

## Removing Barriers to High Performance, Engagement and Growth



May 29th 2012 by Nikki Owen |

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Numerous studies have proven that companies with highly engaged employees are more profitable than companies with low engagement. Gallup's research with 17 million employees spanning 30 years authoritatively confirms that employee engagement is a leading indicator of financial performance. Yet disengaged employees are making it tougher for organizations wanting to create a high performing workforce.

### **Disengagement – The Rotten Apple Syndrome™**

Disengaged employees erode the bottom line. Gallup estimates in the US workforce this costs companies \$300 billion a year in lost productivity alone. Gallup's engagement ratio formula shows that world-class organizations have 10 engaged employees to every 1 actively disengaged employee. However, in the UK, an average organization has only 2 engaged employees for every 1 actively disengaged employee. The Towers Watson's report compounds the problems of disengagement by highlighting that engaged employees take an average of 2.69 days off sick each year compared to 6.19 days taken by disengaged employees.



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## A protection mindset builds resistance

In a tough economy as employees are being tasked to achieve more with fewer resources, they unwittingly perpetuate a climate of fear and uncertainty. Where jobs are at risk and organizations introduce change initiatives to streamline processes and improve performance, the demands and pressures can feel like a burden of anxiety. Based on Maslow's Hierarchy of Needs, when employees believe their job security is being threatened a natural instinct for survival causes them to withdraw into a 'protectionist' mindset.



Consequently employees erect an invisible barrier around themselves and 'disengage' from their job role. Even with a competent leadership team, a solid market-driven strategy and robust processes, the individual will be unable to utilize these resources whilst there is a wall of resistance in the way. Even with a personalized development plan, traditional models of training are failing to penetrate resistance from employees.

## Charisma activates accelerated growth

Charisma is a natural state that anyone can experience. Charisma enables people to optimize their thinking, their behaviour and their performance. Charisma is an authentic power that connects the heart and mind to remove resistance because the individual is operating in a growth mindset. In the world of sport, this charismatic state is often referred to as 'the zone'. In business, this charismatic state it is called engagement.