



Action Planning for Impact

Annual Engagement Action Planning Cycle

December - January	February	February - September	September	October	November - December
<ul style="list-style-type: none">• Discuss engagement results with your workgroup• Pick the thing you will work on	<ul style="list-style-type: none">• Create your action plan	<ul style="list-style-type: none">• Implement your action plan• Check for impact• Communication frequently about how it's going	<ul style="list-style-type: none">• 2016 Employee Engagement Survey administered	<ul style="list-style-type: none">• Results analyzed	<ul style="list-style-type: none">• Review results• Check for impact• Discuss with workgroups

Leading an Engagement Action Planning Session: Your Road Map

Planning for the first meeting:

- **Select a date, time and location. Allow about an hour for your first meeting.**
- **Have a copy of the survey results for each member of your work unit.**

Sample Agenda:

1. **Introduction and Purpose:** Why is King County focusing on engagement?
2. **Grasp:** What do the results tell us about the current state of engagement?
3. **Plan:** What will our team do? Who will do what? How will we track progress?
4. **The road ahead:** Next steps on our journey.

The road ahead: G-PDCA action planning for meaningful impact

5. **Grasp:** What do the results tell us about the current state of engagement? Ask why 5 times to get to the root cause.
6. **Plan:** What will our team do? Who will do what? How will we track progress?
7. **Do:** Use 1-2-3 Action Planning. Pick 1 thing, take 2 actions and communicate about it at least 3 times.
8. **Check:** Are you moving closer to your goals and how do you know?
9. **Adjust:** Maintain? Implement more widely? Abandon? Try something different?

Sample Agenda:

1. **Introduction and Purpose:** Why is King County focusing on engagement?
2. **Grasp:** What do the results tell us about the current state of engagement?
3. **Plan:** What will our team do? Who will do what? How will we track progress?
4. **The road ahead:** Next steps on our journey.

Discussion Guide

1. Introduction and Purpose: Why is King County Focusing on Engagement?

- King County has a goal to be the Best Run Government. The broad definition of this from our website is:

“It means we are embracing continuous improvement, instituting best management practices, **empowering employees** to innovate, and striving for second-to-none customer service.

Every day, we ask ourselves: how can we deliver better services, improve operations, and use fewer resources?

We listen. We improve. We deliver.”

- How does our work align to Best Run Government?
- We are focusing on engagement as a strategy to become the Best Run Government to empower employees to bring their full selves to their work. Research shows that with a highly engaged workforce performance goes up and operational costs go down:
 - There is more innovation
 - Productivity goes up
 - Quality goes up
 - Safety incidents go down
 - Absenteeism goes down
 - Turnover goes down
- The goal of this meeting is to build a stronger workplace so we can bring our full selves to the work of becoming the Best Run Government
- We will:
 - Talk about why engagement is important to the county becoming the Best Run Government
 - Examine our survey results so we can GRASP the current state of engagement
 - Pick a thing to work on and develop a PLAN for how to address it
 - Talk about the road ahead and how we are doing to DO the plan, CHECK our progress and ADJUST for maximum impact.
- Every person here is responsible for driving engagement.

2. **Grasp:** What do the results tell us about the current state of engagement?

- Every member of the work unit should get a copy of the report results.
- Explain how to read it. Show how it measures:
 - a. How engaged people are (engagement index and the 6 questions related to it)
 - b. What drives engagement (key driver questions and questions clustered by drivers)
 - c. Comparisons to benchmarks (government benchmark column)
 - d. Variation in experience (data that appears in green and red)
- Ask questions like the ones below to encourage discussion:
 - a. Do your results on any of these items surprise you?
 - b. How do you think people interpreted this particular question?
 - c. What would “Strongly Agree” look like for this question?
 - d. What are we doing that makes this a strong or weak result?
- Collect thoughts and ideas about the key driver questions and engagement items.
- Help the group narrow its focus to one item that you know the work unit can act on and improve.
- One way of reaching agreement on the item to focus on is to give each work unit member two choices or preferences. Explain that they may use both of their preferences to choose one item.
- Once the group has agreed on an item to focus on discuss what you need to know to further grasp the situation:
 - a. Avoid jumping to solutions. Take time to fully grasp the situation so your strategy will be most effective in addressing it.
 - b. Ask “Why” 5 times to get to the root cause.
 - c. Discuss other sources of data that may need to be collected to truly understand the issue.

3. **Plan:** Create the action plan

- What will your team do?
- Who will do what?
- What will your timeline be?
- How will you track progress?
- How will you celebrate success?

4. **The road ahead:** What comes next: check and adjust

- Discuss the importance of checking and adjusting
- Get ideas about how and when to communicate the action plan and its impacts
- Make plans to reconvene to check progress and celebrate success

TIME TO TAKE ACTION

Grasp	Plan	Do	Check	Adjust
<p>Ask "Why" 5 times to get to the root cause. What have you learned about the current state of engagement in your workgroup?</p> <hr/> <hr/> <hr/>	<p>What will your team do? Who will do what? How will you track progress?</p> <hr/> <hr/> <hr/>	<p>Use 1-2-3 action planning to put your plan into action. (See below)</p>	<p>Are you moving closer to your goals and how do you know?</p> <hr/> <hr/> <hr/>	<p>Maintain? Implement more widely? Abandon? Try something different?</p> <hr/> <hr/> <hr/>

Do! 1-2-3 Action Planning

Pick 1 Thing	Take 2 Actions	Communicate About it 3x (In 1 Year)
<p>1.</p>	<p>1.</p>	<p>1.</p>
		<p>2.</p>
	<p>2.</p>	<p>3.</p>

Do's and Don'ts

Do

- **Say thank you a million times for speaking the truth (no matter how bad it is)**
- **Focus on 1 or 2 issues for the coming year**
- **Actively Listen**
- **Ask Questions**

Don't

- **Ask who said what**
- **Ask who participated**
- **Force people to speak up**
- **Get defensive**
- **Feel like you have to say yes or no on the spot**
- **Jump to solutions, take action before really understanding the reports & engaging staff in making meaning of the data**

Core Practices of a Skilled Facilitator

Stay Neutral – Focus on the process role of facilitation. Avoid the temptation of offering opinions. Use questions and suggestions to offer ideas that spring to mind – do not improve opinions on the group. Obtain valid information. Have self-awareness.

Listen Actively and paraphrase – Use attentive body language. Always make eye contact with the person speaking. Prompt quiet members to participate. Summarize key ideas by paraphrasing for understanding and to let others know they've been heard. Allow space for quiet.

Summarize periodically and synthesize ideas – listen attentively to everything that is said to include what is unspoken. Offer concise and timely summaries. Summarize when you want to revive a discussion that has ground to a halt. End with a summary as a wrap up. In addition to recording that is said, have the group comment and build on each other's thoughts. Build consensus and commitment.

Manage Digression – actively listen to make sure digression from the topic is actually happening before trying to redirect. Create group norms around this at the beginning of the meeting. Create a parking lot (holding tank) and post prior to the meeting. Bring digression to the attention of the person or group by asking – I'm noticing that we are starting to move to another topic. Does this need to go on the parking lot at this time?

Manage conflict – always be in the neutral process role. Avoid entering into conflict with group members. Stay calm, speak slowly, maintain neutral body language. If possible, reframe a polarizing conflict as an issue or a need. Then, use a systematic problem solving approach that gets people working together. Provide structure and be assertive. Ask for concerns and facilitate the group to focus on the facts.

Ask Questions

Resources to Support You

Designing Your Action Planning Meeting Workshop

This workshop is for supervisors and managers who will be engaging their work groups in conversation about the Employee Engagement Survey results and developing an action plan with them. This is a hands-on workshop. Participants will leave the workshop with a meeting design customized to their particular group, along with a pocketful of tools to help them navigate potential bumps in the conversation.

Increase your comfort level and skill to facilitate your action planning with your work group. You will be able to:

- Manage your stance and the tone of the meeting
- Facilitate with confidence and comfort
- Handle challenging group dynamics
- Design your meeting for best results

January 5, 2016 9 a.m. to 4:30 p.m. Central/Atlantic bus base, upstairs classroom

January 15, 2016 9 a.m. to 4:30 p.m. Chinook room 121

January 27, 2016 9 a.m. to 4:30 p.m. Admin HR Training Room

Contact: Brooke Bascom

Brooke.bascom@kingcounty.gov, 206-263-2440

Further Facilitation Support

The office of Alternative Dispute Resolution has trained about 30 mediators to help facilitate work unit discussions. If you would like a third party facilitator for your meeting please contact:

Ann McBroom

Ann.McBroom@kingcounty.gov

206-263-2430

Online Engagement Driver Tool Kits (Coming Soon!)

<http://www.kingcounty.gov/audience/employees/employee-survey.aspx>

Example

Strategic Alignment

What it means: At the heart of any organization is its mission. A mission defines what it stands for -- its purpose and the reason for its existence. Connection to Mission means that employees see how their work relates to the overall mission and of the organization.

When it's a strength:

- **Mission drives loyalty.** Understanding an organization's mission helps employees answer yes to the question "Do I belong here?"
- **Mission brings clarity.** Awareness of mission guides decision making and judgment. A clear sense of what matters most helps leaders determine the best path for the organization and helps them set priorities. This clarity inspires conviction and dedication.
- **Mission fosters customer engagement.** A strong mission promotes brand differentiation, consumer passion, and brand engagement.

If it's a weakness:

- Absence of passion or emotional connection to work.
- Lack of understanding among employees and the public what the organization does and how it's different that other levels of government.
-

What you can do:

- [Clarify your mission \(link\)](#)
- [Align your work plan with the King County Strategic Plan goals \(link\)](#)
- [Communicate your mission often and in many ways \(link\)](#)

Further Learning (link)

Skillsoft

Books

On Mission and Leadership features the best thinking from top experts on inspired leadership, vision, and mission-focused management. Written in a concise style that is ideal for the busy executive with little spare time, the book presents a stellar roster of contributors. *On Mission and Leadership* is one title in the Leader to Leader Guides, which draw from the most compelling articles that have appeared in *Leader to Leader*, the Drucker Foundation's award-winning journal.

Trainings

Stories that engage

Values driven leadership

Training

eLearning

<https://kingcounty.skillport.com/skillportfe/login.action>

Classes

<http://www.eventbrite.com/o/king-county-learning-and-development-2855075603>

Basic Equity and Social Justice

Wednesday, February 10, 8:30 am

Equity and Social Justice Tools

Thursday, February 11, 12:30 pm

Success Strategies for Tough Conversations

Tuesday, February 23, 9 am

Team Communication Styles

Tuesday, February 23, 1 pm

Value Based Leadership

Wednesday, March 16, 8:30 am

Team Building

Thursday, March 17, 1 pm

Race: The Power of an Illusion

Wednesday, April 6, 8:30 am

Reflecting on Race and Racism through Spoken Word, Story and Conversation

Thursday, April 7, 10 am

Stories that Lead: Claiming Your Power to Lead at Work and in your Life

Tuesday, April 12, 9 am

Equity and Social Justice Tools

Wednesday, May 4, 8:30 am

Employee Assistance Program

<http://www.kingcounty.gov/audience/employees/safety-claims/MLE-EAP/EAP.aspx>

- Workplace Stress
- Coaching and Consulting
- Conflict with Co-workers
- Supervisor Support

Making Life Easier

<http://www.kcmakinglifeeasier.com/login>

- Skill Building Resources (reading, online seminars, webinars)
 - The Art of Conflict Resolution
 - Appreciating personality differences
 - Cultural Diversity in the Workplace
 - Communication
 - And more...