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

# Topics

## Connection

The relationship of a person, thing, or behaviour to someone or something else.

**Links:**

[Impact of remote work on connections at work](https://www.hrmonline.com.au/covid-19/remote-work-impacted-connections-at-work/)

[iCare social connections toolkit](https://www.icare.nsw.gov.au/social-connections-toolkit#gref)

[The surprising power of simply asking co-workers how they are doing](https://hbr.org/2019/02/the-surprising-power-of-simply-asking-coworkers-how-theyre-doing#:~:text=We%20found%20that%20more%20than,emotionally%20isolated%20in%20the%20workplace.&text=We%20found%20that%2039%25%20of,them%2C%20both%20personally%20and%20professionally.)

[The Power of High Quality Connections](https://www.researchgate.net/publication/262725459_The_Power_of_High_Quality_Connections)

[Video on the four pathways to High-Quality Connections by Prof Jane Dutton](https://www.hrmonline.com.au/covid-19/remote-work-impacted-connections-at-work/)

## **Belonging**

**Links:**

[Why you should care about belonging at work](https://www.facebook.com/PositiveOrg/videos/high-quality-connections-build-them/10151452629142094/)

[6 ways to foster belonging](https://hello.cultureamp.com/hubfs/1703-Belonging/Culture-Amp_6-ways-to-foster-belonging.pdf)

[4 ways to foster belonging](https://www.forbes.com/sites/rebeccafraserthill/2019/09/16/belonging-at-work/?sh=52d51cd4ab83)

[Belonging: from comfort to connection to contribution](https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2020/creating-a-culture-of-belonging.html)

[BetterUp The value of belonging report](https://grow.betterup.com/resources/the-value-of-belonging-at-work-the-business-case-for-investing-in-workplace-inclusion)

## Engagement

Positive work-related state of mind characterised by a willingness to contribute physically, cognitively and emotionally toward organisational goals and success.

**Links:**

[The Future of Employee Engagement](https://www.researchgate.net/publication/339733084_The_future_of_employee_engagement_the_challenge_of_separating_old_wine_from_new_bottles)

[The worker-employer relationship disrupted](https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2021/the-evolving-employer-employee-relationship.html)

[Psychological conditions of personal engagement and disengagement at work](https://journals.aom.org/doi/abs/10.5465/256287)

[State of the Global Workplace: 2021 report by Gallup](C://Users/danielle.spinks/Downloads/state-of-the-global-workplace-2021-download.pdf)

[HESTA report State of the Sector: 2021](https://www.hesta.com.au/campaigns/community-and-disability-services-sector-insights.html)

[The relationship between engagement at work and organizational outcomes: Gallup meta-analysis 2020](https://www.gallup.com/workplace/321725/gallup-q12-meta-analysis-report.aspx)

### Practical applications:

### 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.

**Links:**

[How to run stand-ups](https://www.atlassian.com/team-playbook/plays/standups)

[Stand-ups: do’s and don’ts](https://corporate-rebels.com/rebellious-practices-stand-ups/)

### 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

**Links:**

[HRM article on skip level meetings](https://www.hrmonline.com.au/employee-engagement/conducting-skip-level-meetings/?utm_source=Informz&utm_medium=email&utm_campaign=EDM)

[Skip level meeting: tips from an organisation that uses them](https://friday.app/p/skip-level-meetings)

### 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.

**Links:**

[Stay interview guide](https://hrsoft.com/resources/)

### 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.

**Links:**

[Communities manifesto: Key principles for successful communities](https://www.linkedin.com/pulse/20140630211036-2500783-communities-manifesto-10-principles-for-successful-communities/)

[Henry Mintzberg: Rebuilding companies as communities](https://hbr.org/2009/07/rebuilding-companies-as-communities)

### Engaging team meetings

The type of team meeting that invites all team members to actively participate.

**Links:**

[IDOARRT meeting design](https://toolbox.hyperisland.com/idoarrt-meeting-design)

[Buurtzorg method for team-led operational meetings](https://corporate-rebels.com/effective-meetings/)

[Holacracy method for operational team meetings](https://corporate-rebels.com/holacracy-meetings-viisi/)

[Circle discussion: video introducing it and simulation](https://www.youtube.com/watch?v=qI_NPR730XA)

[Check-out process for meetings to ensure it met its purpose](https://www.easierinc.com/blog/r-i-p-a-o-b/)

### 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.

**Links:**

[Critical Uncertainties exercise walk through](https://www.liberatingstructures.com/30-critical-uncertainties/)

[Critical Uncertainties MURAL template](https://app.mural.co/template/204fe2cf-dcfb-4f1b-ab3e-9fb5bb9bf82d/3f149619-acf6-4b1a-80c9-e656a7ccb2c9)

[Article on the Polak Game](https://www.researchgate.net/publication/322144099_The_Polak_Game_or_Where_do_you_stand)

[Polak Game exercise](https://www.fearlessculture.design/blog-posts/the-polak-game-where-do-you-stand)

### 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.

**Links:**

[EY Belonging Barometer: check-ins improve sense of belonging](https://www.ey.com/en_us/diversity-inclusiveness/ey-belonging-barometer-workplace-study)

[Example icebreakers from the Atlassian play book](https://www.atlassian.com/team-playbook/plays/icebreaker-activities)

### Team agreements

A collectively developed agreement between team members on how they will be, work and collaborate together.

**Links:**

[Work agreements exercise](https://www.atlassian.com/team-playbook/plays/working-agreements)

[Team Remote working charter](https://toolbox.hyperisland.com/team-remote-working-charter)

[MURAL team charter template](https://app.mural.co/get-started-from-template?returnUrl=%2Ftemplate%2F2d72bf3d-d95a-4ae8-b6e0-cd216fcc3f89%2Fcfc57fc1-ac2e-43b9-9801-65d90609cd59%3Fsender%3Dyumi8206)

[MURAL hybrid team charter template](https://app.mural.co/t/purposeatwork4758/m/purposeatwork4758/1634771360209/9ec29eaa08f298cbc5f2924752e8884e63f65a99?sender=yumi8206)

### Team allocated roles and responsibilities

Roles and responsibilities jointly defined, clarified and allocated to team members by the team.

**Links:**

[Team roles and responsibilities exercise](https://www.atlassian.com/team-playbook/plays/roles-and-responsibilities)

[From titles to roles and responsibilities exercise](https://www.fearlessculture.design/blog-posts/from-titles-to-roles-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.

**Links:**

[Two-way mentoring-a framework](https://www.interoadvisory.com/2014/11/two-way-mentoring/)

### Generative relationships STAR

Process to create a common understanding of the current and desired patterns of interaction within a team.

Links:

[Generative Relationships STAR](https://www.liberatingstructures.com/26-generative-relationships-st/)

[Generative Relationships Star Template | MURAL](https://www.mural.co/templates/generative-relationships-star)

### 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.

**Links:**

[Video of Daniel Ofman explaining the Core Quality model](https://www.youtube.com/watch?v=gFxr8GBiEoI)

[Article explaining core quality model and it’s use at work](https://www.toolshero.com/communication-skills/core-quality-quadrant/)

[Exercise using the core quality model](https://positivepsychology.com/wp-content/uploads/Core-Quadrants.pdf)

### Conflict resolution process agreement

An agreement between members of a team on the process they will follow when conflict arises between them.

**Links:**

Thomas-Kilmann Conflict model

Fault-free conflict resolution method explained

Example of an agreed conflict resolution process by Loomio

For further resources, visit [purposeatwork.com.au](https://www.purposeatwork.com.au/) and <nds.org.au>