

SIX DRIVERS  
THAT WILL  
ENABLE  
LEADERS,  
TEAMS, AND  
INDIVIDUALS  
TO OWN  
THEIR OWN  
ENGAGEMENT

# Employee Engagement

## The Fact

Highly engaged employees get results with energy, passion, and purpose. They stay longer, innovate faster, and execute better. They are the ultimate competitive weapon of our day. Organizations with highly engaged employees outperform their rivals in operating income (19 percent), net income growth (14 percent), and earnings per share (28 percent). Highly engaged employees are more productive (43 percent), and more likely to remain with their employers (85 percent).

## The Challenge

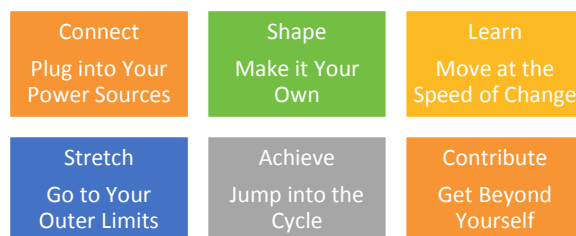
The bad news is that only 25 percent of employees are highly engaged. Most contribute only a fraction of their talent and discretionary effort. The bigger challenge is doing something about it. Searching for the secret sauce, organizations chase everything from gimmicks to highly complex theory. Rarely does any of it work. In some cases, organizations see a boost, but it doesn't last. What's missing in all of this?

## The Solution

A closer look at high engagement reveals two remarkably consistent patterns: (1) The highly engaged take personal and primary responsibility—they own their own engagement; and (2) the highly engaged apply six drivers as personal patterns and only expect the organization to play a support role. In addition, most high performance organizations incorporate the same six drivers as deep organizational systems.

## The Six Drivers of Engagement™

The Six Drivers of Engagement™ represent the integration and distillation of all major streams of engagement research and practice. On an individual level, they represent “personal processes”. On an enterprise level, they represent “organizational systems.” Most approaches to engagement are narrow, incomplete, and temporary.

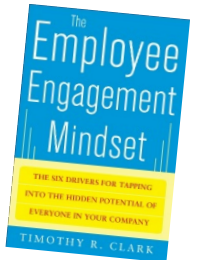


Focus.  
Align.  
Engage.  
Lead.

The Six Drivers create immediate, measurable, and sustained impact to increase retention, productivity, and overall performance. Working together, employers and employees learn how to integrate their complementary roles to make the Six Drivers real and lasting at the individual, team, business unit, and enterprise level.

The Six Drivers are powerful yet flexible enough to provide the architecture for building personal processes and organizational systems across industry, geography, cultural, and demographic boundaries. Whether you are the CEO or the last person hired, the Six Drivers provide a practical and actionable approach to create and sustain high engagement at the personal and organizational level.

1. **Shape:** Customizing, personalizing, and tailoring your professional experience based on your preferences while pursuing the organization's goals and acknowledging real constraints.
2. **Connect:** Forming solid relationships with coworkers, the work you do, the culture and environment, the cause, and the organization's purpose and goals.
3. **Learn:** Becoming an aggressive, self-directed learner in order to learn at or above the speed of change.
4. **Stretch:** Moving out of your comfort zone and going to your outer limits to meet a combination of discomfort and exhilaration that will increase personal capacity.
5. **Achieve:** Jumping into the achievement cycle to reap its intrinsic rewards.
6. **Contribute:** Directing effort beyond self in order to make personal contributions that drive lasting positive change in others and the organization.



## What others are saying...

*"There has been a lot written about employee engagement from the leader's perspective. What excites me about The Employee Engagement Mindset is that it is written for employees. It offers a blueprint for high engagement that really works."*

—Patricia Longshore, Vice President, Duke Corporate Education

*"The Employee Engagement Mindset is an outstanding companion guide for anyone who wants to sustain a high level of engagement in both personal and professional life. It lays out in clear, practical terms how highly engaged people think and what they do. I highly recommend it."*

—Val Sihakema, NBC Philadelphia sports anchor and former NFL All-Pro, Philadelphia Eagles

*"The Employee Engagement Mindset makes it clear that successful engagement is not a spectator sport. In today's always-connected world, real and effective personal engagement is more important than ever."*

—Major General (Ret.) Craig Bambrough, former deputy commanding general, U.S. Army Reserve Command



## Want help?

Schedule a brief conversation where we can discuss your situation, how we would approach it, and ways we could assist you.

2975 West Executive Parkway Suite 185  
Lehi, Utah 84043  
p 801-830-3537  
e [Info@highlandsgroup.com](mailto:Info@highlandsgroup.com)  
[www.highlandsgroup.com](http://www.highlandsgroup.com)

## OFFERINGS

- Two-day instructor-led workshop
- Engagement survey
- Personal coaching and organizational consulting

For more information on any of our products or services please visit us on the web at:  
[www.highlandsgroup.com](http://www.highlandsgroup.com)