

decision**wise**



How Growth Drives  
Employee Engagement

**GROWTH** is one of the  
Five Keys to Unlock the Power of  
Employee Engagement.



**GROWTH** is being stretched and challenged in ways that result in personal and professional progress.

## Words associated with **GROWTH**:

- Becoming
- Reach
- Learning
- Expanding
- Goals
- Developing
- Accomplishment
- Innovation
- Improvement
- Progress
- Adapting
- Confidence

**People crave work experiences that challenge their minds and their skills,**  
that are intellectually stimulating, and  
that offer them the chance to rise to the  
occasion and excel.

People, in general, not only want challenge—**they *need* challenge.**

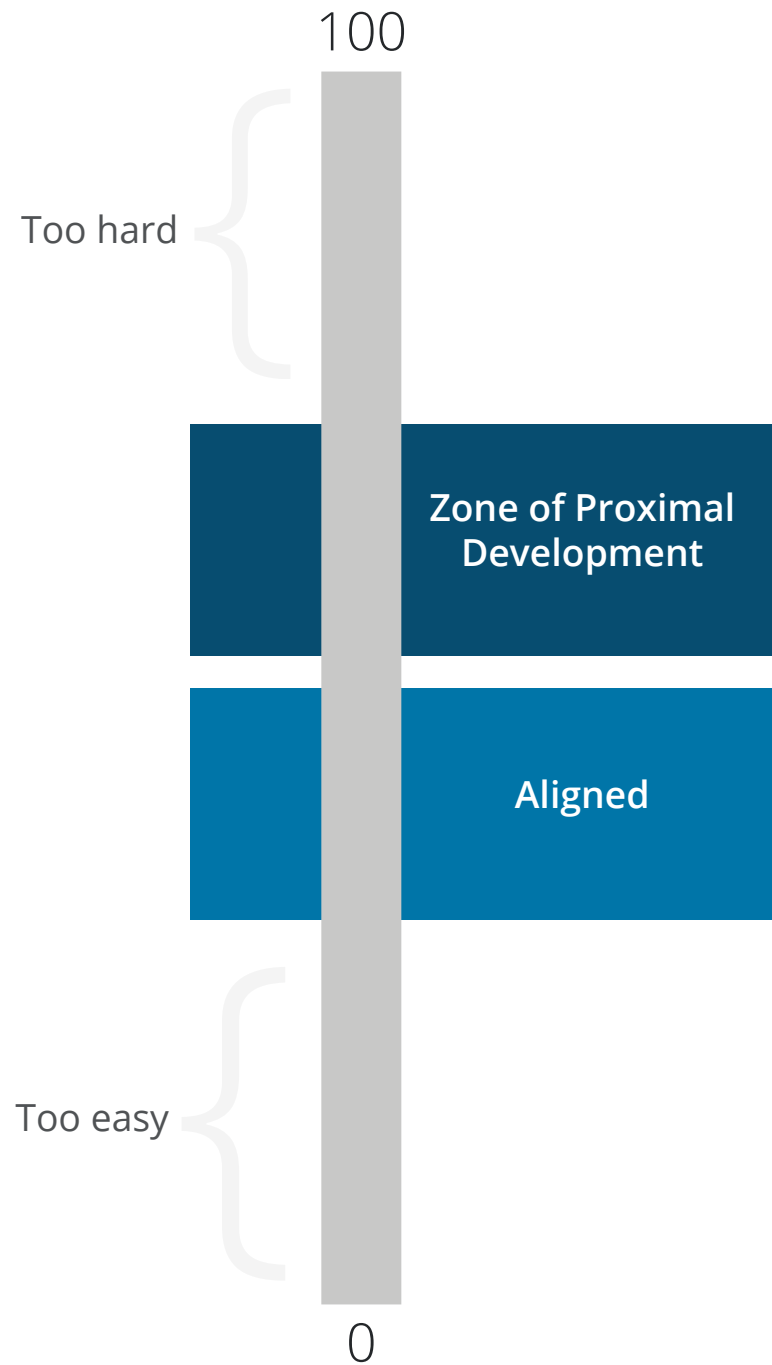
**GROWTH** isn't (always) about  
advancement.

**GROWTH** doesn't necessarily equal promotion or a better parking space.



## **GROWTH** is a Delicate Balance

Increased responsibility can be a source of growth, but you can push a person too far into unknown territory, which ultimately creates stress.



**The Zone of Proximal Development** is the difference between what a person can do without help and what they can do with the aid of a teacher, coach, or mentor.

## Like a Balloon

Growth and challenge cause us to stretch and expand. Too much pressure, and BANG!

**Beneficial Stress** challenges us to achieve  
and deliver. We grow.

**Unhealthy Stress** damages interpersonal relationships, impairs logic, and causes us to underachieve.

**We stagnate. We disengage.**

## **Eustress**

is healthy stress, such as that experienced by an athlete as she approaches the starting line of the 400-meter finals.

## Distress

is unhealthy stress, that can be expressed in one of two ways: continual high levels of anxiety, or withdrawal and depression.

# Eustress

- Challenge
- Excitement
- Stimulation
- Achievement
  - Pride
  - Resilience
  - Confidence
    - Hope

# Distress

- Anxiety
  - Fear
- Embarrassment
  - Doubt
  - Tension
  - Blaming
  - Paralysis
  - Despair



Why Some People Don't Grow

## **Why Some People Don't Grow**

We think we're better than we are.  
We don't grow because we already  
think we've arrived.

## **Why Some People Don't Grow**

Tendency to overestimate one's positive qualities and capabilities while underestimating one's negative qualities.

# Why Some People Don't Grow

We surround ourselves with people who support and reinforce our self-concept. We avoid potential criticism by creating a circle of people who tell us only what we want to hear.

# Why Some People Don't Grow

Unskilled individuals mistakenly believe their ability to be much higher than it actually is.

Grow or Go

# When Growth Opportunities are Absent

You get stagnation, boredom,  
and attrition.

# When Growth Opportunities are Absent

Indifference sets in. Errors happen.

Quality drops. Innovation grinds to a halt.



**Lack of Opportunity**  
is the number-one reason that  
employees leave a company.

**The Fear of Growing Employees**  
is that by helping employees develop  
professionally, they'll leave to  
greener pastures.

# **Help Them Grow, Watch Them Go.**

Would you rather have unmotivated, unskilled people, numbed by routine or enthusiastic, energized employees who are growing.

# Flow

“The best moments in our lives are not the passive, receptive, relaxing time... The best moments usually occur if a person’s body or mind is stretched to its limits in a voluntary effort to accomplish something difficult and worthwhile. In other words, we’re most engaged not when we’re kicking back but when we’re kicking butt.”

*ENGAGEMENT MAGIC: Five Keys for Engaging People, Leaders, and Organizations*



# Flow

Most people aspire to some kind of flow, the proficiency to perform a task so well and with such enjoyment that effort is pleasurable and time seems to fly by.

# Steps to Obtain FLOW

# 1. Unconscious Incompetence

You don't know what you don't know.  
You take up a project, hobby, or other pursuit in complete ignorance, unable to see all that you need to learn.

## 2. Conscious Incompetence

After a brief honeymoon period, reality sets in. At this stage, you can see how much you have to learn, and hopefully you have the resources, help, and encouragement to accomplish it.



### **3. Conscious Competence**

You're not yet fluid or reflexive.  
You're learning and getting repetitions,  
but everything requires thought and  
conscious effort.

## 4. Unconscious Competence

This is mastery. This is where flow occurs. You skip the basics and experiment and innovate in real time.

# How to Foster Growth in Your Organization

## **Provide Mentors**

Make it clear that experienced people are available and willing to offer their wisdom.

## Create a “Build-the-Resume” Culture

Help your people add a line to their resume every year. Provide ample resources to develop a wide range of additional skills relevant to their professional lives.

# Create a “Fail Forward” Culture

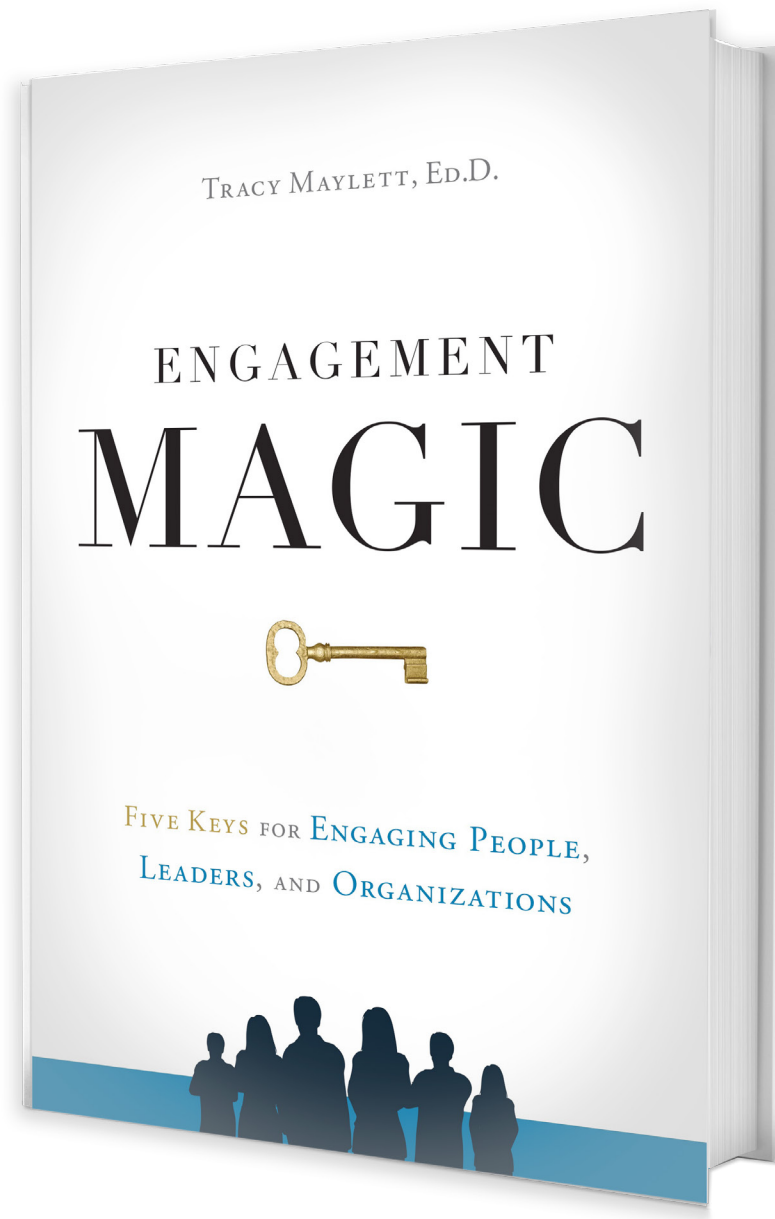
Remove the threat of  
punishment for failure.

## **Create a High Expectations**

People will perform better when they are subject to higher expectations. Believing in your people and demanding their best doesn't cost much. But the payoff can change everything.

And that's **GROWTH**—one of the critical keys to employee engagement.





Read the award-winning book.

Read more about growth and the other four keys of employee engagement in,

*ENGAGEMENT MAGIC:  
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