

# Case Examples

## Putting Engagement into Action

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- **Federated Press Toronto**  
February 20 & 21  
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### Generational Engagement

#### Next Issue

Recruitment campaigns as the cornerstone to starting the engagement relationship. How organizations can demonstrate transparency, partnering and responsiveness in recruitment and orientation.



## Introduction – Effective Practices

The objective of this newsletter is to link engagement to different strategies that fall within HR management. These effective practices are drawn from our work with our clients over the last year. In the public and private sector, having an engaged workforce is becoming increasingly important.

If Canada is going to regain and increase productivity levels, organizations need to focus more on the human side of productivity. In the knowledge economy,

improved technology is not the sole answer to working better or faster. Another method to increasing productivity is for “employees to want to give more to an organization, and to be happy to do so” (quote from a HR Director, Bay Street law firm).

So how do we get employees to give more? By treating them with respect. By treating them as an equal partner in the employment relationship. By viewing employment not as an employee privilege but as a business contract that requires a ‘win-win’

outcome. By adopting and executing on the principles of inclusiveness and mutual accommodation.

In short, by demonstrating from an organization’s perspective the three qualities of engagement: *transparency, partnering and responsiveness*.

The following effective practices are ways in which some of our clients have started to actualize and demonstrate engagement with a multigenerational perspective.

## Analysing Engagement Risks & Opportunities

**Challenge:** Certain scores within the employee satisfaction / engagement survey were unsatisfactory to senior leadership.

**Objective:** To drill down into key issues to identify root causes of the scores. To analyse whether or not the different generational cohorts held different opinions.

**Solution:** Created a short quantitative survey

(20 questions) based on three key areas that were identified as areas of risk. Held confidential focus groups divided along generational cohorts (Traditionalists + Baby Boomer and Gen X + Gen Y). Provided a report detailing strengths and risks, including recommendations for programs and strategies at low, medium and high levels of complexity.

**Result:** The qualitative and quantitative data reflected a change in corporate culture. The perception and behaviour change was divided differently along generational lines. Surprisingly, management learned that the older generational cohorts were feeling less recognized than the younger generation. Recommendations allowed for greater focus on key areas of risk.



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## Engagement and Communication

**Challenge:** Increasing leadership skills including the need for greater communication by managers in an organization with a strong historical culture.

**Objective:** To have managers learn the building blocks of effective communication, and to layer on key messages that motivate all four generations.

**Solution:** Managers participated in a 1/2 day workshop that focused on

generational identities, how these translate into different behaviors and key messages that are important for each generation. Participants were given a communication assignment where they had to apply the six principles of effective communication, including appropriate objectives and key messages. Managers then debriefed the results of their assignment in a 1/2 day follow-up meeting, resulting in an organizational best practice list for multigenerational communication.

**Result:** Managers developed more nuanced communication skills. Most reported learning the importance of preparation before delivering messages. The generational approach allowed managers to better anticipate questions and discussions. The approach allowed for greater transparency and responsiveness to the expectations of all members of the team.

## Increasing Engagement through Coaching

**Challenge:** Having managers recognize that coaching is a two-way relationship between coaches and coachees.

**Objective:** To develop managers in becoming more effective coaches that empower direct reports and colleagues.

**Solution:** We benchmarked existing coaching abilities against n-gen's START coaching model.

START = specific, timely, action-oriented, results-focused, transparent

The results from the initial assessment allowed for the creation of individualized coaching assignments.

Prior to completing the assignments, managers participated in a 1/2-day workshop that focused on the principles of effective coaching, motivation, and generational considerations.

The individualized action assignments were supported by one-on-one coaching sessions with an external coach, and continuous evaluation that tracked performance improvement against the initial benchmark.

**Result:** Managers across the board increased open dialogue, thereby creating greater partnering and transparency. The generational considerations helped managers to understand coachees' perspective and their expectations of an effective

## Engagement and Knowledge Transfer

**Challenge:** With an aging workforce, this federal department would lose 30% of management and key individual contributors in the next three years.

**Objective:** To raise awareness of generational identities to increase team collaboration. To apply simple mechanisms that participants could use to transfer knowledge, before organizational-wide strategies were implemented.

**Solution:** One-day workshop that focused on increased generational communication, collaboration, and knowledge transfer tactics. Specific techniques and tactics were presented and applied through activities.

**Result:** Participants (managers and individual contributors) returned to their department with techniques that are low to medium in complexity that can be implemented right away.