

Strategic Sales Reinforcement - Types of Employees Impacting Cultural Change

Most employers have heard references to Gallup's work on Employee Engagement, but perhaps have not fully researched the implications of its findings.

According to Gallup, there are three "types" of employees:

1. **ENGAGED**
2. **NOT-ENGAGED**
3. **ACTIVELY DISENGAGED**

ENGAGED employees are defined as employees who "work with passion and feel a profound connection to their company. They drive innovation and move the organization forward."

NOT-ENGAGED employees are defined as employees who "are essentially 'checked out.' They are sleepwalking through their workday, putting time – but not energy or passion – into their work."

ACTIVELY DISENGAGED employees are defined as employees who "aren't just unhappy at work; they're busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish."

According to Gallup's study, engaged employees represent 29% of the workforce, not-engaged employees represent 56% of the workforce, and actively disengaged employees represent 15% of the workforce – and contribute to hundreds of billions of dollars of lost productivity each year!

So why are we discussing this topic here?

Well, if you are trying to institute change and accountability to that change, it is important to assess your team and put each team member into one of these buckets so you can understand how your team is going to deal with or impact this change – whether in a positive or negative way.

For example, if you develop change agents – those people on your team who are going to help drive change – this will only work if you choose engaged people. Conversely, if you have actively disengaged people on your team you need to get rid of them, otherwise all the progress you make with your engaged staff will be torn down by the actively disengaged group.

Recall our statement from the staffing series: the decisions you make regarding who you choose to surround yourself with will have a greater impact on your quality of life (and success) than any other decision you will make!

If you are finding it difficult to accomplish change, look to your staff assessments and determine if you have properly categorized each individual into these employee types, then act accordingly.

For new ideas and creativity, enlist the help of your engaged employee group. They will help drive innovation and change and positively influence everyone around them.

To get individual projects completed, task the project items to the not-engaged group. While they do not actively search out opportunities for innovation, they will indeed accomplish tasks that are critical for change and accountability to occur.

If you have actively disengaged employees on your team, you need to train or influence them to move out of their active disengagement, minimize their impact on the rest of the team, or eliminate them from the team.

If you accurately assess, categorize, and manage the staff accordingly, you will have a much better chance of change taking root and accountability being established.

In the next article, we delve into the differences between leadership and management, and why both are important in establishing change and accountability in the workplace.

Until then...

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