

A New Perspective on Work

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Work Engagement Defined

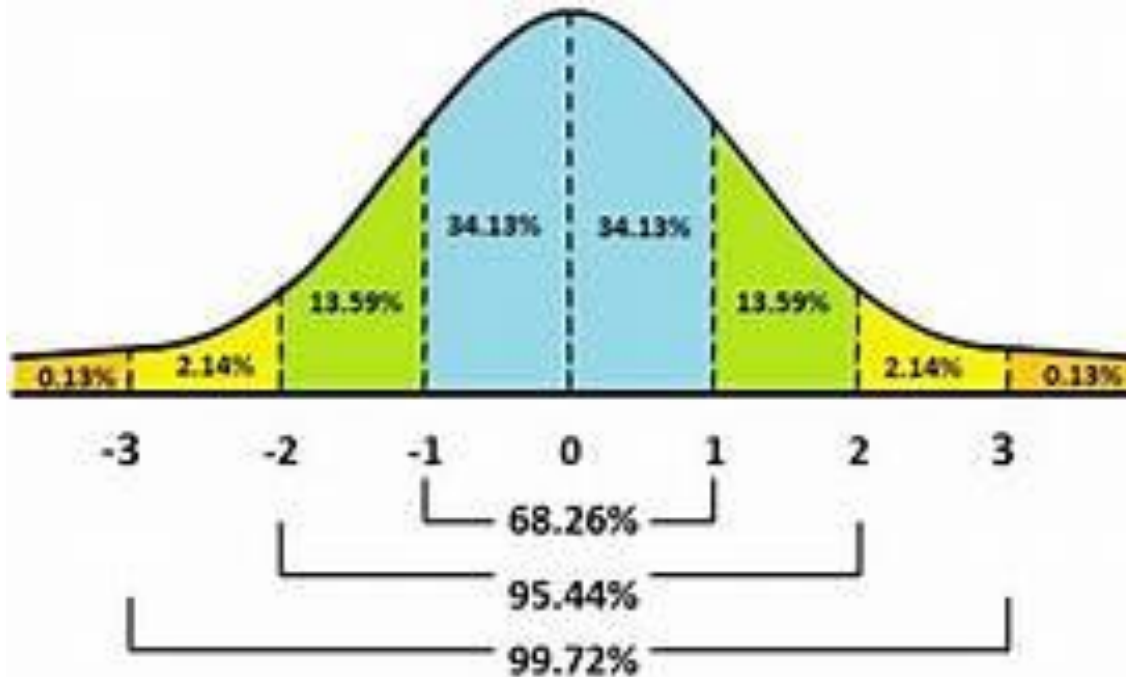
- Having an emotional connection to the organization
- Fundamentally psychological
- Apparently difficult the change

Current Approaches

- Top Down orientation
- Survey workforce
- Change the culture to change the individuals
- Doesn't seem to work

No change in Rates of engagement

- Called and epic failure
- Gallup series 2000-2016
- Start at 30 percent and does not change
- Gallup concludes a sluggish reaction
- Probably no reaction



Scorers on Work Engagement mostly in the middles, and few at both ends. Industry worries that there are too few at the high end.

Where's the individual Employee

- They start with a survey
- But then abandon it
- Some have suggested a need to include employees

Personal Work Engagement

- Maylett and Warner 2015
- Magic talks about the need to focus on the employee
- But don't provide a training method
- Their book doesn't even talk about individual change

How to Increase PWE

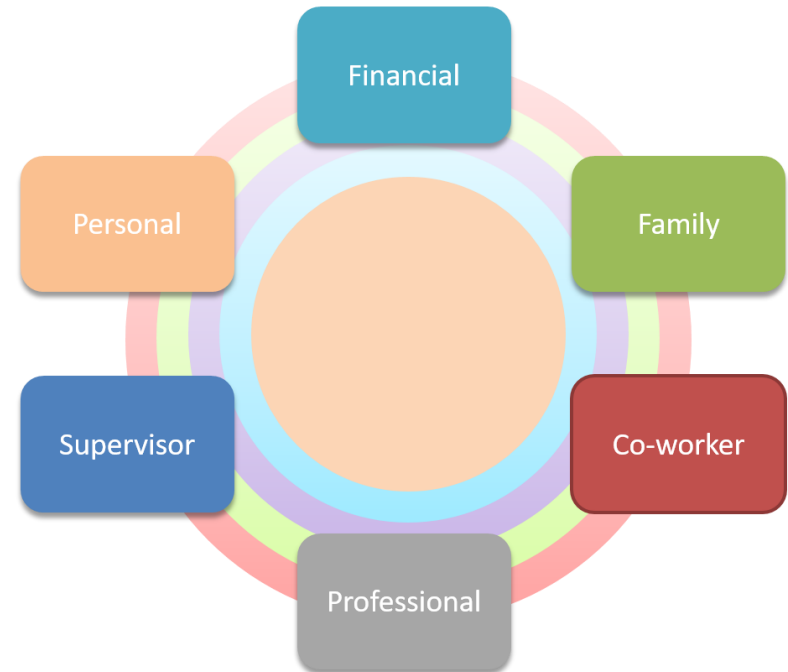
- Most in the middle who have some level of engagement
- Folks in the middle can be improved
- The biggest bang for the training buck
- This training is about moving those scores to the right
- Empowering workers to manage their own engagement levels
- We don't forget about those at the bottom

A Psychological Theory of PWE

- Starts with a history of positive reinforcement for good work
- Increasing PWE starts with collecting a history of good work
- Combining them over a lifetime
- Building them in a positive work self
- We build a positive work self through positive reinforcement

POSITIVE REINFORCEMENT

Positive reinforcement doesn't just come from a supervisor. In fact there several different domains to choose from, including: Personal, financial, family, co-worker, profession, and supervisors. Lets consider some prototypes



THE ARTIST



THE SALESPERSON



FAMILY SUPPORT

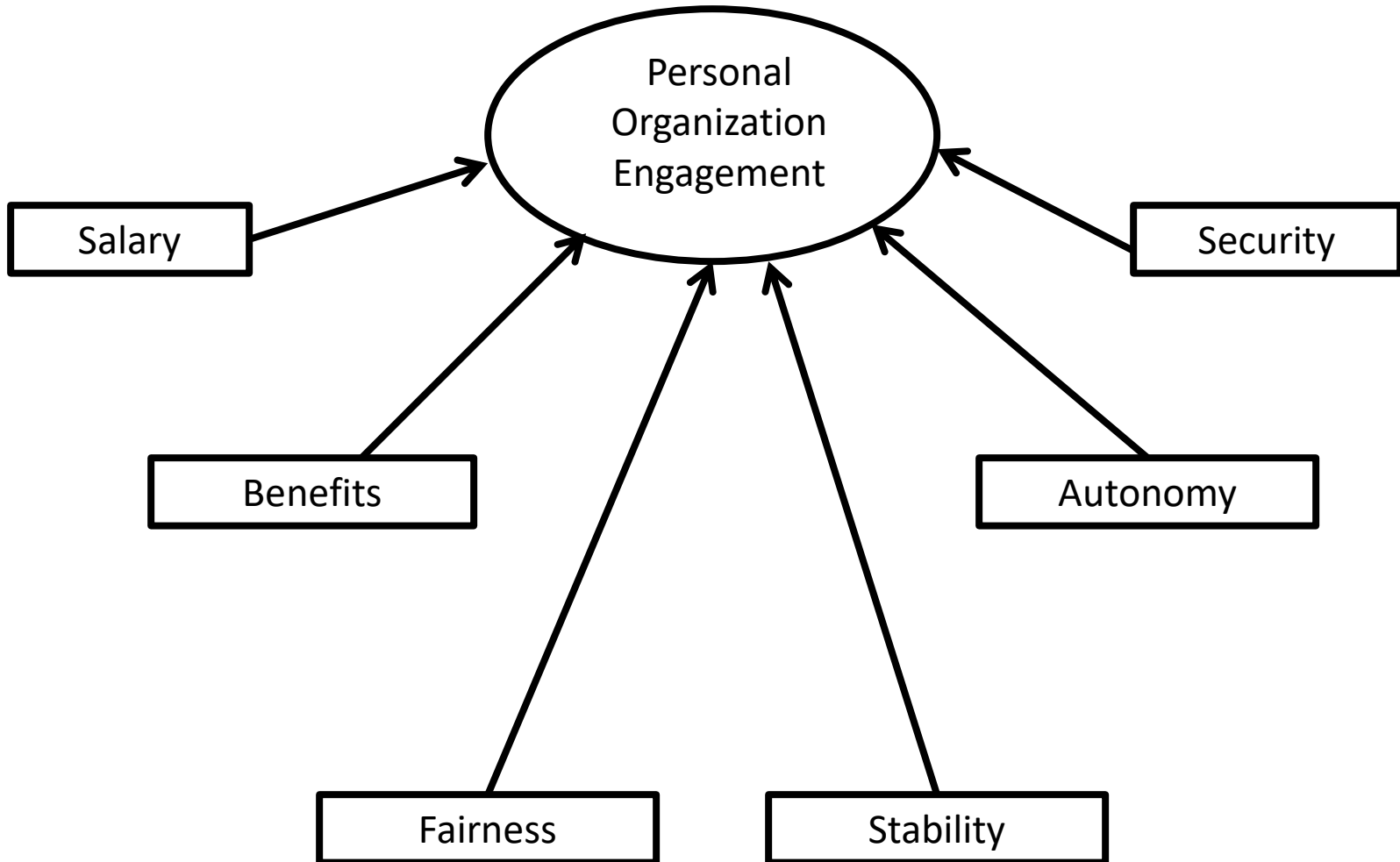


Co-worker Support



Supervisor Recognition





Recall, Reflect, Imagine, and Store

- Recall: Positive Reinforcement events from work history
- Reflect: Consciously relive those events and the good feeling
- Imagine: Think about how they might occur again even better
- Store: Store them in your Trophy Box as long term memory
- Continue the RRIS to build your work self

RRIS Model

Pulling it together

- Combine the six domains
- Focus on positive events
- Regularly revisit the trophy case
- Forget about mistakes of the past
- Better to forget than to ruminate
- Avoid negativity

Conclusions

- Current approaches to work engagement Don't work
- Individual training in PWE can work
- Combining elements of:
 - Reinforcement theory
 - Learning theory
 - Cognitive behavioral techniques
 - Recall reflect Imagine and Stored

Questions and comments