How to Foster Employee Engagement

1. **Start with you.** Are you only doing your job well enough to get by? If so, your organization and team need more from you. If you aren’t committed, you can’t nurture others or create a healthy and inspiring work culture. Do some soul-searching. What would it take for you to commit? Have courageous conversations to address circumstances you don’t like.

2. **Ask your employees how well you are fostering engagement.** What you don’t know WILL hurt you. Ask questions such as:
   - How are you feeling about your work?
   - How are you feeling about our team and the organization?
   - What would you like to learn?
   - How would you like to contribute?
   - What ideas do you have that could improve our team’s effectiveness?
   - If a friend were to ask you about our organization, what would you say?

3. **Treat frequent, open communication with your team as a necessity.** Make team members insiders who know what we’re doing, why and how. Engaged employees don’t have tunnel vision. They see the big picture.

4. **Clearly communicate your expectations.** Don’t assume employees know what you want from them. State expectations unambiguously. Take the courageous step and have employees share what they expect of you as a leader.

5. **Remove barriers and provide the resources my team members need to serve their patients and each other.** Otherwise, your expectations are not reasonable.

6. **Build an inclusive team.** Engage employees of all ages and backgrounds. Create an inclusive team without a destructive pecking order based on age and length of service.

7. **Focus on people’s strengths.** To coach people to meet and exceed your high expectations, focus on and build their strengths. Don’t give undue attention to their weaknesses.

8. **Devote time and attention to high performers.** Many high performers become disengaged and seek other jobs because their supervisor focuses attention on poor performers. Engage regularly with your high performers.
9. **Provide access to training, information and opportunity.** Take a Talent Management approach and work with your Human Resources partners to include your team in talent mapping activities.

10. **Engage your employees in decisions.** Solicit their input about their work, your team’s mission and organizational advancement.

11. **Help your employees improve their health and well-being.** Employees’ health and well-being outside of work dramatically affects their energy, motivation and engagement at work. Show your concern when employees have lost work-life balance. Help them address this and provide resources as needed. People interpret your concern as a sign that you care about them as individuals.