



CORE4

B U I L D I N G E M P L O Y E E E N G A G E M E N T

Maximizing the Contribution of the Individual • Developing and Sustaining Productive Teams

WORKPLACE REALITY:

75%

OF EMPLOYEES ARE NOT FULLY ENGAGED.

You have people working for you
who have people working for them . . .
and so on down the line.

Some people are
fully engaged. They
bring energy, ideas,
and can-do attitude.

Some people are
just there. They do
their job, dread
Mondays, and look
forward to Fridays.

Some people are
actively disengaged.
They recruit others
to be disengaged,
complain, spread
rumors, and do as
little as possible.

Authoritative Gallup surveys find that only 25% of employees are fully engaged. That leaves 75% of the workforce in various states of disengagement.

OUCH!



1

ACCOUNTABILITY

PEOPLE NEED CLARITY AND AGREEMENT.

They need to know what their job is and how their performance is measured. They must understand their individual work-related goals and have a voice in helping to set these goals.

In an attempt to address disengagement, business executives have introduced social events and casual dress codes. Others have demanded strict obedience to management directives. Some have dabbled in the latest management fads. These efforts alone do not work.

Step by step, CORE4 can help your top team build a culture that is fully engaged.

**FOUR PRINCIPLES
COMPRISE THE
CORE4 PROGRAM:**

1. **Accountability**
2. **Engagement**
3. **Collaboration**
4. **Empowerment**

FOCUS:

Individual goals align with the organizational goals. *Individual Key Performance Measures* are based on tangible, objective results.

ASK YOURSELF:

- How many of my people understand and agree with their individual work goals?
- How well do individual goals align with the goals of our organization?
- How clear and measurable are these goals?

TAKE-AWAYS:

- A process for setting personal goals that align with organizational goals.
- The leadership skills needed to grasp what is most important.
- Methods for achieving clarity and securing agreement on these goals.



2

ENGAGEMENT

PEOPLE WANT AN AUTHENTIC RELATIONSHIP WITH THEIR MANAGER.

Leaders listen to, coach, and mentor their people. Team members report on results, propose solutions, and plan for the future.



<p>FOCUS:</p>	<p>Meaningful conversations are the foundation for mutual accountability, clarity, alignment, coaching, and trust.</p>
<p>ASK YOURSELF:</p>	<ul style="list-style-type: none"> • How many people in my organization have regular, private, and meaningful conversations about work with their team leader? • What standards does my organization have for one-to-one conversations between a leader and a team member? • What skills do my team leaders have for directing effective one-to-one conversations?
<p>TAKE-AWAYS:</p>	<ul style="list-style-type: none"> • Organizational standards for the process and quality of one-to-one meetings. • A deeper understanding about the value and need for effective communication. • Skills, practice, and coaching needed to conduct authentic conversations.



3

COLLABORATION

TEAM MEMBERS WANT TO BE PART OF A HIGH FUNCTIONING TEAM.

Strong relationships build a sense of belonging within an organization. A team that works together can harness the power and creativity of collaboration.

<p>FOCUS:</p>	<p>Effective teams have well-run meetings with full participation and the ability to disagree and discuss, resulting in clarity of roles and responsibilities and strong alignment among team members. Teams focus on proactively planning for the future they want to achieve.</p>
<p>ASK YOURSELF:</p>	<ul style="list-style-type: none"> • How many new, workable solutions surface in team meetings? • What percentage of our meetings are productive? • How skilled are my team leaders at directing team meetings?
<p>TAKE-AWAYS:</p>	<ul style="list-style-type: none"> • Fully engaged teams that can work together to achieve company goals. • Methods for managing differences, building trust, and extending teamwork. • Skills, practice, and coaching on leading a team and running effective meetings.



4

EMPOWERMENT

PEOPLE WANT THE OPPORTUNITY TO PARTICIPATE IN DECISIONS THAT AFFECT THEM.

Energetic participation delivers more effective decisions and stronger buy-in.

FOCUS:

Solutions for effective change are embedded in your organization. The best decisions are those that engage the imagination and the participation of your people.

ASK YOURSELF:

- How are decisions made in my organization?
- Do our decision-making processes encourage participation from those closest to the work?
- How well do my employees support decisions made without their input?

TAKE-AWAYS:

- Methods and practice in brainstorming, proposing, and deciding.
- A systematic practice of initiating, honing, and implementing ideas with participation across multiple levels of the organization.
- Leadership skills that promote the insight and creativity needed for effective problem solving.

THE THREE LAYERS OF CORE 4:

- Principles
- Processes
- Skills

The CORE4 principles are embedded via work processes that are tailored to your business. CORE4 teaches essential skills and works on mastery with each team member, one-to-one. These three layers are essential for any cultural change.

CORE4 IS UNIQUE.

Learning is by an interactive discovery process. The entire management team learns together. Real business issues become part of the curriculum. Since change takes time, CORE4 is implemented in incremental steps.



CORE4 Implementation

CORE4 is implemented in less than one year. We begin by interviewing the organization's top leaders and follow this with nine half-day, highly interactive sessions. Between sessions, a certified CORE4 consultant observes team and one-to-one meetings to provide coaching for skills development. The program includes individual coaching with the leader and team members on the application of CORE4 methods. The CORE4 implementation also can be tailored for virtual teams. VIRTUAL CORE4 is available for geographically dispersed teams.

The CORE4 Outcome

YOU CAN:

- Improve communication and collaboration.
- Develop highly effective teams.
- Use all the skills and imagination available within your organization.
- Establish management norms throughout the organization.
- Create and strengthen leadership skills.
- Align the executive leadership team and improve results. Increase employee engagement, fulfillment, and satisfaction.
- Move from reactive to proactive management.



What can you do to get more of your people fully engaged? And, what would that be worth?

C O R E 4 C E R T I F I E D C O N S U L T A N T S



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O U R G U A R A N T E E

You will develop greater team alignment, make more effective decisions, achieve individual accountability, and increase employee engagement.

— JAMES LANDIS, PRESIDENT

CORE4, formerly known as the Greenfield Management System, was developed by Chester A. Raber, Ph.D.