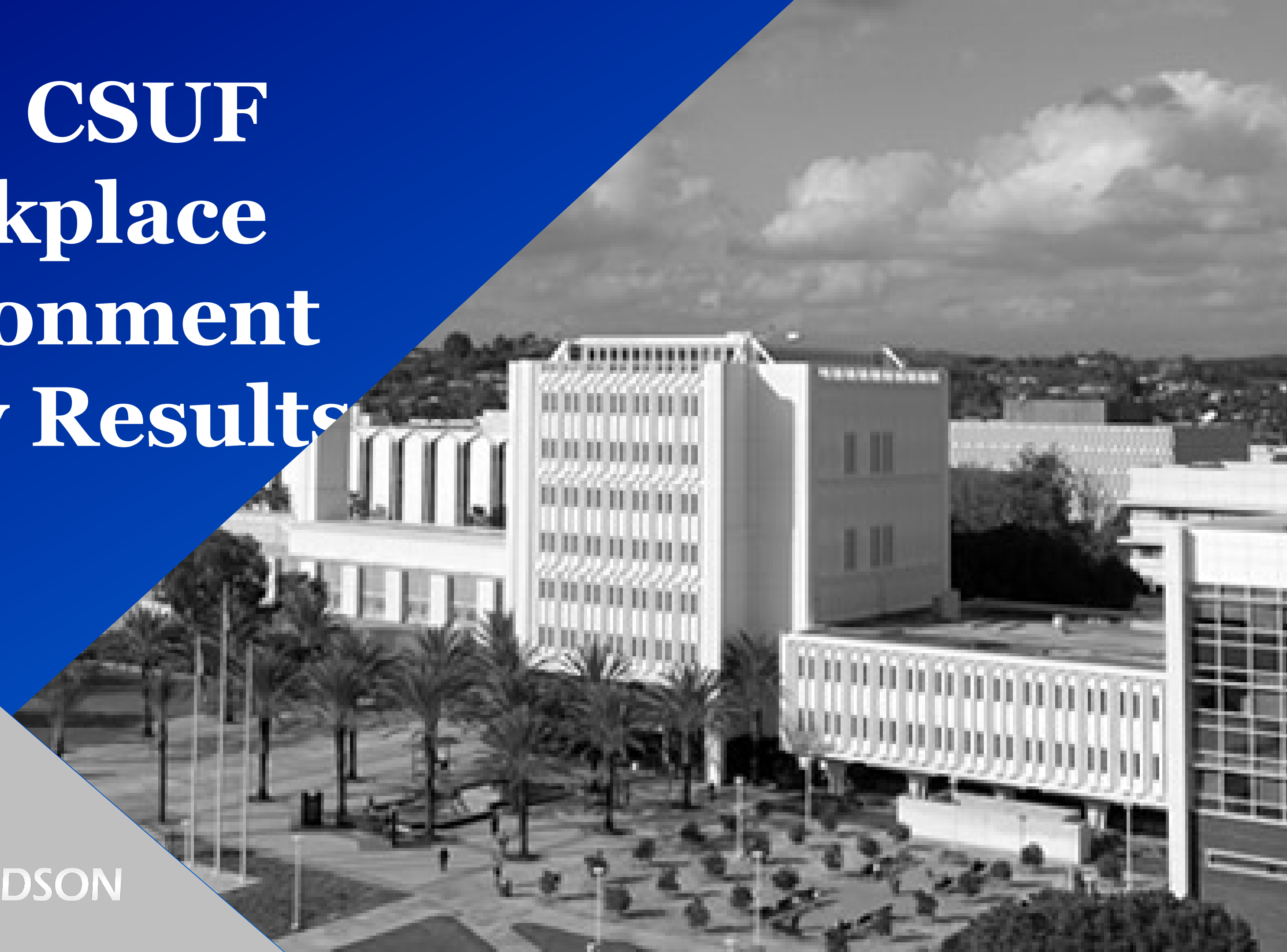


2018 CSUF Workplace Environment Survey Results

RYANGOTTFREDSON



Introduction

- Partnered with CSUF Human Resources
- Leadership professor at Mihaylo College of Business & Economics
- Leadership consultant and trainer
- Former Gallup Consultant





Outline for Webinar

1. Purpose for data collection
2. Methods involved
3. Descriptive results
4. Actionable findings
5. Developmental information

Purpose



Purpose

- Help CSUF leaders better understand the state of the CSUF workplace to...
- Help CSUF leaders make more informed decisions and take more strategic action for improving CSUF employees' work experience to...
- Help CSUF leader accomplish their performance goals of better serving CSUF students and the local community

Methods Involved

Time 1 (June)

LEADERSHIP

Non-Faculty

- Leadership Mindsets
 - Follower/Org./Self
 - Fixed/Growth
 - Prevention/Promotion
 - Open/Closed
 - Inward/Outward
- Leadership Behaviors
 - Relationship
 - Task
 - Change

776 Of 2289 (33.9%)

Time 2 (July)

FEEDBACK

Non-Faculty

- Quality of feedback
- Quantity of feedback
- Demographics

712 Of 2289 (31.1%)

Time 3 (August)

CLIMATE

All employees

- Engagement
- Psychological Safety
- Inclusion
- Trust in Manager
- Leader-member Relationships
- Employee Performance
- Turnover Intention
- Others

1154 Of 4415 (26.1%)

Leadership (Non-Faculty)

» Leader Orientations

» Leader Mindsets

» Leader Behaviors

Descriptions

» Leadership Mindsets (measured from the perspective of both leaders and follower)

- **Leader Orientations**
 - **Self:** Degree to which leader is focused on personal success
 - **Organizational:** Degree to which leader is focused on organizational success
 - **Follower:** Degree to which leader is focused on followers' success
- **Important because:**
 - Leaders with high follower and organizational orientations are generate more positive outcomes
 - Leaders with high self-orientation generate more negative outcomes

Descriptions

» Leadership Mindsets (measured from the perspective of both leaders and follower)

- **Fixed & Growth Mindsets**
 - **Fixed:** See themselves and others as not being able to change talents, abilities, & intelligence
 - **Growth:** See themselves and others as being able to change talents, abilities, & intelligence
- **Important because:**
 - Leaders with growth mindsets are more inclined to take on challenges, learn from challenges, and develop followers
 - Leaders with fixed mindsets are more inclined to self-promote, avoid challenges, and give up easily

Descriptions

» Leadership Mindsets (measured from the perspective of both leaders and follower)

- **Closed & Open Mindsets**
 - **Closed:** Closed to the ideas and suggestions of others
 - **Open:** Open to the ideas and suggestions of others
- **Important because:**
 - Leaders with open mindsets are more inclined to seek the most option options, be in touch with employees, and invite new ideas and perspectives
 - Leaders with closed mindsets are more inclined to seek to have ideas supported, be out of touch with employees, avoid feedback, and see disagreement as a threat

Descriptions

» Leadership Mindsets (measured from the perspective of both leaders and follower)

- **Prevention & Promotion Mindsets**
 - **Prevention:** Focused on NOT losing
 - **Promotion:** Focused on winning and gains
- **Important because:**
 - Leaders with promotion mindsets are more inclined make progress toward goals, have employees with higher engagement and job performance
 - Leaders with prevention mindsets are more inclined to be focused on avoiding problems, maintaining the status quo, and avoid taking risks

Descriptions

» Leadership Mindsets (measured from the perspective of both leaders and follower)

- **Inward & Outward Mindsets**
 - **Inward:** Sees others as objects
 - **Outward:** Sees others as people
- **Important because:**
 - Leaders with outward mindsets are more inclined make decisions that benefits the team, be seen as a servant leader, and create an engaging environment
 - Leaders with inward mindsets are more inclined to make decisions that benefit themselves and see themselves as being more important that followers

Descriptions

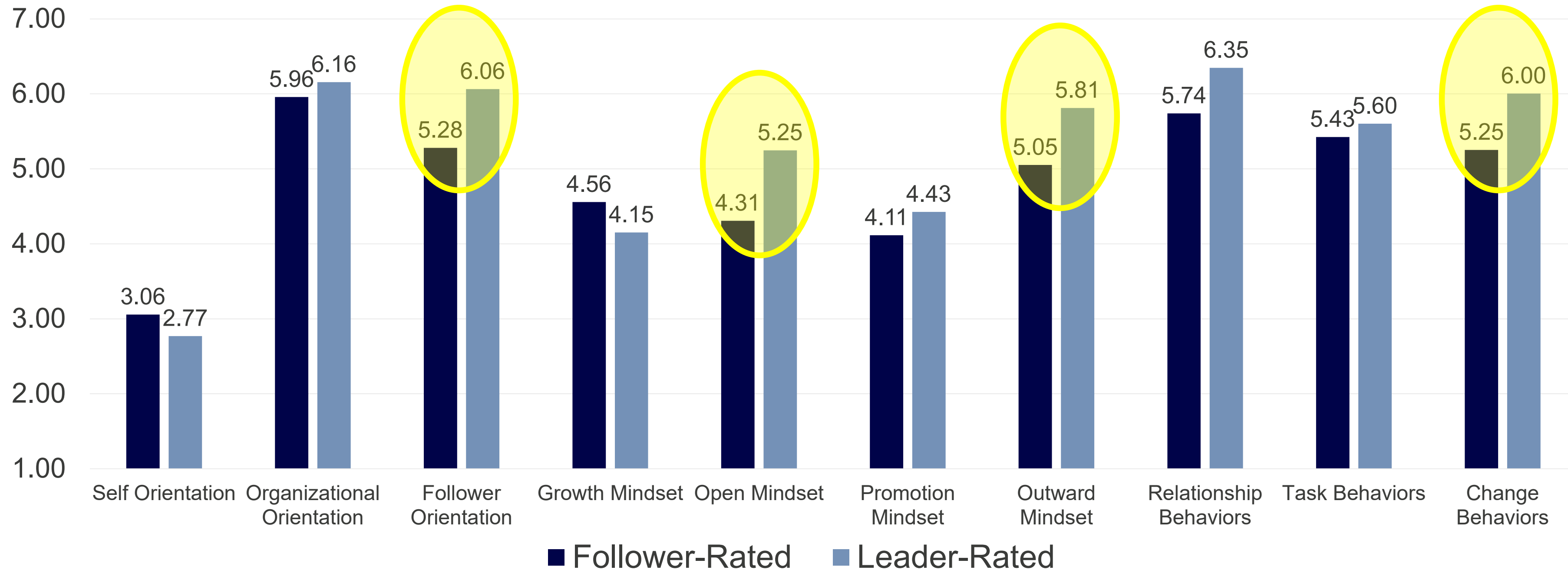
» Leadership Behaviors (measured from the perspective of both leaders and follower)

- **Relationship:** Extent to which leaders create job relationships characterized by mutual trust, respect for employees, and consideration of employee feelings
- **Task:** Extent to which the leader defines and structures the roles of employees in pursuit of goal attainment
- **Change:** Extent to which the leader facilitates and drives change in group and organization
- **Important because:**
 - The more leaders engage in each of these behaviors, the more positive their influence on those they lead and the organization as a whole

Descriptive Results

Degree of Alignment between Leaders & Followers (non-faculty)

Leader Mindsets & Behaviors



Descriptive Results

Degree of Alignment between Leaders & Followers (non-faculty)



Climate (All Employees)

- » Quality of Leader-Follower Relationships
- » Team Climate
- » Employee Engagement
- » Turnover Intention

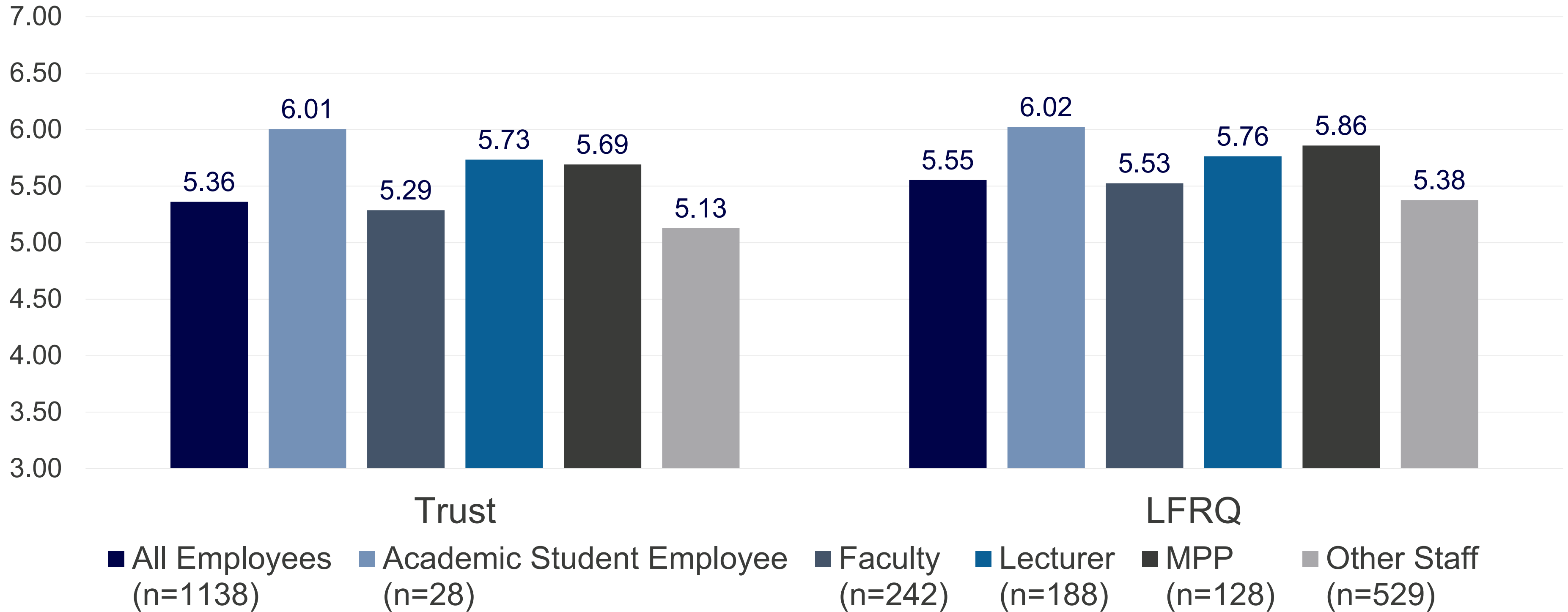
Descriptive Results

» Quality of Leader-Follower Relationships

- **Trust in Manager:** Belief in the reliability and ability of manager
- **Leader-Follower Relationship Quality:** Follower's subjective evaluation of the association they have with their leader
- **Important because:**
 - When followers trust their leaders and feel like they have a higher-quality relationship with their leader, they
 - Are generally more engaged
 - Are more willing to following and be directed by their leader
 - Perform at a higher level

Descriptive Results

Leader-Follower Relationships by Employee Type (Follower Perspective)



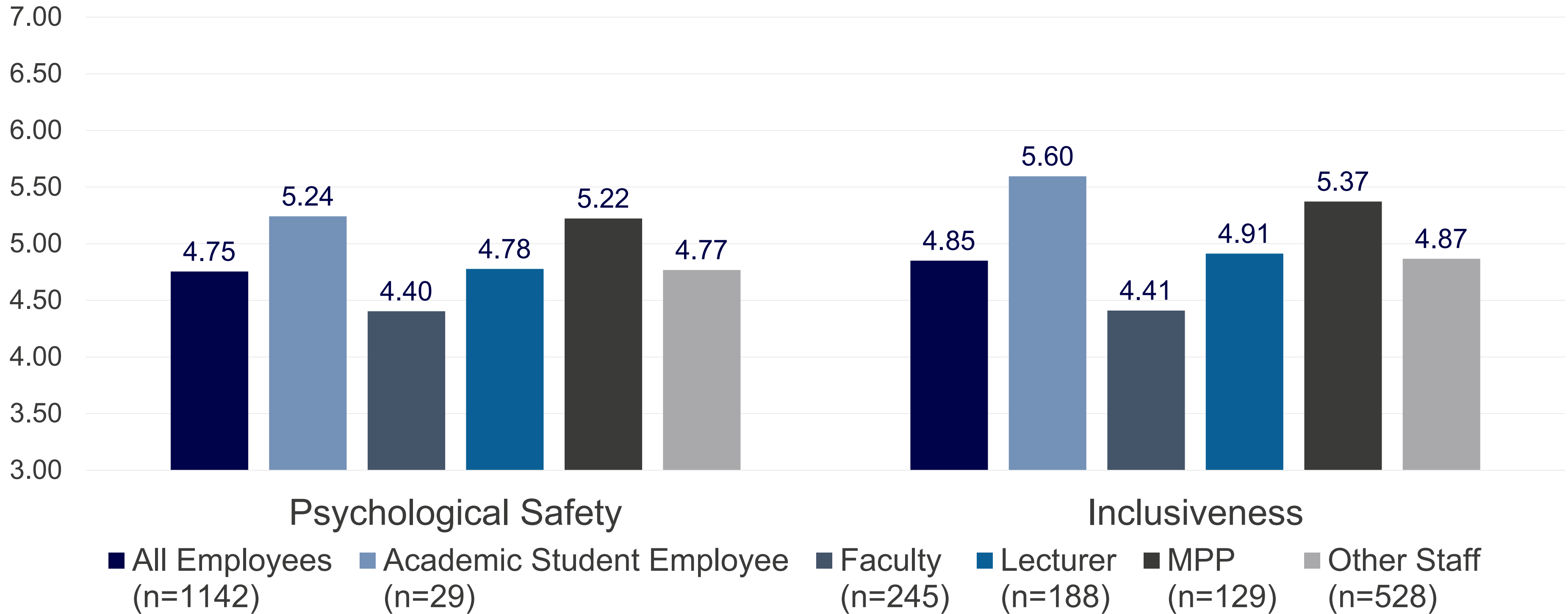
Descriptive Results

» Team Climate

- **Psychological Safety:** Belief that one can express ideas and take risks without fear of negative repercussion
- **Inclusiveness:** Belief that one is fairly treated, valued for who they are, and included in core decision making
- **Important because:**
 - Psychological safety has been found to be the best predictor of high-performance teams
 - Inclusivity allows for teams to leverage diversity's potential benefits

Descriptive Results

Team Climate by Employee Type (Follower Perspective)



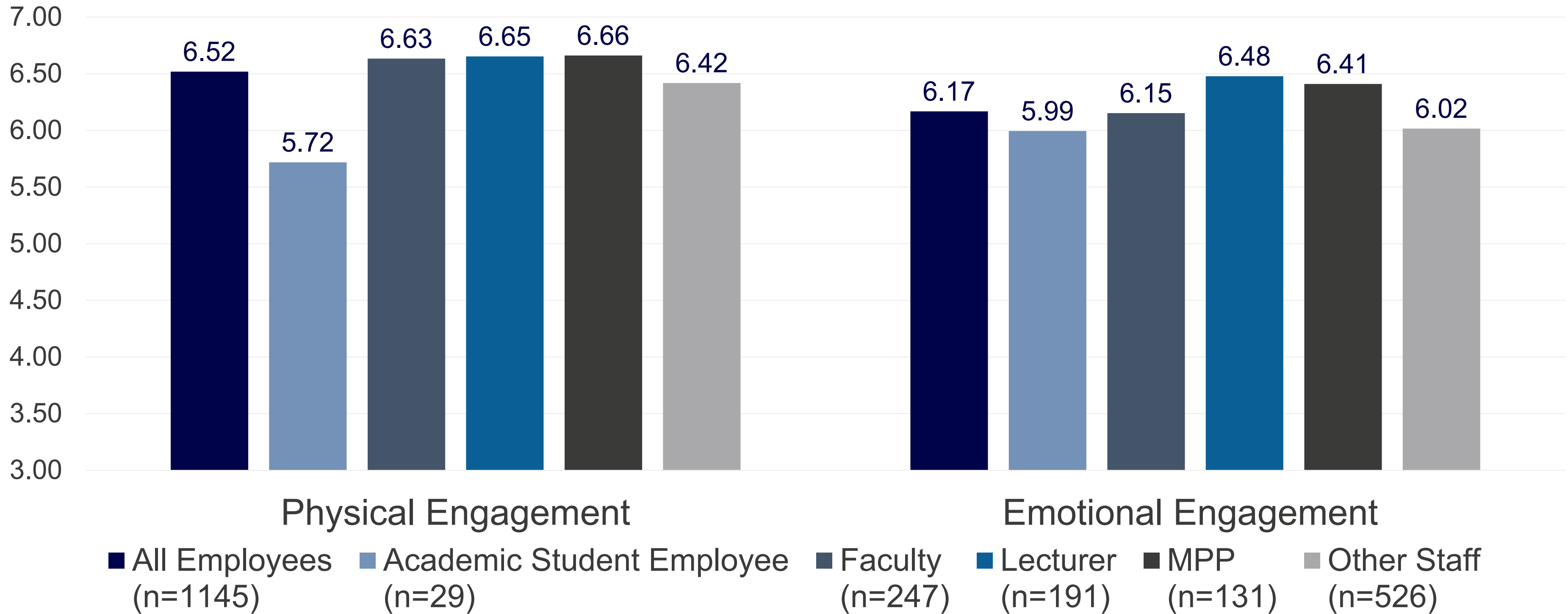
Descriptive Results

» Engagement

- **Physical Engagement:** The physical energy employees are exerting in their job
- **Emotional Engagement:** The emotional energy employees are exerting in their job
- **Important because:**
 - Engagement is a strong driver of employee performance and retention

Descriptive Results

Engagement by Employee Type (Follower Perspective)



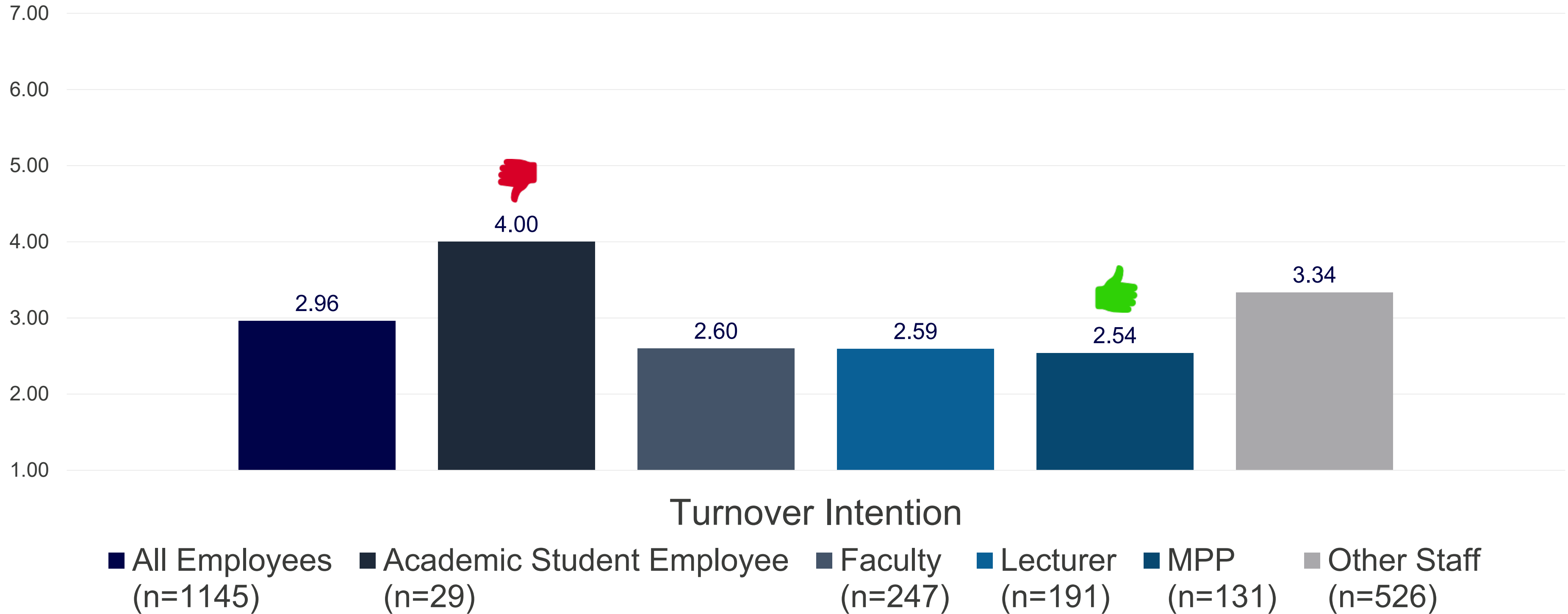
Descriptive Results

» Retention

- **Turnover Intention:** The degree to which employees plan to leave CSUF
- **Important because:**
 - One of CSUF's goals is to retain quality employees. Turnover intention is one of the best predictors of actual turnover.

Descriptive Results

Turnover by Employee Type (Follower Perspective)

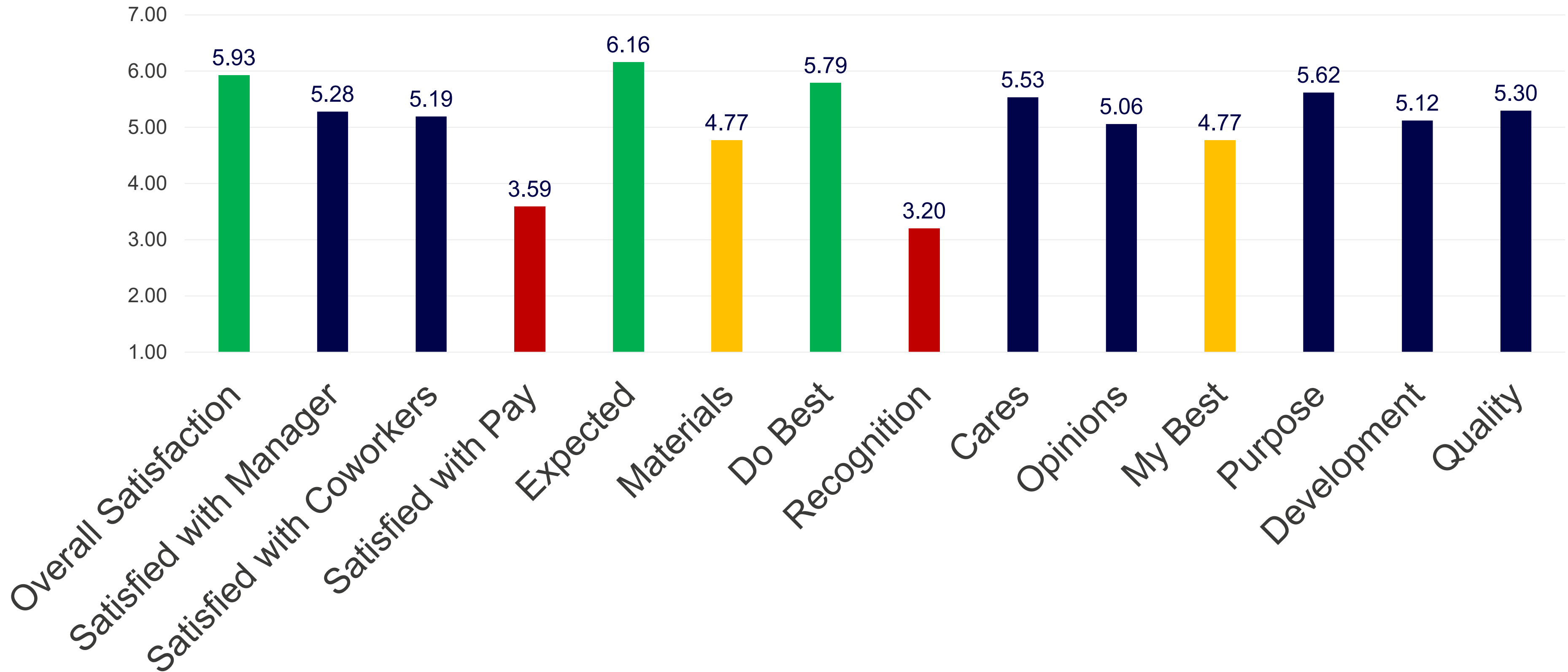


Faculty Climate

» Additional Questions for Faculty

- **Satisfaction:** Overall satisfaction, satisfaction with manager, satisfaction with coworkers, satisfaction with pay
- **Expected:** I know what is expected of me at work
- **Materials:** I have the necessary materials and equipment to do my job
- **Do Best:** I have the opportunity to do what I do best
- **Recognition:** I have received recognition within the last week
- **Cares:** Someone at work seems to care about me as a person
- **Opinions:** My opinions count within my work environment
- **My Best:** I am managed in a way that brings out my very best
- **Purpose:** The purpose of CSUF makes me feel my job is important
- **Development:** I have someone at work who encourages my development
- **Quality:** My fellow employees are committed to doing high-quality work
- **Turnover Intention:** Degree to which a faculty member plans to leave

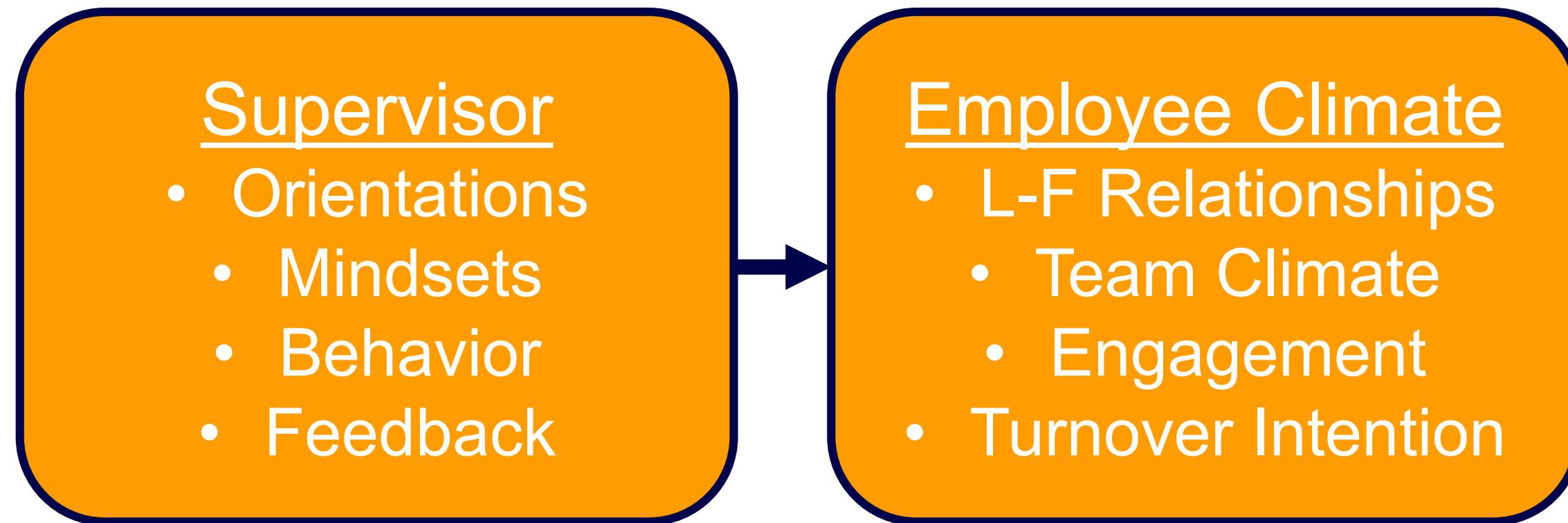
Descriptive Results



Actionable Findings

» Questions

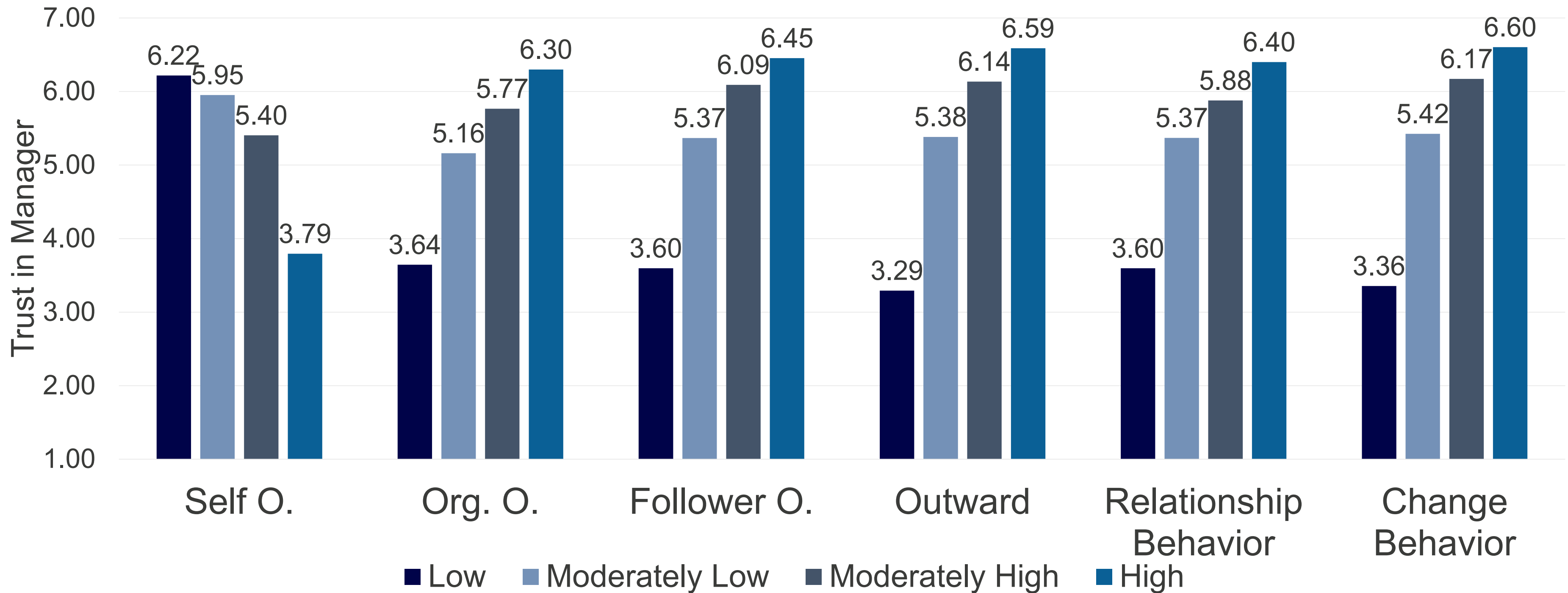
- **Do:**



- **If so, which orientations, mindsets, and behaviors are most essential for supervisors to practice?**

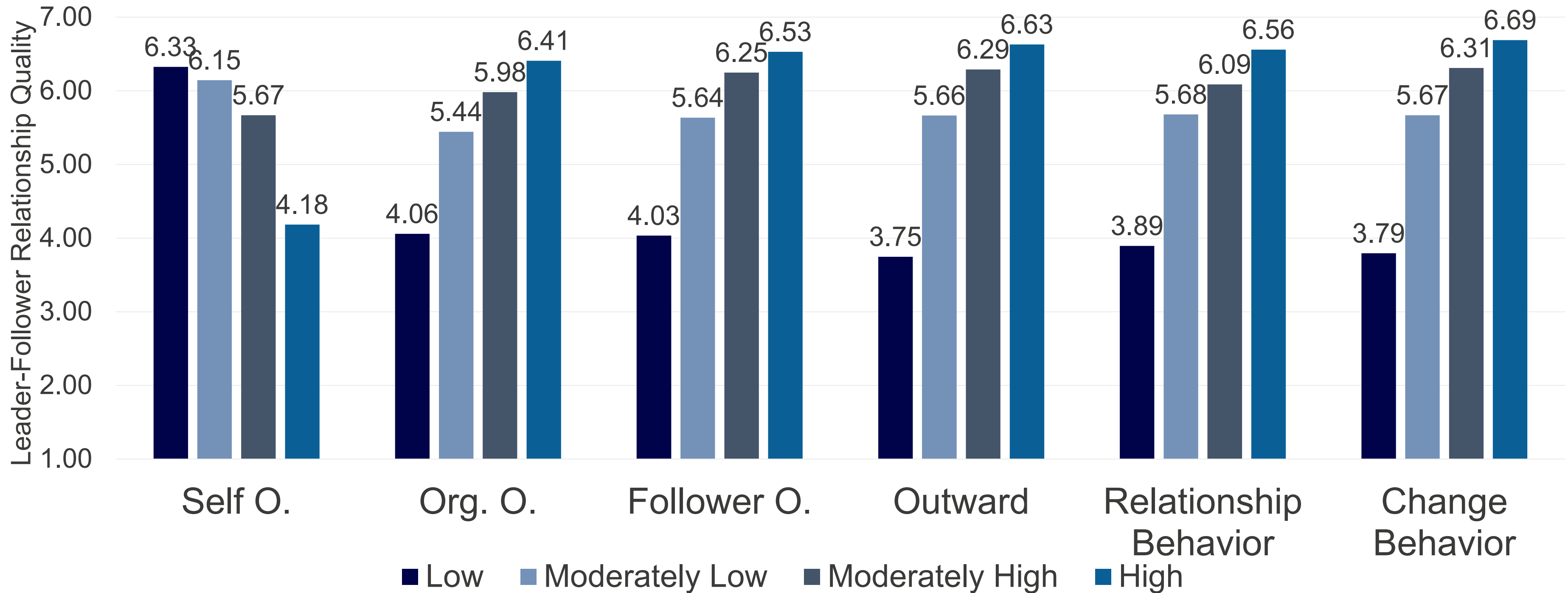
Actionable Findings

Trust in Manager



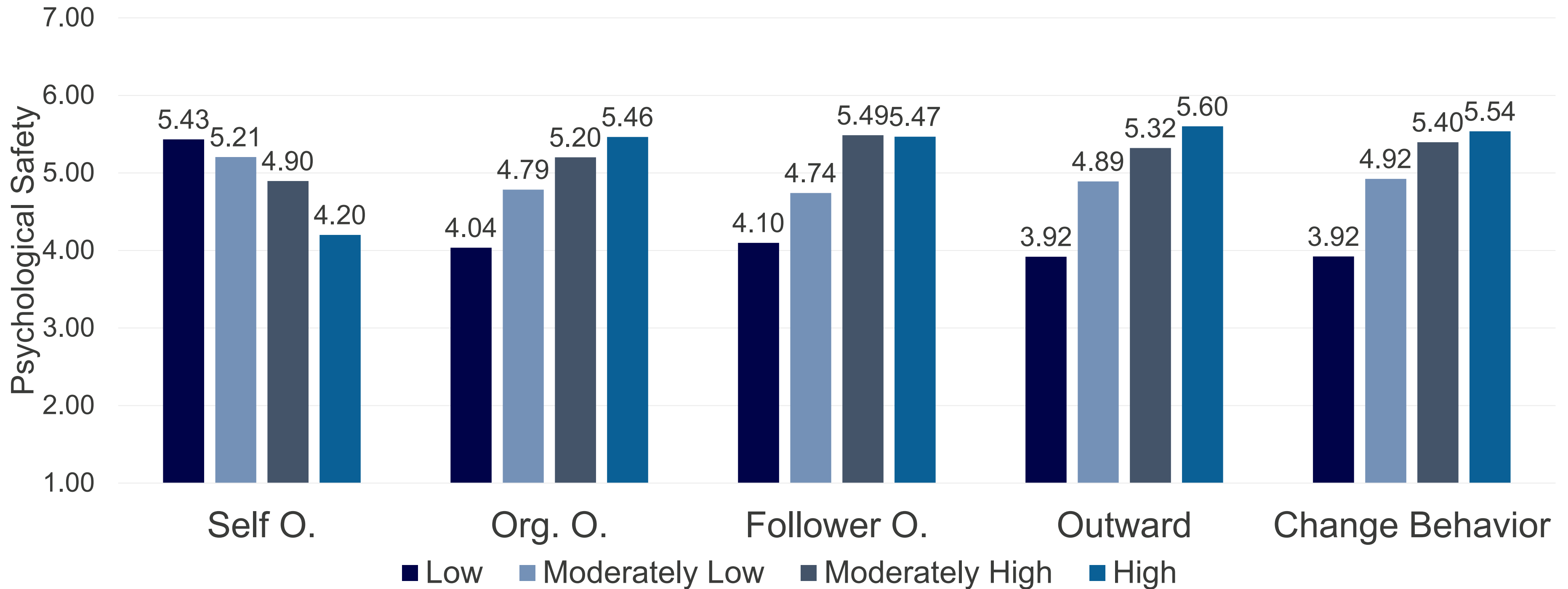
Actionable Findings

Leader-Follower Relationship Quality



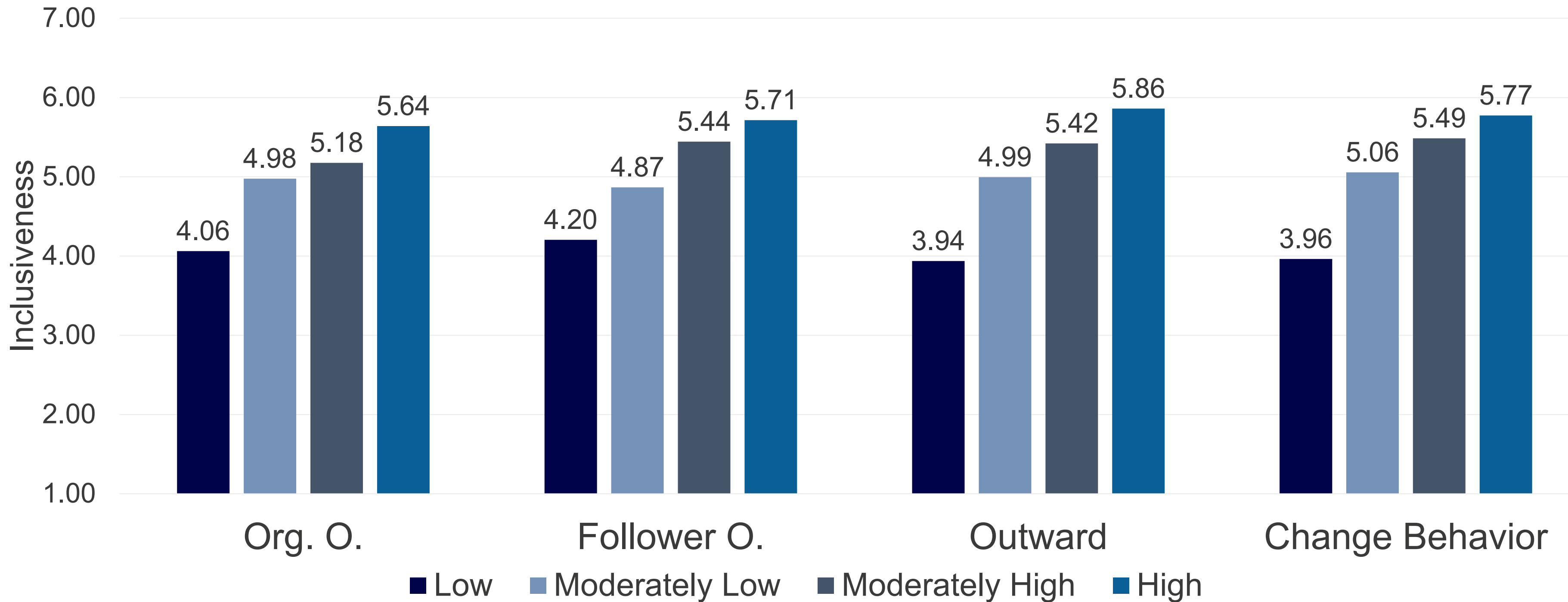
Actionable Findings

Psychological Safety



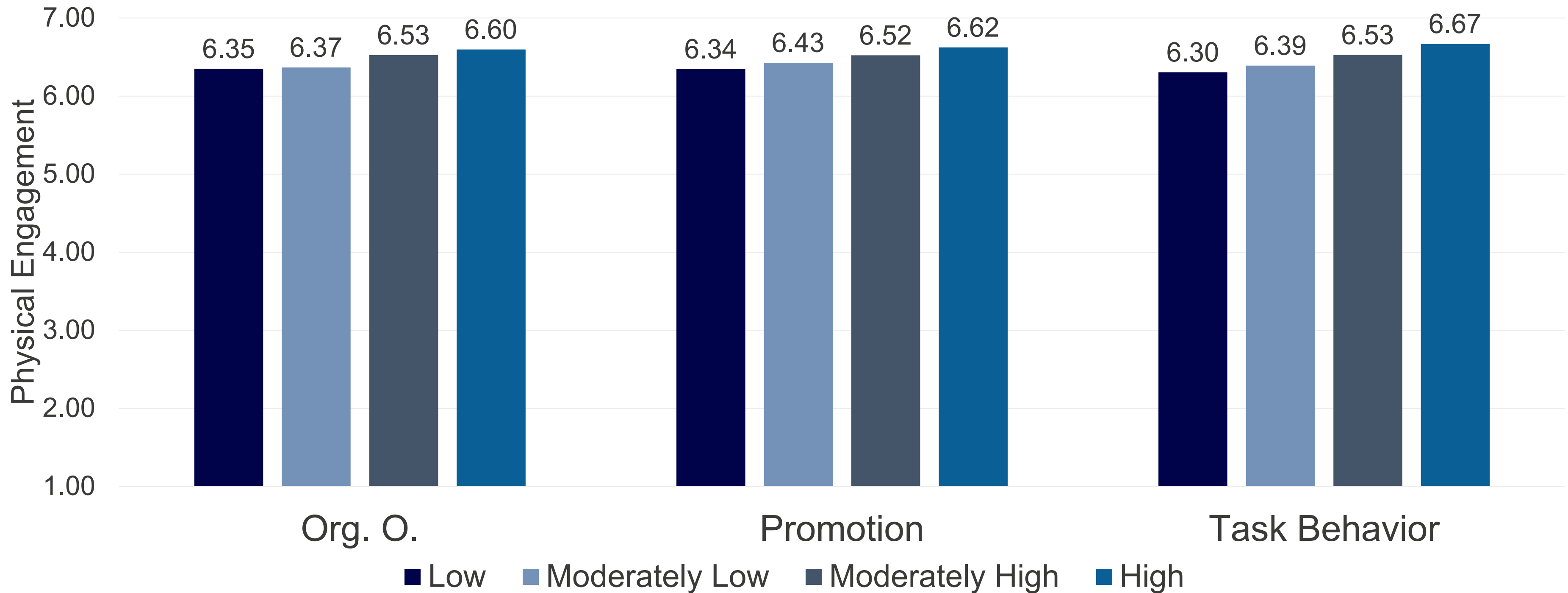
Actionable Findings

Inclusiveness



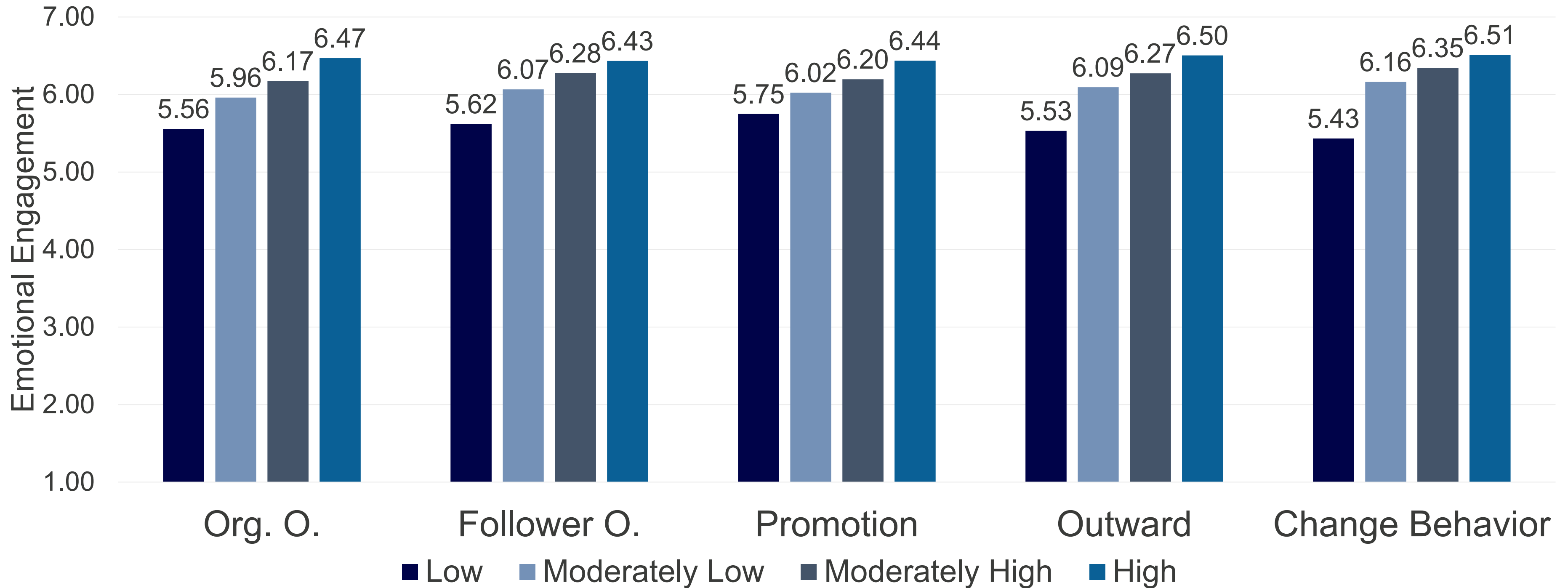
Actionable Findings

Physical Engagement



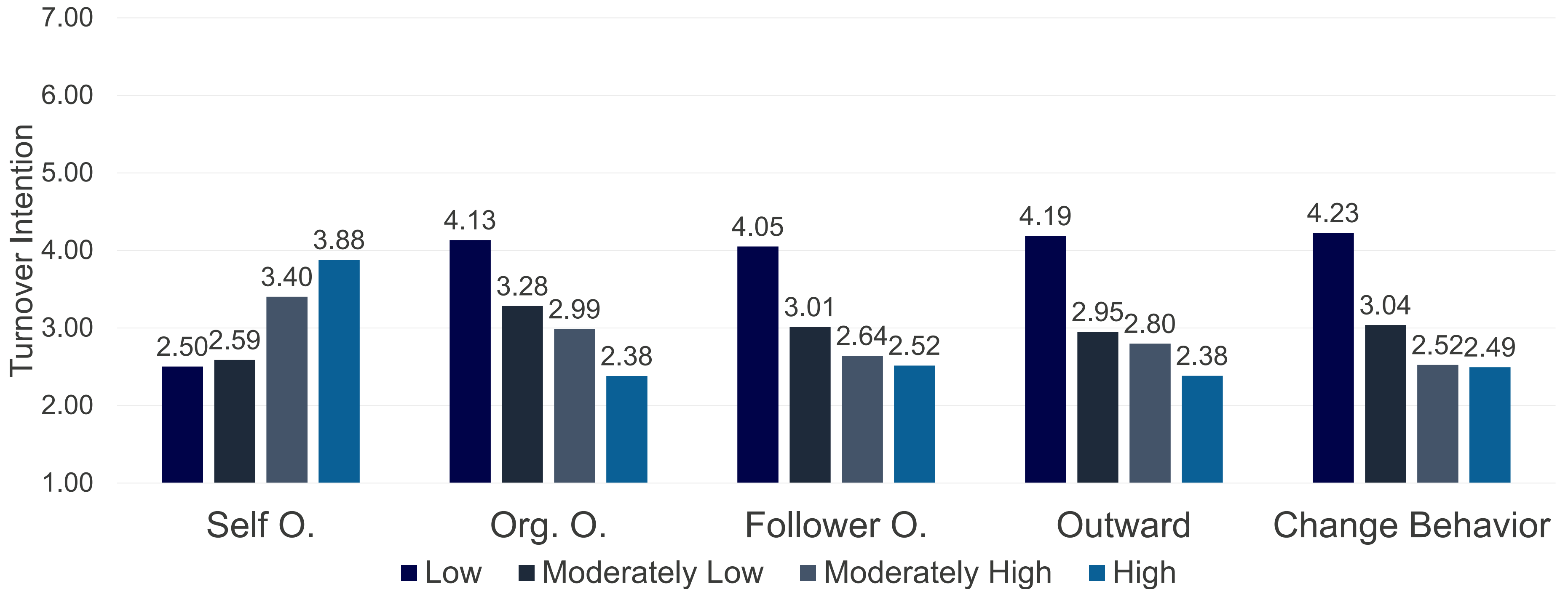
Actionable Findings

Emotional Engagement



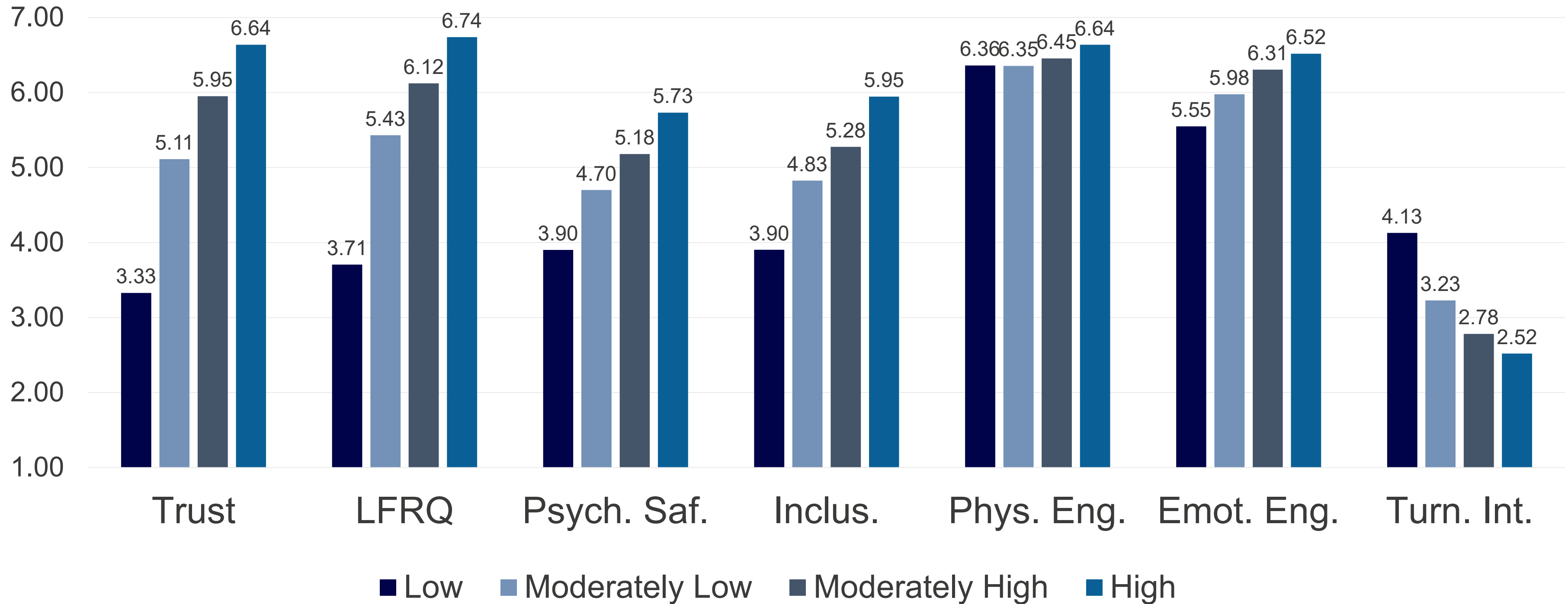
Actionable Findings

Turnover Intention



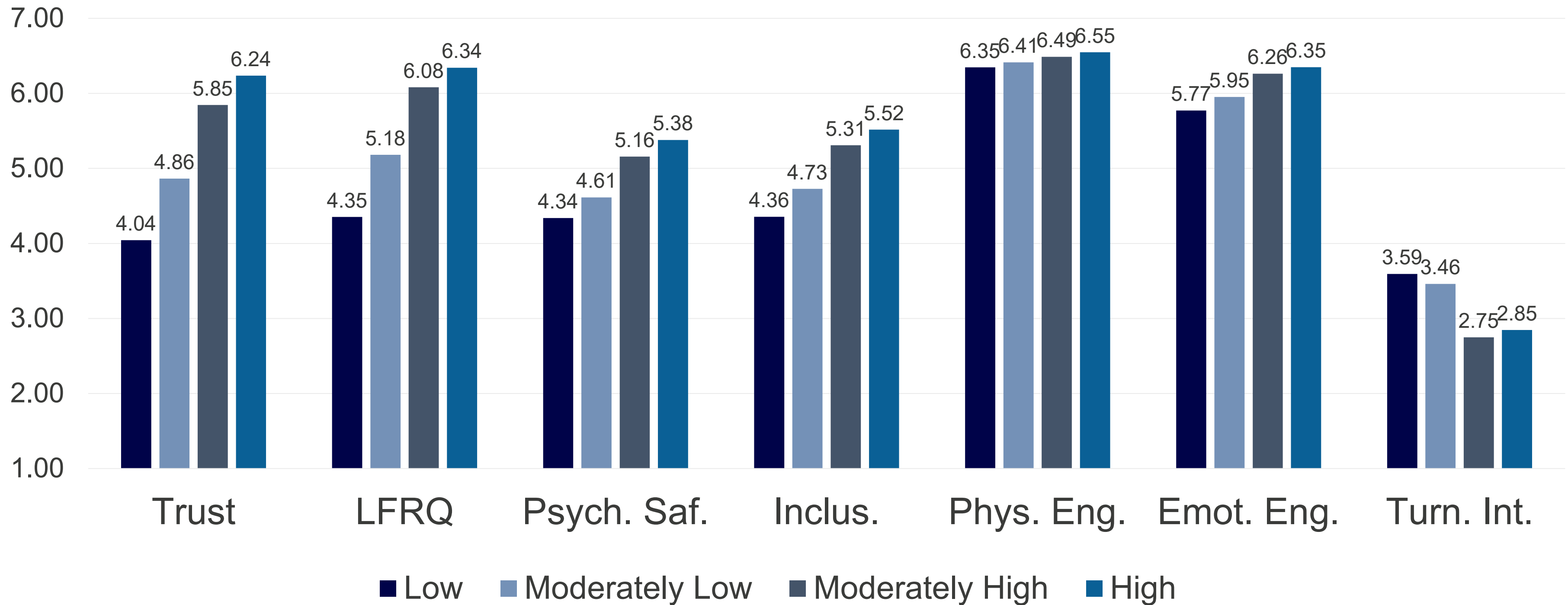
Actionable Findings

Quality Feedback



Actionable Findings

Quantity Feedback



Actionable Findings

» Initial Takeaways

- **Supervisors that possess or do the following, do the best at creating a positive work environment**
 - Low self-orientation
 - High organizational-orientation
 - High follower-orientation
 - High outward mindset
 - High change behaviors
 - High quality & high quantity feedback
- **But, do these translate into higher levels of employee performance?**

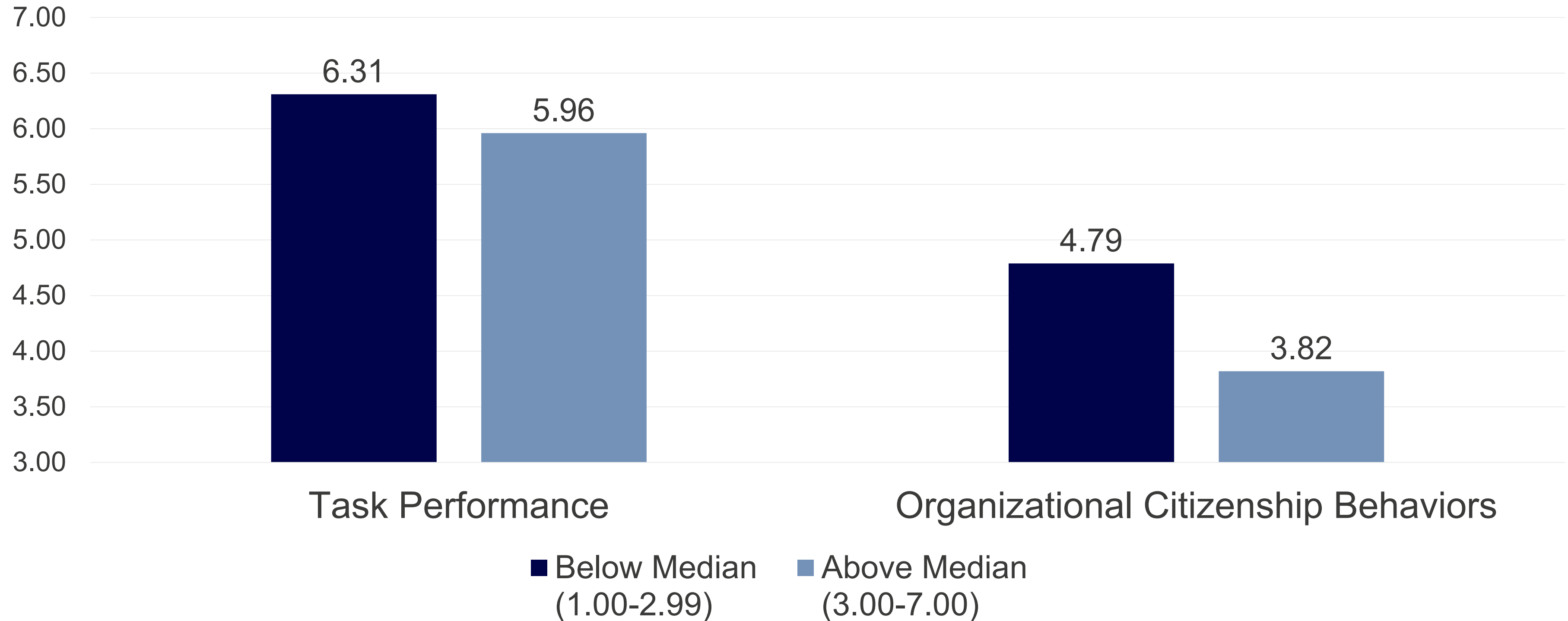
Actionable Results Results

» Employee Performance

- **Task Performance:** Employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces
- **Organizational Citizenship behaviors:** Voluntary employee behaviors that contribute to the organization by improving the overall quality of the setting or context in which work takes place

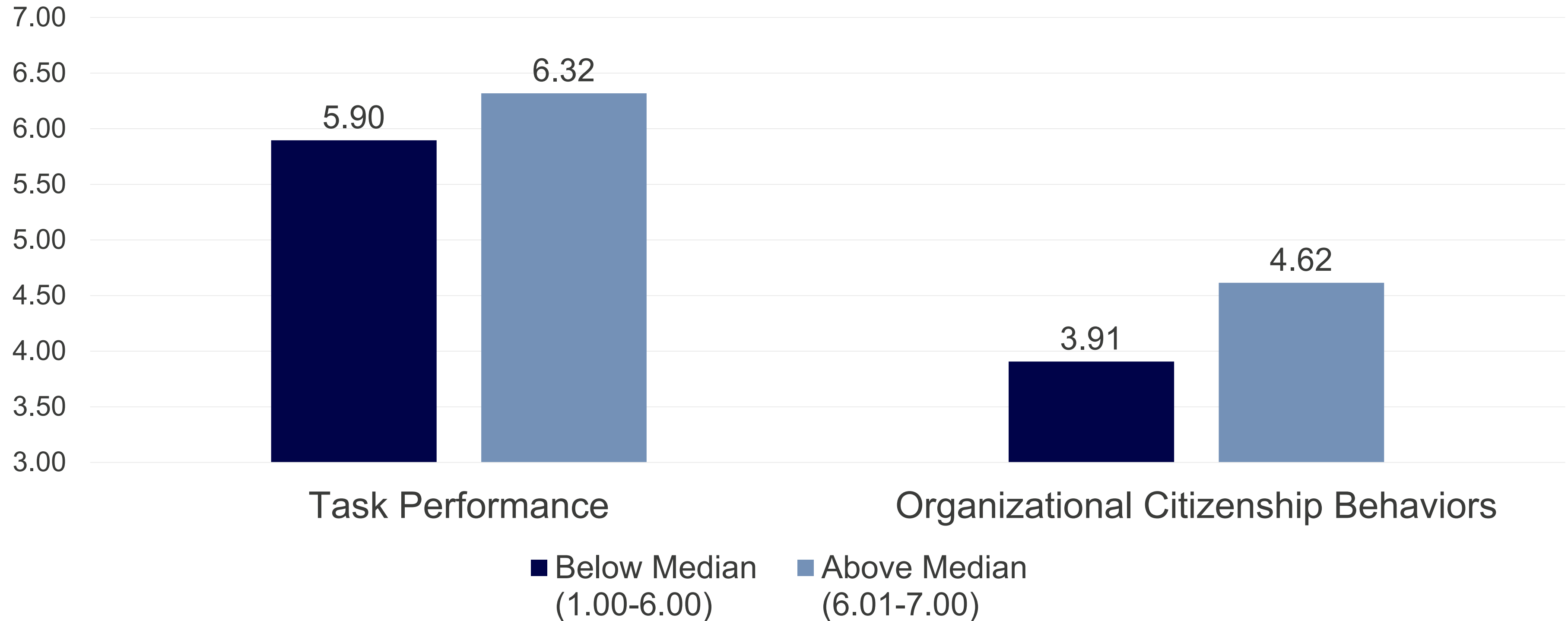
Actionable Findings

Self-Orientation



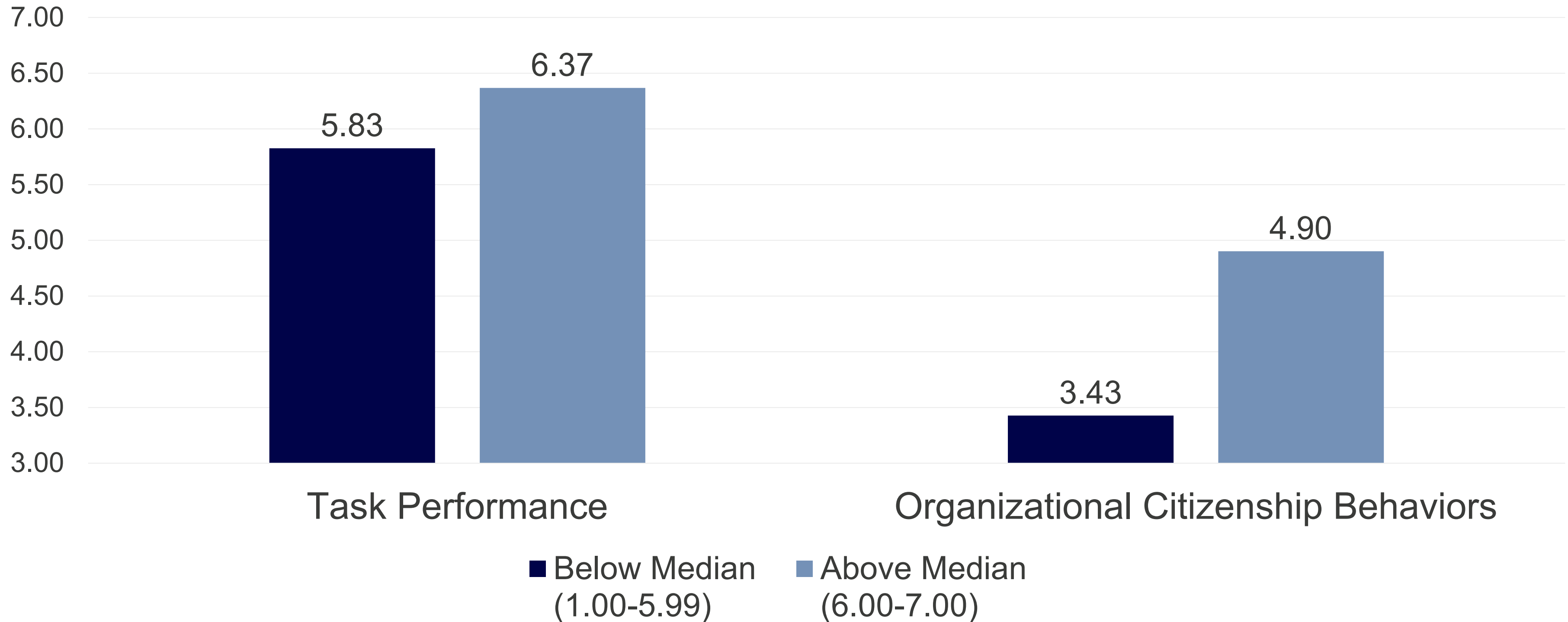
Actionable Findings

Organizational-Orientation



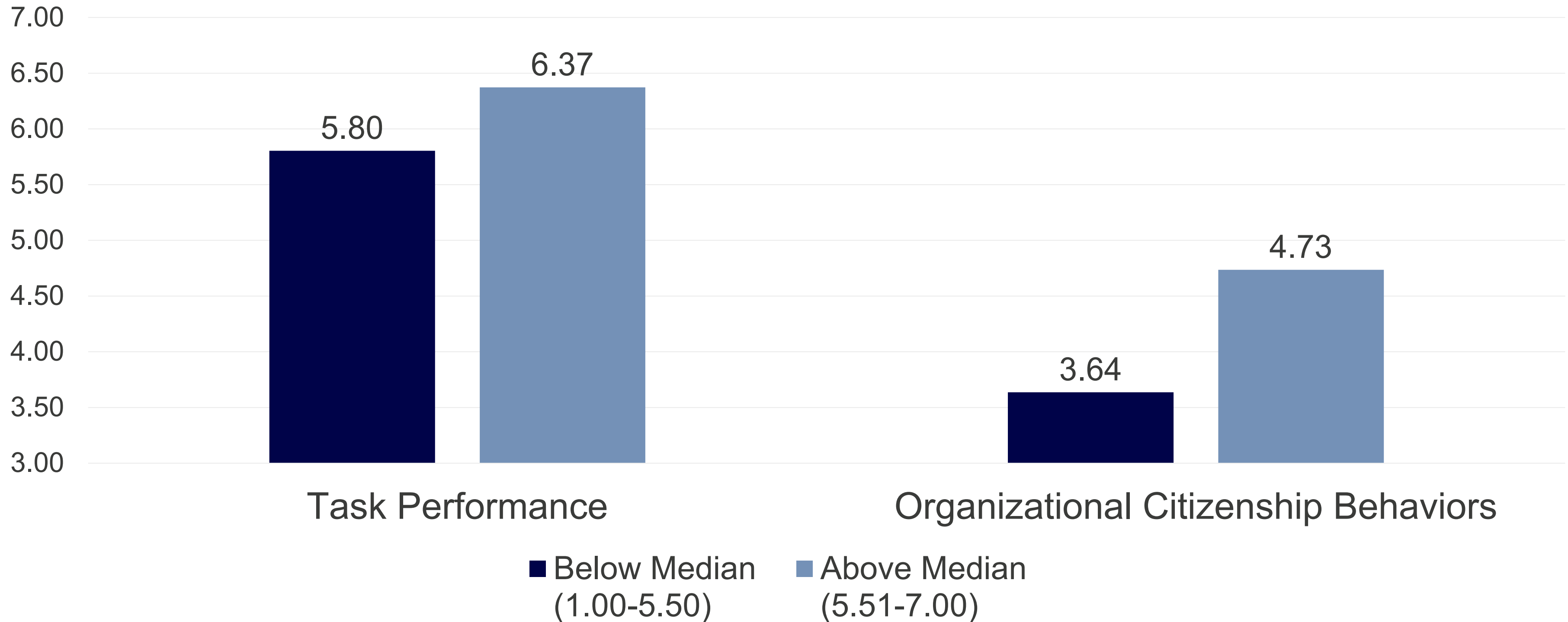
Actionable Findings

Follower-Orientation



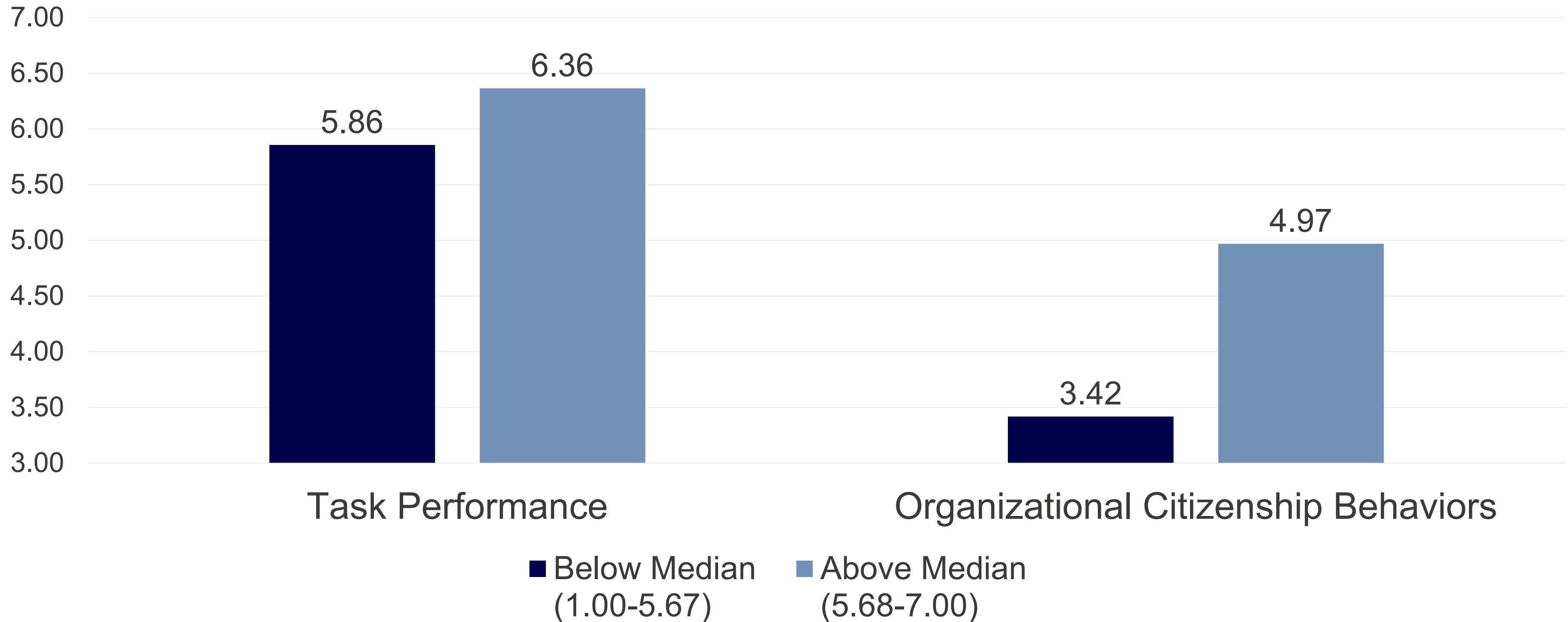
Actionable Findings

Outward Mindset



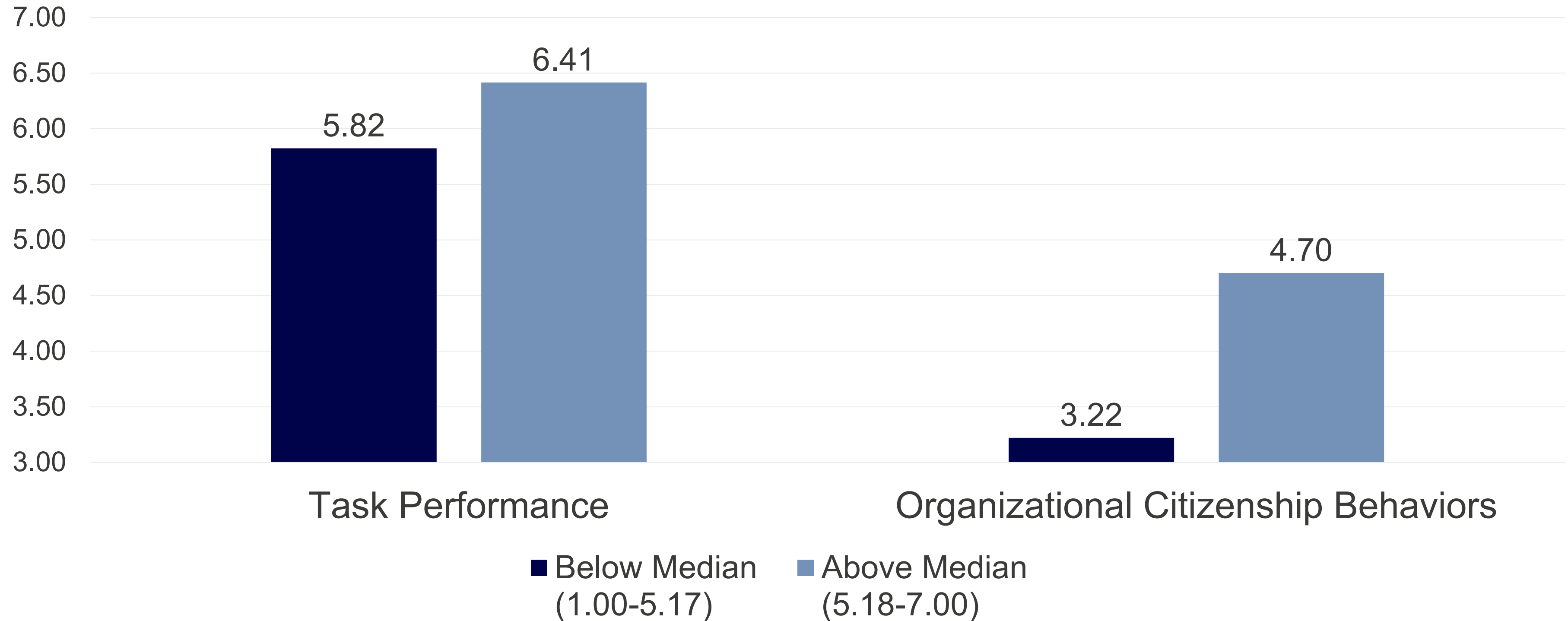
Actionable Findings

Change Behaviors



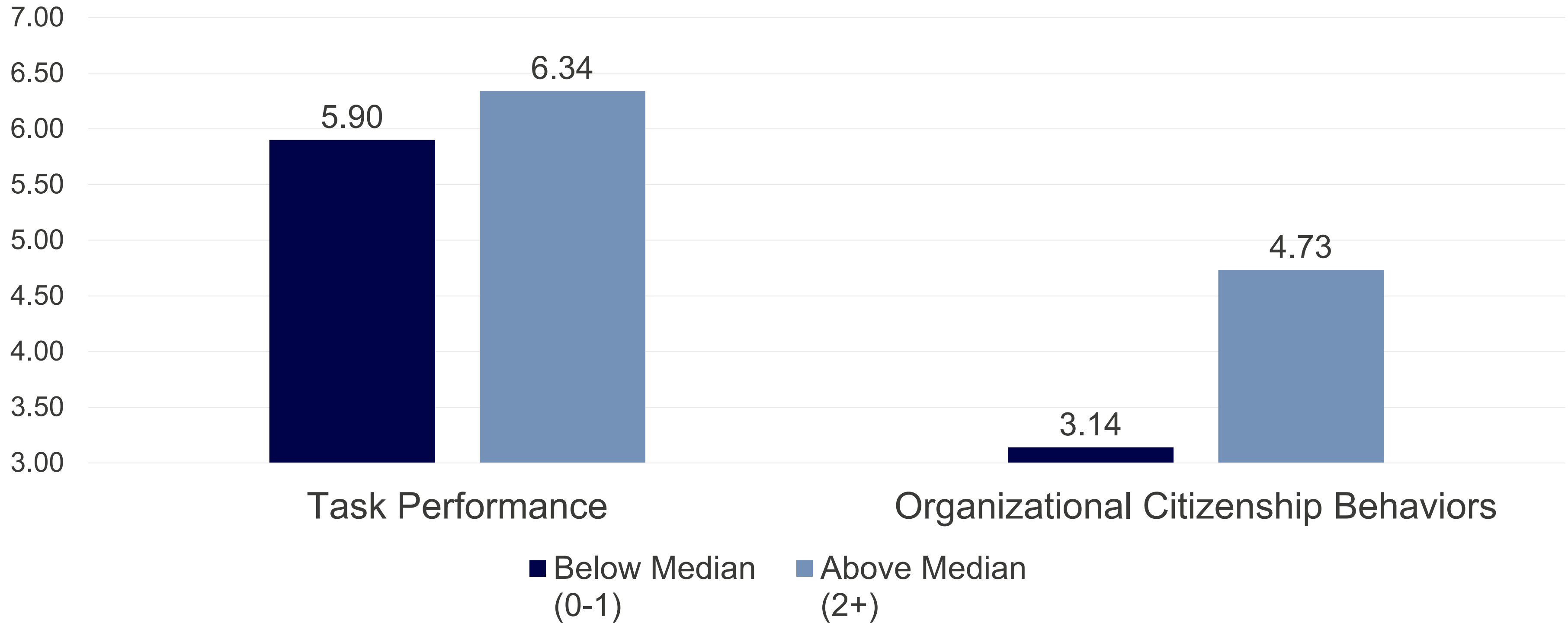
Actionable Findings

Quality Feedback



Actionable Findings

Quantity Feedback

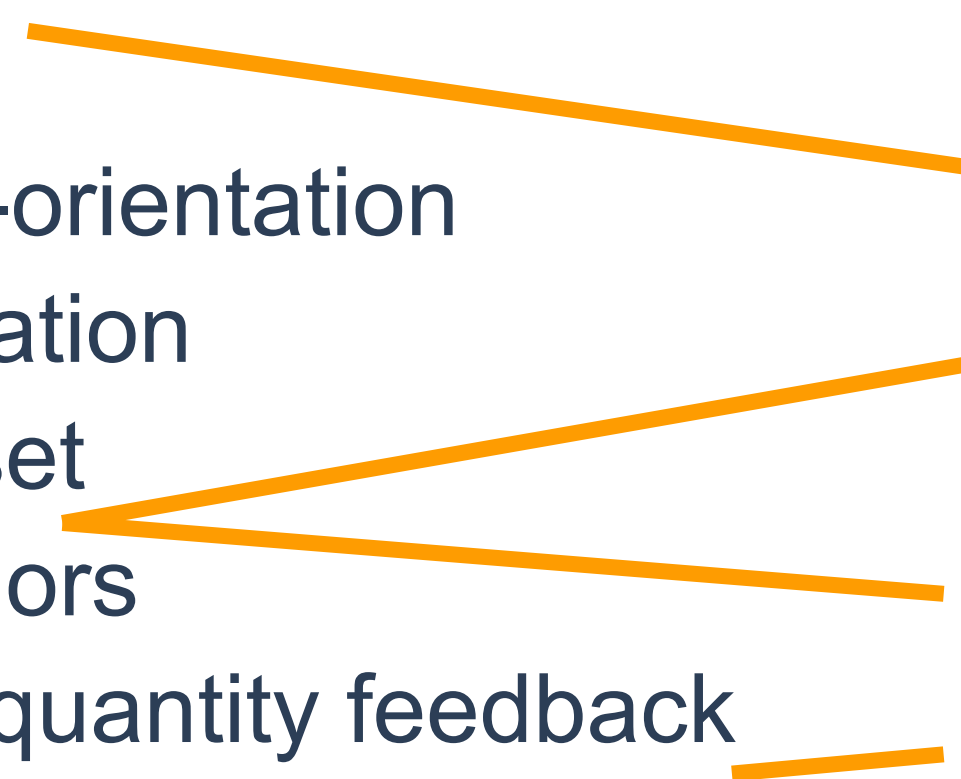


Developmental Information

- Supervisors play a key role in shaping employees' **work environment** and **performance**
- If supervisors can improve in the following areas, they will improve their employees' **experience** and **performance**
 - Lower self-orientation
 - Higher organizational-orientation
 - Higher follower-orientation
 - Higher outward mindset
 - Higher change behaviors
 - Higher quality & high quantity feedback
- **Let's dive into this further...**

Being

Doing



Developmental Information

» **Key Takeaway #1 - Being**

- **It appears that supervisors' motives and mindsets matter as much, if not more, than their actual behaviors**
- **This implies that if supervisors want to improve their employees' experience and performance, it will require that they change some foundational elements about themselves, their desires, and their perspective toward others**

Takeaway #1 – Improve Motives & Mindsets

- **The data reveals that supervisors need to become:**
 - **Less self-focused**
 - **More organizational- and follower-focused**
 - **View and value employees as people and not as objects**

Takeaway #1 – Improve Motives & Mindsets

What causes supervisors to be self-focused and view their employees as objects?

4 Desires of Dysfunctional Leaders	4 Desires of Effective Leaders
Look good	Learn and grow
Be right (be seen as being right)	Think optimally
Avoid problems and risk	Seek attainment of goals
Do what is best for self	Do what is best for team

Takeaway #1 – Improve Motives & Mindsets

Additional Resources:

- Personal Mindset Assessment
 - Free at <https://ryangottfredson.ipages.co/personal-mindset-assessment-1/>
- Books
 - Leadership & Self-deception by The Arbinger Institute
 - The Outward Mindset by The Arbinger Institute
 - Mindsets by Carol Dweck
 - Principles by Ray Dalio
 - Multipliers by Liz Wiseman
 - Lift: Becoming a Positive Force in Any Situation by Ryan & Robert Quinn

Developmental Information

» **Key Takeaway #2 - Doing**

- **It seems likely that if supervisors can improve their motives and mindsets toward their employees, their behaviors will naturally improve.**
- **The data revealed three specific behaviors that will do the most for improving employees' work experience and performance:**
 1. Engage in change behaviors
 2. Give higher quality feedback
 3. Give feedback more frequently

Takeaway #2 – Engage in Change Behaviors

- Supervisors wanting to engage in more change behaviors should:
 - Make sure employees clearly understand the organization's and team's purpose and goals
 - Encourage employees to be innovative to obtain purpose and goals
 - Inspire employees to try new ways of doing things and/or solve common problems in new or different ways

Takeaway #2 – Give Higher Quality Feedback

- Supervisors wanting to give higher quality feedback should:
 - Lead with a strengths-based, instead of weakness-based, approach
 - If an employee is underperforming, before telling them they are underperforming, ask:
 - “Who am I being that their light is not shining?”
 - How they think they are doing
 - What is preventing them from performing at a higher level

Takeaway #2 – Give Feedback More Frequently

- Supervisors wanting to give feedback more frequently should:
 - Practice being a 1-minute manager
 - Keep a spreadsheet to track how frequently you give feedback
 - This will force you to be intentional about giving feedback
- Research has found that in order for employees to feel like they have an effective relationship with their supervisor, they need four positive interactions for every one negative interaction

Takeaway #2 – Improve Behaviors

Additional Resources:

- Books
 - Dare to Lead by Brené Brown
 - Multipliers by Liz Wiseman
 - First, Break All the Rules by Gallup
 - Culture Code by Daniel Coyle
 - The Go-Giver Leader by Bob Burg & John David Mann
 - High Performance Habits by Brendon Burchard
 - Leaders Eat Last by Simon Sinek

Conclusion



Conclusion

- **Employee Climate**
 - Throughout the university, there are places where the climate is better than others
 - Across the university, psychological safety and inclusion is low
- **Supervision**
 - High quality supervision and leadership is key to improving employees' experience and performance at CSUF
 - Supervisors can be more effective if they improve their:
 - Motives and mindsets
 - Behaviors

CSUF's Next Steps

- HRDI will be meeting with division heads and college deans individually to review results
- Since supervisors play a key role in shaping CSUF employees' work climate and experience, HRDI will be taking the lead at developing supervisors and future supervisors.

What you can do

Help create an atmosphere of:

- Psychological safety
 - Encourage others to speak up and/or take risks without negative repercussion
 - Validate others' ideas and seek to understand them, even if you disagree with them
 - Keep an open mind
- Inclusiveness
 - Be open to and appreciate differences. Seek to understand, not to be understood.
 - Devote adequate time and attention to resolving conflicts
 - Value others as people and not for the jobs they fill
 - Seek to learn about others on your team

Since supervisors play a key role in shaping CSUF employees' work climate and experience, HRDI will be taking the lead at developing supervisors and future supervisors.