

50 WORD CASE STUDY



**EMPLOYEE
ENGAGEMENT
NETWORK**

**BRIEF
CASE STUDIES**

**Case #1
Andrew's Irritation**

The Employee Engagement Network

Produced by David Zinger and John Junson

CASE STUDY #1 Andrew's Irritation



Introduction

Welcome to the 50-word case study. This case study offers you a focused view of employee engagement in a concise narrative format with the ability to examine a range of quick responses.

Use the case to think about employee engagement and craft your 50 word response at the end. Share this case with co-workers and create your own 50-word case study to bring new light to engagement in your organization.

To read the original forum that was used to create this e-book click on the following link or paste the link into your browser:
<http://employeeengagement.ning.com/forum/topics/50-word-case-study-in-employee-engagement>

David Zinger



CASE STUDY #1 Andrew's Irritation



The Case: Andrew's Irritation

Andrew felt stressed and irritated. He was placed in charge of the employee engagement initiative for Oxon, a three hundred employee manufacturing firm because the president thought Oxon should “get this employee engagement thing.” Andrew was already far too busy, thought engagement was just a fad so he ignored it.



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**SYBIL F.
STERSHIC**

Lots of issues here! If Andrew reconsiders his position, he could start with a heart-to-heart with the president: “What do you expect from this initiative? And from me? What you want to happen as a result?”

**RICHARD
MELROSE**

Andrew,

Employee engagement is the result of and the reward for leading and managing well. It's Oxon's biggest business performance and talent retention lever. Let's discuss the “what for” and “how to” of the making the right moves to benefit Oxon and its 300 employees.

**LES
LANDES**

Sounds like the boss isn't totally on board with initiative either. Otherwise, he/she wouldn't have assigned the “employee engagement thing” to someone who thinks it's just a “fad.” Bottom line, until they get past the rhetoric and find someone who's informed, passionate and accountable for action, nothing's going to happen.



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**CHRIS
WILLIAMS**

Andrew needs to be able to understand the context if he is to lead this effectively. Without the 'why' engagement is impossible, even with the project lead. 'Go execute' approach is an indictment of senior leadership's inability to take their people on a journey to the desired future state.

**CRAIG
ALTHOF**

The root cause of the disconnect is the president's lack of really "getting it" himself! He abdicated his responsibility to Andrew, rather than effectively delegating. Empowerment is two-way: the giver gives but the receiver must be ready, willing and able to take the assignment. Andrew, what engages you? Go propagate!

**JAN-PETER
KUIPER**

The 'giver' must not only bestow but also facilitate empowerment. Andrew, when you are ready to take this assignment you know to ask for the proper framework in which to make this your project. Your enthusiasm may well be contagious. Others will engage with the project because of that.



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**JOHN
HALLONQUIST**

Andrew, please start by investing in yourself. Seek to understand how Employee Engagement will benefit Oxon, then be the leader who takes the organization to great heights we won't reach without you. Check out <http://employeeengagement.ning.com>. There you will find many new tools for your personal toolkit. You need to engage!

**BAY
JORDAN**

So nothing happened. The competition, however, did not. As a result the business declined and eventually closed. And everyone lost their jobs, including Andrew! So he is no longer stressed and irritated; now he is hungry, stressed and angry!

**DERI
LATIMER**

Andrew should ask the President what he is hoping 'the engagement thing' will do for Oxon. With tangible outcomes specified, Andrew might engage more himself. The question also might challenge the President to be more clear about what he hopes to achieve through this 'thing'.



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**BOB
UPTON**

By collaborating with colleagues Andrew might discover stories of existing engagement and the benefits to employees as well as the company and customers. With a small group of willing peers he might then ask employees how others might similarly engage. Andrew and his small group could also lead by example.

**PAULA
BAKER**

The initiative becomes what you believe.... In Andrew's case, since he believes it's a "fad," then guess what? IT IS.... Engagement requires conviction, leadership, and standing up as one individual when others suggest it's something less than cultural Andrew's not the guy to do that....

**SANDRA
GREY**

This is typical because many persons feel engagement is some form of extra task or burdensome activity. Also the President hasn't gotten it either because he chose someone who is apparently disengaged or heading towards disengagement to lead this activity and also he forgot engagement initiatives should be led from the top.



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**NEMALA
MADAVEN**

President needs to build conviction in Andrew. Engage! Current reality, end state, how would we know when we get there, what do we do to get there....Andrew needs to ask good questions to understand the need instead of judging it as a fad. Looks like doomed from the start! :-)

**KELLIE
AULD**

So, tell me Andrew; why do you think engagement is a fad? Do you recall a time when you were really 'into' what you were doing? Was it stressful? Did it make you feel irritated? In other words, 'listen' to Andrew to understand his view. Then, be clear with your expectations going forward.

**SCOTT H.
SPAN**

Andrew is not the right person for the job; however it seems he is now one of the employees who need to be more engaged. He should be transparent with himself and the President, and share his thoughts, and offer insights to improve morale long term.



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**JOE
MCCAULEY**

Andrew needs to meet with the president and brainstorm ways to improve his own employee engagement. Clearly the president needs to understand engagement not as a “thing”, but as a vital part of the workers lives and his firm’s success. Andrew needs to engage first before bringing it to others.

**J.S.
SHEKAR**

While the vision and objective of the president may be in line with strategic initiatives, it is unclear why he chose Andrew. Was it because Andrew was the company’s best employee or was it the president’s trust in him? Andrew doesn’t seem to share the company’s objectives.

**KRISTIN
REED**

If the Pres, Andrew, Senior Managers aren’t engaged / don’t walk the talk, how can engagement to take hold? Before throwing lots of \$ out the window, it’s time for leaders to take an inward look: Why do it? Committed to action? Our behaviors that are helping/hurting? Link to strategy?



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**BONNIE
MATTICK**

Andrew wants to have his way and everyone can see he has a strong, assertive behavior causing him to compete for attention. He has to be seen and heard above all others; he bypasses senior management and takes others' ideas as his own. He is the antithesis of employee engagement.

**MIKE
MACKENZIE**

I go with Bay above, and Rudyard Kipling:
If you can lose your head while all around are
keeping theirs, you'll be a failure my son!

**JOE
ESPANA**

Andrew should ask his President what he believes about employee engagement and why he thinks Andrew is the man for the job. Assuming 'today' Oxon was a highly engaged workplace, what would they see, hear or feel?



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**ADAM
HIBBERT**

Andrew, this is a career defining opportunity. Firstly, understand that the social capital engagement describes is Oxon's only sustainable competitive edge. Then note that engagement starts at the top, and use your brief to lead your leaders. Finally, prove their commitments to your employees, and watch productivity and satisfaction soar.

**DR. SCOTT
SIMMERMAN**

Company nearly bankrupt. Job was Turn Around. Made every employee actual stockholder (401K ESOP) and communicated what profit was and detailing their role in impacting: customer service, decreased shrinkage, add-on selling, etc. Result: an immediate attitude turnaround and behavioral change thereafter. Stock from 2 to 20 in 2 years!

**CHRISTAL
GUZIEC**

One cannot spark "engagement" without being engaged.
Oxon President's To-Do's: Establish "engagement" vision
Align that vision with company objectives
Define your expectations for Andrew
Provide motivation - tell Andrew why you picked him
Help create SMART goals
Reinforce that Andrew should delegate less-important work and focus on this priority



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**MARIA
ISABEL
SOTO**

I believe employee engagement is achieved by appealing to their interests, satisfying their needs, appreciating their values, and fueling their drives. This represents an entire cultural change and not something that Andrew can accomplish solo; he needs the help and support of his boss.

**MASHELL
CHAPEYAMA**

The issue is Andrew did not know the importance of engagement. The essential thing is to educate those in position about engagement. Those who value employee engagement must engage with those who do not appreciate it to make them appreciate it.

**NAOMI
CAIETTI**

Andrew was hand-picked by the President to launch a grass-roots approach. He reached into the trenches to engage the disengaged. Andrew should ask three questions? What is the priority, what are the expected outcomes and what is your vision? Andrew can realize that this “thing” he ignored, is really an opportunity.



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WRITE YOUR RESPONSE HERE....





The Employee Engagement Network

The Employee Engagement Network has over 4400 members devoted to employee engagement. In addition to this case study we offer 8 other free e-books, 310 videos, 648 forums, 70 events, 2450 blog posts and 37 special interest groups.

If you require additional information or assistance contact the network founder: David Zinger at zingerdj@gmail.com

