Engaging Questions  THE QUESTION IS THE ANSWER

The Employee Engagement Network Hosted by David Zinger
Introduction

Have patience with everything that remains unsolved in your heart. Try to love the questions themselves, like locked rooms and like books written in a foreign language. Do not now look for the answers. They cannot now be given to you because you could not live them. It is a question of experiencing everything. At present you need to live the question. Perhaps you will gradually, without even noticing it, find yourself experiencing the answer, some distant day. ~ Rainer Maria Rilke - Letters to a Young Poet

Too often we are in search of an easy answer. We hire experts to tell us what to do. We need to engage the question. Let us sit with the questions, voice our questions, and generate a range of responses rather than a simplistic easy answer to the complexity of employee engagement.

I encourage you to read this wonderful collection of questions offered by 96 members of the employee engagement network.

Engage the questions, generate responses, and create greater employee engagement for the benefit of all.

Employee Engagement Network Founder/Host
David Zinger
www.davidzinger.com
Children enter school as question marks and leave as periods.
~ Neil Postman

If we want to keep learning alive we must reinstall the question into our performance and learning.

The Employee Engagement Network members were asked to formulate a question about employee engagement. Read the richness of the questions they composed and begin to formulate your response to leave the question mark alive in your learning.
Abhishek Mittal

When it comes to your company, what are the stories that come to the employees’ minds?

Denise Bissonnette

For each of us there is always something “dying to be born” - how do we assist one another in bringing into the world that which is longing to come into fruition?

Stephen J. Gill

How does employee engagement (commitment, involvement, discretionary effort) contribute to achieving the strategic goals of this organization?
Engaging Questions

Roy Saunderson

When was the last time you asked an employee what engages them to work in your company?

Rohit Shenoy

How do I measure engagement and the impact of engagement real time?

Deri Latimer

What is THE moment of engagement for you?
As a leader, are you ready to begin the relentless pursuit of employee engagement?

Why do some organisations work so hard to engage “at” people when they should be trying to engage “with” them?

What have you done today to help or connect with a colleague?
Engaging Questions  THE QUESTION IS THE ANSWER

**Garba**

How close are we to consensus about conceptual clarity on the employee engagement construct?

**David L. Cowen**

How are you addressing employees’ self-worth in your employee engagement process?

**Marc Michaelson**

Is engagement a two-way street and how do senior leaders stay engaged with their direct reports?
Dr. Scott Simmerman

What are the Square Wheels in your organization - the systems and processes and procedures that do not work smoothly?

Dr. Scott Simmerman

What is something that you could continuously choose to do differently to foster employee engagement?

Peggy Foster

When we hire new employees, how can our onboarding process maintain the enthusiasm they have when they accept a position?
Hamguin

What are you doing each day to model enthusiastic employee engagement for your team?

Allen Denette

What parts of your organization think they are being treated unfairly?

Dr. Maynard Brusman

How can your personal energy collaborating with others at work reward you and them with wealth, innovation and fulfillment?
Engaging Questions

**Karl Edwards**

What disincentives in taking initiative would a visitor observe in our company?

**Rosa Ocheltree**

What does engagement mean to your team?

**Paul Marciano**

Why do companies tolerate supervisors who fail to engage employees?
Offer a lunch and learning seminar entitled “Who’s Controlling Your Life?” and get your manager’s permission before attending.

If you enjoy the facilities of the organization, why are you not willing to recommend the organization as an employer to others?

How do bosses justify that they are engaged?
What are the behaviors a leader might see or hear that show an employee is in fact engaged?

Why do we believe that employee satisfaction is so closely linked to employee engagement?

Here’s a question for line managers to ask themselves - What are you doing each day to make your staff (or your team) want to put in some extra effort for you?
Engaging Questions

**Jose M. Raventós**
Do you really respect your people: How often do you listen to them, talk with them about the work they do, and how they do it?

**Cindy Ventrice**
What opportunities can I provide that offer growth and development for my people?

**Jean Douglas**
What is so difficult about saying “thank you” or “great job” to employees?
Engaging Questions

**Bev Mate**
Is employee happiness the same as employee engagement?

**Adrian Ashton**
What’s the most common reason cited by management/directors for stalling employee engagement initiatives, and how have you overcome them?

**Susanne Jacobs**
Do you know, and can you measure how your employee engagement directly correlates and impacts on your bottom line and to your organisational success?
Engaging Questions

Saied A. Ashshowwaf

How much do we know about the process of organizational engagement and to what extent are organizations aware of this concept?

Sybil F. Stershic

Beyond knowing how many employees work in the company, do top managers know how many employees are actually contributing to the company’s success? And what can they do to ensure the second number equals the first number?

Mel Kleiman

If our on boarding program is successful, what does success look like?
Engaging Questions

**Leslie Allan**

What case studies are there that demonstrate the cost benefit of spending resources on trying to lift employee engagement?

**Jon Harvey**

How much money has your company spent on external consultants talking with the staff, customers and suppliers? Sorry - how much?

**David Marklew**

What is discretionary effort?
Engaging Questions

How do you reconcile goals & objective setting for the individual with goals & objectives that enable cross-divisional, cross-functional project work with different bosses, etc?

How do you know when you’re engaged?

For the manager: Does everyone in my team have the opportunity to maximize their individual talent?
Engaging Questions

**Gina Abudi**

How are you working to be sure everyone is engaged and not just those who are easily engaged?

**Mike King**

What is one dream you have that when realized, will positively impact this workplace and how can others (including me) help you achieve it?

**Robert Manolson**

Is your company strategically positioning itself as a business leader in Employee Engagement by responding to the needs of your staff with regularly scheduled team building workshops and retreats?
Engaging Questions

**Richard Melrose**
How can we measure individual managers on their employee engagement performance (progress), without compromising the confidentiality (anonymity and hence frankness) of survey responses?

**Sandi Krige**
As an employee how can I rate my level of engagement?

**Deanna Carrera**
How can we get our managers to be more focused on engaging their direct reports?
Are you a role model - do you live up to the employer-employee contract?

Do you realize your brand reflects the employees’ engagement in creating it?

Cast your mind back to a time when you were reporting to the best manager you ever worked for - how would you describe the personal quality that you most admired about them?
Engaging Questions

The Question is the Answer

Steve Quinn

Assuming that employee engagement can be quantified, how do you recognize and reward engagement other than monetarily?

Abhishek Mittal

Question for a leader: What might be the top 3 unanswered questions in the minds of your people?

Dave Nanderam

Isn’t employee engagement just a collective term for referencing outcomes of prior research in job involvement, job satisfaction, psychological empowerment and employee commitment?
Engaging Questions

How can you engage your employees in developing, and delivering on, your organization's dreams for success?

Who is responsible for employee engagement?

How do we measure the impact and effectiveness of engagement initiatives?
How do we turn a disengaged manager or employee into an engaged manager or employee?

What shadow do you cast that gives positive energy to those around you?

Do you get to do what you do best every day?
Engaging Questions  THE QUESTION IS THE ANSWER

Adrian Bashford
Do those around you understand what work you most like to do?

Zane Safrit
Do you know how little it costs to inspire, motivate and engage me?

Monica Diaz
Do you know what makes you feel engaged and can you create that for yourself and other like-minded people?
What can you do to make your top performers not feel like leaving your company?

If you are really serious, how would you prove that your employee engagement is more than ‘lip service’?

Do you as a manager apply the Golden Rule to your people: treating them kindly, fairly, compassionately and thoughtfully as you would like to be treated?
Karen Schmidt

Is everyone “engage-able”?

Tim Houlihan

What things do people in your work group do that make you feel connected to your company?

Roy Saunderson

How can we expect recognition and respect ourselves if we are not willing to respect and recognize others?
Engaging Questions

Robert Morris
What are the dominant characteristics of someone others are eager to become actively and productively engaged with in the workplace?

Betsy Kennally
What’s the one thing you’d like to change that would make the biggest difference in your work right now?

Bernie Donkerbrook
Where do emotions fit in “being engaged” at work?
What makes you look forward to going to work when you get up in the morning?

Can such tools as Myers Briggs personality types help make engagement activities more effective by giving insights into how different employee groups prefer to receive and process information?

Why is spiritual intelligence important for employee engagement at the workplace?
Gloria Sauve

As an employee, I would like to know how managers expect us to be engaged in our work when we’re seeing lay-offs and shut downs everywhere? It’s hard to be positive, given our current economic climate.

Vanessa Gibb

What would you do first if you were given a chance to take over your boss’s job?

Fraser Marlow

What can you do personally to improve your own engagement?
What can you do to make your employees happier?

Do you know how each member of your team likes to be managed, and what switches them on at work - and do you do everything in your power to make these things happen?

Are certain people more inclined toward engagement in general due to personality characteristics and do such individual differences effect what types of engagement interventions will be effective?
Michelle M. Smith: What were you doing when you felt completely engaged?

Jake Hillman: As a leader, what has been successful for you to effectively engage your employees?

Jonathan Ratner: Is engaging enough or do we need to engage with passion to really make a difference?
Engaging Questions

Angelique Philipsen
What mark would you give your organization? Why is/isn’t it a 10 out of 10?

Ray McGrath
Do you say good morning to your work colleagues when you get in?

Lisa Sibley
How well are you listening?
Dr. Maynard Brusman

How can leaders more effectively engage employees by tapping into their truly meaningful intrinsic motivation?

Dave Nanderam

Have you ever asked your direct report(s) to describe their engagement drivers?

Ganesh Ramakrishnan

What is the one thing about this company that has kept all these long-timers here?
If engagement is an outcome, what are its precursors?

What are the sticky factors in this workplace other than salary or current job role?

Do we, as HR, feel truly engaged in the activities that we do to sustain employee engagement?
Robert Morris

How to maximize the positive engagement of everyone involved in change initiatives?

Gina Abudi

How are you being creative in engaging your employees?

Rick Cronen

What are you doing to take care of your own attitude of engagement?
Engaging Questions

Is engagement much beyond passion?

Is the bottom up approach the best for engagement?

What keeps engaged employees motivated?
How do you effectively engage the people that are important to your organization’s success but do not actually interact with your customers, such as back office staff?

What research methods can be applied to generate more in depth understanding of the engagement process?

Manager to employee: When you hear “employee engagement” what do you think, feel, and what images come to your mind?
What is the most frequent and rarest motivator to employee engagement?

Will we have succeeded, when in 10 or 20 years, organizations no longer “do” employee engagement, instead it has become part of the culture, an unquestioned, unconscious assumption that has led to highly collaborative, self-generating organizational forms?

How can you create a culture where laughter and fun supports hard work and productivity?
Engaging Questions

The Question is the Answer

Christine Dunn
What would you need to see from management, so you would know that they were as engaged as they want you to be?

Robin Hickman
How do you help your manager engage you?

Masita Misdi
How can lifelong learning contribute to the employee engagement in the workplace?
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Maggie Chicoine
What is so obvious that it is invisible?

Peter Lanc
What gives you energy and what would it take for you and others around you to generate that energy?

David Bowles
Would you recommend (organization name) as a place to work to people you know or meet?
Engaging Questions  THE QUESTION IS THE ANSWER

Adrian Bashford

What is in it for me?

Anja Schuetz

What do you need from me in order to be more engaged?

Mark P. Friedman

In the age of free agency, when our best talent can leave at any time, why should we worry about engagement rather than building employment models around high churn?
Engaging Questions

Nick Kellet
What’s your best curious question to engage employees?

Rashid M. Abbasi
What is the relationship between engagement and innovation?

Sunil Budhiraja
Five of your employees are going out with their families. What would they talk about most of the time?
Scott McArthur: What are the key levers that can be used to close the gap between business and human values?

Leon van Wouwe: What do you see to be the predictable future for a) yourself b) this organisation c) yourself inside this organisation?

David Zinger: What is the most important question you need to ask of yourself to enhance your engagement and to fully connect with engaging others at work?
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Authors

The important thing is not to stop questioning.
Curiosity has its own reason for existing.
~ Albert Einstein

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Engaging Questions

The Question is the Answer

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What is the future of employee engagement?
The future is now as we move beyond surveys and simplistic techniques to integrating employee engagement into all facets of the organization’s approach to serving customers and creating results. To sustain engagement initiatives, employees must experience the rich benefits of engagement for themselves.

What does David Zinger offer?
Powerful result-focused and person-centered speaking, education, coaching, and consulting to meet the needs of each client. Organizations appreciate his leading-edge insights and approaches, spoken in the language of meaning, community, humor, story, and results.

How do I get in touch with David Zinger?
Contact him today at dzinger@shaw.ca or phone (204) 254-2130.