

Re-Engaging Staff after the Pandemic



Institute for Facilities Management
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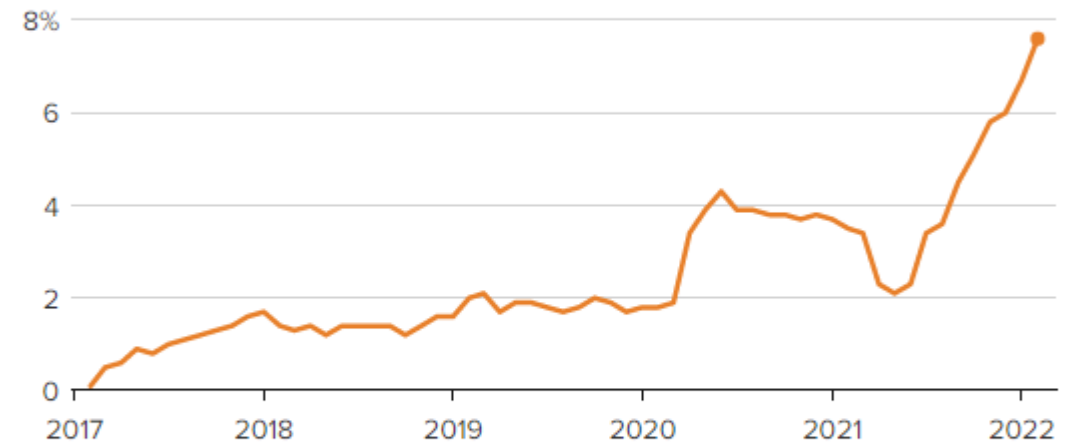


Snapshot of US challenges

- Household Grocery Bills: +8.6%
 - Dairy, fruits & veggies saw fastest growth
- Gasoline: +38%
 - Even higher since Ukraine invasion
- Overall Energy Costs
 - Highest increases since July 1981
- Housing Costs/Rent: +4.7%
 - While smaller, housing accounts for more than 1/3 of average budgets

U.S. consumer price index

Food and beverage, percent change from a year ago



Note: Data is seasonally adjusted

Source: U.S. Bureau of Labor Statistics, Consumer Price Index for All Urban Consumers: Food and Beverages in U.S. City Average, retrieved from Federal Reserve Bank of St. Louis



Civilian unemployment rate, seasonally adjusted

Click and drag within the chart to zoom in on time periods



Hover over chart to view data.

Note: Shaded area represents recession, as determined by the National Bureau of Economic Research. Persons whose ethnicity is identified as Hispanic or Latino may be of any race.

Source: U.S. Bureau of Labor Statistics.

Top reasons why U.S. workers left a job in 2021: Low pay, no advancement opportunities

Among those who quit a job at any point in 2021, % saying each was a ___ why they did so

	Major reason	Minor reason	Net
Pay was too low	37	26	63
No opportunities for advancement	33	30	63
Felt disrespected at work	35	21	57
Because of child care issues*	24	24	48
Not enough flexibility to choose when to put in hours	24	21	45
Benefits weren't good**	23	20	43
Wanted to relocate to a different area	22	13	35
Working too many hours	20	19	39
Working too few hours	16	14	30
Employer required a COVID-19 vaccine	8	10	18

*Among those with children younger than 18 living in the household.

**Question provided health insurance and paid time off as examples.

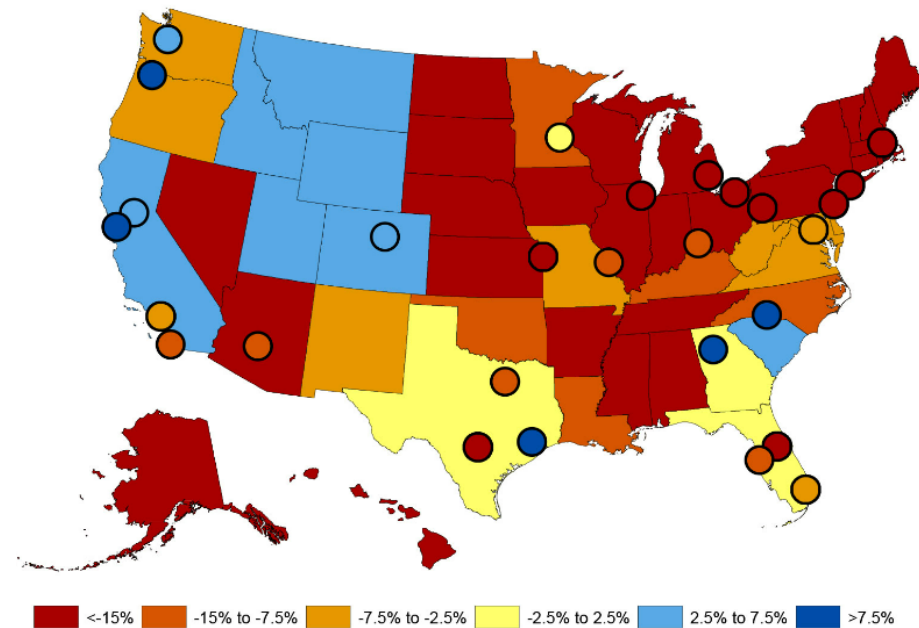
Note: Figures may not add to subtotals due to rounding. Source: Survey of U.S. adults conducted Feb. 7-13, 2022.

PEW RESEARCH CENTER

Higher Education Challenges

- Enrollment Cliff
 - Impactful to Northeast & Midwest
- Budget Reductions
 - Except for Michigan...\$300M in Higher Ed support
- Limited or No Tuition Increases
- Great Resignation

Forecasted growth and decline in college-going students, 2012-2029



Source: Nathan D Grawe, Carleton College.pdf

How are these challenges
impacting your institutions
right now?

Changing Workplace Demographics

Workplace culture is changing as millions of younger generations enter and boomers exit.

Younger people's desires and expectations are different...

- More collaboration & working together
- Less 'silo' or individual work
- Supervisor-employee relationship is declining



4th Industrial Revolution:

“The generation that's coming in is going to drive us into this Fourth Industrial Revolution, and I think the business partners from the outside are going to bring it to us,” he predicted. “There's nothing wrong with bottom-up and outside-in, in my opinion, as long as we, as senior officers, have laid out the strategy, have invited the discussion, and have a plan presented to our administration that we need to prepare.”

- Don Guckert, Vice President of [APPA Advisors](#) in a recent presentation at the [Higher Ed Facilities Forum](#).



The importance of workplace appreciation



Feeling valued & appreciated



Higher job satisfaction



Better staff retention, commitment & customer satisfaction

All these challenges lead to the Importance of Engagement

THE
5 LANGUAGES
OF
APPRECIATION
IN THE
WORKPLACE

EMPOWERING ORGANIZATIONS BY
ENCOURAGING PEOPLE

INCLUDES HSA INVENTORY ACCESS CODE

#1 New York Times bestselling author

Gary Chapman
& Paul White

Empowering Organizations by Encouraging People

Express	Express genuine appreciation to coworkers – even on a tight budget
Improve	Improve your ability to show appreciation for difficult colleagues
Increase	Increase loyalty with employees
Reduce	Reduce cynicism and create a more positive work environment
Convey	Convey the language of physical touch in appropriate ways

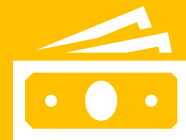
Appreciation Misconceptions



#1 the primary goal is to make employees feel good.



#2 appreciation is received better by certain industries or types of employee groups.



#3 it's about the financial benefit of increased productivity.

Appreciation Matters

*Benefits include**

- Reduction in employee turnover
- Improved attendance and productivity
- Greater customer satisfaction
- More positive relationship between supervisor/staff/colleagues
- A more positive corporate culture and work environment

*Source: Dr. Gary Chapman, *The 5 Languages of Appreciation in the Workplace*

Actions of appreciation can appear inauthentic when:

1. the actions suddenly appear after implementation of a program on appreciation;
↑
2. a person's tone of voice, posture, or facial expressions don't seem to match what they are saying;
↑
3. how a person relates to you in front of others differs from how they interact with you privately;
↑
4. the individual has a history of "saying one thing and doing another"; or
↑
5. there is an overall question of the motivation of the deliverer - do they have an ulterior motive?

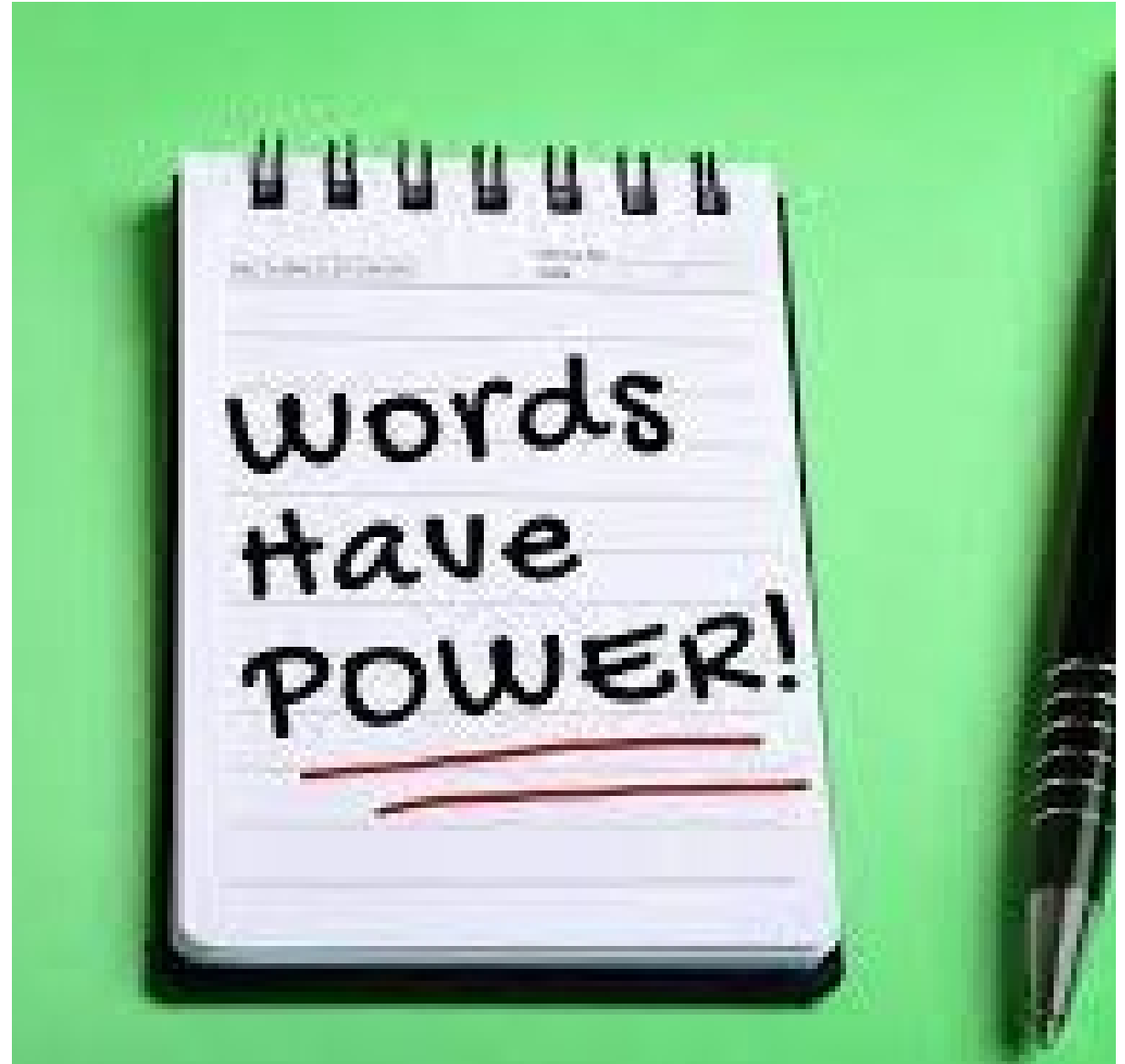
Sincere appreciation for colleagues communicates a sense of respect and value for the person and helps create healthy workplace relationships.



**RESPECT IS
THE GLUE
THAT HOLDS
TEAMS AND
ORGANIZATIONS
TOGETHER.**

Words of Affirmation

- Praise for accomplishments
 - To be effective...be SPECIFIC
- Affirmation of Character
 - More important to some than performance recognition
- Praise for Personality
 - Observe and affirm positive traits



How & Where to Affirm



Personal, one-on-one



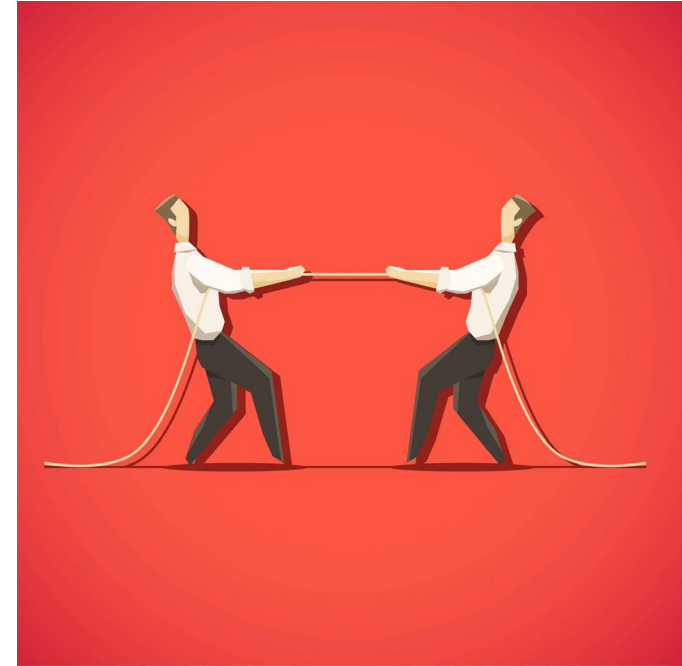
Praise in front of others



Written affirmation



Public affirmation



If you are in the midst of a challenge or an unresolved past issue, then that must be dealt with first.

If you are not able to express affirmation sincerely at this time, then silence is preferred.

Words of Affirmation: Follow up work



- Have you received a verbal affirmation from a manager or colleague recently? If so, what did they say? How did it make you feel?
- Can you recall a time within the past few weeks when you verbally affirmed a coworker? If so what did you say? How did they respond?
- What type of verbal affirmation impacts you the most? What types do you not prefer?
- Think of someone who, if they did not do their work, would make your daily work life far more difficult. Specify what you value about what they do, and communicate to them how they make your work life better.

Quality Time

This means showing people they are valued by giving them your most precious resource: **YOUR TIME**

Want to feel that what they are doing is significant and that their supervisor values their contribution.

Focused Attention: Do not MULTITASK!

Listen to Understand, Not to FIX!



"Frankly, I don't remember why I called this meeting."

Just because a team member values Quality Time doesn't mean they want time with the boss. For many it's time to enjoy with colleagues.

Descriptions of Quality Time

Time invested here can mean the difference between an engaged employee and one who simply does what is necessary.

Quality Conversations

This is when two people share their thoughts, feelings and desires in a friendly, uninterrupted way.

Creates a safe environment where accomplishments, frustrations and suggestions may be shared.

Shared Experiences

While a 'sit down and talk' conversation might not be appreciated, an invitation to participate in an activity with others would be.

Think of an introvert who likes being invited to lunch and being around others though is quiet and often just observes the activity.



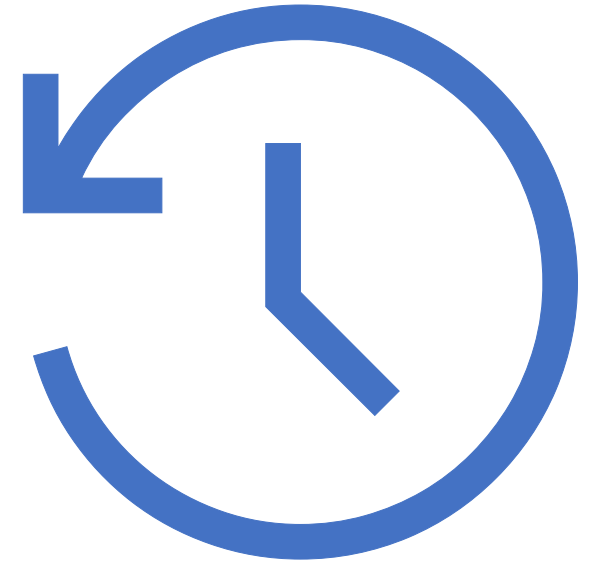
Quality Time: How to Listen Effectively

Relationships call for empathetic listening with a view to understanding what is going on inside the other person.

- Maintain eye contact
- Resist the impulse to interrupt
- Listen for feelings as well as thoughts
- Observe body language
- Affirm their feelings even if you disagree with their conclusions

Quality Time ...follow up work

- On a scale of 0-10, how important is it for you to receive quality time with your supervisor? Your coworkers?
- What types of quality time do you enjoy? Does it depend on if it's with your supervisor or team members?
- What kinds of quality time are realistic in your workplace? Which one don't really fit?
- Have you ever experienced a difficult life event and a colleague or supervisor took time to just listen and be empathetic? What impact did that have on you?
- How (and when) is working together cooperatively on a project demonstrated at workplace?



Acts of Service



When we follow these guidelines, we demonstrate that we are willing to help our colleagues in the way that is most beneficial to them, rather than what is convenient to us.

Don't just tell me you care...show me!

How to Serve Effectively

- Cover your responsibilities before you volunteer to help someone.
- Ask if help wanted before you dive right in.
- Don't assume you know what they want or need.
- Do it their way.
- Serve voluntarily.
- Check your attitude.
- Finish what you start.

Acts of Service: Follow up work



- How important to you are acts of service on a scale of 1 to 10?
- What is an act of service someone could do that would help make your work go more smoothly?
- This coming week, look for colleagues who are working hard to complete a task with an upcoming deadline. Consider asking them, “What could I do that would help you in getting your task (or project) done on time?”
- When someone is helping you on a task, what is important to you about how they help you? Have you communicated that to them?

Tangible Gifts

Do you have an employee reward program?

...and how do employees feel about it?

Really only encouraging to those individuals who appreciate gifts. Though for those who do appreciate them when you find the right type of gift, they feel encouraged and energized to continue to give their best!

There is significant financial cost to this, so if going to do it, it's critical to get the gift giving right!

A small gift, regardless of cost, can make a huge impact.





Tangible Gifts: Follow up work

- On a scale of 0-10, how important to you is receiving gifts?
 - If you said 7 or above, what kind of gifts do you most appreciate?
- What gifts have you received from coworkers or your supervisor in the past year?
 - Which ones have really hit the mark?
- What gifts have you seen or experienced that missed the mark?
 - Why do you think that was the case?
- What ideas do you have for new or different types of gifts that people in your workplace might enjoy?

Physical Touch

Research found there is a limited number of situations involving touch that are appropriate.

- Spontaneous Celebration
 - High Five, Handshake, fist bump
- Communicating care, concern and empathy
 - Hand on a shoulder, brief hug

Critical Takeaways:

- Understand cultural differences related to touch
- Recipient is always the authority on what is acceptable touch



This Is a Hug-Free Zone



Physical Touch: Follow up work

What types of physical touch in the workplace do you consider affirming?

What kinds of touches make you feel uncomfortable?

Among your colleagues, who are the 'touchers'? What boundaries do you need to communicate to them regarding what is appropriate physical touch to you?

Looking back over the past week, what types of touches did you give to others? How did they respond? Did anyone seem to draw back?

Steps to Successfully Implement:

- Overcome Busyness
 - Prioritize appreciation activities
- Make *Appreciation Communication* important to your organization
- Overcome the fear of being overwhelmed
- Don't let structural or logistical issues stop you
- Get over the weirdness factor
 - Feelings must be a part of Facilities!



Languages of Appreciation at Work™

Quick Reference for Languages of Appreciation



Words of Affirmation: leave a note or tell them a specific trait that you value in them



Quality Time: give your focused attention for a period of time to check in or just hang out



Acts of Service: say “I have 10 (or more) minutes, how can I help in that time?”




Tangible Gifts: buy them their favorite drink or snack, or a little something they would like



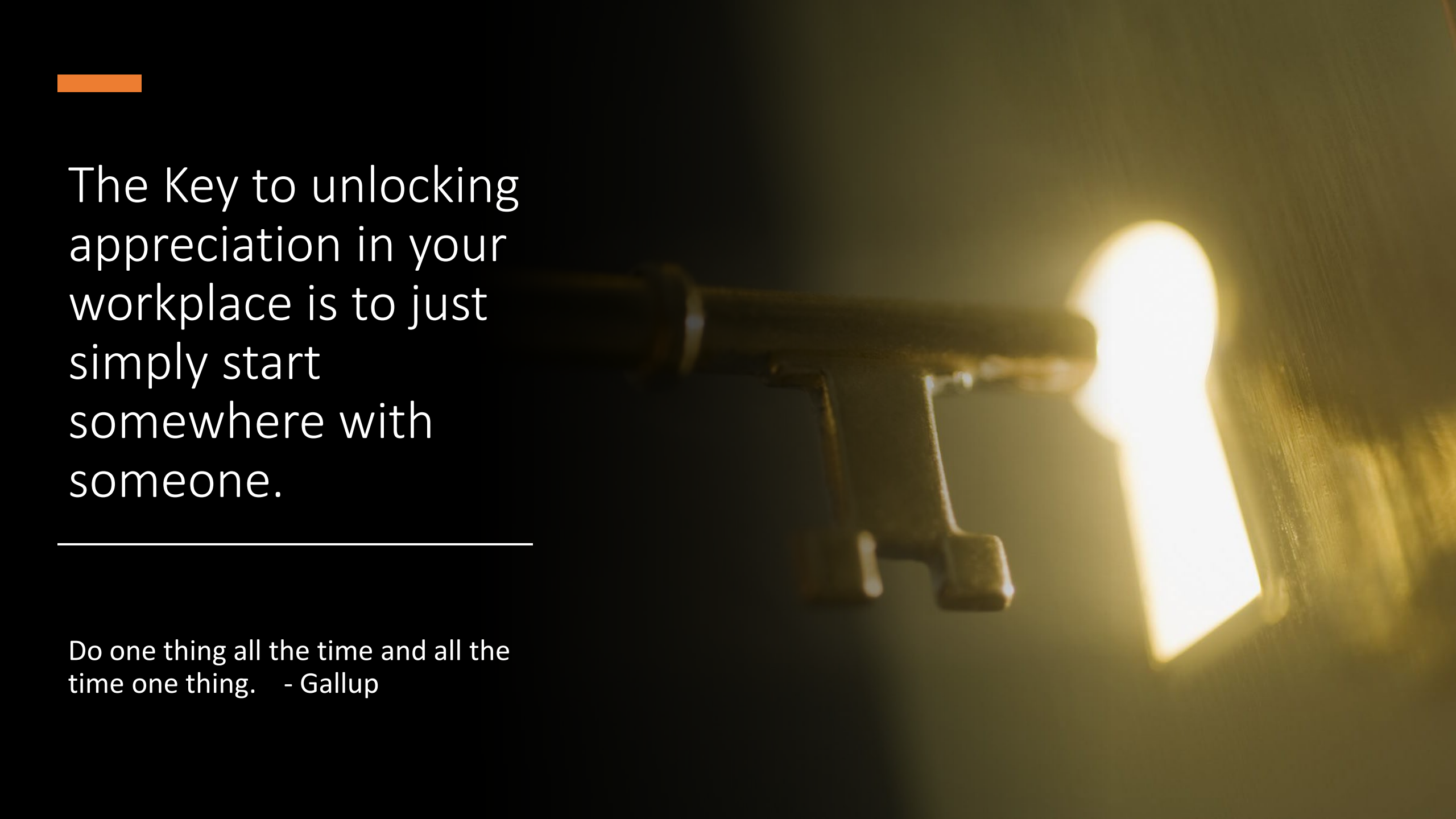
Physical Touch: give a celebratory high five or fist bump, or a congratulatory hand shake

When an organization is composed of teams communicating effectively, it can mean the difference between surviving difficult times and succumbing to a disengaged workplace.



"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

Dr Maya Angelou

A close-up photograph of a key inserted into a lock. The key is positioned horizontally, with its head on the left and its bit on the right. A bright, warm light shines through the keyhole, creating a strong glow and casting a soft shadow of the key onto the surrounding metal. The background is dark and out of focus.

The Key to unlocking
appreciation in your
workplace is to just
simply start
somewhere with
someone.

Do one thing all the time and all the
time one thing. - Gallup

CONTACT INFORMATION:

Jamie K. Gayer, PHR, SHRM-CP

Assistant Vice President, Business Services

Capital Planning & Facilities

Indiana University

- Tel: 812-856-0716
- jkgayer@iu.edu
- [LinkedIn](#) – Jamie Gayer