LEADING ORGANIZATIONS

THE WORKFORCE

SYLLABUS

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Written & Delivered By:

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OVERVIEW

Business leaders rate employee retention and engagement as the No. 2 issue for business success, second only to global leadership. Gallup's research shows that only 13 percent of all employees are highly engaged, and 26 percent are actively disengaged. Glassdoor, a company that allows employees to rate their employers, reports that just 50% of employees recommend their company as a place to work. In the technology sector, two-thirds of all employees believe they could find a better job in less than 60 days if they only took the time to look. Some 80% of organizations believe their employees are overwhelmed with information and activity at work, yet fewer than 8% have programs to deal with the issue.

According to Deloitte, more than 70% of millennials expect their employers to focus on pro-social goals; 70% want to be creative at work, and more than two-thirds believe it is management's job to provide them with accelerated development opportunities to retain talented employees.

The employee work contract has changed. People are operating more like free agents than in the past. The balance of power has shifted from employer to employee, forcing business leaders to learn to build an organization that engages employees as sensitive, passionate, and creative contributors. Deloitte calls this shift from improving employee engagement to a focus on building, an irresistible organization. This module on the workforce explores how to build an irresistible organization.

This module is designed for managers and junior executives seeking to make the transition to organizational leader at the director, chief, vice president, or president levels. The module is based on our book, *Leading Organizations: Innovating for Performance Excellence* published in 2019. This book is used in conjunction with our Executive Education Program for new or emerging CEOs.

The module would also qualify for Continuing Education Units (CEU) for professional certifications with most any profession.

LEARNING OUTCOMES

The learning outcomes for the module are as follows. With the completion of this module, learners should be able to:

1. Understand the importance of workforce engagement in an organization.

2. Appreciate the principles of effective workforce engagement.

3. Implement strategies for workforce engagement.

4. Apply the principles to build an irresistible organization.

CURRICULUM

Section	Topics
Module Introduction	• Module Purpose • Module Overview
Workforce Engagement	• Introduction • Simon Sinek: How Great Leaders Inspire Action – Start With "Why" Video • The Changing Nature of Employee Engagement • A Focus on Simplicity • Capturing Real-Time Feedback • Why employee engagement matters Video • Placing Employee Engagement at the Center of Everything We Do • Summary
Strategies to Improve Employee Engagement	• Introduction • Why is employee engagement important for an organization's success? Video • Improving Employee Engagement • HR Basics: Employee Engagement Video • Strategy #1: Values and Purpose • Strategy #2: Communication • Strategy #3: Health and Wellness • Strategy #4: Workspace and Environment • Strategy #5: Create Well-Defined Roles

	• Strategy #6: Relationships with Colleagues • Strategy #7: Employee Recognition and Incentives • Strategy #8: Creating an Organization of Amazing Managers • Strategy #9: Cultivating Personal Growth and Development • Strategy #10: Completing the Puzzle • Summary
Module Summary, Reflective Questions, Case Studies, and Final Quiz	• Summary • Reflective Questions • Case Studies • Final Quiz

RESOURCES

Oedekoven O. O., K. B. Venkateshiah, D. J. Gilbert, & D. K. Robbins (2019). Leading
  Organizations: Innovating for Performance Excellence. Gillette, Wyoming: Peregrine
  Pathways.

ASSESSMENT

Throughout the module, there are in-progress quizzes and short exercises to ensure understanding of the instructional content. A completion certificate is issued when the learner obtains at least 80% on the final exam.

The learner must complete each module, case study questions, and reflection questions to be awarded a completion certificate for the program.

HOURS AND ARTICULATION

Learner hours are shown in the following table. The hours are based on both the time within the module and time away from the module conducting application activities.

Section	Hours
Introduction	1
Workforce Engagement	2
Strategies to Improve Employee Engagement	2
Module Summary, Reflective Questions, Case Studies, and Final Quiz	1
Total Hours	6