



**NNAHRA**  
NATIONAL NATIVE AMERICAN HUMAN RESOURCES ASSOCIATION

# 27<sup>th</sup> Annual Conference

Gila River Resorts & Casinos

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# Want Results? Invest in Your Leaders

Welcome!



**Diane Ristau**  
Vice President of  
Training & Development

[www.ROIolutionsInc.com](http://www.ROIolutionsInc.com)



# Let's See Who's Here!



- ✓ In Human Resources/ Training
- ✓ In a Leadership Position
- ✓ Not in Human Resources/ Training
- ✓ In Gaming
- ✓ In a Non-Gaming Business
- ✓ In Tribal Government

## Develop a Leader Engagement Strategy by...

- Removing common frustrations and barriers that exist
- Providing robust, on-going development opportunities
- Gaining buy-in and building HR's credibility throughout the organization
- Creating a culture of empowerment and accountability

# What is Employee Engagement?

**Attitude** — the commitment a worker feels toward the company

**Behavior** — the effort that an employee is willing to invest in their job

- Blink  
(co-worker connection app)

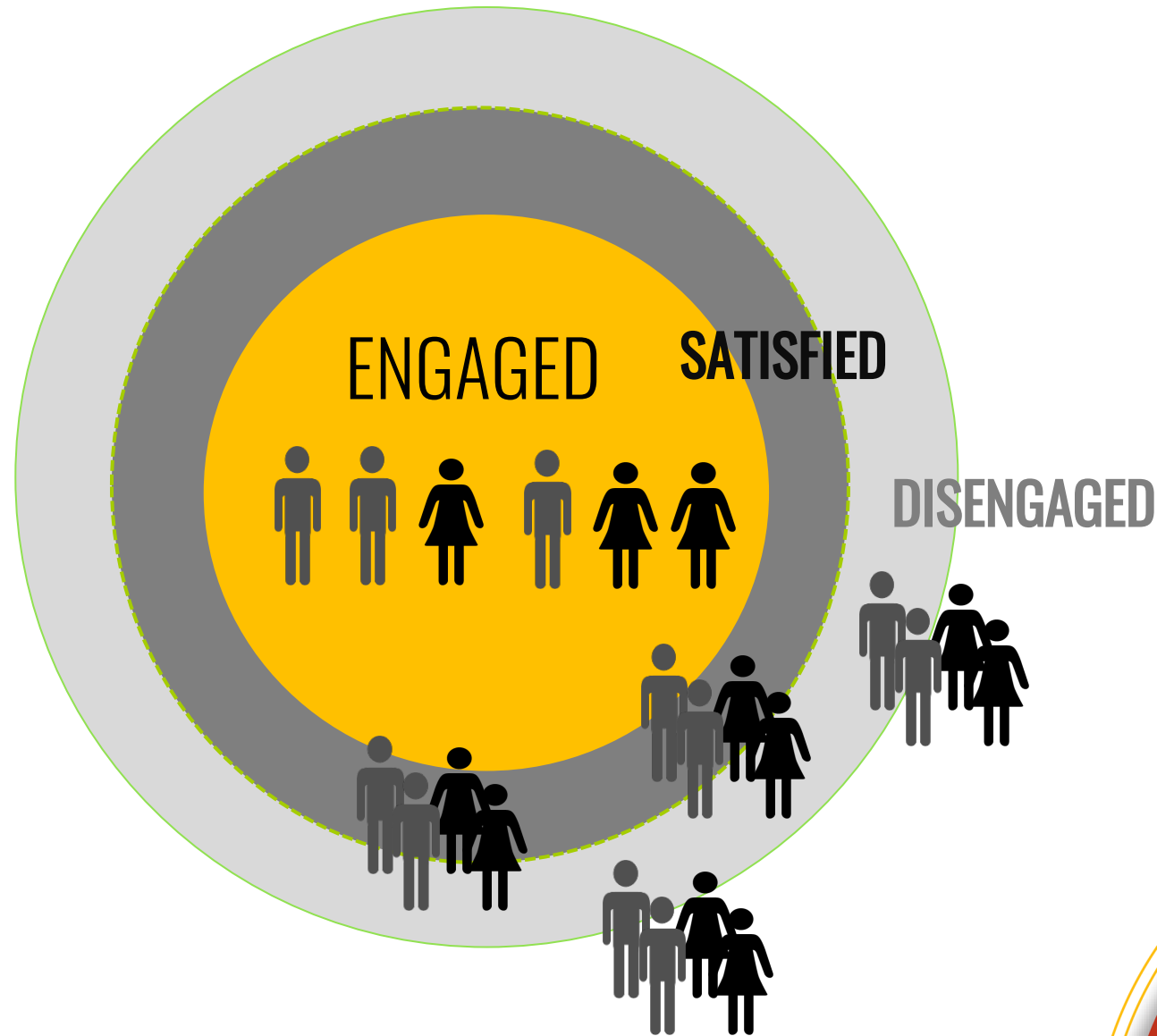
# Why *LEADER* Engagement?

“ *In any company, engagement comes from the top. Employees look to their organization's executives and leadership team to set a tone and expectations. They know that company leadership determines whether engagement is important, or even if it matters at all.*

*...engagement at the top cascades down the line.* ”

- Gallup, Inc.

WHERE  
DO YOUR  
**EMPLOYEES**  
STAND?



Only **30%** of  
employees are  
engaged

# Why *LEADER* Engagement?

“ *Managers account for an astounding 70% in team engagement.* ”



- Gallup 2019

The **SUPERVISOR**  
has the #1 impact  
on an employee's  
decision to stay



# How Engagement is Measured

1. I know what is expected of me at work.
2. I have the materials and equipment to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work seems to care about me as a person.
6. Someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission/purpose of my company makes me feel my job is important.
9. My co-workers are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. In the last year, I have had opportunities to learn and grow.

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Or what  
would you  
like to be  
doing?

**What is working  
well to engage  
your leaders?**

# Removing Common Frustrations & Barriers

- |                                |   |                                      |
|--------------------------------|---|--------------------------------------|
| ○ Unclear goals/expectations   | → | Clear & inspiring goals/expectations |
| ○ Micro-managed                | → | Trusted                              |
| ○ Overworked                   | → | Work balance                         |
| ○ Lack of skills & training    | → | Robust development opportunities     |
| ○ On an island                 | → | Strong leadership community          |
| ○ Lack of vision/purpose       | → | Goals & meaning                      |
| ○ Missing/outdated tools       | → | Automated & seamless                 |
| ○ Promoted for job performance | → | Promoted for leadership              |



What barriers need  
to be removed for  
your leaders?



# Purpose & Expectations

**Purpose:** Your Vision, Mission & Core Values matter!

**Expectations:** Leaders need to know what's clearly expected of them

When the two align and are understood, leaders are set up for success!





# Purpose & Expectations

**Purpose:** Vision, Mission & Core Values

- Are they known?
- Are they a part of daily decision-making?
- Are successes measured and celebrated?





# Redefine their Role

Boss:

Managing  
people and tasks

Coach:

Helping others  
WIN!



# Redefine their Role

Coaching is:  
Letting people  
know that what  
they do *matters*

- *The Practical Coach*





# Purpose & Expectations

## **Expectations:**

- Do you have a set of leader expectations?
- Does it align with your leader competencies?







# Purpose & Expectations

## Competencies:

- Technical job knowledge
- Leadership
- Self-Awareness
- Management






# Identify the Gap & Strengths

## Utilize Assessments

- Core Competencies – Completed by Self and Superior
- 360 Surveys
- DiSC – Communication Style
- Strengths-based Assessments



What assessments  
have been  
effective for you  
and why?




Gallup has found that employees who receive **STRENGTHS-BASED** development have....

**7-23% Higher  
Engagement**

**8-18%  
Increased  
Performance**

**20-73%  
Lower  
Attrition**

Learn their strengths and help them develop to use their strengths *intentionally*.




Opportunities to learn and grow are the **#1 reason** younger generations of employees are attracted to an organization.

Does  
Development  
Matter?

Lack of opportunities for development and advancement is the **#1 reason** employees of all ages leave an organization.

- Gallup





Are top leaders having  
meaningful conversations  
with supervisors about  
how they're doing now  
and about their future?

Are they sharing best  
practices with them?

**36% of managers do not fully believe they have the skills they  
need to do their best work.**



# Provide Opportunities to **LEARN & GROW**

1. Start with your Mission/Expectations
2. Then move to Core Leadership Development:

- Supervisor Orientation
- Coaching Effectiveness
- Providing Constructive Feedback
- Building Strong Teams
- Conflict Resolution
- Performance-based Culture
- Giving Recognition
- Mentoring Others
- Project Management

**RETENTION:**  
30-50% higher when  
strong development  
programs are in place  
*- John Maxwell Leadership*



# Provide Opportunities to **LEARN & GROW**



- › Identify development opportunities for all employees, including Tribal Member Development programs.
- › Provide mentorship programs.
- › Provide a clear career path.

Provide a mix of learning methods:


- Classroom training
- Discussion groups & Book clubs
- On-the-job training
- Job shadow
- Stretch assignments
- On-line learning/ apps
- Social media
- Mentorship

# Develop Your Tribal Members

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- Qualification Criteria
- Career Assessments
- Individual Development Plans (w/ more hands-on mentorship & coaching)
- Training & Awareness for Current Leadership
- Honor & Recognize their Commitment



What leadership  
training made a big  
impact on you or  
your leaders?

# Industry Trends

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Provide incremental steps to advance





# You've Equipped Them! Now What?

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## Creating Ownership

- Review job descriptions with leaders
- Have conversations
  - Where are you currently not able to make a decision?
  - What do you need to feel fully informed?
  - How do you like to be lead/managed?
- Give control over job
- Make it **safe to fail**



“Psychological safety is about creating an environment where **ideas** can be tested, **risks** can be taken, and **mistakes** can be learned from.”

-re:Work




# Gaining Buy-in & Building HR's Credibility

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- It starts with Executive Leadership
- Align as a Strategic Partner, helping to identify performance needs
- Partner executive leadership to lead People Reviews with each department
  - Open positions
  - Turnover
  - Training completion
  - Exit interviews
  - Performance needs
  - IDP reviews
  - Successes
- Celebrate successes – Leadership Recognition





What is your #1  
suggestion for  
positioning HR as a  
Strategic Partner?



# Notice, Celebrate & Incentive Successes!

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- Link incentives to business and people results
- Provide meaningful forms of recognition
- Create memorable moments



# Thank You!



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