Connection and engagement

Creating an enabling work environment workshop resources

October 2021

Introduction

This booklet provides an overview of the key concepts, tools and practices from the Connection and Engagement webinar as part of the series Creating an enabling work environment. The purpose of this booklet is to give some guidance to organisations that are rethinking their work environment.

The overview is by no means an exhaustive list. It only offers a small curated set of reading, exercises, and activities from the huge variety of methods and techniques that are freely available in the public space. The resources in this booklet will be most useful to people leaders and teams keen to improve the experience of connection and engagement at work.

Starting to apply the practices in this booklet is a step towards creating an enabling work environment. However, to truly transform your work environment will also require carefully considered and designed strategies. That said, we hope that with this booklet you will feel inspired to start improving your workplace in new and exciting ways.

Purpose at Work 2021

Connection and engagement

Topic	Practice	Description	Links
Connection		The relationship of a person, thing, or behaviour to someone or something else.	Impact of remote work on connections at work Icare social connections toolkit The surprising power of simply asking co-workers how they are doing The Power of High Quality Connections Video on the four pathways to High-Quality Connections by Prof Jane Dutton
Belonging			Why you should care about belonging at work 6 ways to foster belonging 4 ways to foster belonging Belonging: from comfort to connection to contribution BetterUp The value of belonging report
Engagement	-	Positive work-related state of mind characterised by a willingness to contribute physically, cognitively and emotionally toward organisational goals and success	The Future of Employee Engagement The worker-employer relationship disrupted Psychological conditions of personal engagement and disengagement at work State of the Global Workplace: 2021 report by Gallup HESTA report State of the Sector: 2021 The relationship between engagement at work and organizational outcomes: Gallup meta-analysis 2020
	Stand-ups	A short (15 minute or less) meeting to get everyone up to speed in a team on what was accomplished, we hope to accomplish and what support we need	How to run stand-ups Stand-ups: do's and don'ts

	Skip level meetings	A periodic team or one-on-one meeting between an employee and the manager two levels or more above them in the hierarchy	HRM-online article on skip level meetings Skip level meeting: tips from an organisation that uses them
	Stay-interviews	One-on-one meetings between leaders and their employees to discuss what's important to them and get their feedback on how to better engage them and keep them from leaving	Stay interview guide
	Build and support communities at work	Communities are groups of people who, share a specialty, role, passion, interest, concern, or a set of problems and interact with each other on an ongoing basis around this subject.	Communities manifesto: Key principles for successful communities Henry Mintzberg: Rebuilding companies as communities
	Engaging team meetings	The type of team meeting that invites all team members to actively participate	IDOARRT meeting design Buurtzorg method for team-led operational meetings Holacracy method for operational team meetings Circle discussion: video introducing it and simulation Check-out process for meetings to ensure it met its purpose
	Team scenario planning	Method to help teams collectively develop and test strategies for plausible yet unpredictable futures and build capability to respond quickly to future challenges	Critical Uncertainties exercise walk through Critical Uncertainties MURAL template Article on the Polak Game Polak Game exercise
	Check-in/icebreakers	A practice that invites each group member to be present, seen and heard, and to open a meeting in a collaborative way	EY Belonging Barometer: check-ins improve sense of belonging Example icebreakers from the Atlassian play book

	Team agreements	A collectively developed agreement between team members on how they will be, work and collaborate together	Work agreements exercise Team Remote working charter MURAL team charter template MURAL hybrid team charter template
	Team allocated roles and responsibilities	Roles and responsibilities jointly defined, clarified and allocated to team members by the team	Team roles and responsibilities exercise From titles to roles and responsibilities exercise
	Two-way mentoring	A collaborative mentoring relationship in which both partners mentor each other after identifying the skills they want to learn from the other	Two-way mentoring-a framework
	Generative relationships STAR	Process to create a common understanding of the current and desired patterns of interaction within a team	Generative Relationships STAR Generative Relationships STAR Mural Template
	Core quality model	A core quality is someone's natural positive strength that has not been learned. This model offers three different perspectives on a core quality: the pitfall, the challenge, and the allergy	Video of Daniel Ofman explaining the Core Quality model Article explaining core quality model and it's use at work Exercise using the core quality model
	Conflict resolution process agreement	An agreement between members of a team on the process they will follow when conflict arises between them	Thomas-Kilmann Conflict model Fault-free conflict resolution method explained Example of an agreed conflict resolution process by Loomio

For further information and support in creating an enabling work environment see www.purposeatwork.com.au