



Strategies to Increase Engagement

Upon completion of your Organizational Assessment, you will identify areas requiring your attention. This paper will assist you with strategies to increase Engagement.

How Engagement is measured on the DEOCS:

1. At my workplace, I am mentally resilient.
 2. I am enthusiastic about my work.
 3. Time flies when I am working.
-

Strategies

Focus on improving direct supervisor and subordinate relationships including:

- Coach unit leaders to learn the communication styles of their subordinates and present information in that fashion when appropriate.
- Coach unit leaders to provide performance feedback that is specific and actionable to subordinates.
- Implement reciprocal mentoring opportunities between leaders and subordinates to bolster information sharing relationships and strengthen bonds.
- Communicate the importance of status updates on work tasks for employees to maintain accountability and keep work expectations aligned with the organizational strategy.
- Maintain accountability concerning performance expectations but coach leaders to not over manage their units on daily work tasks. This will allow subordinates to feel trusted by their unit leader.

Implement activities that foster a supportive and cohesive work environment including:

- Be quick to identify conflict between personnel and implement sit down sessions to discuss issues at hand. Ensure conflict is resolved; and trust and respect have been established.
- Communicate to personnel that peer support is essential to mission success by organizing work group activities and encourage attendance to these activities.
- Allow personnel to cover for each other on work tasks if unexpected leave is required.
- Establish a clear position on bullying and discrimination to make sure individuals know this type of behavior is not acceptable to anyone in the unit or organization.

Build trust between leadership and members of the organization.

- Clearly communicate work expectations to subordinates.
- Provide continuous feedback on work tasks as a means for professional development (not micro-managing).
- Improve trust by being open to new ideas that could improve work processes.
- Recognize members for a job well done when work is completed to expectations.
- Share survey results and your plan of action to address concerns with unit to build trust and provide transparency.

When job demands arise, frame work as a challenge and provide resources to complete tasks including:

- Ensure all individuals have the physical resources they need to perform their job.
- Ensure administrative items are in order and not preventing individuals from doing their work.
- Ensure individuals have the best technology possible to complete assigned work.



- Make sure individuals receive support from leadership when needed to complete work assignments.
- Allow subordinates to recruit personnel to help accomplish projects that need collaboration in order to succeed.

Information and opinions expressed in this report are those of the authors and should not be construed to represent the official position of DEOMI, the U.S. military services, or the Department of Defense.

