**Credo Tackle Box**

**CREDO BEHAVIOR:** I am committed to my colleagues

**TITLE:** Staff Engagement (leadership team planning)

**AUDIENCE:** Leadership Team

**PURPOSE:** How to coach credo behavior with your team

**Preparation:** Review your most recent community survey engagement scores. Contact HR for any assistance.

**Approximate Time:** 45 min.

**Audience/Group Size:** Your leadership team

**MATERIALS:** Your engagement scores

**DESCRIPTION:** Discussion with your leadership team around engaged, ambivalent and actively disengaged employees. What does your most recent community survey results indicate related to the engaged, ambivalent and actively disengaged employees on your team?

**Discuss the following:**

**Actively engaged—**Employees love their jobs and believe in VUMC, its goals, and the manner in which we conduct business. Often exhibiting high levels of passion and creativity, engaged employees believe they create value and management holds the same belief. They express confidence in their abilities, pride in their performance, and a connection to VUMC’s services. They typically exert a positive influence on the performance of their co-workers.

**Ambivalent employees—**Not apt to “go the extra mile”, they do what is asked of them and nothing more, rarely, if ever, volunteer for extra assignments or take lead roles, lower energy and lackluster performance on assignments, can often feel unappreciated or unimportant.

**Disengaged employees—**Negative attitude about VUMC and their job duties, malcontent, often openly showing their distaste while on the job; focus on problems; their behavior and actions will cause more harm than good.

**Identify the following in your work group.**

Actively engaged:

Ambivalent:

Disengaged:

Discussion questions around this topic:

1. What are you as leaders doing to engage your staff? (—creating a workplace culture where employees are rewarded for doing the right things in an atmosphere of trust—using the CREDO to ID appropriate behaviors that will support our organization.)
2. What are you as a leaders doing to create a culture of excellent, a culture where engaged employees are supported? (Coach your employees who meet expectations to become employees who exceed expectations, support and appreciate your employees, offer positive statements about performance, recognize them for the good work they do, make performance expectations clear and realistic, listen to your employees, ask them questions—round on your employees, explain why decisions are made, allow staff to be part of the solutions, create an environment where staff want to bring you ideas, solve problems
3. How can you coach your ambivalent employees? What projects can you have them work on; who would you want to pair them up with to work on something together?
4. What clear expectations do you need to share with your disengaged employees? Are they really meeting your expectations?

Determine you next steps related to this discussion:

1. Who and when are the meetings with the ambivalent employees?
2. Who and when are the meetings with the disengaged employees?
3. Who and when are you going to recognize your engaged employees? (recognize system)
4. Date and time for next staff meeting to have discussion with staff about staff engagement and what you are doing to engage your staff and create a culture of excellence.