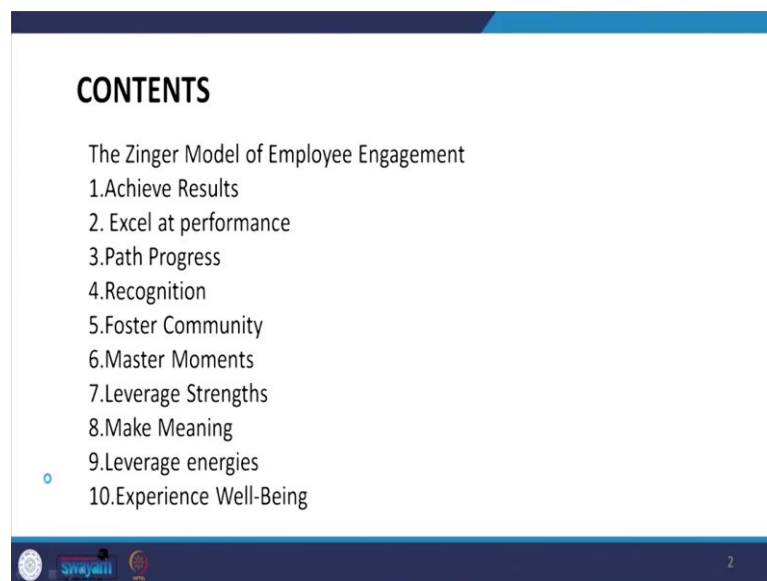


Talent Acquisition and Management
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Lecture – 16
The Zinger Model of Employee Engagement

In this session, we will be talking about a very important model that is about The Zinger Model of Employee Engagement.

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And, in this model, we will talk about how to achieve the results because there are so many factors and dimensions that will be responsible for achieving the results are there. Second is everybody talking about the next level nowadays, that whatever the level you are off of the thinking even. Even though process is at a particular level and now how to enhance that thought process to the next level that is our so, what are the factors are responsible for that.

And, the path progress how to get this achievement of our goals than the recognition, foster community, master movements, leverage strengths, make meaning, leverage energies and experience well-being will be there. So, these will be the factors which we will be talking about.

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The Zinger Model of Employee Engagement (2009)

David Zinger (2009) proposed a zinger model of employee engagement. He attempted to balance organizational inputs, leadership inputs, and individual inputs in developing and fostering engagement. He said that full engagement can be brought down when efforts are put from organization, leaders and employees.

*Org inputs: Org. capital - Infrastructure
Leadership: ??*

So, David Zinger, in 2009 basically, it is a model of employee engagement. He attempted to balance organizational inputs, leadership inputs and individual inputs. There are three inputs are very important. Now, whenever we are talking about the organizational inputs, in the organizational inputs, when we talk about the organizational capital, organizational capital will be the infrastructure. Now, in this organizational capital, that is the infrastructure that type of infrastructure you are having.

So, I always talk about the six resources that are the man, machine, material, money, method, and minutes, and therefore, this organizational infrastructure is important. The second one is about the leadership inputs are there. In the case of leadership, it is becoming very important that is the, which model you are going to apply and what sort of these leadership inputs will be there.

In leadership, inputs are important not only in favorable conditions every leader will be successful in the favorable condition but the leadership into the unfavorable conditions that are becoming very very important to become a successful leader in unfavorable conditions. Like we have seen the COVID time and then the LAC, LOC problems and all then the, it is the leader and his team right.

They have to see and handle this as a totally unfavorable situation and find out the solutions amicably. So, therefore, in that case, this is becoming very important; that is how individual inputs in developing and fostering the engagements are there. Then we talk about that is the that full engagement can be brought down when the effort is put

from organization leaders and employees. All three-dimensions organizational dimensions, leaders dimensions, and employees dimensions are there.

And, these all these three-dimensions that we have to see that is the how you are going to apply in the case of this the leaderships input right and therefore, not only this but the talented employees' input. We will be discussing this model in the context of the that is the talent that is the employees.

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APPLY THE EMPLOYEE ENGAGEMENT PYRAMID TO ACHIEVE RESULTS

The 10 Blocks

- 1 Achieve Results
- 2 Maximize Performance
- 3 Path Progress
- 4 Build Relationships
- 5 Foster Recognition
- 6 Master Moments
- 7 Leverage Strengths
- 8 Make Meaning
- 9 Enhance Wellbeing
- 10 Enliven Energy

Employee Engagement defined:
Good work done well with others every day.

SMALL SIMPLE STRATEGIC STRUCTURAL SUSTAINABLE

David Zinger Site: www.davidzinger.com Email: david@davidzinger.com

The pyramid offers the big picture of what can be done for engagement while offering the ability and structure to tackle one block at a time. Many people are overwhelmed by work and perceive engagement as yet another task. With this model you can focus on just one block at a time for a day, a week, a month, or even a year. The model can be used by different people like leaders, managers, and supervisors to nurture engagement or heighten their own engagement.

So, this employee engagement pyramid to achieve results are there are the 10 blocks are there. They achieve the results, maximize performance, path progress, build relationships, foster recognition, master moments, leverage strengths, make meaning, enhance well-being and enliven energy is there over. So, therefore, these 10 blocks are becoming very important.

So, employee engagement is defined it is a good work done well with others every day, and here we will find that it is always what the others are doing that end is a continuous process every day. So, here we will find it is the small is there, simple, strategic, structural, and sustainable right.

So, these are the pyramids which we are talking about is; there on these pyramids now the pyramid offers the big picture of what can be done for engagement. So, if you want

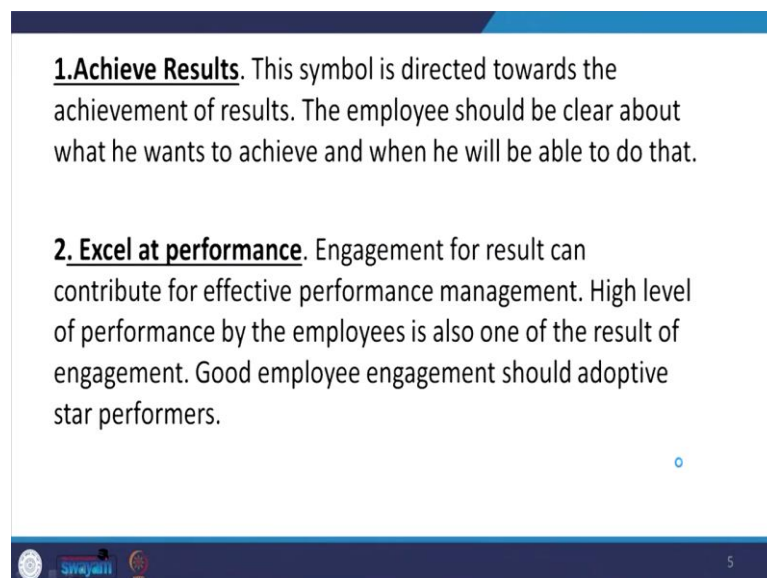
to get engage the employees, what is to be done while offering the ability and structure to tackle one block at a time. So, there will be one block which you have to take.

Many people are overwhelmed by the work and pursue engagement is another task right. So, this is why we have to differentiate; differentiate that is a people are involved in the work and people are engaged in the work, right. So, therefore, a person may be highly involved but may not be engaged.

So, he is doing his job, so his involvement is there, but that absorption and dedication are not there. And, if the vigor absorption and I have talked about these things into the employee engagement and therefore, that absorption dedication is not there then definitely in that case, it will be becoming a difficult task.

With this model, you can focus on just one block at a time for a day, and that is it depends on the size in of the organization and employees involved a week a month or even a year. The model can be used for different people like leaders, managers, and supervisors to nurture engagement or heighten their own engagement is there. So, therefore, this model is also very important for talent engagement vis-a-vis, that is, the engagement of the self of the leaders also. So, that will be taken into consideration.

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1. Achieve Results. This symbol is directed towards the achievement of results. The employee should be clear about what he wants to achieve and when he will be able to do that.

2. Excel at performance. Engagement for result can contribute for effective performance management. High level of performance by the employees is also one of the result of engagement. Good employee engagement should adoptive star performers.

5

The first point which we will talk about the achieve the results. This symbol is directed towards the achievement of results. The employee should be clear about what he wants

to achieve and when he will be able to do that. Now, when we do the exercise of that is the vision that is the creative vision, and the people are not able to draft a vision.

Of course, the vision will depend on the actual environmental factor also and these actual environmental factors that we will have to take care of during the process of integrating with the internal factors, that is the employees and leaders, and organization.

So, therefore, they should be very clear about they what they want to achieve and this brainstorming process that what do you want to achieve in your life. And normally, if you talk about the middle-class people, then they will look for the self-sustainability, and then they will see that is there is families established, and there is a proper house to live and enough money right to meet their goals.

So, therefore, in that case, are what? But it is not necessary for all; it will vary from individual to individual. This is just an assumption because many people are work-oriented and they want to get excellence at work, and they forget about the family, they forget about the house, they forget about the money right. So, therefore, again we will talk about motivation. So, that will depend on the individual to individual.

But, definitely, one thing is very clear that is one should decide what one wants to achieve and this question is delayed by many people in India that is this is not the right age.

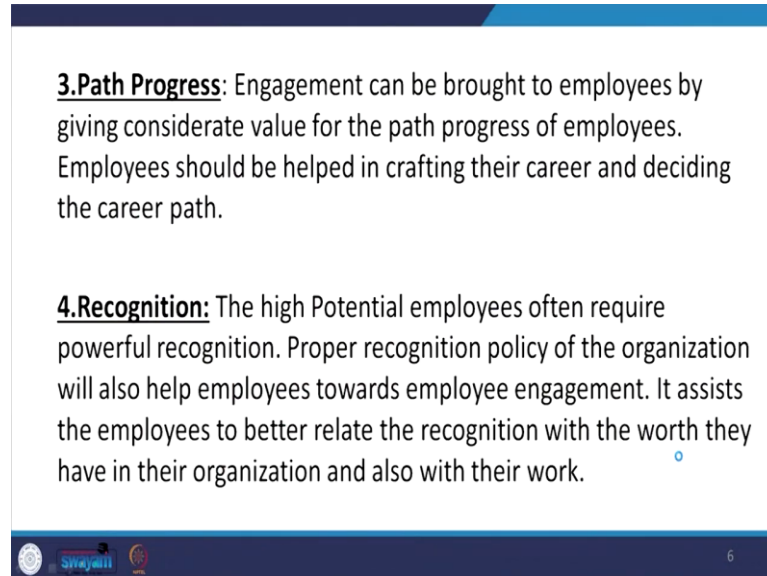
What is the right age that is not very certain right somebody will say 35, somebody will say 40, somebody will say 45, somebody will say after retirement somebody says before retirement so, therefore, what want to achieve and when he will able to do that. This I have given the example that is whether it is before retirement or it is an after retirement.

Excel at performance engagement for result can contribute for effective performance management high level of performance by the employees is also one of the results of the engagement is there. Now, you see that is the whenever you give the high results when one gives the high results, that is because of his engagement only.

People just watch the result, but many times they are not able to see the efforts made by the team or person to get their particular result. Good employee engagement should

adoptive star performers and naturally the good employee engagement will be definitely will create the star performers.

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3.Path Progress: Engagement can be brought to employees by giving considerate value for the path progress of employees. Employees should be helped in crafting their career and deciding the career path.

4.Recognition: The high Potential employees often require powerful recognition. Proper recognition policy of the organization will also help employees towards employee engagement. It assists the employees to better relate the recognition with the worth they have in their organization and also with their work.

The third one is the path progress engagement can be brought to employees by giving considerable value for the path progress of employees. And then that is the how they are going to achieve that particular path and that a path progress will be depending upon that is the whether we are going to be the considerate for the value.

Now, again what is the value? The value system of individual he adopts from the society surrounding to him. When I say the society, it is the friends, parents, right and surrounding environment. So, therefore, it becomes very important that is the whether what value system is have been developed.

For example, the hard work, if the hard work is the value system for the path progress of employees, then you will find that employees is to achieve that goal reach to the destination he is doing very hard work and then he is achieving his goal. So, therefore, it helped in crafting their career.

So, one once it is decided that I will be going for by my value system, my value system is the hard work and therefore, that will be crafting their career and deciding the career path. So, that will decide there is what one wants to achieve.

Next is the recognition: the high potential employees often require powerful recognition. Always you see that is the, what even if a child right when he puts it is the first step, what he does? He looks at the back and sees the parents. Parents are clapping, parents are happy, the mother is happy right, and then he understands that those emotions and then again he puts the next step. It is a natural process.

And, in the natural process, recognition is important. If an employee, when he is taking the first initiative looks towards the mother. Mother is the organization and of the organization; organization means boss, right and the organization is appreciating then he puts the next step right.

So, therefore, the proper recognition policy of the organization will also help employees, and then that they should not be dependent on the boss, right. It should be as a policy matter to you have to recognize your employees; some bosses may recognize, some bosses may not recognize. So, do not leave it to the bosses; rather than it is better, you put it into in the policy itself.

And, whenever there is a policy of the organization that will employ help the employees towards the more and more engagement is there because there is recognition as per the policy is concerned. Another example I have given is about the variable pay and that variable pay also, you will find that is the employees are getting that particular input.

It assists the employees to better relate the recognition with the worth they have in their organization and also with their work. So, it is very important that recognition very very nice point has been mentioned here, recognition with the worth that is becoming the important issue and then that recognition with the work right that creates the value to the employee to get more and more engaged.

So, as I mentioned, that is the recognition, the appreciation they are getting the worth of the employee in the organization in the eyes of others and others find that how important that person is. So, here it is very important that is the, they are going by this particular the recognition by the organization.

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5.Foster Community: A strong crucial of employee engagement is the connection to relationships and community. Relationships do matter for everyone on earth. The Organizations that do not alter themselves into communities are in risk of becoming obsolete or ignored. Relationships and relationship building are a basic foundation of employee engagement.

6.Master Moments: This model give emphasis on living the moments. This model says for living the moment at best. Working in a moments results in reducing stress among employees.

The next one is the foster community: a strong crucial of employee engagement is a connection to relationships and community, and that relationships and community is becoming the concern for the result of the employee engagement. Relationships do matter for everyone on earth.

Naturally, when you develop a relationship, even if you alone, you develop a relationship with the environment with nature. So, it becomes crucial to every employee engagement that is developing a community or relationship with others at the workplace.

The organizations they do not alter themselves into communities that is the appreciation, recognition, working together, challenges issues, understanding each other, supporting in the challenging time. So, that their communities are at risk of becoming obsolete if they are not supporting, so, it will become obsolete, then why there is a need of any community or ignored, or they will ignore that particular group are the people surrounding to them.

So, it is necessary that is the foster the community develops a community wherever we are. So, when we talk about the faculty communities, the faculty communities are developed and in the lighter example is that is the like a whenever any faculty is in problem so, then during that situation the rest of the faculty members, the colleagues they support.

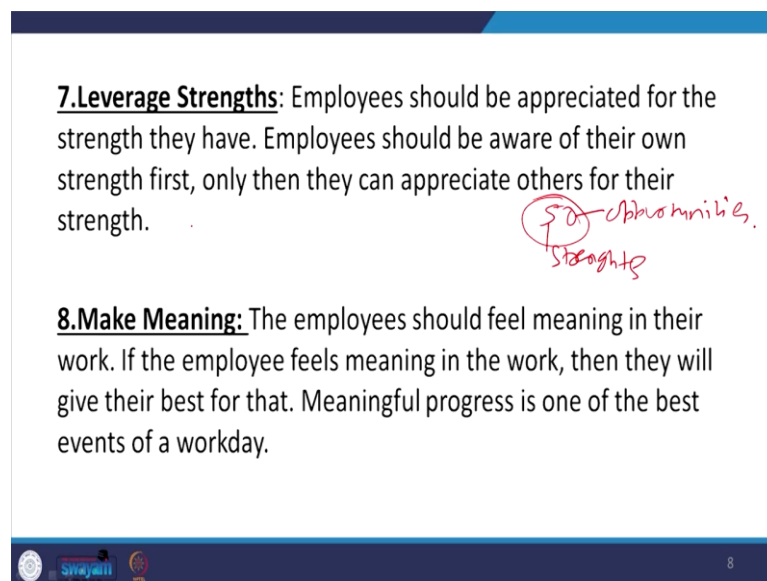
And, in the case if we find that is the there is any major issue or then also the faculty members they support to each other at the workplace. So, relationships and relationship

building are a basic foundation of employee engagement. And, therefore, for employee engagement, it is very important that there is a community surrounding that employees or there is a relationship at the workplace, professional relationship.

Master moments: this model puts emphasis on living the moments, every moment of life. Every time which you spend there at the workplace and the data has to be memorable. This model stays for the living the moment at best. So, therefore, it is just a philosophy of life. Every moment of life is going from this moment to the next moment.

The past moment we remember, and then we enjoy, and we cherish then the life is beautiful, the employee will be more engaged. But, if the past moment which he remembers and then he finds that was a failure, then he will not like to remember, and therefore, employee engagement will be less. Working in a moment results in reducing stress among employees. So, those fine moments of life where employees are living then definitely will be reducing the stress among the employees.

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7.Leverage Strengths: Employees should be appreciated for the strength they have. Employees should be aware of their own strength first, only then they can appreciate others for their strength.

So Opportunities Strengths

8.Make Meaning: The employees should feel meaning in their work. If the employee feels meaning in the work, then they will give their best for that. Meaningful progress is one of the best events of a workday.

8

Then the leverage the strengths: Employees should be appreciated for the strength they have. Every employee has certain strengths and weaknesses. So, when we talk about the combination, combination of our strengths and opportunities as we I have discussed into the toss matrix also.

So, this is the moment of pride, that is, one side, you are going for the strength and another side you are going for the opportunities. So, that particular movement of the life right that in which you have used your strengths, people appreciated your strengths, you have done a wonderful job. So, that strengths will be appreciated and the employees will be aware of their strengths first.

So, many employees are able to go for the strength, and they can by identifying this is self-awareness. Now, here I will also like to mention the two dimensions – self-awareness and self-regulation. Self-awareness is the dimension where the individual is capable of knowing his strengths, his weakness, his opportunities, and his threats.


If the employee is aware of the strength, weakness, opportunities and strength, and threats, then definitely he will be able to maximize the use of his strength because he is aware, but the employee who is not aware, then it will be difficult for him to go for the maximizing that particular strengths.

Then they can appreciate others also even not the appreciating or knowing the self, but they will also be appreciated to the others for their strengths are there. So, this will become a very important aspect in the case of leveraging the strength. Now, the make meaning; meaningful life what is the purpose of living purpose of living is the meaningful life. How do we get the meaning? First we will go by the point, the employee should feel meaning in their work. What you are contributing? Your national building.


If you are working for the society, you are whatever the job you are doing and there is society says that is we are thankful that is the your such dynamic leadership that has uplifted the level of society, uplifted a particular practice, uplifted the reducing this in the methodologies for reducing the stress.

So, therefore, if the employees feel meaning in work, then they will be giving their best for that, that yes, I am building the nation, I am helping the people to grow. So, therefore, that will be more engaging; meaningful progress is one of the best events of a workday. So, whenever at the end of the day when you look at the your contribution and then you find that is yes today you are done something strong and concrete and therefore, in that case, you will find that is the best events of a day of the workplace is there.

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9. Leverage energies: There should be proper consumption of human energy. The energy that is channelized in right direction serves a milestone for getting success. Powerful engagement involves mastery of mental, physical, emotional and organizational energy. Energy not time is the vital resource for engaged working. *HAPPINESS* 

10. Experience Well-Being: Ultimately the work should always contribute to employee well-being. Employees should feel healthy wellbeing that will help in engagement. Ultimately the profit or performance of an organization will depend on well-being of the employees.

 9

Leverage energies there should be proper consumption of human energy and the energy is directed everyone is having a certain the energy is bundle and those bundles are to be directed in the right direction otherwise those energy has to be used and then that energy may not be used into the right direction.

The energy that is channelized in the right direction serves as a milestone for getting success. So, your energy is directed towards the right direction, you will find that is the employees are getting success. And this is to be noted that is the direction to the energy is to be given by the employee by self.

However, many times the leadership is there, and leadership provides you that particular direction to perform, but the willingness to use that energy under the guidance of a leader that is required by the individual. Powerful engagement involves mastery of mental, physical, emotional, and organizational energy is there.

So, as we have talked about the mastery of the movements, similarly, we will talk about mastery of the mental and physical, emotional, and organizational energy. So, how are you going to acquire that particular energy? So, mentally you have to acquire the energy, physically, you have to acquire the energy, and emotionally you have to acquire that particular energy so that you can involve your employees' engagement fully in your workplace or in your organization.

Energy not time, is the vital source for the engage working and therefore, in that case, it is not the question that how much time you have worked rather than it is important that is

what is the resource for the engage working is there. If your resource is getting properly utilized right, then definitely you are making the liberalization your energy is there.

Now, happiness experience well-being: ultimately, the work should always contribute to employees well being; well-being means happiness. So, you have to see that is the what ultimately? Ultimately the work should always contribute to employee well-being; the happiness is there.

But, every employee will be happy? No, because I have discussed earlier in my other courses that is about happiness is that is a 50 percent is heredity right, 40 percent is environmental and 10 percent is situational. So, 50 percent is heredity and 40 percent is environment and 10 percent is situational.

So, this 50, 40 and 10 so, here you have to see that is the how you are going to create that employees well being because some of them may not be they happy because of their heredity; heredity means that dopamine secretion.

And, if the dopamine secretion is less, what you have to create? You have to create the that environment has to be, has to be extended. So, environment when you are extending the environment from here to here. So, then in that case it will be very very important that is the how that environment you are creating and as a database you are getting the results.

An employee should feel healthy well-being that will help in engagement naturally. So, when they feel they are happy and there is a healthy and good reason and the legal reason to be happy and then definitely in that case that will be more engaged. Ultimately the profit or performance of an organization will depend on well being of the employees.

A very important point they have mentioned in this Zinger model is that the profit of performance in the organization will depend on well being of the employees. If the employees are happy, there will be more profit; if employees are not happy, there will not be a profit. And, therefore, to be to become the happy, it is becoming important that is the well being of the employees have been done.

So, this is all about we have talked about the aspects of these employees well being is there and if we follow the Zinger model then I am sure that is we will be more and more

successful. However, one more aspect in the Zinger model is about the optimism we can connect and that optimism with happiness is important.

Like in the previous slide, I have talked about this well-being and the personality and this optimism that is required to be considered. For example, we talk about that is how optimism is related to well-being is there. I have talked about that is heredity and optimism is also that is how you are having that particular secretion of hormones which will be leading you to create an environment to work together.

Now, here it is to be noted that is if you are going to create that engagement of the employees with the well-being now, can there be the employees engaged without the well-being? Yes, employees can be engaged without well-being and that without well-being is that because of stress.

If the stress is high and we know the relationship between the stress and the performance; so, there can be the stress and performance relationship that that is the inverted U. And, in the inverted U you will find that is the whenever we are talking about the inverted U you create this will be creating the more and more the important is will be that is the how you are going to develop that particular aspect.

Now, here you will find that is the these particular conditions where the stress is related with the inverted U, U aspect is there then we will go that is the how we are going to create that particular inverted U. And, in this inverted U one side we are talking about the performance and another side we are talking about the stress and this is the U stress.

Now, this well-being happy person; happy person, then that he has to create the these particular figure of this one that will be the bigger one and it will be created like this. So, here U stress will be here in spite. So, these gap that will create the more happiness more employee engagement is there. Now, these products these productivities and performance that will depend on the individuals' personality.

So, there are five dimensions in the individual's personality that we have to see for happiness is there. The first one is that is the locus of control in the locus of control you will find that is the either it can be internal or it can be external. So, does employee engagement depend on the happiness? Yes, employee engagement as per the Zinger model it depends on happiness.

And, does happiness depends on the personality? Yes, it depends on the personality, and in the personality of those who are having an internal locus of control, they will be more successful as compared to those who are having an external locus of control.

So, here you will find that is it becomes important that is how we are going to create that internal locus of control. Here I would also like to mention one more dimension and it that is about learned helplessness. This well-being is directly proportionate to the higher the self internal locus of control and low, learned helplessness.

Here I would like to take a bivariate design and in the bivariate design, you will find that is we are going for this particular aspect. In this aspect, we will find that is the internal locus of control and external locus of control and then the low, learned helplessness, low learned helplessness and the high learned helplessness.

So, in the case of the internal locus of control, here you will find the internal locus of control and low learned helplessness that will be more successful highly engage employees. So, that will be high engaged employees is there. And, internal locus of control with the high learned helplessness right, that will below.

When we are having the external locus of control and low, learned helplessness, then in that case also we will find that is the employee engagement that will be low because of the external locus of control is there. So, therefore, they believe that is if external factors will be there, then only they will be able to perform.

But, when we are talking about the external locus of control and with the high learned helplessness right, then definitely there also a deeply you will find that is the happiness will be less and the engagement will be minimum.

So, what it means? It means that that is the if you want to create the employee engagement and we have to consider a dimension of the well being or happiness we have to see the personalities of the happiness that is will depend on the well-being of the employees; employees are supposed to have an internal locus of control and low, learned helplessness. What is low, learned haplessness? Learned helplessness means I learn that is I am helpless, though I am not, I have learned, and therefore, in that case, that will be the low, learned helplessness.

So, in general, the Zinger model, which I have talked about that is the different dimensions of how of the pyramid and then in this pyramid if you are keeping them in mind all these ten parameters of the Zinger model. You will be having the more engaged employees, and when there will be more, that will also help in the that is how your talent is giving the best to the organization. So, this is all about the Zinger model.

Thank you.