About the Alliance

Inspiring Innovation to Advance Communities

- Convene and Engage Networks of Thought Leaders
- Provide Training to help Organizations Build and Sustain a Culture of Innovation
- Identify and Distribute Leading and Emerging Practices and Trends Important to Local Government
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Clicking the Rectangle will Place You in Full Screen Mode.

Clicking the Arrow on your Go To Webinar Toolbox opens and closes your viewer.

All Attendees are Muted, but we do want your participation!

Please ask your questions using your Go To Webinar Toolbox throughout the webinar.

Tweet with Us: @transformgov #localgov @Gallup @CentennialGov
Introducing Today’s Presenters

Paula Gibson, Director, Human Resources, City of Centennial, CO

J. Brandon Rigoni, Ph.D., Workplace Consultant at Gallup
Opportunities

– Create a development culture
– Continuous improvement in productivity with a very lean staff
– Improve customer service and service delivery
## Early Engagement Results

### 2014 City of Centennial Employee Engagement Survey | Overall

| Q00 | Overall satisfaction 
How satisfied are you with City of Centennial? 
Connects as a place to work? | 3.73 | 23 |
| Q01 | Know What’s Expected 
How well your expectations are met? | 4.20 | 21 |
| Q02 | Material and Equipment 
Have the materials and equipment I need to do my work right. | 4.00 | 56 |
| Q03 | Opportunity to do Best 
Opportunity to do what I do best every day. | 3.77 | 24 |
| Q04 | Recognition 
In the last twelve months, I have received recognition or praise for doing good work. | 4.09 | 94 |
| Q05 | Career Advancement 
My supervisor, or someone at work, seems to care about me as a person. | 4.39 | 92 |
| Q06 | Development 
There is the chance to work with encouraging development. | 4.05 | 80 |
| Q07 | Operations Count 
At least, my supervisor sees me in work. | 3.84 | 48 |
| Q08 | Mission/ Purpose 
The reason why I am here, or my company mission, matches my job is important. | 3.77 | 19 |
| Q09 | Committed to Quality 
My supervisors or department set high standards. | 4.30 | 86 |
| Q10 | Best Friend 
Have a best friend at work. | 3.55 | 36 |
| Q11 | Progress 
During the last twelve months, someone at work has talked to me about my progress. | 4.27 | 87 |
| Q12 | Learn and Grow 
There is a lot of opportunity at work to learn and grow. | 4.16 | 78 |
Two Programs that Make a Difference

• Clifton Strengths Finder®
• Gallup Engagement Model
The Switch to Positive Psychology

Donald O. Clifton, Ph.D. psychologist and business executive (1924-2003)

“What will happen when we think about what is right with people rather than fixating on what is wrong with them?”
What is StrengthsFinder®?

Gallup’s Clifton StrengthsFinder is an online measure of personal talent that identifies areas where an individual’s greatest potential for building strengths exists.
What is StrengthsFinder®?

• 16+ million people have taken the CSF
• The CSF is available in 25 languages
• Applicable across all types of organizations
• Over 50 years of research
Benefits of Managing to Strengths

• Applies to all individuals
• Helps people discover and understand their greatest talents
• Promotes growth and top performance
Stars Have Points!

The most effective managers resist the drift toward human well-roundedness
What About Engagement?

Maximize potential of our employees and increase performance by creating a work environment where employees are fully engaged
Definition

Engaged employees are those who are involved in, enthusiastic about, and committed to their work and who contribute to their organization in a positive manner.
Three Types of Employees
PEOPLE WHO FOCUS ON USING THEIR STRENGTHS ...

are three TIMES as likely to report having an excellent quality of life.

are six TIMES as likely to be engaged in their jobs.
## Focus on Engagement

### 2016 City of Centennial Employee Engagement Survey | Overall

**Engagement Index**
- **Past:** 73%
- **Current:** 89%

For the employee engagement scale, where 0 is低 and 100 is high, all categories are available when N = 100.

### Comparison

<table>
<thead>
<tr>
<th>Question</th>
<th>Past Score</th>
<th>Current Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q00: Overall Satisfaction</td>
<td>4.35 (49)</td>
<td>4.58 (67)</td>
</tr>
<tr>
<td>Q01: Know What’s Expected</td>
<td>4.61 (49)</td>
<td>4.60 (64)</td>
</tr>
<tr>
<td>Q02: Materials and Equipment</td>
<td>4.33 (49)</td>
<td>4.66 (68)</td>
</tr>
<tr>
<td>Q03: Opportunity to do a Job</td>
<td>4.44 (49)</td>
<td>4.59 (69)</td>
</tr>
<tr>
<td>Q04: Recognition</td>
<td>4.35 (49)</td>
<td>4.61 (67)</td>
</tr>
<tr>
<td>Q05: Credit for Me</td>
<td>4.80 (49)</td>
<td>4.79 (64)</td>
</tr>
<tr>
<td>Q06: Development</td>
<td>4.65 (49)</td>
<td>4.77 (67)</td>
</tr>
<tr>
<td>Q07: Opportunities Count</td>
<td>4.37 (49)</td>
<td>4.55 (69)</td>
</tr>
<tr>
<td>Q08: Mission/Purpose</td>
<td>4.43 (47)</td>
<td>4.55 (69)</td>
</tr>
<tr>
<td>Q09: Connected to CEO</td>
<td>4.67 (49)</td>
<td>4.82 (72)</td>
</tr>
<tr>
<td>Q10: Best Friend</td>
<td>3.86 (49)</td>
<td>4.26 (67)</td>
</tr>
<tr>
<td>Q11: Progress</td>
<td>4.79 (49)</td>
<td>4.74 (67)</td>
</tr>
<tr>
<td>Q12: Lead and Grow</td>
<td>4.73 (49)</td>
<td>4.79 (68)</td>
</tr>
</tbody>
</table>

**Percentiles:**
- **Past:** 98%
- **Current:** 99%

### Overall Score
- **Past:** 4.50
- **Current:** 4.65

**Gallup Database Percentile Rank:**
- Q00: 98
- Q01: 92
- Q02: 99
- Q03: 99
- Q04: 99
- Q05: 99
- Q06: 99
- Q07: 99
- Q08: 99
- Q09: 99
- Q10: 95
- Q11: 99
- Q12: 99

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**June 2016**

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**Centennial**
The Centennial Case For Engagement

• Increased NPS (Net Promoter Scores) (City Clerk’s Office)
• Decreased employee turnover (Finance)
• Decreasing processing times for arraignments (Municipal Court)
• Decrease in permit processing time (Community Development)
• American Public Works Association Accreditation (CH2M)
• Awarded $1.5m Bloomberg Philanthropies Innovation Delivery Grant
• Increased client satisfaction scores (Building Division)
• Increased sales tax filings
• Increased event attendance
The Centennial Case for Engagement

• #13 Best Place to Live in America by Money Magazine (2016)
• One of the Best Places to Move/Open a Business from the Best of Colorado Business Choice Awards (2017)
• One of the safest cities in Colorado by CQ Press (2006-Current)
• 5th Most Customer-Friendly City in America by Yelp (2016)
• Named 4th “most successful” city in the nation by Zippia Inc. (2016)
• 8th Best City for First-Time Homebuyers by NerdWallet (2017)
• 2nd Healthiest Housing Market in Colorado by SmartAsset (2017)
• One of Best Cities to Start a Family by LendEDU (2017)
• Centennial Center Park - Best Place for Outdoor Fun by Macaroni Kid Daisy Awards (2016)
• #3 Best for Place for Veterans to Live (medium cities) by Military Times (2016)
Focus on Engagement

Managers have the greatest influence on an organization's success!

A focus on engagement

– Helps drive and sustain high levels of performance
– Gains the commitment and aspirations of employees
– Makes the manager’s job easier and more fulfilling
Tip #1
Hire Great Managers!

Great Managers are the Critical Link

- Lead using a strengths-based approach
- Focus on the engagement of their employees and teams
- Demand increased levels of performance and results
Tip #2
Focus on Engagement

A focus on engagement

– Helps drive and sustain high levels of performance
– Gains the commitment and aspirations of employees
– Makes the manager’s job easier and more fulfilling
Gallup’s Workplace Analytics

Brandon Rigoni, Ph.D.
Gallup’s Workplace Advice, Analytics and Education

“The key to an organization’s growth has been and always will be its workforce.”

- Gallup’s State of the American Workplace report

We aim to change workplaces for economic and human development by providing leaders and organizations with analytics, advice and science-based solutions that reflect the attitudes and behaviors of employees and their workplaces in over 140 countries.
Engaged Employees

Work with passion
Perform at consistently high levels
Drive innovation and move their organization forward

Satisfied Employees

May or may not be productive
Put their time but not necessarily their energy into their work
Take a wait-and-see attitude toward their job
The Elements Of Engagement

• The elements comprehensively capture the most important information.

• The elements are actionable for managers and their employees.

• The elements sort high-performing teams from low-performing teams and consistently link to business outcomes.
The 12 Elements of Engagement

Q01. I know what is expected of me at work.
Q02. I have the materials and equipment I need to do my work right.
Q03. At work, I have the opportunity to do what I do best every day.
Q04. In the last seven days, I have received recognition or praise for doing good work.
Q05. My, or someone at work, seems to care about me as a person.
Q06. There is supervisor someone at work who encourages my development.
Q07. At work, my opinions seem to count.
Q08. The mission or purpose of my company makes me feel my job is important.
Q09. My associates or fellow employees are committed to doing quality work.
Q10. I have a best friend at work.
Q11. In the last six months, someone at work has talked to me about my progress.
Q12. This last year, I have had opportunities at work to learn and grow.
The 12 Elements of Engagement

Q01. I know what is expected of me at work.
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Q12. This last year, I have had opportunities at work to learn and grow.
The Sorting Effect:
The Q12 items needed to distinguish, or sort, high-performing teams from low-performing teams. Gallup calls this concept the sorting effect.

How the Item Wording Affects Measurement

Low rating

High rating

More productive teams

Less productive teams

Poor Item

“I have a good friend at work.”

Great Item

“I have a best friend at work.”
Higher Engagement Leads to Better Performance Outcomes
When compared with business units in the bottom quartile of engagement, those in the top quartile realize improvements in the following areas:

<table>
<thead>
<tr>
<th>Metric</th>
<th>Top Quartile Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Metrics</td>
<td>10% Higher</td>
</tr>
<tr>
<td>Productivity</td>
<td>17% Higher</td>
</tr>
<tr>
<td>Profitability</td>
<td>21% Higher</td>
</tr>
<tr>
<td>Absenteeism</td>
<td>41% Lower</td>
</tr>
<tr>
<td>Turnover (High-Turnover Organizations)</td>
<td>24% Lower</td>
</tr>
<tr>
<td>Turnover (Low-Turnover Organizations)</td>
<td>59% Lower</td>
</tr>
<tr>
<td>Shrinkage</td>
<td>28% Less</td>
</tr>
<tr>
<td>Employee Safety Incidents</td>
<td>70% Fewer</td>
</tr>
<tr>
<td>Patient Safety Incidents</td>
<td>58% Fewer</td>
</tr>
<tr>
<td>Quality Incidents (Defects)</td>
<td>40% Fewer</td>
</tr>
<tr>
<td>Sales</td>
<td>20% Higher</td>
</tr>
</tbody>
</table>

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Majority of U.S. Employees Are Not Engaged
Employee Engagement Crisis in the U.S.

Gallup Daily tracking

Engaged employees


30% 30% 29% 28% 28% 29% 30% 30% 31% 32% 33%
Doubling Engagement Is Possible

15% Engaged
Global Workforce

33% Engaged
U.S. Workforce

70% Engaged
World’s Best Organizations

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The Silver Bullet

Teams that have managers who focus on Strengths are more likely to be engaged.

- Ignored.
- “My Supervisor focuses on my weaknesses or negative characteristics.”
- “My supervisor focuses on my strengths or positive characteristics.”

N=1,003.
There is a strong connection between

- who people are and what they do best
- what people do best and how they feel
- how people feel and how they perform
Everyone Has Talent
This perspective changes everything

**Talent** is a naturally occurring pattern of thought, feeling or behavior that can be productively applied.

**Strength** is the ability to consistently produce a near-perfect performance in a specific task. To finish with strength, start with talent.

Examples of talent include:
- effortlessly and instinctively starting conversations
- thinking in an orderly or timely manner
- taking satisfaction in being busy and productive
- consistently aspiring to be the best
- seeing patterns in data
- being predictably impatient for action
The Strengths Equation

TALENT × INVESTMENT = STRENGTH

(a natural way of thinking, feeling or behaving)
(time spent practicing, developing skills, and building a knowledge base)
(the ability to consistently provide near-perfect performance)
The No. 1 selling book on Amazon isn’t just a book. It’s a movement.
OVER 16 MILLION COMPLETES...

ON OUR WAY TO 1 BILLION
### Gallup 2015 Strengths Meta-Analysis

**Business Unit-Level**

workgroups that received strengths-based development were found to have:

<table>
<thead>
<tr>
<th>Percentage Range</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>14%-29%</td>
<td>Increased Profit</td>
</tr>
<tr>
<td>3%-7%</td>
<td>Higher Customer Metrics</td>
</tr>
<tr>
<td>10%-19%</td>
<td>Increased Sales</td>
</tr>
<tr>
<td>23%-59%</td>
<td>Fewer Safety Incidents</td>
</tr>
<tr>
<td>6%-72%</td>
<td>Lower Attrition</td>
</tr>
</tbody>
</table>
Why the Range?

When comparing two organizations – one toward the bottom and one toward the top, we found that:

<table>
<thead>
<tr>
<th>One organization did a task:</th>
<th>One organization created a culture:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taking employees through the Clifton StrengthsFinder</td>
<td>Investing in a complete, cohesive strategy for creating and sustaining a strengths-based culture</td>
</tr>
<tr>
<td><strong>7%</strong> INCREASE IN EMPLOYEE ENGAGEMENT</td>
<td><strong>23%</strong> INCREASE IN EMPLOYEE ENGAGEMENT</td>
</tr>
</tbody>
</table>

- Clifton StrengthsFinder
- Executive coaching
- Manager education
- Rewards and recognition
- Employee value proposition
- Storytelling
7 Strategies for Building a Strengths-Based Culture

1. **leadership alignment**: setting the stage for a strengths-based culture

2. **manager alignment**: developing teams and employees through the lens of strengths

3. **internal communication**: generating awareness and enthusiasm for strengths

4. **strengths community**: making strengths an integral and natural part of the organization’s day-to-day policies and rituals

5. **performance management**: focusing development and recognition on employees’ strengths

6. **coaching**: building a network of strengths experts and advocates

7. **brand building**: tying the organization’s strengths-based culture to its larger brand
An Urgent Need for Leadership Action

Only 22% of employees strongly agree that the leadership of their organization has a clear direction for the organization.

Only 15% of employees strongly agree that the leadership of their organization makes them enthusiastic about the future.

Only 13% of employees strongly agree that the leadership of their organization communicates effectively with the rest of the organization.
Employee Expectations are Shifting
What employees want and need

THE PAST ——— LEADER AS COACH ——— OUR FUTURE

My Paycheck
My Satisfaction
My Boss
My Annual Review
My Weaknesses
My Job

My Purpose
My Development
My Coach
My Ongoing Conversations
My Strengths
My Life
2017 GGWA Winners Honored for Their Engagement Excellence
Gallup Great Workplace Award
Celebrating Workplace Excellence

Award Summary

- Gallup Great Workplace Award given for 11 years
- 37 winners named in 2017
- Clients ranging from 50 employees to over 88,000 employees
- Winner engagement ratio: 14 engaged employees to 1 disengaged employee
- Regions: North America, Europe, Asia, Middle East

Criteria

- 50 employees or more representing a census of the organization
- Qualifying GrandMean score on Gallup Q^12
- 80% response rate
- Ability to link engagement to business outcomes

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Engaging and Developing Employees
Gallup’s Engagement and Strengths platforms

Gallup Business Center
• Designed for small to medium size businesses
• User-friendly online portal: https://q12.gallup.com
• Right questions, actionable results, proven outcomes
• Resources to effectively engage employees

Gallup Strengths Center
• Purchase StrengthsFinder codes online
• www.gallupstrengthscenter.com
• Over 16 million people have taken StrengthsFinder
• 30 minute online assessment

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Q&A

Paula Gibson, Director, Human Resources, City of Centennial, CO

J. Brandon Rigoni, Ph.D., Workplace Consultant at Gallup
Webinar Resources
To Receive Copies, Contact rspillers@transformgov.org
Save the Date!

Upcoming learning events: http://transformgov.org/en/calendar

- Workshops
  - Workforce of the Future Workshops in Longmont, CO (8/29) and Charlottesville, VA (9/6)

- Webinars
  - Got Development? 5 Questions to Ask to Elevate your Building Department on 8/1
  - Planning for Community Prosperity: By the people, for the people on 8/2
Thank you for joining!

Making the "A" List of Great Places to Work

July 25, 2017