



TalentWatch® Report
Group Results
University of Arizona ALVSCE

Report Prepared on: Wednesday, September 26, 2018
Overall: University of Arizona ALVSCE
General Survey Respondents: 488
Leader Survey Respondents: 462
Attachments: [TalentWatch Team Meeting Guide](#)
(double click the name to open)



TalentWatch® Engagement Survey Results

This report will help you understand the following:

- Organization, Job/Career, Co-Worker, and Leader factors that influence employee engagement
- Factors that influence employees to stay or consider leaving your organization
- Current employee satisfaction and satisfaction change
- Employee Net Promoter Score (ENPS), which measures employees' willingness to recommend (WTR) the organization as a good place to work and recommend programs, services and offerings to others

Your survey results present a rare opportunity to learn exactly how your team members' feel about the organization, their jobs, co-workers and their leader - you. This information will enable you to improve your ability to engage, retain, and get the best performance from your team. You will benefit from these abilities throughout your leadership career.

How to use your results:

- Look for surprises:** The most valuable outcome of this and any survey is to learn something new. While reviewing your results you will come across data that will fall into one of the following categories:

Gifts: "Gifts" are results that are better than you anticipated. Use this data to leverage your strengths in engaging and retaining talent.

Affirmations: "Affirmations" are results that reflect exactly what you anticipated. Ask for additional feedback from your team on how you best improve in areas where you have the opportunity to do so.

Surprises: "Surprises" are results that unfortunately, are worse than you thought. Nobody likes these types of surprises, but the good news is that you're now aware of these areas and can focus on improving them. Surprises are the most valuable results you can receive, so do not rationalize or discount them. Without this knowledge, you would continue behaving in your normal way, unaware of the negative impact it was having on your team.

- Set Action Planning goals:** Complete the Action Planning items within the guide to help you incorporate what you've learned from the survey into your daily work experiences with employees.
- Meet with your leader:** Schedule a meeting with your leader to discuss your current results, your action plan and your goals. Be prepared to discuss (1) the factors influencing your current goals, (2) how you set your goals, and (3) what actions you will take to meet your goals. Share with your leader your plan for how you will review these results with your team and get his/her assistance in any areas you may be uncomfortable.

- **Use this guide to conduct a *Team Meeting*:** Meet with your team to discuss the results of this survey. This might seem intimidating, especially if you have a number of areas to improve. The great news is that you don't need to be prepared to tell your team how you're going to improve. You just need to be prepared to ask questions on how they would like you to change.

It is important to get feedback from all of your team members. If you have a team in which a few of the members tend to dominate discussions, it may be appropriate to meet individually with each team member to ensure every team member can provide you with feedback. Here are some tips for discussing your results with your team:

- Thank your team for their participation in taking the survey.
 - Review some positives and some areas for development.
 - **Ask questions.** For areas where your team has indicated you could improve, ask open-ended questions regarding how you could be more effective in the area. A powerful question sequence is **Start, Stop and Continue**. For each improvement area, you simply ask team members to tell you things/behaviors they would like you to start, stop and continue. Use these suggestions as part of your action plan.
 - Share some of the actions you will take based on the survey results.
 - Provide status to your team on next steps and follow through on your action plan.
- **Take Action on your results:** The true value of this survey is based on your ability to manage differently based on the survey results.

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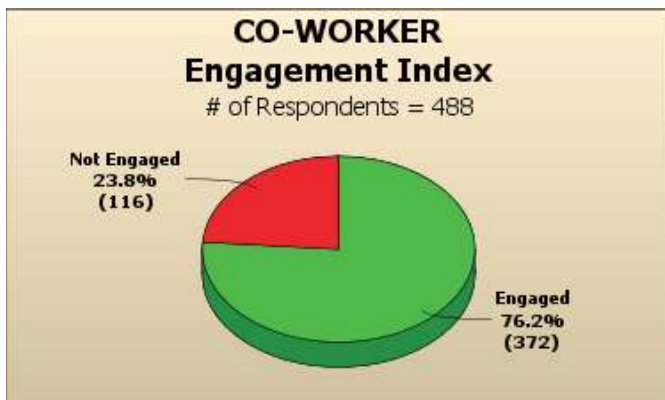
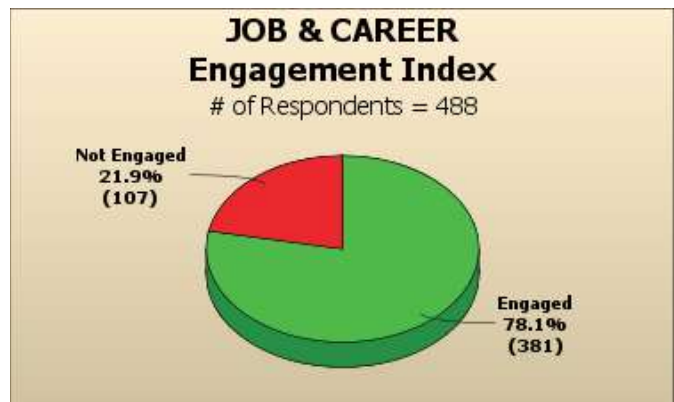
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Summary of Key Metrics



Factors that led employees to JOIN the organization

Join Factors: Key factors that influence an individual's decision to join your organization.

Individuals typically join organizations first for Organizational factors (reputation, location, & benefits) followed by Job/Career factors (job duties, schedule, & opportunities) and then for Leader or Co-worker factors, because most new employees are unfamiliar with the people with whom they will be working with.

These results can be used to guide recruiting strategies and employment branding efforts. Leverage the factors that attract employees to your organization to improve employee engagement.



Circle the strong Join Factors that you can leverage with your team to improve employee engagement.

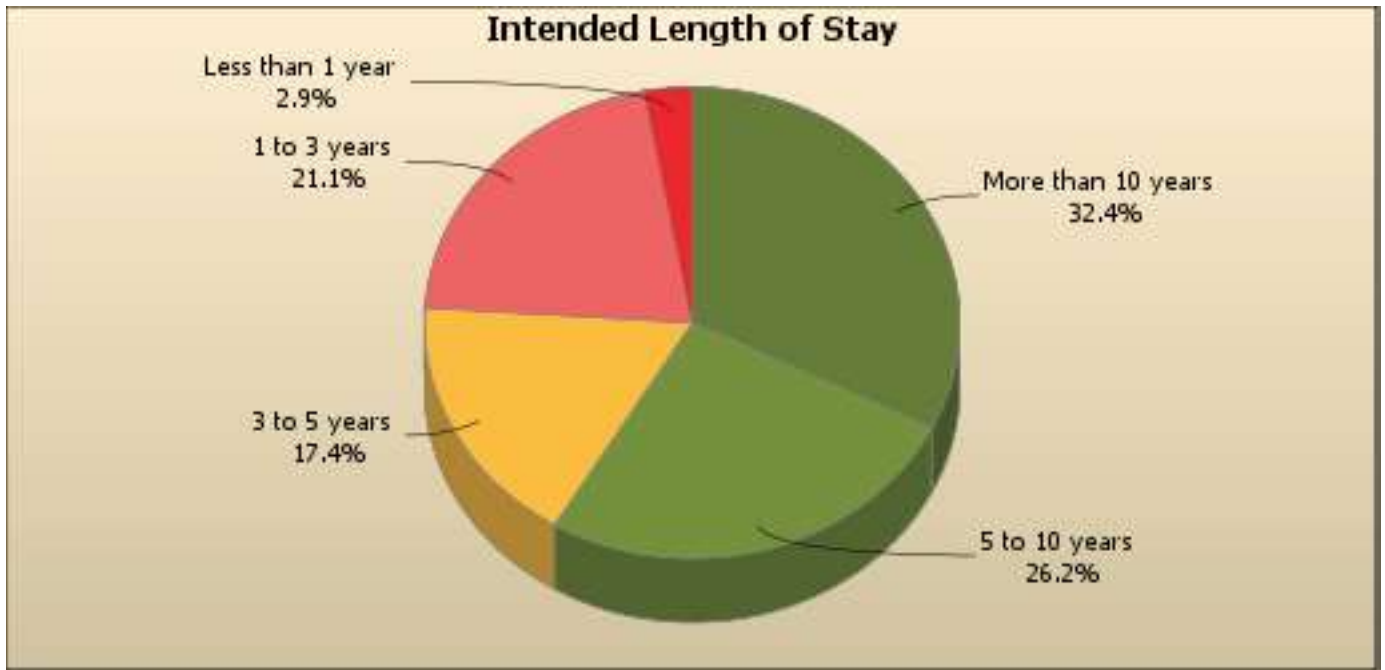
What specific activities will you use to emphasize these factors with your team?

Committed Employees, How long employees intend to stay

Committed Employees: The length of time employees say they intend to stay with the organization. A measure of overall risk of turnover.

Resist the urge to ask individual employees how they responded, instead use the results to understand the overall potential of turnover risk within your team. Your goal is to influence all of your well-performing employees to stay longer.

Review the timeframes that employees selected to describe the length of time they plan on staying with the organization. Use the information in the remainder of this report to understand what factors might be causing employees to consider leaving.



| Intended Length of Stay | More than 10 years | 5 to 10 years | 3 to 5 years | 1 to 3 years | Less than 1 year |
|-------------------------|--------------------|---------------|--------------|--------------|------------------|
| Count | 158 | 128 | 85 | 103 | 14 |
| % | 32.4% | 26.2% | 17.4% | 21.1% | 2.9% |

How many employees are high risks because they do not intend to stay for "More than 10 years"?

What actions can you take to gain commitment from your employees and increase their intended length of stay with the organization? (Keep this question in mind as you review the results in this report.)

Satisfaction at Work

Overall Satisfaction: Level of overall satisfaction at work ranging from a favorable response indicating overall satisfaction to an unfavorable response indicating dissatisfaction.



| Overall Satisfaction as Work | Favorable Satisfied | Neutral | Unfavorable Dissatisfied |
|------------------------------|---------------------|---------|--------------------------|
| Count | 376 | 76 | 36 |
| % | 77.0% | 15.6% | 7.4% |

Satisfaction change: These results should be viewed as a way to identify how overall satisfaction may be changing.



| Satisfaction Change in the past 6 to 12 months | Increased | Same | Decreased |
|--|-----------|-------|-----------|
| Count | 130 | 270 | 88 |
| % | 26.6% | 55.3% | 18.0% |

Review both the current level of Overall Satisfaction at Work and the direction of Satisfaction Change. Are these results surprising or expected?

What recent events, changes, or practices could account for the current trend in employees' satisfaction?

What can you do to influence your teams' perceptions of the factors that account for the current level and direction of change in satisfaction? (Keep this question in mind as you review the results in this report)

Employee Net Promoter Score (ENPS)

Employee Net Promoter Score (ENPS): Measures your employees' willingness to recommend the organization as a good place to work and recommend programs, services and offerings to others.

Use the ENPS scores and free responses (listed at the end of this report) to understand how to enrich employee work experiences to create and maintain a workforce of "Promoters" who are loyal, enthusiastic, and proud to recommend.

How ENPS is calculated: When employees rated their willingness to recommend, a 10-point rating scale was used where a 1-6 rating is a "Detractor", a 7-8 rating is a "Passive", and a 9-10 rating is a "Promoter". The score displayed is on a (negative) -100 to (positive) +100 scale and is calculated by subtracting Detractors from Promoters, then dividing by the total number of respondents.



| | ENPS | Detractor Count | Passive Count | Promoter Count |
|--|------|-----------------|---------------|----------------|
| How likely are you to recommend, to a friend or colleague, the organization as a good place to work ? | 25 | 99 | 168 | 221 |
| How likely are you to recommend the programs, services, and offerings we provide? | 45 | 73 | 120 | 295 |

Detractors tend to provide negative feedback, reduce employee motivation and pride; while Passives are passively satisfied with little enthusiasm or referrals. Review the count of Detractors and Passives. Are these results surprising or expected?

What are your initial thoughts on what you can do to improve your team members' willingness to recommend? (Keep this question in mind as you review the ENPS Free Responses and the remaining results in this report).

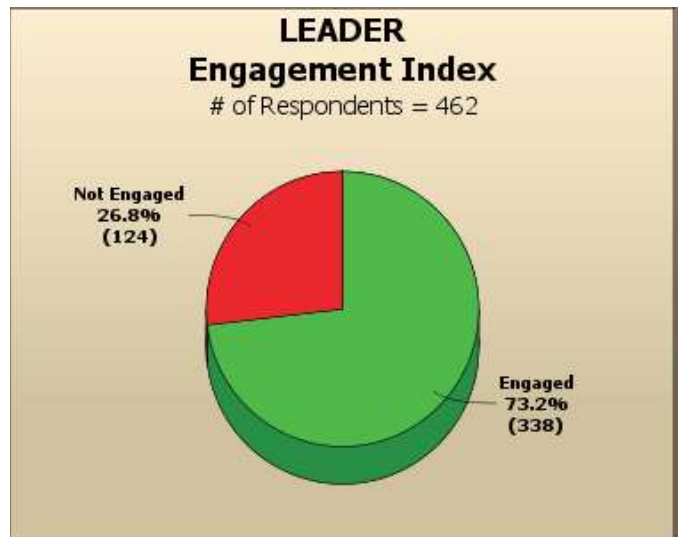
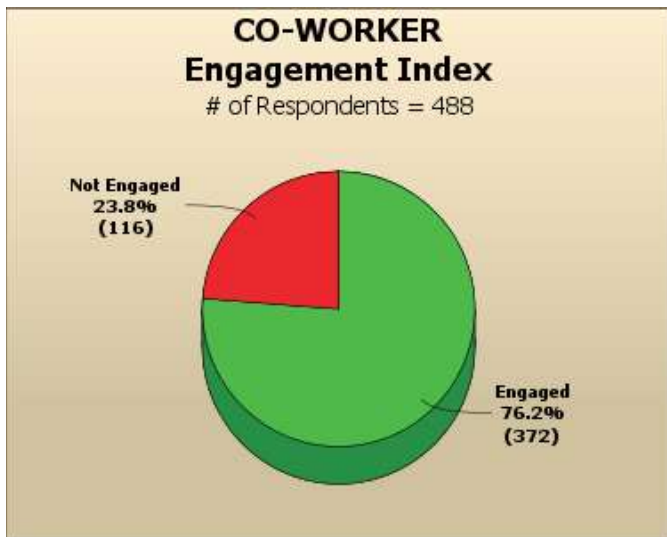
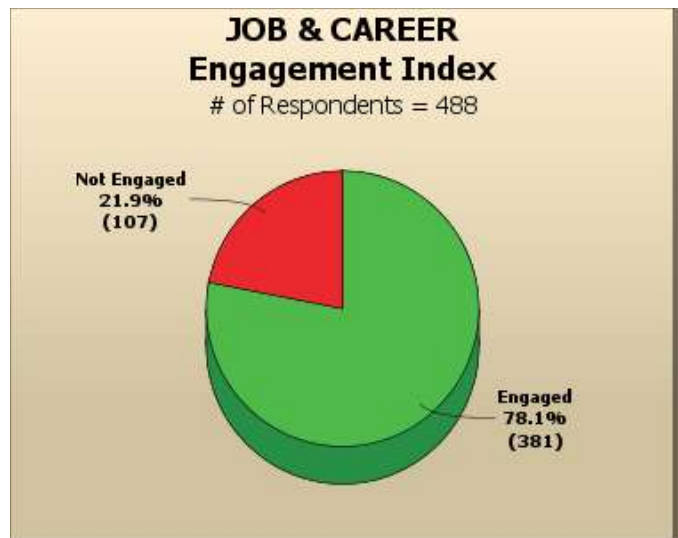
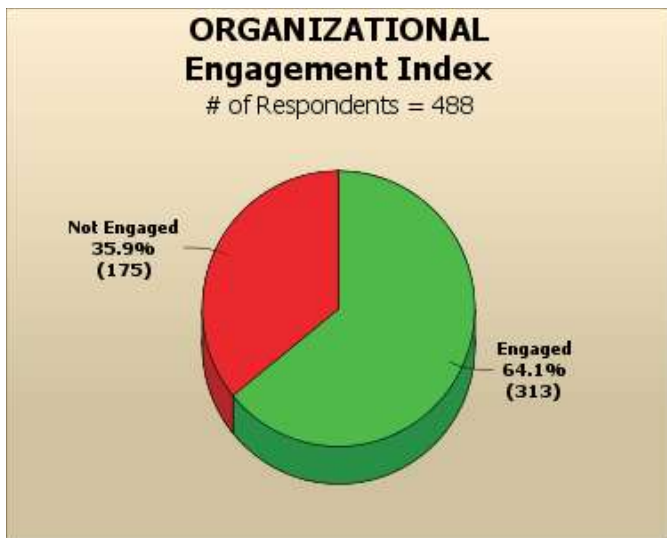
Employee Engagement

What is Employee Engagement?

Employee Engagement is your employees' ability and willingness to contribute to organizational success, especially their willingness to give "discretionary effort", going beyond what is typically required in their position to make the organization successful. Employee Engagement is an essential element of organizational health and is the goal of strategic initiatives designed to improve employee attitudes and retention. This can be accomplished through leadership, co-workers, job/career satisfaction, and a high performing organization. Higher levels of employee engagement are linked to employee commitment, a high performing workforce, satisfied and loyal customers, and a productive and profitable organization.

What is an Engagement Index?

An Engagement Index (EI) is the percentage of employees who are currently engaged by each driver: Organization, Job/Career, Co-Worker, and Leader. Employees rate each engagement question on a 5-point scale (where 5 = Strongly Agree through 1 = Strongly Disagree). An engagement index is calculated based on the average rating of all the questions within each engagement driver. For an employee to be *Engaged*, their average rating must be 3.65 or higher.



Action Planning for Engagement Drivers

Each driver is made up of specific survey items. Employees' responses to each of these items are displayed on the following pages.

How to use your results:

There are percentages shown next to each statement which indicate the percentage of your team members who Agreed or Strongly Agreed with the statement (**Favorable**), Neither Agreed Nor Disagreed (**Neutral**), and Disagreed or Strongly Disagreed (**Unfavorable**).

Pay attention to items marked with a star (*) which indicates less than 60% of your team had a **Favorable** rating or more than 30% of your team had an **Unfavorable** rating.

Focus your development efforts on those statements with low percentages of Favorable responses and high percentages of Unfavorable responses. Additionally, consider whether these results represent *Gifts, Affirmations or Surprises* and pay close attention to your surprises.

Set Action Planning goals: Complete the Action Planning items within the guide to help you incorporate what you've learned from the survey into your daily work experiences with employees.

Select at least two items for improvement within each driver. Pay attention to items with an asterisk (*) but feel free to select those items you think will most improve engagement on your team. Be prepared to discuss the reasons for your selections with your leader. Use the Action Planning section at the end of each driver to document your plan.

Use Start, Stop and Continue Questions: For areas where your team has indicated you could improve, ask open-ended questions regarding how you could be more effective in the area. A powerful question sequence is Start, Stop and Continue. For each improvement area, you simply ask team members to tell you things/behaviors they would like you to start, stop and continue. Use these suggestions as part of your action plan.

HIGH PERFORMING ORGANIZATION

A high performing organization is related to how employees perceive their tangible rewards and the fairness of processes and outcomes. The way in which you as a leader define, explain, and implement these elements will influence these perceptions.

| * Items should receive priority for improvement | | Average Rating | % of team members who rated (F)avorable, (N)eutral, or (U)nfavorable | | |
|---|--|----------------|--|--------|--------|
| | I am satisfied with the location where I come to work on a daily basis. | 4.07 | 78.28% | 13.32% | 8.40% |
| | My organization values diversity and inclusion. | 4.04 | 75.61% | 16.80% | 7.58% |
| | I am satisfied with my commute to work. | 4.01 | 74.59% | 15.98% | 9.43% |
| | My organization shows respect for employees. | 3.97 | 75.20% | 15.57% | 9.22% |
| | My organization supports a balance between work and personal life. | 3.94 | 73.16% | 15.98% | 10.86% |
| | My organization consistently demonstrates that delivering quality services is a high priority. | 3.93 | 74.39% | 14.55% | 11.07% |
| | Senior Management is accessible and approachable when necessary. | 3.86 | 67.62% | 19.88% | 12.50% |
| | Senior Management keeps me informed of the goals and direction of our organization. | 3.80 | 68.65% | 17.42% | 13.93% |
| | The organization's vision/mission/goals inspire me and help me be more productive. | 3.74 | 62.30% | 27.66% | 10.04% |
| | Senior Management in my organization is open, honest, and transparent in communication. | 3.68 | 61.27% | 20.29% | 18.44% |
| | I feel that I can question a policy or practice, without fear of being penalized. | 3.67 | 62.09% | 20.29% | 17.62% |
| * | My organization's policies and procedures help create an effective work environment. | 3.63 | 59.02% | 27.66% | 13.32% |
| * | My organization's process and procedures to evaluate and promote employees is fair. | 3.47 | 50.61% | 32.17% | 17.21% |

Action Planning - HIGH PERFORMING ORGANIZATION: Complete the action planning steps for at least two engagement items.

1st Engagement Item for improvement: _____

What are your initial thoughts on actions you could take to increase the percentage of team members rating this item favorably? _____

Suggestions from your team and leader on behaviors to:

START: _____

STOP: _____

CONTINUE: _____

How will you be able to measure the effectiveness of your actions?

Define the specific timeline in which you will begin and complete this action plan.

2nd Engagement Item for improvement: _____

What are your initial thoughts on actions you could take to increase the percentage of team members rating this item favorably? _____

Suggestions from your team and leader on behaviors to:

START: _____

STOP: _____

CONTINUE: _____

How will you be able to measure the effectiveness of your actions?

Define the specific timeline in which you will begin and complete this action plan.

JOB & CAREER SATISFACTION

Job and Career satisfaction are influenced by clarity of job roles, job responsibilities, accountability for goals, opportunities to utilize skills, and career growth. The way in which you as a leader define, explain, and enforce these elements will impact your employees' engagement.

| * Items should receive priority for improvement | | Average Rating | % of team members who rated (F)avorable, (N)eutral, or (U)nfavorable | | |
|---|--|----------------|--|--------|--------|
| | This is a career that I love and believe in. | 4.32 | 84.02% | 13.73% | 2.25% |
| | My job is challenging and interesting. | 4.30 | 89.34% | 7.99% | 2.66% |
| | At work, I have the opportunity to utilize my skills and do what I do best. | 4.27 | 87.30% | 9.02% | 3.69% |
| | My decision-making authority is sufficient for me to perform my job effectively. | 4.19 | 85.04% | 10.45% | 4.51% |
| | I am satisfied with my current work schedule. | 4.18 | 82.79% | 12.09% | 5.12% |
| | I can fit in at work without having to change who I am. | 4.18 | 82.38% | 10.04% | 7.58% |
| | I am satisfied with the tasks and responsibilities associated with my job. | 4.10 | 83.20% | 10.66% | 6.15% |
| | I fully understand my compensation plan. | 4.09 | 79.92% | 12.91% | 7.17% |
| | I have the information and resources needed to effectively get my work done. | 4.05 | 80.53% | 12.30% | 7.17% |
| | I receive the training needed to perform my job effectively. | 3.85 | 68.24% | 22.75% | 9.02% |
| | At work, I have sufficient opportunities for personal and professional growth. | 3.84 | 69.26% | 18.44% | 12.30% |

Action Planning - JOB & CAREER SATISFACTION: Complete the action planning steps for at least two engagement items.

1st Engagement Item for improvement: _____

What are your initial thoughts on actions you could take to increase the percentage of team members rating this item favorably? _____

Suggestions from your team and leader on behaviors to:

START: _____

STOP: _____

CONTINUE: _____

How will you be able to measure the effectiveness of your actions?

Define the specific timeline in which you will begin and complete this action plan.

2nd Engagement Item for improvement: _____

What are your initial thoughts on actions you could take to increase the percentage of team members rating this item favorably? _____

Suggestions from your team and leader on behaviors to:

START: _____

STOP: _____

CONTINUE: _____

How will you be able to measure the effectiveness of your actions?

Define the specific timeline in which you will begin and complete this action plan.

SUPPORTIVE CO-WORKERS

Supportive co-workers play an important role in enhancing workplace experiences through work relationships and interactions. As a leader you influence these elements through the support of a positive environment.

| * Items should receive priority for improvement | | Average Rating | % of team members who rated (F)avorable, (N)eutral, or (U)nfavorable | | |
|---|---|----------------|--|--------|-------|
| | Most of my co-workers deliver quality work and put forth extra effort to help our organization succeed. | 4.13 | 80.74% | 12.30% | 6.97% |
| | Most of my co-workers demonstrate interest and concern for my personal well being. | 4.10 | 79.92% | 13.11% | 6.97% |
| | I receive the support I need to be able to succeed from most of my co-workers. | 4.07 | 80.53% | 13.32% | 6.15% |
| | My co-workers respect employee differences by valuing diversity and inclusion. | 4.05 | 75.20% | 17.83% | 6.97% |
| | Most of my co-workers communicate effectively with me. | 4.02 | 79.51% | 11.68% | 8.81% |
| | Most of my co-workers value and support my work and career goals. | 4.00 | 74.18% | 17.62% | 8.20% |
| | While working on assigned tasks, most of my co-workers do not just participate; they seem engaged in their tasks. | 3.98 | 74.39% | 19.06% | 6.56% |

Action Planning - SUPPORTIVE CO-WORKERS: Complete the action planning steps for at least two engagement items.

1st Engagement Item for improvement: _____

What are your initial thoughts on actions you could take to increase the percentage of team members rating this item favorably? _____

Suggestions from your team and leader on behaviors to:

START: _____

STOP: _____

CONTINUE: _____

How will you be able to measure the effectiveness of your actions?

Define the specific timeline in which you will begin and complete this action plan.

2nd Engagement Item for improvement: _____

What are your initial thoughts on actions you could take to increase the percentage of team members rating this item favorably? _____

Suggestions from your team and leader on behaviors to:

START: _____

STOP: _____

CONTINUE: _____

How will you be able to measure the effectiveness of your actions?

Define the specific timeline in which you will begin and complete this action plan.

CREDIBLE LEADERSHIP

Credible leadership is driven by factors that you directly influence as a leader including communication, trust, coaching, and recognition. As a leader you can make the most impact on employee engagement by enhancing these leader-to-employee experiences and interactions.

| * Items should receive priority for improvement | | Average Rating | % of team members who rated (F)avorable, (N)eutral, or (U)nfavorable | | |
|---|---|----------------|--|--------|--------|
| | My leader provides me flexibility and choice in how I do my work. | 4.42 | 88.10% | 10.17% | 1.73% |
| | My leader is someone I can trust. | 4.36 | 81.82% | 13.85% | 4.33% |
| | My leader recognizes my efforts and achievements and wants me to be successful. | 4.32 | 82.68% | 11.90% | 5.41% |
| | My leader tells the truth and meets commitments. Does what he/she says he/she will do. | 4.30 | 82.03% | 12.99% | 4.98% |
| | My leader is caring and concerned for me as an individual. | 4.29 | 79.22% | 17.10% | 3.68% |
| | My leader recognizes and takes into account my work/life balance needs. | 4.26 | 80.74% | 14.50% | 4.76% |
| | My leader listens when I have suggestions on how to do things better. | 4.26 | 80.30% | 12.34% | 7.36% |
| | My leader creates an inclusive environment that values and respects employee differences. | 4.21 | 77.92% | 16.88% | 5.19% |
| | My leader is interested in having only the best qualified people added to the team. | 4.20 | 78.79% | 14.72% | 6.49% |
| | My leader believes an engaged and stable workforce is important for organizational success. | 4.18 | 77.06% | 18.61% | 4.33% |
| | My leader helps me feel empowered and creates an environment that encourages decision-making. | 4.13 | 74.68% | 18.18% | 7.14% |
| | My leader clearly communicates expectations and the reasons behind changing priorities. | 4.11 | 76.62% | 16.02% | 7.36% |
| | The feedback my leader provides me helps me improve my performance. | 4.11 | 73.38% | 20.13% | 6.49% |
| | My leader is concerned with a new team member's fit with the organization's values, goals, and practices, as well as how likely they are to stay with the organization. | 4.10 | 74.89% | 18.61% | 6.49% |
| | My leader supports high goals, keeps me informed of progress, and emphasizes how my work contributes to organizational success. | 4.05 | 73.81% | 17.97% | 8.23% |
| | My leader makes work challenging and satisfying by encouraging fun and provides as much choice as possible regarding work activities. | 4.02 | 69.26% | 23.59% | 7.14% |
| | My leader is an effective coach and motivator who enables me to achieve the career and professional objectives I have set. | 3.99 | 67.75% | 23.38% | 8.87% |
| | My leader increases my desire to come to work and do my best. | 3.98 | 67.97% | 23.59% | 8.44% |
| | My leader holds team members appropriately accountable for performance. | 3.91 | 68.40% | 19.91% | 11.69% |
| | My leader adapts his/her communication and coaching style to effectively relate to diverse audiences. | 3.85 | 64.50% | 25.11% | 10.39% |
| * | My leader identifies top performers and creates ways to engage and retain them. | 3.76 | 58.87% | 30.74% | 10.39% |

| | | | | | |
|---|---|------|--------|--------|-------|
| * | My leader is aware of team members who may be thinking of leaving and takes appropriate action to encourage them to stay. | 3.60 | 43.94% | 47.84% | 8.23% |
|---|---|------|--------|--------|-------|

Action Planning - CREDIBLE LEADERSHIP: Complete the action planning steps for at least two engagement items.

1st Engagement Item for improvement: _____

What are your initial thoughts on actions you could take to increase the percentage of team members rating this item favorably? _____

Suggestions from your team and leader on behaviors to:

START: _____

STOP: _____

CONTINUE: _____

How will you be able to measure the effectiveness of your actions?

Define the specific timeline in which you will begin and complete this action plan.

2nd Engagement Item for improvement: _____

What are your initial thoughts on actions you could take to increase the percentage of team members rating this item favorably? _____

Suggestions from your team and leader on behaviors to:

START: _____

STOP: _____

CONTINUE: _____

How will you be able to measure the effectiveness of your actions?

Define the specific timeline in which you will begin and complete this action plan.

High Impact Leadership Development Opportunities

Credible leadership is comprised of 11 talents. Leaders who demonstrate these talents are considered more engaging by their team and as a result their employees perform better.

Employees rated the extent to which they agree you are exhibiting these talents. The following table lists the credible leadership talents in order of developmental priority, starting with the talents you have the most opportunity to improve.

You are encouraged to use the *Representative Behaviors* listed next to each definition as a way to improve each talent. For further development TalentKeepers® offers web-based training modules for each leadership talent. If you are interested, ask your leader if your organization has access to these modules. Use the Action Planning section that follows to document what you will do to develop your skills for at least two credible leadership talents.

| Credible Leadership Talents in order of Priority. The highest priority items are listed first. | | | |
|--|-------------------------------------|---|--|
| Developmental Priority | Leadership Talent | Definition | Representative Behaviors |
| 1 | Retention Monitor | Watch for signs that employees might be thinking of leaving and take the correct actions to keep talented employees | Be aware of employee retention statistics and related costs to the team. Monitor changes in employees' work patterns and be aware of employee retention practices Take action to increase employee retention: Anticipate turnover issues, encourage employee to discuss their concerns, make your retention expectations clear, and develop a plan to engage and retain your top performers |
| 2 | High Performance Builder | Create conditions that encourage and reinforce high levels of team member performance | Value high performance: Communicate the value of high performance, recognize and reward, high performers, make employees feel valued and engaged to drive results Achieve high performance: Establish expectations, link team wins to organizational results, reinforce top performers, be an example and provide respect |
| 3 | Climate Builder | Build an environment that makes work more challenging and fulfilling and the workplace enjoyable and satisfying | Make work more challenging and fulfilling: Observe, ask, and provide choices as possible. Make the workplace more enjoyable and satisfying: Create an environment employees want to work in, create achievable short-term goals, and encourage fun as appropriate. |
| 4 | Talent Developer & Coach | Uncover learning styles to effectively help employees grow in their role resulting in a greater commitment to the organization | Partner with team members to determine and achieve career development goals: Ask about growth needs and career aspirations, create development plans, utilize goals to coach on performance, and provide frequent and meaningful feedback Provide opportunities for career growth and development compatible with an employee's desires |
| 5 | Talent Finder | Be an effective resource when selecting and recruiting high performing candidates | Find and select the right talent to drive organizational success: Become a subject matter expert on job requirements to seek out talent Apply sourcing and selection practices: Gauge candidates' job stability, understand the importance of realistic job previews, and engage employees in the job referral process |
| 6 | Communicator | Practice two-way communication by sharing and asking for information | Encourage information sharing: Be approachable, listen effectively, ensure two-way communication, & proactively share information. Demonstrate the value of input and feedback. Value accomplishments by communicating wins and recognition. |
| 7 | Esteem Builder | Give employees responsibility and freedom to act to drive productivity and be a part of a winning team | Encourage and reinforce team member responsibility and initiative: Motivate decision-making, don't micromanage, and allow responsibility for work Value and make visible team member inputs and accomplishments: Give credit for work, share ownership and visibility, and identify skills and abilities that motivate and reinforce employees |
| 8 | Retention Expert | Believe in the importance of employee retention and have the knowledge and expertise necessary to retain high performing team members | Understand the value of employee engagement and retention and the impact if not addressed: Understand cost, causes, and consequences of employee turnover and how it effects the customer experience and perceptions on your organization Build behaviors that influence employee engagement and retention: Link individual contributions to the organization's success and create a sense of belonging |
| 9 | Trust Builder | Create a sense of respect and dedication with employees | Demonstrate Personal Trustworthiness: Keep commitments, tell the truth, own mistakes, build non-blaming environment, & prevent misrepresentation. Create an accepting, fair, and open work environment. |

| Credible Leadership Talents in order of Priority. The highest priority items are listed first. | | | |
|--|---------------------------|--|--|
| Developmental Priority | Leadership Talent | Definition | Representative Behaviors |
| 10 | Flexibility Expert | Recognize and take into account the needs and views of each employee | <p>Respond to work and job needs of your team: Rotate job activities, encourage different points of views, recognize stress, modify physical environment to stimulate employees</p> <p>Recognize and respond proactively to employees' circumstances: Respond in a timely manner and be cognizant of work-life balance concerns and manage request accordingly</p> |

Action Planning - Leadership Development

What are the leadership talents most in need of development? You may select the leadership talents listed toward the top of the list or other talents which you think would most improve engagement on your team.

1. _____

2. _____

For each of the talents you selected, describe the leadership behaviors you can modify to improve that leadership talent. Consider using the *Representative Behaviors* listed for each talent as part of your plan.

1. _____

2. _____

Are there any barriers to carrying out these leadership behaviors on the job? If so, what ideas do you have to help overcome these barriers?
