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Dear Roxi

I just returned from being a speaker at the international Association of Training and Development (ATD) in Denver. I noticed that the topic of "Engagement" gets a lot of press these days, and so it should. Of course I'm talking about Employee Engagement not romantic engagement, even if you "love" your employer. Although working for someone is a lot like a marriage after the initial get to know each other phase - there are two parties, there's a "contract" written or unwritten, and both parties need to "wanna" make it work.

A 2012 Gallop's "State of the American Workplace Report" was reported in the *New York Daily News* and *Today Money*. I wrote about this in my book, [*Lead Like it Matters...Because it Does*](#). I wrote about it because it was shocking and would get readers' attention; but it was not surprising to me. The Gallop report tells us that workplace morale is pretty darn bad, with a shocking 70% of Americans feeling negative about their jobs.

You might say - "Not me" and that would place you in the fortunate minority - for now. Maybe you work in one of the ["10 Best Cities for Employee Engagement" noted in this Forbes list](#). Here are just a few of the points made in the Gallop report, and it should be a wake up call for all of us.

I wanted to see if anything has improved. [The latest Gallop report is for 2014. See for yourself:](#)

- 2012 Only 30% of employees are engaged and inspired at work. 2014 31.5%
- 2012 52% of employees are present, but not engaged. 2014 51.0
- 2012 18% are actively disengaged. 2014 17.5
- 2012 As much as **\$550 BILLION** in productivity is lost because of that 18% of actively disengaged employees!! This doesn't count what's lost from the 52% who are doing the minimum they can to stay employed.
- 2014....need I say more?

Every minute of discretionary effort (above and beyond without more pay) and work someone WANTS to do, is money in the bank, happier customers, higher productivity and higher morale, lower turnover, lower workers comp and lawsuits and grievances. It's a NO BRAINER! And employees who are passionate about their work (regardless of their title or pay) are loyal and champions of and for your organization.

What IS THE PROBLEM if this is SO OBVIOUS? A lot of people will blame the employer and the "leaders" within the organization, and a lot of them would be right. However, that's simply not the whole story.

You and I have seen the other side of this coin and it goes to the heart of hiring the right people in the first place - a topic you may remember I am writing a book about just now! There are people who come to the job with the right attitude and those that don't. Those that do choose to be engaged, often in spite of their employer.

For instance - let's look my waitress in Denver last week. She actually knelt down on the bench across from me to find out what I liked to eat, what kind of wine I enjoyed, and really wanted to know how I was doing all alone in the big city! She's studying to be a doctor of oncology and she LOVES people! We had a most invigorating chat and she got a BIG tip!

Those who aren't get engaged or are actively disengaged, and still stay in their jobs, are the people who might take an hour to bring a glass of wine but have time to be on their mobile, or walk by and ignore you ten times, or bring you the wrong meal. All that has happened to me as well. Those are the folks you leave no tip or the tale tell penny. Yes, in my youth, I waited tables like so many of us...so I get it and I won't pay for crappy service because I know the difference. The latter is the restaurant to which you and I will never, ever return. I'll go back to see my Dr. in waiting every time I'm in Denver even though the food was just ok but she got me the right wine!. Everyone Wins or Everyone Loses depending on engagement - most particularly the owner of said restaurant.

Yes, there are two sides to this story - this coin - this equation:

The Employer and The Employee

There are at least 4 reasons why employees are disengaged or marginally engaged:

1. The employer/boss/leader has not created a workplace that encourages and rewards engagement.
2. A great hiring process is a LOW priority in the organization and produces far too many bad hires (not really qualified, lied on resumé, bad reference checking, poor interview process, low emotional intelligence, wrong skill set, wrong values, etc.)
3. The employer (and culture) and the employee are good at what they do, but it is just not a good fit, and neither party realized it until it was too late. This can happen even with a reasonably good hiring process.
4. Poor performers and/or bad attitude employees are allowed to stay in their jobs and little or no negative consequence and sometimes even get promoted! Great employees quickly become disengaged or marginally engaged at this unfairness.

[READ MORE: A short PowerPoint to help you understand more about the topic of ENGAGEMENT](#)

SO...ARE YOU ENGAGED? IF SO, GREAT! IF NOT, WHY NOT?

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QUESTION OF THE MONTH

"How do I deal with a micro-managing supervisor?" How do I deal with a supervisor who is not truthful?"

ROXI'S ANSWER

I really love getting your questions! This one came in right after last month's newsletter.

These are two different questions, really. If this is one person, you have a serious challenge on your hands. If it is two different people I have two different answers.

Micro-managing - people do this for a few reasons. 1) they have not shifted their mind set to being a leader of people vs. an individual contributor. and/or 2) trust issues that have not been dealt with and/or 3) needing to be in control of all things at all times which is usually about fear, low self-esteem and insecurity. I suggest a conversation that isn't in

the heat of the moment where you ask this supervisor for time to discuss the ways in which you can be most helpful to him/her and what you need from him/her to be successful. Then use Constructive Feedback (see my book) skills to listen, to share, and to come to a new understanding of what will get her/him what she/he needs and allow you to do your best work.

The liar. Liars can't be coached - period. Depending on the extent of and the damage incurred due to the lying supervisor's actions and behaviors, you may need to make an official report or a confidential report. Get some advice from a trusted HR professional or a trusted leader within your organization who isn't directly involved - - first. Don't think you need to deal with this on your own. And - be POSITIVE you have your facts right, and can prove the case. If nothing is done to hold this person accountable and/or move you away from this person into a better work environment, then I believe you need to decide if you can work for such a person, or if you need to find another position. I've worked for liars in the past and once I was positive they were liars, I got my resume dusted off and off I went.

If relocating to a new role is truly NOT an option, and if constructive feedback is not working, and if no one can help you hold this person accountable, and if you cannot limit your interactions to the very basics, then you will have to seriously consider documenting what you do and say, and what they do and say each and every time. UGH! I hope you can find another way.

If this is ONE person - I'd still try to manage the micro-managing with constructive feedback and managing up skills - - - while you look for another job!

To have YOUR question answered personally and perhaps chosen for this spot, go to: www.AskRoxi.com.

Scroll down to: Advice for Leaders. Ask Roxi Your Question Today!

MORE WAYS TO CONNECT WITH ME

NEWS FLASH!!

I have decided to pause my radio podcast after THIS SATURDAY's (June 4th) SHOW

to focus on getting my [Leading With Impact: Your Ripple Effect](#) course into the world more broadly and to finish my Hiring Right & Firing Right book. This is where I NEED to be ENGAGED!

AND...You can forever and ever hear any and all of my dozens of shows by [Clicking HERE for a Year of ROXI's PODCASTS in iTunes or](#)

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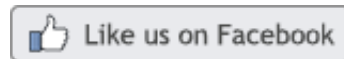
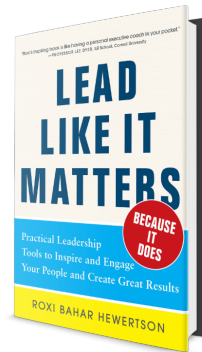
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