

## Taking Intentional Moments to Engage (TIME)

*The Importance of Leadership Involvement for Employee and Organizational Growth*

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# TIME



**T**aking  
**I**ntentional  
**M**oments  
to **E**ngage

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## Taking Intentional Moments to Engage

### The Process of TIME

- On the Sidelines (The impact of doing nothing)
- Getting in the Game (Finding the strength to move)
- Crawling by Asking
- Walking to Seek
- Running to Act
- Stumbling/Falling
- Getting Back Up and Into the Game

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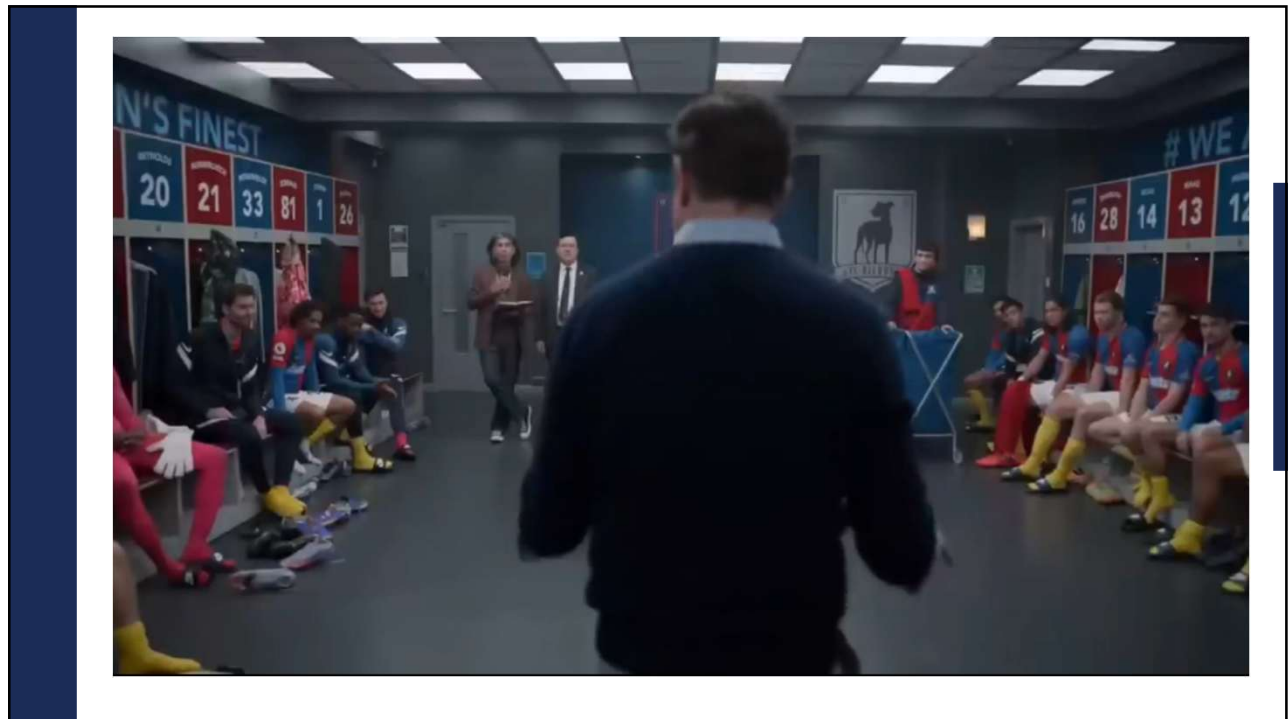


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# On the Sidelines

## The Impact of Doing Nothing

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## The content of your self-talk MATTERS

### Negative self-talk can:\*

- *Damage self-confidence*
- *Produce unnecessary fear*
- *Cause rumination*

### Positive self-talk can:\*

- *Empower you*
- *Encourage you*
- *Improve your well-being*
- *Build healthier relationships*

“We may not always be “listening”, but the voice inside our head is ever-present, and perhaps the most powerful influence on our perception of ourselves.”

*\*NotesToSelf.com*

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“An empowered organization is one in which individuals have the **knowledge, skill, desire, and opportunity** to personally succeed in a way that leads to collective organizational success.” – **Dr. Stephen Covey**

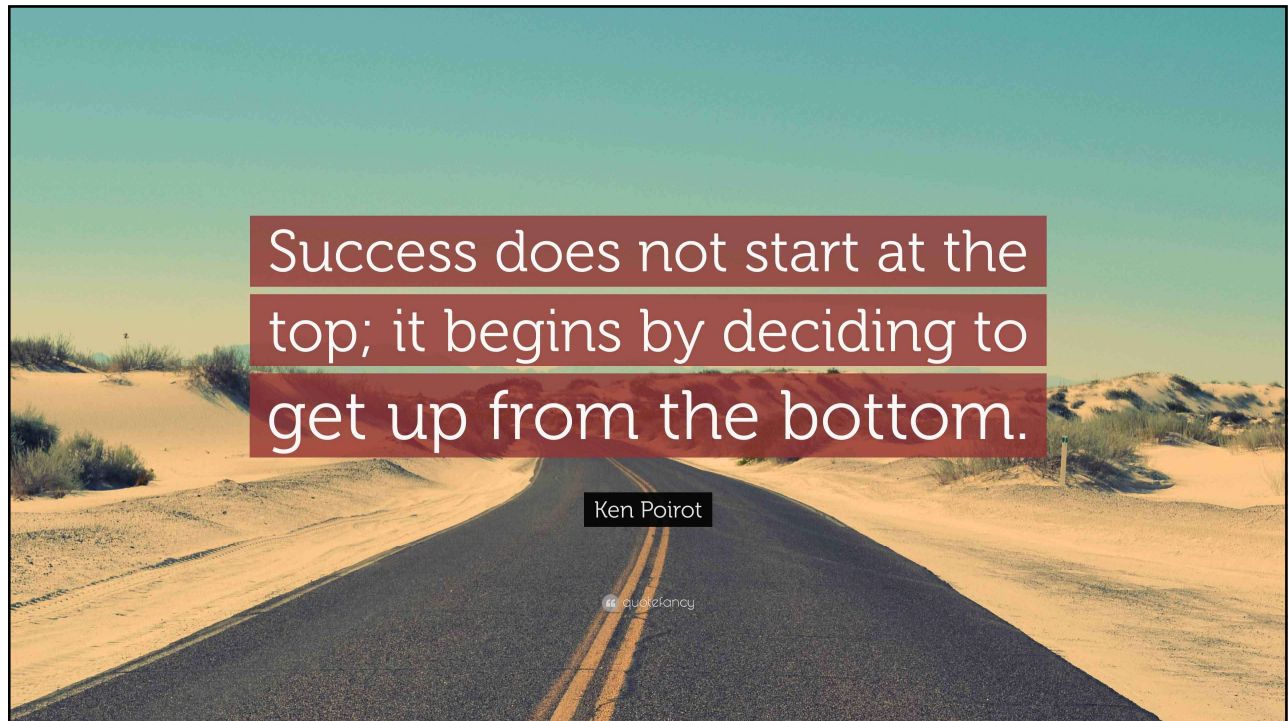


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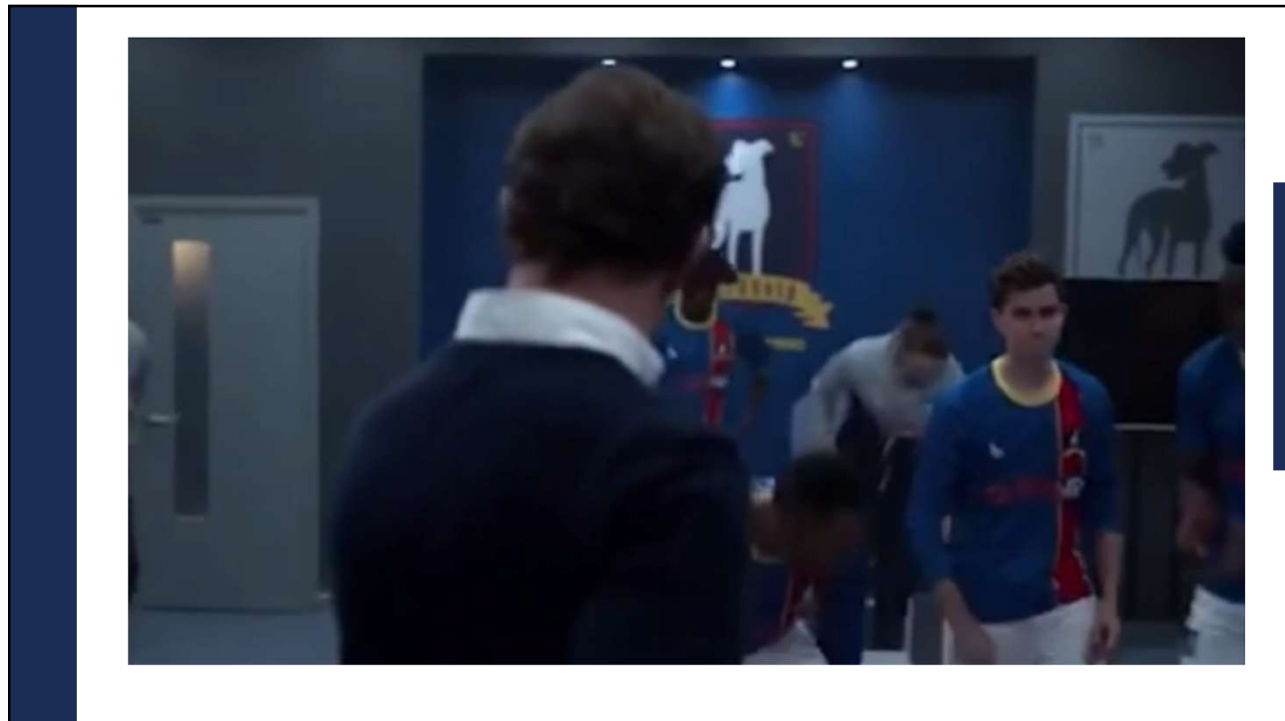
# Getting in the Game

## Finding the Strength to MOVE

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# Trust and Engagement

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# Building Trust

How long does it take to Build Trust?

*As Long As It Takes!*

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# Breaking Trust

How long does it take to Break Trust?

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EMPLOYEE ENGAGEMENT, 2015-2025

**Only 31% of workers are engaged at work. The lowest in 10 years.**



<https://getculturebot.com/blog/employee-engagement-statistics-2026/>

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*“If you hire people just because they can do a job, they’ll work for your money. But if you hire people who believe what you believe, they’ll work for you with blood and sweat and tears.”* **Simon Sinek** *Finding Your Why*

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According to **Forbes.com** *“Employee engagement is a measure of how committed employees are to the company, including how invested they are in its goals and its principles.”*

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## **Crawling by Asking**

*“The only true wisdom is in knowing that you know nothing.”* – Socrates

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## Importance of Asking Questions of Self & Others

*“Questions are useful tools, they open lines of communications; give us information; improve interactions, facilitate analysis and diagnostics of a situation; allow us to propose our own ideas; help to understand the priorities of others; stimulate motivation to learn; motivate creativity and more importantly scientific research, explanations and its applications happen in part through questions and answers.”*

*The importance of asking questions and doing things for a reason – PMC National Library of Medicine*

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## Engagement and Psychological Safety

According to Dr. Timothy Clark, employees have to progress through the following 4 stages before they feel free to make valuable contributions and challenge the status quo.

- **Stage 1 — Inclusion Safety**
- **Stage 2 — Learner Safety**
- **Stage 3 — Contributor Safety**
- **Stage 4 — Challenger Safety**



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# TIME and Psychological Safety



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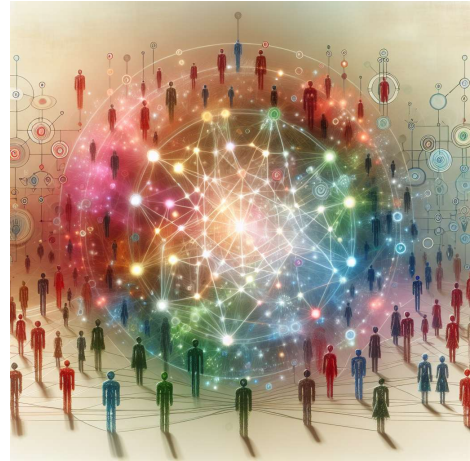
# Walking to Seek

*“Seek first to understand. Then be understood.”*  
– Stephen R. Covey

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## Relational Engagement

*"In Organizations, real power and energy is generated through relationships. The patterns of relationships and the capacities to form them are more important than tasks, functions, roles, and positions."*  
**Margaret Wheatly**



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## The BE's of Employee Engagement

### BE

- *CURIOUS*
- *NON-JUDGMENTAL*
- *RESPECTFUL*
- *GENUINE*

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## Ask and Seek (Sample Engagement Questions)

### 1. Introductions

- Your name
- What department you work in
- How long you have been a City team member
- Why did you choose to work with this City?

### 2. Do you know your City's Organizational Mission, Vision, and/or Value Statement? [Make sure you have a copy of any Mission/Vision Value Statement(s) available]

- If so, can you share what you think it says?
- What does it mean to you?

### 3. Do you see the Mission/Vision/Values being lived in the organization, your department?

- If so, how?
- If not, why (do you think)?

### 4. Do you have opportunity to grow in your position/organization?

- If so, how?
- If not, what can your manager/department/organization do to help you grow?

### 5. Do you believe you make a positive impact on the organization?

- If so, how?
- If no, what do you feel the organization can do to recognize the impact you make?

### 6. Do you feel you are valued by/make an impact in the organization?

- How?
- If no, what do you feel the organization can do to demonstrate your value?

### 7. If you could describe your organization in 3-4 words, what would they be and why?

### 8. What is your feeling of the overall morale of your department/organization?

**EXEC/MGR/SUPERVISOR ONLY** – Based on the overall results of the survey being at or above benchmark, how engaged (invested, attuned to the organizational purpose, active sense of belonging) do you believe team members are?

- How have you seen this demonstrated?

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# Running to Act

*"Don't let what you cannot do interfere with what you can do."* – Coach John Wooden

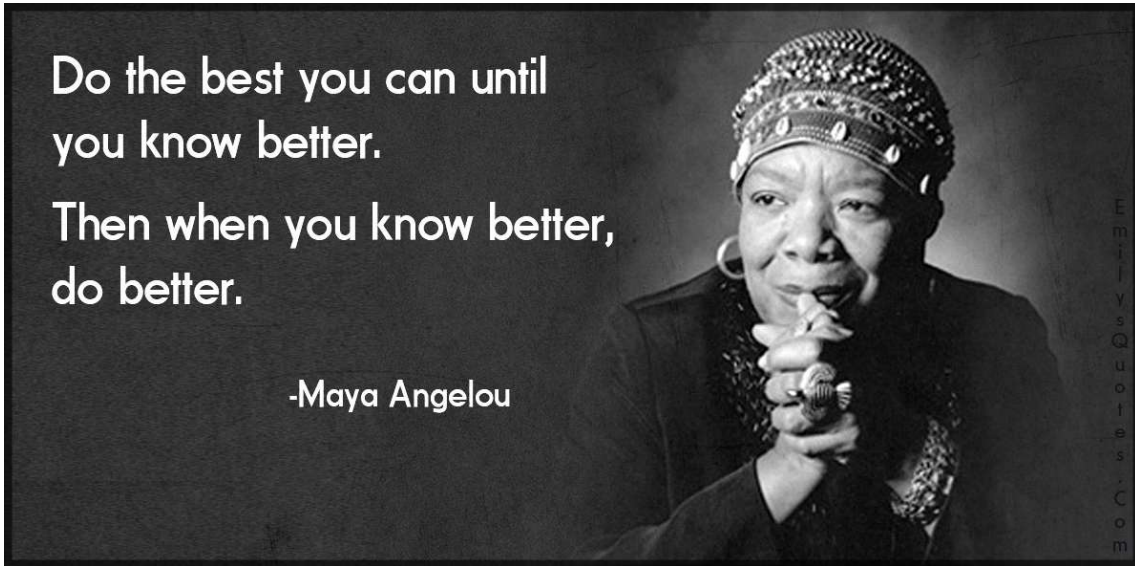
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## Ok You've Asked - What's Next?

Do the best you can until  
you know better.

Then when you know better,  
do better.

-Maya Angelou



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## Importance of Transparency in Engagement

*“Transparency in the workplace is crucial for fostering employee engagement. It creates a sense of trust between management and employees, allowing them to better understand company goals and objectives...Leaders at all levels should be proactive in promoting transparency to create a culture where employees feel valued and committed to their work.” – Forbes.com*

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## Example of Employee Engagement Survey Results

- **Pulse Survey Responses**
  - How many responses to the survey were gathered and possibly from what department (groups)
- **Feedback by Value**
  - What are we “Doing Well” and what “Opportunities” remain
- **What’s Next?**
  - The journey of living the organizational values continues by...

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# Stumbling/Falling

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## Value of "Falling"

- **"Learn to pick ourselves up"**
  - How?
  - Why is this valuable for growth?
- **Growth through Mistakes**
  - What message does it send someone else if I "fall"/fail and admit my mistake?
  - What message does it send if I ask for help?
- **Discipline**
  - What is the root of this word?

***While we don't set out to fall/fail, growth can happen IF we see this as an opportunity to get back up and not stay on the ground.***

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# Getting Back Up and Into the Game

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## ...Bounce Back... - RobertHalf.com

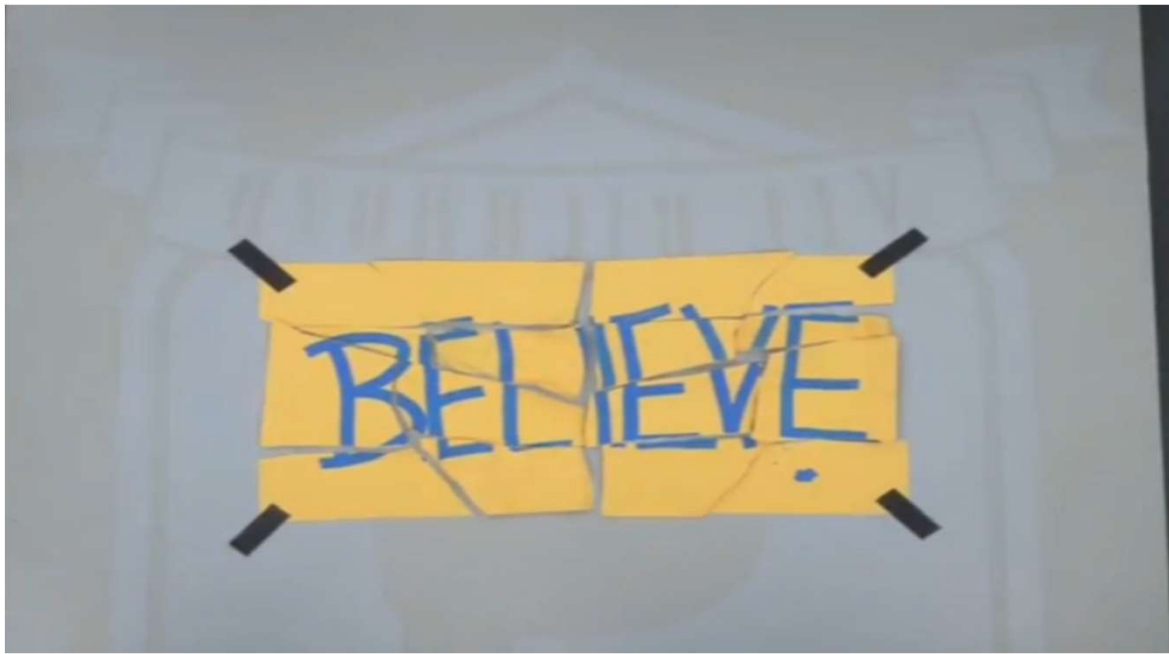
*"I made a mistake at work and I feel horrible."*

- Forgive yourself for mistakes at work
- Confess and take responsibility
- Do what you can to set things right
- Take stock of what you've learned
- Get back to work or move on



<https://www.roberthalf.com/us/en/insights/career-development/saving-face-after-making-mistakes-at-work>

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## Beauty/Excellence Through the Cracks



"**Kintsugi**, which translates to "golden joinery," is more than just a craft—it's a philosophy. It teaches us to **embrace imperfection**, to **see beauty in what's broken**, and to **celebrate the stories that make us who we are.**"

<https://japandaily.jp/kintsugi-the-art-of-embracing-brokenness/>

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**People are the most important part of any organization because they envision and drive the ideas, take action by bringing the ideas to life, and adjust as needed based on the outcome for the whole rather than just self.**

#### 1. People Create and Execute Strategy

No matter how brilliant an idea/strategy is, it's people who:

- *Develop it based on insight and experience*
- *Execute it through collaboration and effort*
- *Adapt it when conditions change*

#### 2. Innovation Comes from People

Technology and systems are tools, but innovation comes from creativity. People:

- *Solve problems*
- *Improve processes*
- *Invent new and effective ways to serve*

#### 3. Culture Is People

An organization's culture (its values, behaviors, and sense of purpose) is shaped by:

- *How people treat each other*
- *How people can see, understand, and work towards something bigger than self*
- *How leaders lead*
- *How teams work together*

#### 4. Relational Engagement Drive Success

Whether it's with customers, citizens, or colleagues, success depends on:

- *Trust*
- *Transparency*
- *Communication*
- *Empathy and understanding*

#### 5. People Can Adapt and Grow

Organizations face constant change. People have the opportunity to:

- *Learn new skills as well as from mistakes*
- *Embrace new roles seeing the opportunities they provide*
- *Lead transformation by owning the change, "walking the talk", and bringing it to life*

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## Fill in the Blank

I will take intentional moments to engage by...

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**Take the TIME**

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You are each at the heart(beat) of your organizations and are daily impacting something bigger than self by breathing life into your mission, vision and values.

***YOU Matter...***

***YOU Make a Difference...***

***YOU Are Investing Your TIME in Service to Others...***

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## Contact Information

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