



# Building a Fully Engaged Team

Course Guide

# Building a Fully Engaged Team

## Course Guide

Welcome to *Building a Fully Engaged Team*. This three-part course explores the many aspects of employee engagement — what it is, why it is critical to the success of your practice, and what behaviors and actions crush it or build it. Learn how to create and sustain a team of fully engaged employees who show up at their best and are ready to provide top patient care and outstanding client service.

As you watch the videos, use this guide to reference key points in the course content and practice the skills that are being presented.

A strong, passionate, and engaged team will deliver the performance you want, the sustainable growth you need, and the solutions to almost any problem you face.

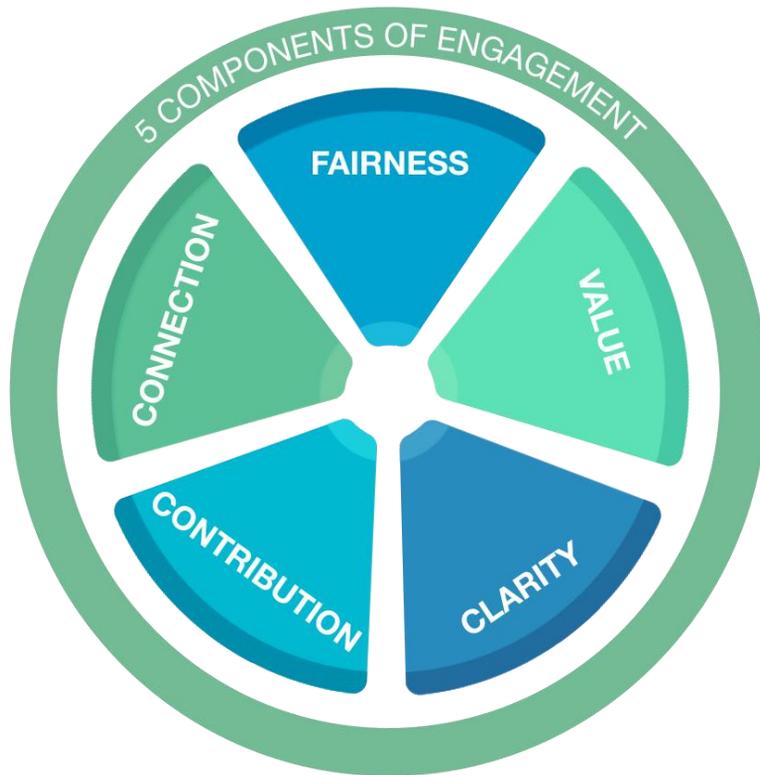
# Building a Fully Engaged Team

## Course Guide

### Building a Fully Engaged Team: Part 1

Engaged employees show up at their best. They are ready to contribute to the practice and deliver beyond expectations. Taking time to build employee engagement will yield a more productive, flexible team and increased profitability for your practice.

To create a highly engaged practice team, you must focus on the five key components needed for engagement: Fairness, Value, Clarity, Contribution, and Connection.



# Building a Fully Engaged Team

## Course Guide

### The 5 Components of Employee Engagement

#### **Fairness**

---

Employees are significantly more engaged in an environment where the perception is that everyone is treated fairly. Leaders must consider what the team views as fair or unfair when shaping a practice.

#### **Value**

---

Employees must feel valued by the place where they work and also feel that they add value to the practice.

#### **Clarity**

---

To have a practice that runs smoothly and efficiently, employees need clarity on their roles, the organizational structure, processes, and expectations.

#### **Contribution**

---

Employees need opportunities to continuously develop their skills and increase their contributions to meaningful work and the future of the practice.

#### **Connection**

---

Engagement increases when employees have strong connections to their team, their work, and the practice.

# Building a Fully Engaged Team

## Course Guide

### Building a Fully Engaged Team: Part 2

While there are many ways that you can build employee engagement, leaders can also behave in ways that crush engagement and may even drive talented employees to look for other jobs. Take time to reflect on your habits and consider if any of them negatively impact employee engagement.

### 8 Leader Behaviors That Destroy Employee Engagement

#### Hoarding Information

---

Sometimes leaders make decisions, think of new ideas, or plan for the future, but fail to share these things with the team. Hoarding information can make employees feel less valuable and prevents people from contributing thoughts and ideas. The more transparent leaders can be about the practice, how it is performing, and where it is heading, the better the team can perform.

#### Refusing to Trust

---

When leaders apply rules or punishments to the entire team based on the behavior of one or a few employees, a culture of mistrust will grow. Although there will be instances when an employee breaks the rules or uses bad judgment, deal with that behavior individually rather than penalizing the entire team.

#### Focusing on Blame

---

When a mistake is made, the way it is handled sends a strong message to the team. If you create an environment where placing blame is what happens when mistakes are made, then employees will try to hide, cover up, or make excuses for them. However, if employees are supported as they correct mistakes and are involved in helping to reduce future errors, they will feel empowered to learn, grow, and contribute.

# Building a Fully Engaged Team

## Course Guide

### **Not Listening to the Team**

---

If employees don't feel heard or have the opportunity to share ideas, then they won't feel that they are being treated fairly, valued, or able to contribute. Great leaders provide opportunities for employees to provide feedback and regularly solicit thoughts, ideas, and suggestions from the team.

### **Taking All the Credit**

---

When leaders take credit for themselves, employees feel that they are being treated unfairly and undervalued. The most effective leaders give credit and recognition to the team as often as possible.

### **Having All the Answers**

---

Rather than giving employees all the answers or fixing every problem, great leaders use questions as coaching opportunities. When leaders guide employees in thinking through questions, employees become better at problem-solving and finding solutions.

### **Lowering Expectations**

---

Employee engagement suffers when expectations are lowered, not enforced, or are inconsistent. When an employee performs below the practice's expectations, leaders must step in immediately to restate expectations and support the employee to determine the most effective actions for improvement.

### **Micromanaging**

---

Leaders who micromanage focus on supervision and control. This management style can lower trust, employee contribution, and employees' sense of value. Rather than micromanaging, spend time training and developing employees, then trust them to perform.

# Building a Fully Engaged Team

## Course Guide

### Building a Fully Engaged Team: Part 3

There are eight leader behaviors that can help build and sustain a fully engaged team. Implementing these engagement drivers creates a team that is ready to provide outstanding care and service and will contribute to the success of your practice.

### 8 Ways Leaders Can Drive Employee Engagement

#### Create a Vision for Your Practice

---

One of the best ways to create clarity and alignment is to create a vision that serves as a guide for everything you and your employees do in your practice. A vision gives people something to connect to, contribute to, and clarifies the expectations needed to keep the practice at its best.

#### Organize Collaborative Meetings

---

Collaborative meetings promote transparency, create clarity, and improve connections as employees work together to share ideas.

#### Coach Effectively

---

Coaching means having conversations to help people achieve their definition of success. Learning how to have discussions that encourage, challenge, and support employees elevates performance.

#### Focus on Learning and Development

---

When you provide learning and development opportunities for your employees, you show them they are valued. It also supports their career growth and allows them to contribute more to the success of the practice.

# Building a Fully Engaged Team

## Course Guide

### **Ask More, Tell Less**

---

Use questioning techniques, rather than lecturing, to spark self-reflection and insight, build better connections with your employees, and make them feel more valued.

### **Act Fast When Employees Opt Out**

---

When you have supported, coached, developed, and invested in an employee who still does not meet expectations or remains disengaged, it is best to part ways. You can then spend more time with employees who want to exceed expectations, contribute more, and welcome your coaching and support.

### **Hire People With a History of Engagement**

---

Employees that are most likely to be engaged in your practice are employees that have been fully engaged in previous positions. Use the interview process to learn more about the candidate's history of engagement.

Sample interview questions include:

- When were you challenged at your previous workplace, how did you respond?
- Tell me about a time you were on a team and contributed to the team's success.
- When did you make mistakes recently and how did you learn from them?
- What goals have you set and achieved, or set and missed?

### **Build an Amazing Onboarding Experience**

---

When a new employee joins your team, make their first six months fulfilling, educational, and engaging. A thoughtful onboarding program helps new employees build relationships, develop skills, overcome challenges, and understand the expectations of your practice.