



Simple & LOW-COST ways to drive results under the 3 E's

This document has been created as a supplement to this blog post:
<http://www.thrive.ie/why-engagement-alone-is-not-enough>

	Engagement	Enablement	
		Efficiency	Effectiveness
Definition	Increasing peoples' levels of motivation and commitment to their work and their stakeholders.	Getting maximum value for minimum time, energy and resources, with minimum errors and waste.	Ensuring that all activity drives progress towards goals and makes a positive impact.
Actions	<p>Notice, look for, capture, share and celebrate the good stuff (people going out of their way for others, rave reviews from customers, etc.).*</p> <p>Thank people for their effort and commitment – especially when they go beyond expectations.</p> <p>Provide occasional, unexpected, meaningful recognition (and, sometimes, though not necessarily, reward).</p> <p>Share the numbers (and responsibility for delivering them) with your people.</p> <p>For important issues, explain the “what” & “why” and invite input into the “how”.</p> <p>Ask questions and listen to the answers.</p> <p>Do what you say you'll do – ensure follow-up on the important things.</p>	<p>Identify the “workarounds” that are in place and find a solution for them.</p> <p>Seek out ways to do things better – proactively ask everyone:</p> <ul style="list-style-type: none"> - <i>what could be working better about the way we do our work?</i> - <i>do you have everything you need to do your best work?</i> <p>Capture the ideas and make sure they are followed through – including feedback on what's happening.</p> <p>Give credit / recognise (and maybe reward) when someone helps thing to run better.</p>	<p>Ensure objectives and targets are aligned with the company and department's reason for being there – make it clear what they are contributing to and what difference they are making.</p> <p>Challenge the status quo by (appropriately, respectfully and consistently) questioning why things are the way they are, and whether the current course of action will bring you closer to your shared goals.</p> <p>Openly encourage your people to do the same.</p> <p>Allow – even encourage – mistakes, and ensure learning takes place and gets shared afterwards.</p>

**Believe me, the good stuff is there if you look hard enough for the evidence and listen closely enough for the stories. This is one of the most powerful ways to shift your mind-set as a manager and when it's combined with thanking the “stars” of those stories, engagement levels really start to take off.*