How to foster your team's engagement?

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Several studies demonstrate that there is a relationship between the level of engagement of individuals and the success of a company. It makes sense, doesn't it? The more employees are committed to common goals and enthusiastic about their work, the better their performance will be.

That said, the sources of motivation and engagement are different for everyone and often fluctuate. It therefore requires the manager to continually listen to and be attentive to the behaviours of their team members. And, while the manager puts a great deal of effort into making everyone feel good at work and give the best of themselves, sometimes it doesn't take much to affect their engagement level. But, if the base is strong and stable, a gesture or a word won't trigger demotivation. In fact, everyone does their own math: they add and subtract events, and re-evaluate their engagement level at any time. This is called the psychological contract.

Consequently, as a manager, you have a role to play in preserving this psychological contract. But you don't have to be a magician or read people's minds. You just have to act on 3 of the basic needs of every human being: the needs of social affiliation, autonomy and skill development.

With this guide, you will be able to take a look at the different practices required to engage your team members in addition to getting their feedback.

When to use this guide?

- You are aware of the importance of engagement and wish to develop further on the subject in relation to your function..
- You feel that the engagement of one or more members of your team seems to be on the decline..

How to use it?

- Fill out the suggested self-assessment.
- Take stock of your good practices and what you would like to develop.
- Continue the exercise by getting feedback from your team to improve your practices.

To learn more

- Article: FOREST, Jacques, CREVIER-BRAUD, Laurence, GAGNÉ, Marylène. Mieux comprendre les différents types de motivation au travail (in French)
- Video: What is Self Determination Theory?
- Video: SAVARD, André. Au-delà de la mobilisation, susciter l'engagement (in French)

1. Complete the self-assessment

Each of the statements below represents an essential behaviour to engage your team members. For each one, by referring to real-life situations, identify whether it corresponds to your existing practices.

SOCIAL AFFILIATION	Rarely	Sometimes	Most of the time	Always
I have honest and open conversations with each member of my team.	☐	☐	☐	☐
I make sure with my team members that their work is meaningful to them.	☐	☐	☐	☐
I promote mutual support and authentic and respectful communication between team members.	☐	☐	☐	☐
I encourage social activities and any opportunity to enhance team spirit and a sense of belonging.	☐	☐	☐	☐

AUTONOMY				
I allow each member of the team to organize their work according to what they consider most relevant to achieving the expected results.	☐	☐	☐	☐
I seek ideas and opinions rather than provide solutions.	☐	☐	☐	☐
The members of my team know that they can take initiative and take calculated risks within certain limits.	☐	☐	☐	☐
I encourage everyone to make decisions in their work.	☐	☐	☐	☐

SKILLS				
I make sure that everyone's strengths and experience are leveraged.	☐	☐	☐	☐
I highlight good work and offer recognition to each member of my team, both in terms of effort and results.	☐	☐	☐	☐
I give feedback on a regular basis to reinforce the strengths and promote the professional success of each individual.	☐	☐	☐	☐
I encourage team members to get out of their comfort zone, develop new skills and challenge themselves.	☐	☐	☐	☐
I see failure as a source of learning.	☐	☐	☐	☐

2. Learn from it

With the self-assessment completed, you are now able to identify what you are already doing well and what you need to continue to do, as well as what you could do more of to adopt the essential behaviours that engage your team members.

To make these behaviours even more ingrained in your habits, you should also ask yourself "why" you need to continue or begin doing them. This will give meaning to your practices and convince you of the importance of applying each of them.

What are the behaviours that I am already doing well and that I need to continue doing? And why?

What are the behaviours that I am not doing enough or not in the right way and that I could do better or more often? And why?

To ensure your success, take one bite at a time! Challenge yourself to work on one behaviour first and don't move on to the next until the first one is well integrated.

3. Request feedback from the team

If you want to discover your blind spots and continue developing your leadership, how about getting feedback from your team? To do so, invite them to complete the following feedback form.

NAME:

FEEDBACK FORM

The level of motivation at work is influenced, among other things, by management practices and behaviours. So, to help you ensure your success and that of the team, here is a form to collect your feedback on what I could do differently and what I must continue to do to generate commitment.

For each statement, indicate how I "usually" respond to this behaviour.	Rarely	Sometimes	Most of the time	Always
I clarify the vision and goals of the organization within the team.	☐	☐	☐	☐
I make sure that your work is meaningful to you.	☐	☐	☐	☐
I care about your commitment to achieving team and organizational goals.	☐	☐	☐	☐
I clarify my expectations of the results to be achieved.	☐	☐	☐	☐
I make sure that all team members work together to achieve the goals.	☐	☐	☐	☐
I allow you to organize your work according to what you consider most relevant to achieving the expected results.	☐	☐	☐	☐
I promote authentic and respectful communication between team members.	☐	☐	☐	☐
I seek your ideas and opinions rather than pointing out solutions.	☐	☐	☐	☐
I encourage you to take calculated risks.	☐	☐	☐	☐
I allow you to make more decisions in your work.	☐	☐	☐	☐
I make sure that your strengths and experience are put to good use.	☐	☐	☐	☐
I recognize your efforts as much as your results.	☐	☐	☐	☐
I give you feedback for your professional success.	☐	☐	☐	☐
I encourage you to develop new skills and to surpass yourself.	☐	☐	☐	☐
I see failure as a source of learning.	☐	☐	☐	☐

Notes and comments

Indicate here the impact on you of improving the behaviours to which I answer "rarely" or "sometimes."

Develop the leadership of your teams with our learning solutions

Our turnkey solutions combine quality instructional content with an efficient learning experience and cutting-edge technology to develop the leadership skills of your teams, managers and employees.

List of available soft skills

Team leadership

- Aligning and empowering
- Constructive feedback
- Delegating
- Engagement
- Excelling as a team
- Psychological proximity
- Psychological safety
- Recognition
- Team standards
- Team synergy

Organizational leadership

- Change management
- Civility
- Coaching
- Collaboration
- Communication
- Impact and influence
- Kindness
- Managerial transition
- Transition to hybrid mode

Intentional leadership

- Autonomy
- Digital agility
- Learning
- Managing time and priorities
- Proactivity
- Stress management
- Unconscious biases

See the full list here.

Did you know?

According to research, those who participated in a leadership development program saw a 20% improvement in job performance and a 25% improvement in organizational results.

A Gallup study highlights that 1 in 2 employees have left their organization in their career to escape a bad manager.

The Boostalab learning solutions

A unique approach focused on action and results!

Forget traditional training and opt for an approach that will transform your organization and anchor learning in a sustainable and practical way.

Aha! Micro-contents

We only offer what is innovative, tangible and relevant.

Team challenges

Participants build authentic connections by focusing on their challenges.

Taking action on a daily basis

They implement the practices quickly, so that the magic happens.

Autonomy and empowerment

They become masters of their own development!

Efficient, engaging and high-impact solutions

The practical tools offered online allow for immediate implementation within teams and for managers to see the positive changes.

Oxfam Québec

The solution completely met our needs! Our managers were not used to working together. The fact that we also had a challenge to achieve led to great achievements that were reflected in the teams.

Humanware

Our managers challenged themselves to increase the impact of their feedback practices. The platform allowed them to set development priorities, work as a team and encourage each other to take up the challenge and thus succeed in changing their practices, in action and in a sustainable way.

Ubisoft