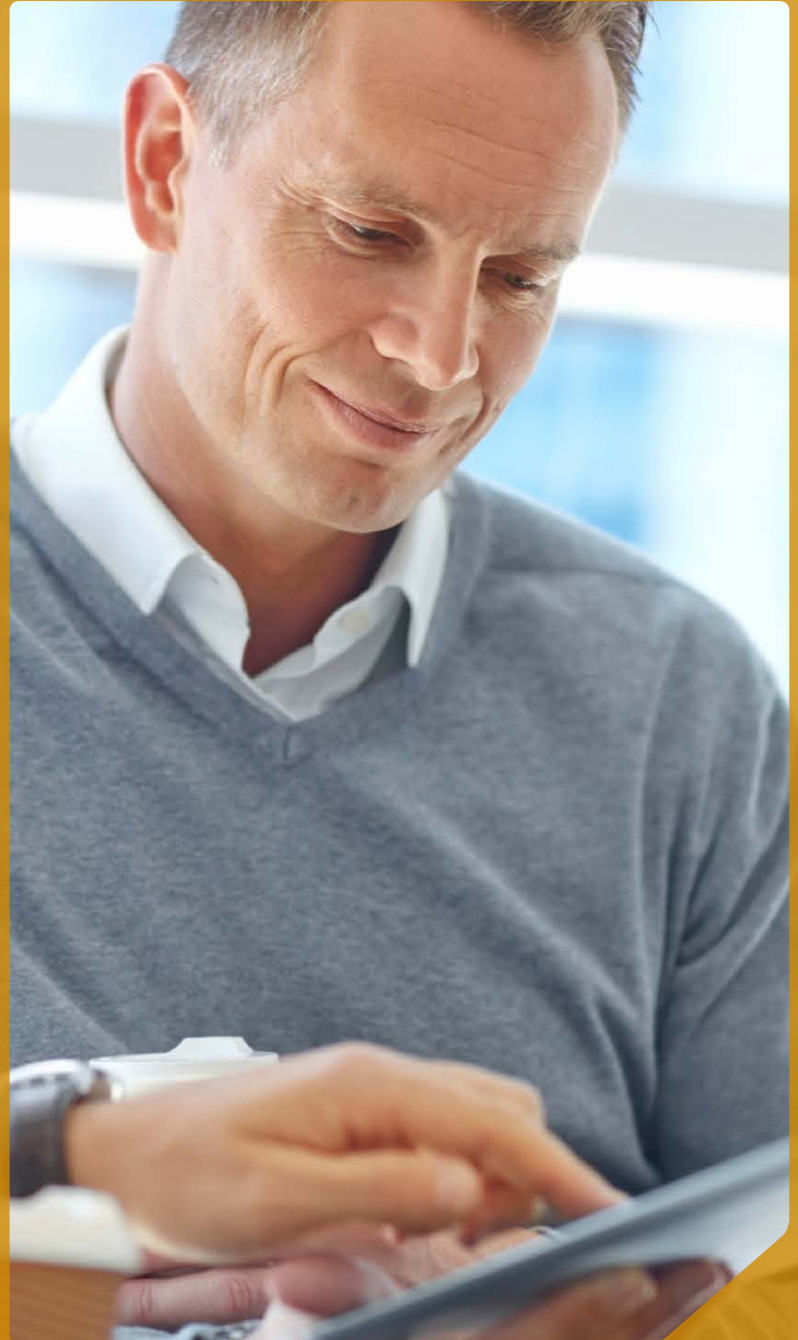


# the leading edge

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Community College Plan
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of DeVry Online Services



## Recommended RESOURCES

### “The Trustworthy Leader: Leveraging the Power of Trust to Transform Your Organization”

by Amy Lyman

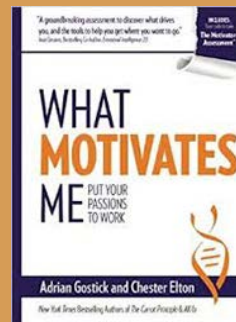


Leading by fear and force is an ineffective approach in today's workplace. That's one of the messages Amy Lyman, co-founder of the San Francisco-based Great Places to Work Institute, presents in her book. Using examples from different industries, Lyman shows

how trustworthy leaders – not those who just go through the motions or imitate others – can help an organization endure challenging times. They can also foster the employee collaboration and buy-in organizations need to achieve their goals.

### “What Motivates Me: Put Your Passions to Work”

by Adrian Gostick and Chester Elton



Using data from 850,000 interviews, Gostick and Elton discovered the happiest and most successful workers are those whose jobs align with their motivations. The authors, both employee engagement consultants, provide an assessment to help readers determine their motivations and strategies

on how to use those motivations to sculpt a job that better meets their needs. The hope is that more engaged and energetic employees will also produce greater value for an organization.

### TED2006: “Why we do what we do”

by Tony Robbins



Personal development guru Tony Robbins hits many topics during this energetic, 21-minute presentation to an audience in Monterey, Calif., that includes former Vice President Al Gore. Robbins talks about the difference between resources and resourcefulness as it relates to achievement. He explores “the three decisions of destiny” that “we are making every moment in our lives,”

and his belief that all human behavior is an attempt to meet six basic needs: Certainty, uncertainty/variety, significance, connection/love, growth and contribution.

# Get Engaged: Best Practices for Creating an Energized and Motivated Workforce

*“It goes without saying that no company, small or large, can win over the long run without energized employees who believe in the mission and understand how to achieve it.” – Jack Welch, former General Electric Chairman and CEO*

That’s a powerful statement given the obvious importance finances and customer — in our case student — satisfaction play in an organization’s success. With so much riding on developing and maintaining an energized and motivated workforce, how do you as a leader know what engagement strategies to implement that will not only benefit the colleagues reporting to you, but the organization as a whole?

Here are 10 strategies for creating an effective colleague engagement action plan:

- **Let Colleagues Take Ownership.** Setting colleagues’ goals is not a task you should complete alone. Rather, it’s designed to be a collaborative process that gives colleagues an opportunity to identify goals and action steps that can help them improve their skills and ability to serve the organization.
- **Set Attainable Goals.** You want goals to extend colleagues — advanced assignments can help improve colleague engagement and motivation — but setting unreachable goals is counter-productive. The objective of setting goals should be to identify where colleagues want to go and the path that can help them get there.
- **Maximize Colleagues’ Strengths.** One way to capitalize on colleagues’ interests and abilities — and increase their motivation and engagement — is to assign work outside of their current role. Working alongside leaders and colleagues from outside their functional area can also help them gain a better understanding of how the organization works.
- **Communicate Colleague Value.** By letting colleagues know how their efforts are directly related to the success of the organization and our students, you reinforce the message that the leadership team pays attention and values their contributions. Providing affirmations is an effective way to help colleagues feel good about themselves and their efforts, which can carry over into their interactions with others and improve overall morale throughout their work environment.
- **Be Honest.** This means being forthright with good and bad news. Even if it’s something they don’t want to hear, colleagues should appreciate the honesty and perceive you as a trustworthy leader, which is essential for creating a safe work environment that colleagues can commit to and be enthusiastic about.
- **Encourage Network Building.** Some colleagues feel most comfortable isolated in their own personal workspace, but this can sometimes create the silo effect that prevents the collaborative efforts needed to improve engagement and morale. Communicate with colleagues about the benefits of networking within and outside the organization. These opportunities can help colleagues share best practices, learn how the different business units work together and interact with potential career mentors.
- **Walk the Walk.** Don’t just tell colleagues about the benefits of being engaged in the workplace — show them. Be a role model by increasing your professional network and developing your skills inside and outside the organization.
- **Open the Lines of Communication.** Provide regular and constructive feedback and encourage colleagues to ask questions. By maintaining an open door policy and sharing your knowledge and career stories, you can strengthen the relationships within your team. Scheduling regular team and 1-on-1 meetings can increase colleague morale and decrease colleague turnover. So can sharing a laugh, grabbing a coffee or a bite to eat or participating in an on- or off-site team-building event. These activities can also help you learn what colleagues value and what motivates them.
- **Reward Results.** There can be great value in offering an extra work-from-home day or a free lunch with a member of the leadership team. These no- or low-cost types of incentives can lead to significant gains in job satisfaction, production and colleague buy-in with organizational goals. And don’t forget to celebrate successes, no matter how small they may seem. A quick email or stopping by a colleague’s desk to say “Well done” or “Good job” can go a long way to improving engagement, morale and productivity.
- **Keep it Current.** Our annual engagement survey can provide valuable insight, but don’t make engagement just a twice-a-year activity. Instead, revisit the results of the engagement survey and evaluate your team’s performance on a regular basis. Update development plans and talk with colleagues about what steps they can take to move closer to achieving their goals. Also, stay on top of industry trends. What worked for someone else, whether it be a new technology or engagement strategy, could benefit you and your team.





## LEADER PROFILE

# John Walker

Vice President, Human Resources  
DeVry Online Services

## How would you describe the attributes of an engaged employee?

Three words I like to use are “stay, say and serve.” Engaged colleagues are more likely to stay with their organization, more likely to say positive things about their employment experience and more likely to give their discretionary effort to serve their customers – internal or external.

## What is your leadership style and what effect do you think it has on your team?

I believe in high autonomy coupled with high accountability. If you surround yourself with talented people, you should provide them the latitude to make decisions and control their work. Of course, if a leader is going to operate in that way, they also need to hold their team accountable for its results. I think most people appreciate this – they want to be able to handle a situation or problem in the way that works for them, rather than having to adopt their manager’s style. I also recognize it’s not for everyone. As leaders, we always need to adapt our approach to ensure our colleagues are set up for success.

## What advice would you give a leader who is struggling with engagement?

First, focus on what you can control. The engagement of our teams is influenced by many factors. Try to identify the things within your sphere of influence to change, and commit to addressing them in a meaningful way. Second, focus heavily on a small number of things you believe will have an impact. We can sometimes become awash in engagement data and feel the need to fix everything, and that’s generally not a recipe for success.

## What advice do you have for a colleague whose engagement is waning?

I believe all of us have some responsibility for our own engagement, and too often we abdicate this responsibility, thinking it’s the accountability of our

manager or a senior leader. If I were feeling disengaged, I’d first ask myself, “Why?” Is it the work I’m doing? The relationships I have with my co-workers or supervisor? The environment or culture? Once I figure that out, I’d engage my supervisor in a conversation about how these things might be addressed and share my own ideas. Perhaps the worst thing a colleague could do is to simply accept his or her circumstances. Things rarely change if we’re unwilling to make our concerns known.

## Why is it important to focus on colleague engagement?

Sometimes we view engagement as a “nice to have” or as an indicator of high morale. I see it as a business imperative. Companies with highly engaged colleagues out-perform their competition. There’s a very real payback to the organization for the investments it makes in colleague engagement. DeVry is a people-intensive organization – in many ways, our “product” is our people and the service they provide. I truly believe that when a student interacts with someone who is highly engaged, they notice a difference and leave that interaction with a more positive impression of DeVry.

## What are the key ways you motivate your team?

When I assumed my role, I was struck by the lack of insight my team had into many of the things happening either within the broader organization or within Online Services. In response, I’ve tried to be as transparent as possible. Little things like briefing the team following HR Leadership Team meetings, sharing business updates provided by Eric Dirst or cascading the HR team engagement results make a big difference. I also think people are motivated by being given free reign to try new approaches. There are times when you must say, “I really want it done this way,” but I try not to make a habit of that. We hire smart people with many different talents, it only makes sense to

leverage their capabilities.

## What initiatives have affected the performance and enthusiasm of DeVry Online Services?

Recognizing the concerns our DOS colleagues have about career development, we launched a program in July 2014 called “Take Ownership of Your Career.” This year-long campaign is designed to bring greater awareness to the career development resources DeVry Education Group already offers, augment these with a handful of DOS-specific programs and also bring clarity to the responsibilities of the colleague and their manager in career development. DOS saw a sizable increase in engagement, largely attributable to changing perceptions about the organization’s support of our colleagues’ career needs. The other major effort involved a re-launch of FlexWork. This program has been in place for a few years, but we saw relatively modest utilization in DOS. Working with our partners in Home Office HR, we developed new communication and training materials and kicked-off the project with a goal of growing FlexWork utilization to 25%. As of last week, we were at 32%.

## What’s one thing your colleagues don’t know about you that they might find interesting?

Back in 1994, in the wake of Chicago serving as a host for the World Cup, I got this idea that the city should bid to host the summer Olympics. I put together a proposal describing where certain events could be held, how the games could be funded, etc. and mailed it off to then-Mayor Daley. A few weeks later, I got a call from City Hall asking me meet with officials and present my plan. They liked what they heard, and we had a follow-up meeting a few weeks later, but nothing ever came of it. I did, however, manage to make my way into the Chicago Tribune’s gossip column when someone from the city leaked that the meetings had taken place.