



ACCELERATING ENGAGEMENT

LEADERSHIP@MARS, PART I

CONTENT

1. The story of Mars Engagement so far
2. Engagement survey process overview
3. Engagement scorecard
4. Your role as leaders and Impact planning instruments

Engagement Basics

What is engagement?

Why engagement?

How do we
measure it?



WHAT IS ENGAGEMENT?

Take few minutes each at your table to tell the story of your Engagement. Share a time at work when you were most engaged, what was happening and how did you feel? (15 minutes total)

ENGAGEMENT

An associate's enthusiasm, commitment
and connection to their work.

It is not another word for passion or satisfaction.

QUIZ TIME

Let's check your understanding of your Engagement Self Directed Learning (SDL) with a fun quiz.





QUESTION 2

As we started our engagement journey we teamed with Gallup Consulting and their research revealed:

- A. People arrive at a new organisation engaged
- B. People want to be engaged
- C. Engagement is most actionable at the business unit level
- D. All of the above
- E. A & B

Correct Answer: E



QUESTION 4

When we first started measuring associate engagement in 2004 Mars Inc. ranked in the top 15% of Gallup's Global Database and the Mars Leadership Team was thrilled with the results.

- True or False?

Correct Answer: False



QUESTION 6

The Grand Mean score is calculated by averaging:

- A. The responses to the 20 questions included on the Engagement Survey
- B. The responses to the 12 questions (ie. The Q12) linked specifically to engagement
- C. The responses to the 12 questions (ie. The Q12) linked specifically to engagement and the three follow-through questions
- D. The responses to the 12 questions (ie. The Q12) linked specifically to engagement and the four questions exploring the health of the Five Principles

Correct Answer: B



QUESTION 8

In 2013 four questions were added to the annual survey to help teams assess the health of The Five Principles.

- **True or False?**

Correct Answer: True



QUESTION 10

Which of the following Impact Planning tips, should you **NOT** follow?

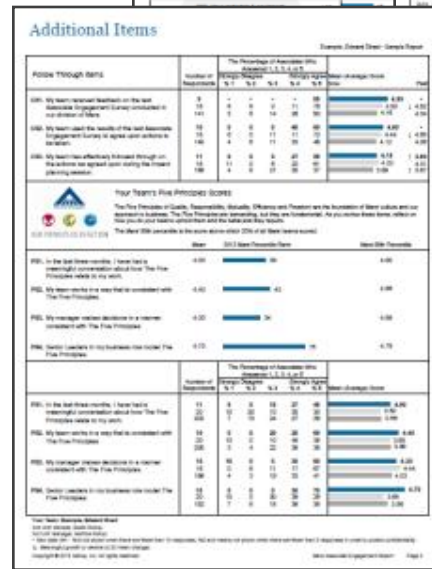
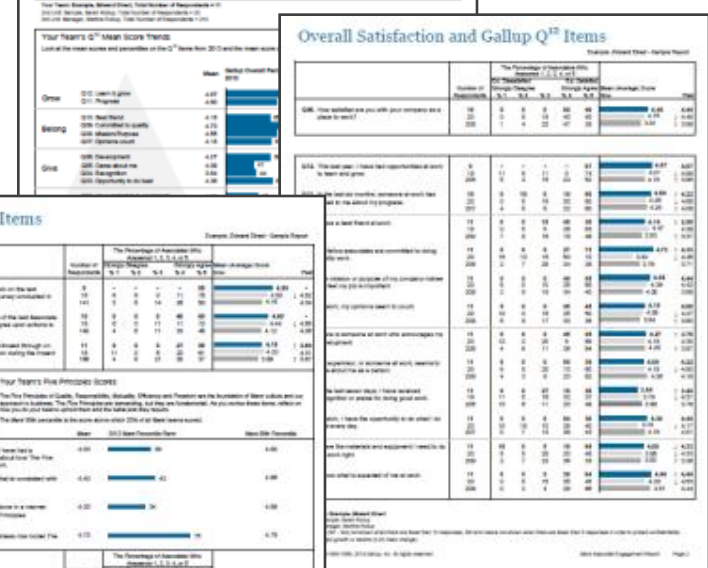
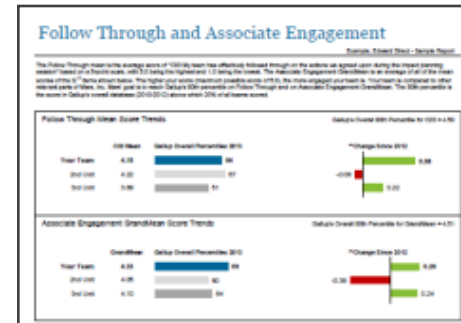
- A. Ignore the Scorecard results if you do not feel confident to explain and discuss them with the team
- B. Consider what you want the team to think, feel and do during and after the session
- C. Commit to keeping the conversation alive and schedule monthly or quarterly Impact Plan check-ins
- D. Encourage your team to take ownership for the outcomes and the actions

Correct Answer: A

SCAVENGER HUNT

Let's check in on your understanding of the scorecard with our scavenger hunt:

- Stay with your group from the quiz, you will need your Sample Scorecard and Scavenger Hunt
- In your group work through questions a) to j)
- You have 10 Minutes!



IMPACT PLANNING SESSION

Let's now share some ideas on how to facilitate a great Impact Planning session

Take a few minutes to reflect on:

- The best Impact Planning session you have participated in – what happened before, during and after the team session?

OR

- If you have never participated in an Impact Planning Session, visualize what a great Impact Planning session would look and sound like?

Capture your thoughts in your Participant Workbook

**SO WHAT IS
YOUR ROLE?**



IMPACT PLANNING FLOW



RESOURCES AVAILABLE

The collage features several key resources:

- TEAM SCORECARD REVIEW: WHERE WE ARE & FUTURE IDEAS**: A large graphic divided into five stages:
 - STAGE 1—FIRST IMPRESSIONS**: What are you pleased about? What surprises you?
 - STAGE 2—FOCUS AREAS**: What are the areas/questions we should focus upon?
 - STAGE 3—IDEAS AND OPTIONS**: What big ideas do we have?
 - STAGE 4—OUTCOMES AND ACTIONS**: What? Who? When?
 - STAGE 5—STAYING ON TRACK**: When will we hold our quarter?
- Engagement Conversation Starter**: A document with sections for:
 - Q&A Expectations**: How about individual/departmental expectations? How do you see your own? ...
 - Q&A Goals**: How do you see your own? ...
 - Q&A Milestones**: If communication is a "critical" engagement? ...
 - Q&A Quality**: How do you see your own? ...
 - Q&A Development**: How do you see your own? ...
 - Q&A Objectives**: How do you see your own? ...
 - Q&A Mission**: How do you see your own? ...
- Q1 I know what's expected of me at work**: A card with a sad face icon and text: "The most basic and important of all associate needs, is to know what is expected." It includes suggestions for starting a conversation about OI and for taking action.
- Q11 In the last six months, someone at work has talked to me about my progress.**: A card with a person icon and text: "Each associate excels in at least one area. Managers often focus most on areas that need improvement..." It includes suggestions for starting a conversation about OI and for taking action.
- LEADERSHIP@MARS, PART I: Engagement Conversation Starter**: A document with a silhouette of two people on a desert landscape and the text "OUR PRINCIPLES IN ACTION".
- LEADERSHIP@MARS, PART II: THE LINE MANAGER CHALLENGE**: A document with a hiker icon and the text "Engagement: Huddle Climb".

FACILITATING TIPS

- **CONTRACTING:** what will be the best outcome of our session – agree in the beginning of session;
- **MAD\SAD\GLAD:** use 3 flipcharts to get first emotions
- and/or
- **POST-IT NOTES:** use post-it notes (5-10 per person) to collect ideas what's good and what needs improvement;
- **COLOR VOTING:** use color voting (3 green dots per person) to choose priorities to work on;
- **IMPACT PLANNING TEMPLATE:** use template to finalize the impact plan (ensure SMART format is in place);
- **RATING SCALE:** use rating scale (from 1 to 10) to evaluate team's satisfaction with the created impact plan;
- **NEXT REVIEW:** agree on next meeting dates to review the progress.



TEAM SCORECARD REVIEW:

WHERE WE ARE & FUTURE IDEAS



STAGE 1—FIRST IMPRESSIONS

What are you pleased about?

What surprises you?



STAGE 2—FOCUS AREAS

What are the areas/questions we should focus upon?



STAGE 3—IDEAS AND OPTIONS

What big ideas do we have?

STAGE 4—OUTCOMES AND ACTIONS



What?



Who?



When?



STAGE 5—STAYING ON TRACK

When will we hold our quarterly reviews?



EXERCISE

1. Take 10 minutes to review your team's scorecard and current impact plan and come up with the plan of discussion for next impact plan meeting (frist one, or the one for review)
2. 10 minutes – discuss your ideas and get feedback from your peer in pairs.



**THANK YOU
ANY QUESTIONS?**

