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AUG 2019

Leadership Role in Engagement

Employee Voice

Employee engagement is discussed broadly in organizations. We hear often that the people who staff organizations are our most valuable resource. At the conclusion of the 2019 bi-annual **Employee Voice Survey**, we will see trends from data over four consistent opportunities for feedback (2013, 2015, 2017 and 2019) with the survey instrument.

People seek meaning in their work and want to be part of the solution, especially in service-based industries. If organizational leadership desires resiliency, flexibility, collaboration and individual responsibility, then each of us in leadership for Pinellas County has to demonstrate this within their part of the organization and in collaboration with all other partners. If something goes well, we spread the accolades and share the credit. If something does not go well, we accept responsibility and help each other succeed, refraining from blame.

Are we attracting, hiring, promoting, rewarding and recognizing the total package for what is needed in positions? If you have a coachable, aligned, personally-responsible individual who can learn the job, we are much better off than hiring and retaining task masters who do not practice the service-oriented and self-aware behaviors needed for dedicated community servants.

Effective delegation requires us all to push decision-making downward, resulting in a greater level of growth and fulfillment for all levels as well as allowing more prompt delivery of outcomes. Is everyone working within their

level of classification? Do supervisors and managers take a broader, more strategic vantage point as they move upward? True succession planning originates and occurs daily in each workgroup. Are contingencies created through cross-training and knowledge sharing long before someone announces retirement?

Organizations that move from very good to great in all industries are led by collective leadership who want to take a daring look behind the scenes into what shapes their culture. This is the “real stuff” that impacts outcomes in all areas.

We ask you to encourage your employees to complete the Employee Voice Survey so that we can take a daring look behind the scenes and hear the unheard voices. Human Resources has created a [Supervisor Toolkit](#) of resources to help you.

The [Employee Voice Survey](#) commences August 12. Let’s encourage our employees to be part of the solution.

