessness and disengagement
- Discover how turnover impacts the bottom line
- Explore the power of a loyal staff

*"I have yet to find a company that has high levels of customer loyalty without first earning high levels of employee loyalty."*

—Frederick Riechheld