

I&E Best Practices

Click on the survey items below for suggestions to help you create your Inspired & Engaged Action Plan. Keep in mind the four Drivers of Engagement – when preparing your plan:



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Leader Engagement Index

The feedback and coaching my supervisor provides me helps me improve my performance.

Ideas:

- 1. Hold weekly scheduled catch-up conversations individually with each of your team members. Give them a peek into how they fit into the AT&T big picture – again, be specific!**
 - Have an agenda ready and a specific area of praise to discuss with employee...do not rely on spontaneity. Takes notes so you can follow up and recognize what's important to your team member.
 - Example: "You have really gotten great at calming down upset customers - that is going to help us reach our company NPS goal!" Provide specific example(s) when you observed he/she calmed a customer down.
 - Example: "Your level of confidence is getting stronger. I can tell by how effectively you are presenting in your project meetings." Provide specific example(s) of what you observed.

- 2. Give and receive feedback in a way that encourages two-way conversation.**
 - Ask for ideas from team members when discussing a project, show undivided attention, explain how their feedback adds value– and then use some of their ideas! Don't discount or judge ideas even if you don't agree.
 - After a new idea or process is implemented ask for candid feedback from the team, accept whatever is offered and discuss other options if needed. Involving the whole team engages them in the outcome.
 - Use the [LOOP](#) tool to offer up suggestions and provide a "Shout out" for a job well done.

- 3. You need to be accountable to your employees. Provide direction and the tools to your employees so they can get their work done.**
 - Follow-up with your team and consistently ask "What do you need from me today?" or "How can I help you?" then act on their response. Keep asking even when they say 'nothing' – eventually it will pay off.

- 4. Coach the coaches. Give feedback to your direct report on their behavior as a leader.**
 - Attend 1:1/team meetings between your direct report leaders and their team. After the meeting give feedback to the leader on how they coached their team.
 - Provide timely, specific feedback to reinforce good performance and behaviors and use the information when meeting and following up your team member.
 - Have regular skip level meetings and follow-up with the team so they know you took the conversation seriously.
 - Focus on actively developing supervisors with low LEI scores. Make sure they have the resources and a concrete, actionable plan to improve.

5. **Allow the team to see that feedback is not a one-way process, and should be encouraged upwards and sideways too so that we all learn and grow together.**
 - Ask for feedback on your own performance as a leader/coach on a routine basis. Use specific examples to get real input. ‘How do you like the structure of our team meetings is there something that would make them more valuable?’ Provide specific example(s) of what you observed.
 - Use the free responses you receive from I&E and eNPS. Work these into ‘Start, Stop, Continue’ discussions and provide follow-up on actions you are taking.
 - Encourage the use of [LOOP](#) to solicit feedback from supervisors, peers and direct reports.
6. **Set your team member up for success!**
 - Follow up frequently when new tasks or assignments are assigned to team members
 - Share how their work on the assignment makes an impact on the organization
 - Explain the thought process/ decision making when arriving at decisions to better connect the employee to the process

Leader Engagement Index

My supervisor wants me to be successful.

Ideas:

1. **Celebrate every success and milestone.**
 - Announce the accomplishments of each project with your team during a meeting.
 - Share team successes in extended staff meetings, mention key contributors by name!
 - Promote promotions. Share with the team recent promotions and lateral movements within the organization.
 - Send out a quarterly announcement of the promotions and lateral moves within your group, make it fun...celebrate success! People on the move.
 - Bring a cake to celebrate a team member’s birthday or service anniversary.
 - Find our personal goals along with professional goals from each employee and add a picture to hang on the “You Matter Board” to help keep each team member focused on what they are working towards. Give them recognition and kudos when they achieve their goal!
2. **Share credit for accomplishments, ideas, and contributions. Take the time, and expend the energy, to thank, reward and recognize.**
 - Submit a [Service Excellence Award](#) nomination for a deserving team member!
 - Reference contributors’ names when announcing the results of a project.
 - Use eCards with leadership cc’d and/or place hand written thank-you notes on desks.
 - Check out the [Applause](#) website and the [People Portal](#) for lots of recognition and award ideas!
3. **Keep your team member’s career path in mind.**
 - Recommend one of your employees for an applicable special project, promotion or role change.
 - Recommend career development training programs or specific courses from T-University* to expand employee’s skill inventory.
 - Encourage your team members to pursue their college degrees and/or masters if applicable. Inform them of our excellent tuition reimbursement plans.

4. Challenge your team members!

- Expose your team members to different parts of the business or special assignments to broaden their skill set and confidence.
- Schedule monthly 1:1's to discuss their personal and professional ambitions so you can help develop/ support
- Encourage team member to set both short term and long term career goals and then check in periodically with team member on progress.

*T-University courses are available to managers and above

Leader Engagement Index

My supervisor uses specific work examples while coaching me.

Ideas:

1. Balance positive coaching with necessary critical feedback.

- Use the 6:1 praise/criticism ratio: for every 1 critique, have 6 positives to share. This feedback model leads to high performing teams!
- Example: "I just observed you calming down your customer by using empathy statements, 'I know how that feels when you lose all your pictures on your mobile device' that was a great way to connect with your customer's situation. However follow up with offering more solutions like using Cloud services to store data virtually."

2. Have visual samples and takeaways for your coaching conversations.

- Collect and print, if applicable, examples of both great and needs improvement communications or a metric so you have concrete details of good and not-as-good. Start and end with something positive and something concrete.

3. Keep it cool and make it fun while coaching!

- Implement team building exercises to improve performance in a specific area
- Example: Give three team members a scenario that may be difficult, that the team faces daily like overcoming an objection for an activation fee. Have each of three team members share how they would handle the customer interaction.
- Use the [LOOP](#) tool to offer up suggestions and provide a "Shout out" for a job well done.

Leader Engagement Index

I am satisfied with the recognition I receive from my supervisor for my achievements.

Ideas:

1. Identify individual needs, interests, and goals to adapt recognition effectively - MAKE IT PERSONAL!

- Dig into your manager toolbox, refresh yourself on your employees' preferences by reviewing their First Fit responses, 1:1 Connection meeting and "Getting to Know You" portion of LEAP.
- Utilize the platinum rule – treat others as they would want to be treated.
- Recognize weekly each team member for their good performance - in their preferred manner. Some resources available on the [Applause Website](#) include: e-cards, certificates, and high fives. Other ideas include: [LOOP](#), Q thumbs up, email recognition, text message, phone call, hand written notes, in person "thank you and hand shake".
- Know your employee's "bird" personality. Find out more [HERE](#).
- Provide time and resources to maximize their career aspirations.
- Submit a [Service Excellence Award or an EEA nomination](#) for a deserving team member!
- Handwritten notes make a huge impact and leave a positive, lasting impression. Consider adopting a regular habit of sending thoughtful notes to acknowledge a job well done!
- Holding monthly recognition calls for all employees to participate in is another way to show your team that recognition is important to you.
- Pay it forward: Encourage team members that receive recognition to then recognize three other people. Watch appreciation go viral!
- At the end of a 1:1 meeting, ask team member what recent accomplishments they are proud of.
- Recognize birthdays and service anniversaries. Make it personal and show your team they matter.
- Use text messaging, tChat, and [LOOP](#) as a quick and immediate way to send quick recognition for a job well done!
- Conduct a quarterly team builder event and recognize team accomplishments at the event.
- Host a "Superhero day" or "Dance-off" to keep in cool and fun at your work location.
- Hold contests to keep the team engaged and motivated. **Example:** Horserace. Have each team member pick a horse picture that reflects their unique personality. Create the contest goals and then advance horse at each milestone like selling an entertainment product, having a positive customer feedback, etc. Find a way to include all team members in the contest.

2. Work recognition into everyday conversation.

- Recognition doesn't always have to be elaborate— just thanking your team individually and as a group often and sincerely is very effective. You will come across as sincere when you provide specific examples of what they did well!
- Consider working recognition into your weekly team meetings – either a team goal met, an individual shout out or even service anniversary announcement. Celebrate!
- Use the 6:1 praise/criticism ratio: for every 1 critique, have 6 positives to share. This feedback model leads to high performing teams!

Leader Engagement Index

My supervisor is committed to supporting my professional growth and the career goals that I have set.

Ideas:

1. Talk to employees about what direction they would like their career path to take, and help them identify opportunities that will help them achieve their goals.

- Once a quarter ask the team member if their current role is preparing them for their professional goals and what can they do to develop their skills.
 - Have frequent conversations with your team regarding their business, leadership, and personal goals.
 - If they are enrolled in an Employee Development Program ask them how that is coming along and what they are getting out of it.
 - Make sure your team members are aware of the various career opportunities that exist within their current organization/business unit.
- Based on your team member's goals, suggest a mentor that can provide them more insight into the career paths/jobs they are interested in.
- Host a Resume Builder Workshop and then a follow up meeting 3 months later to help them create a 30/60/90 plan to help them for their role they are pursuing. It will show you are invested in their career and professional growth.
- Implement "Resume Points". For career development activities, help team members to go back to their resume in Amplify and update as activities happen. **Example:** Sales Rep helps another struggling rep improve their accessories sales. They would update their resume to show their leadership impact & improvement results along with their ability to "volunteer" and help others.
- Help employees have 1 hour per week set aside for development activities to help them with their career aspirations and continued learning.
- Use your team members' First Fit results about career preferences and ensure you mention that to them...their input matters! Direct them to the skill assessments* on TU then set up a meeting to discuss their findings.
- Ensure your employees are familiar with Workforce 2020 and have that vision in mind when setting career goals. Collaborate as a team on what each team member learned to broaden knowledge.
 - [Click here](#) for a peek at what's coming in 2020 and an introduction to the expert technical faculty at *Award Solutions*, via AT&T University.
 - [Click here](#) to access the Career Intelligence portal via Amplify.

2. **Provide your employees with clear and honest expectations. You don't do anyone a favor, and you lose respect, by not being forthright about shortcomings that may hold them back.**
 - At the end of each meeting have the employee confirm understanding of expectations by recapping the action items – and then have regularly scheduled check-ins throughout the year.
3. **Create cross-organizational councils.**
 - Think about how to provide your team members with exposure/interactions across the organization. i.e. create a Team Manager council to figure out the best way to choose coverage for holiday shifts.
 - Communicate across centers/stores to share best practices. No need to reinvent the wheel!

*Skill assessments on T-University are available to managers and above

Leader Engagement Index

My supervisor communicates effectively.

Ideas:

1. **Support leaderships' decisions and expose your team to management.**
2. **Be receptive to employees' suggestions for change for your communication style.**
 - Ask your team monthly "How am I doing?" Take action on the feedback provided.
3. **Communicate frequently, respectfully, efficiently, & build trust by providing the why behind decisions made.**
 - Use the 3 Cs: Always Communicate, Use Clarity and Be Confident.
 - Use the 80/20 Rule. Ask a few questions to get the conversation started, then let the team member talk 80% of the time while you listen.
 - Hold "Open Mic" sessions where all topics are welcome!
 - Host all employee calls – include external managers/strategic partners too!
 - Include reps on webcasts and town hall meetings – they want to hear information directly too.
 - Protect weekly meeting and 1:1 meeting times. Your team will appreciate it!
 - Read the book, "Start with Why" by Simon Sinek. You can also catch a sneak peek via Ted.com
 - Use "We" vs. "I" when communicating with your team. Everyone is part of the team and contributing to the business results. It helps give equal ownership throughout a team.
4. **Say Hello/Good-Bye.**
 - Make it a habit to stop and welcome the team in person each morning with a few personal words...ensure it does not come across as checking on what time they arrive!
 - Stop by and just say hello during the work day, don't ask about progress on an action item – just smile and say hi!
 - Use the tenets of [Our Promise](#) with each employee like we expect them to use with their customers.

5. Encourage open communication. Be open-minded and encourage your employees to express their ideas and perspectives without criticism.

- Bring up topics of concern to generate conversation about issues and ask candid follow-up questions – make it clear that you can discuss the tough issues!
- Work on recognizing your own areas of opportunity when it comes to communication. Be self-aware and work to tailor your style to that of your team members.
- Utilize technology to “keep it cool” –AT&T Connect , Telepresence, Skype, LOOP

Leader Engagement Index

My supervisor is someone I can trust.

Ideas:

1. Monitor how you communicate to people around you. Be clear and direct, truthful and transparent in order to prevent rumors and unfounded fears from spreading.

- Approach change with an open mind and use the opportunity to encourage new ideas and further progress.
 - Use your I&E results and feedback to be the conduit for change via your Online Action Plan.
 - Be transparent with your team on how you will commit to your OAP in order to increase your results or keep your momentum going!
 - Include your team in the decision making process whenever possible.
- Realize that if you are doing something you are uncomfortable sharing with the whole team you may be responsible for degradation of trust.
- When presenting a new policy (corporate, organization or team policy) that may not be received with open arms:
 - Ensure you do not ‘blame up.’
 - Explain the “why” along with the WIIFM (What’s in it for me) and as a leader you must be supportive.
 - Enlist your team to be supportive as well.
 - Reference [Our Promise](#) and our Strategic Imperatives.
- Keep employees informed on the progress of any commitments you make to them – you may not always be able to meet a due date, but you can keep your team in the loop

2. Encourage 2 way communication in order to build honest and open communication. Give credit where credit is due – and be seen/heard doing it.

- Be active and visible in the field
- Provide meaningful recognition (hand written with specific examples of “what”)

3. Be known for protecting all the employees on your team. Do not talk about employees to others on the team and maintain confidentiality when asked to.

- Quickly extinguish unproductive comments directed toward others and be heard supporting your team members! Set the example.
- Address managers who are not performing.

4. **Display competence in your role. Know what you are talking about, and if you don't know – admit it.**
 - When giving information explain your resources. If you do not know an answer, provide reassurance by stating you will find the correct information and give a timeframe when you will follow-up.
 - Ask for feedback from your team and make sure you follow up on the items they bring to you. Bring up business obstacles to Sr. Leadership and commit to following up for resolution.

Leader Engagement Index

My supervisor is usually receptive regarding suggestions for change from employees.

Ideas:

1. **Commit to resolving issue. Follow-up and follow-through.**
2. **Listen to professional and personal concerns and be responsive.**
3. **Work in collaboration by understanding employees' needs and vision of success.**
4. **Demonstrate confidence in your staff's ability to overcome problems.**
 - Discuss in a transparent manner a current team issue and allow your team to discuss options for solving – guide them but let the team work it out. Use their suggestions or explain why you did not.
5. **Seek out team members' opinions and ideas – and use them.**
 - Assign a team within your team to create monthly group contests/incentives or themed pot luck lunches.
 - Allow your team to choose one or two topics to be covered in team meetings.
 - Hold a brainstorming session on process improvement where all ideas are welcome! Use the Start, Stop, and Continue sessions monthly with your team to understand their perspective and apply ideas for improvement.
 - Add a “suggestion box” where employees can submit ideas that they would like to see in an anonymous way.

General Engagement Questions (non-LEI)

I would recommend my immediate supervisor as a person to work for.

Ideas:

- 1. Look for common threads in any free responses around this question – remember that feedback is a gift! Take this, sometimes tough, feedback and work it into your ‘Start, Stop, Continue’ meetings so you can become an even better leader.**
 - If several of your team members note perceived favoritism in your group then understand that perception is reality and make a concerted effort to treat everyone the same.
 - Using your teams’ free responses, identify a few areas to work on – EVERYONE has a few! Commit to yourself AND to your team to work on these areas and ask them to keep you accountable. At least monthly discuss in a team meeting.
- 2. Ask YOUR supervisor for candid feedback based off their observations and skip level meetings.**
- 3. Think about Visibility, Accountability, and Consequence.**
 - Visibility is being out on the floor, getting to know the team personally, conducting focus groups, and communicating changes being made as a result of their feedback.
 - Accountability is celebrating, recognizing, prioritization, and time management.
 - Consequence is letting team members know if they are track to be successful (i.e. for Summit) and how they can improve.
- 4. Be available and understand what your employee is trying to communicate.**
 - Have an open door policy. Actively listen to concerns and ask questions for greater understanding with employee concerns.
 - Return all calls, emails and text messages. Set clear expectations with your team on the timelines for communication. Example: I will return your call within same business day.
 - Communicate your own personal experiences with your team members to help them see you as a “person” along with being their “boss”.
- 5. Host a pot luck lunch were each employee contributes and make it fun! Have a chili, cookie or other food cook-off and have each employee vote for their favorite.**
- 6. Create a vision for your team with their help and collaboration. “Share the why” when communicating with them about changes in the business or a change in the original vision statement.**

General Engagement Questions (non-LEI)

I feel free and open to communicate with my manager's supervisor.

Ideas:

- 1. Expose your team to management.**
 - Encourage your team to volunteer for projects or events that give them exposure and visibility to leadership.
- 2. Share the message that your leader is there to support you and your team alike.**
- 3. Provide insights to your team about your manager.**
- 4. Provide insights to your team about issues considered in the decision making process.**
- 5. Encourage and support skip-level meetings.**
 - Leaders (AVP/VPGM, Directors/DOS, etc.) can also block out times weekly/monthly to hold 1:1 meetings with specific team members. Have the employees update their tSpace profiles ahead of time.
- 6. Foster a relationship between your supervisor and your direct reports.**
 - Copy your supervisor when praising your team members for a job well done!
 - Ensure that your supervisor knows each team member's areas of responsibilities, performance levels and career interests.
 - Encourage your leadership to interact with your team directly.
 - Invite your leader to your team meetings on a regular basis.
 - Have your manager host skip level meetings to get to know your team.
 - Pay special attention to new hires – encourage leadership to touch base with every new employee on Day 1, at 6 Weeks and at 12 Weeks.

General Engagement Questions (non-LEI)

I see how my work connects to our company goals.

Ideas:

- 1. Explain how their work impacts the Strategic Priorities for your organization & ensure your team is familiar with Our Promise.**
 - Review your organization's priorities during a team meeting.
 - Institute "Friday morning coffee" sessions with a small group of employees. This enables people to learn more about the business in a more intimate, informal setting.
 - Encourage leadership to visit your location. Use their expertise and enthusiasm to ignite your team.
 - Make sure your team receives periodic updates from leadership on progress throughout the year.
 - Make sure your team is familiar with the concepts of [Our Promise](#) and how they directly impact the customers we serve! Sign their books and make sure they have you sign theirs! Make sure your whole team has started their Our Promise journey on the [Our Promise](#) website!

General Engagement Questions (non-LEI)

My work environment is positive and motivates me to do my best.

Ideas:

- 1. Think about your ideal work environment...**
 - What are some things that motivate you to come to work?
 - What are some things that make you tell your friends to come to work here?
- 2. Ask your team what barriers they face in the workplace that prevents them from being as productive as possible. Refrain from passing judgment and be open to new ideas to conquer the obstacles they face.**
- 3. Consider implementing team luncheons, challenges, recognition programs or spirit days. Provide events that employees look forward to that increase morale and productivity.**

I See Myself Staying with AT&T:

Propensity to Leave

Ideas:

1. **Think about recent events, changes, or practices that could account for team members thinking of leaving the organization. Ask team members about specific happenings that are making them less satisfied within their role.**
2. **Check in with team members regarding their preferences for leadership, engagement, recognition and career using their FirstFit results.**
 - Have any preferences changed?
 - What preferences are not being met?
 - What can you do as a leader to increase their likelihood to stay with the organization?
3. **Utilize a stepwise conversation with each team member to determine what would increase his or her propensity to stay with AT&T. Start with how you can help the employee increase engagement and satisfaction in his or her current role. If needs cannot be met within the current role, move to the next level within the organization to determine an action plan.**
 - What adjustments can we make within your current role? (e.g. adjust schedule)
 - What adjustments can we make within our team? (e.g. cross-training)
 - What adjustments can we make within our larger work group? (e.g. moving stores/work location)
 - What adjustments can we make utilizing the AT&T organization? (e.g. exposure to a work group with different job types)

Employee Net Promoter Score (eNPS)

The Employee Net Promoter Survey contains the following questions:

- 1. How likely are you to recommend AT&T as a place to work to your friends and family?**
 - Explain how their work impacts the Strategic Priorities for your organization & ensure your team is familiar with [Our Promise](#). Review your organization priorities during a team meeting.
 - Institute “Friday morning coffee” sessions with a small group of employees. This enables people to learn more about the business in a more intimate, informal setting.
 - Encourage leadership to visit your location. Use their expertise and enthusiasm to ignite your team.
 - Make sure your team receives periodic updates from leadership on progress throughout the year.

- 2. How likely are you to recommend AT&T's products and services to your friends and family?**
 - Use the Service Escalation Program to report service issues for friends and family to get them resolved quickly (HR One Stop > Quick Reference > Service Escalation Program)
 - Encourage your team members to participate in the employee discount (EMO) program to try our products and services. This will help them get more familiar and be more likely to be a net promoter! Employees can find more information about discounts on AT&T OneStop > Discounts & Offers.
 - Educate your employees on the employee P2R program.

- 3. What one thing would make it easier for you to delight our customers or to support the front line who serves the customer?**
 - Create cross-organizational councils to help brainstorm about new ideas to help delight our customers!
 - Think about how to provide your team members with exposure/interactions across the organization.
Example: Create a Team Manager council to figure out the best way to choose coverage for holiday shifts so our customers have minimal wait times and are promptly greeted by a friendly associate, etc.
 - Communicate across centers/stores to share best practices. No need to reinvent the wheel!

- 4. What can our team do differently to make it more likely for you to recommend AT&T's products and service?**
 - Seek out team members' opinions and ideas-and use them. Encourage team members to use the HERO and TIP tools to share new ideas on who we can do things differently.
 - Encourage 2-way communication in order to build honest and open communication. Give credit where credit is due – and be seen/heard doing it. When they share an idea, continue to escalate it as appropriate and be sure to keep employees informed on the progress of any commitments you make to them – you may not always be able to meet a due date, but you can keep your team in the loop.

- 5. What one thing can our team do to make AT&T a better place to work?**
 - Use the Service Escalation Program to report service issues for friends and family to get them resolved quickly (HR One Stop > Quick Reference > Service Escalation Program)
 - Encourage your team members to participate in the employee discount (EMO) program to try our products and services. This will help them get more familiar and be more likely to be a net promoter! Employees can find more information about discounts on AT&T OneStop > Discounts & Offers.
 - Educate your employees on the employee P2R program.

For the purposes of action planning, as a leader, you can directly impact the first question and that is why it is listed in your action plan. Note: There must be a minimum of five respondents to generate a report. If you have less than 5 respondents, then you will get your manager's report.