



The Organization's Role

Employees experience greater meaning and fulfillment at work when they believe that their work makes full use of their strengths, they are valued, their contributions are meaningful, and they are making an impact. Organizations that have “fulfilled employees” also find higher levels of performance, engagement, desire to learn and grow, retention and customer satisfaction – all which lead to stronger business results.

- ▶ **Make culture a priority.**
 - Take the time to articulate your **organization's values and beliefs**
 - Modify the **values, beliefs and how things get done** as the organization evolves
- ▶ **Build and implement a cascading goal setting process.**
 - Only work related to top level goals should be performed
- ▶ **Build and execute a performance review process.**
- ▶ **Incorporate coaching and feedback into a part of everyday practice.**
- ▶ **Provide opportunities to learn and grow.**
- ▶ **Top leaders need to:**
 - **Visibly buy-in, support and commit** to sustaining a culture which fosters employee fulfillment.
 - **Role model** values and behaviors .
 - **Engage in processes and practices** that are meant to reinforce the culture.
- ▶ **Ensure all leaders and employees are held accountable.**

The Manager's Role

Managers have a direct impact on their employees' level of meaning and fulfillment at work. They define the goals their employees are to achieve; they set the tone for the professional relationships built between them and their employees; and they influence the type of work environment employees experience – all which impact employee productivity, engagement and retention.

- ▶ **Get to know your employees, before they quit!**
 - Ask them what motivates them.
- ▶ **Include a ‘fulfillment’ conversation in Performance Reviews.**
 - Ask your employees whether they feel their strengths are being utilized and they're making a meaningful contribution.
 - Ask how you can better support them.
- ▶ **Recognize employees in way that is meaningful to them.**
- ▶ **Provide opportunities to learn and grow.**
 - Identify the most effective learning experiences and co-create meaningful, creative developmental action plans.
 - Review execution/progression towards plan.
- ▶ **Schedule recurring, face-to-face, 1:1 meetings.**
 - Avoid focusing just on tasks or results.
 - Recognize strengths and contributions.
 - Help with challenges or provide guidance.
- ▶ **Conduct regular team meetings.**
 - Ensure team members understand goals and connections among yours and theirs.
- ▶ **Enable employees' knowledge to be shared with others.**



Your Role

Employees have the responsibility to find (and increase) for themselves the level of meaning and fulfillment they experience at work. It comes from within. What motivates individuals to do so can be considered in three (3) primary groups:

1. Career – the degree to which you use your strengths or learn something new
 2. Community – the degree to which you feel valued and cared for by your work relationships
 3. Cause – the degree to which you believe you make meaningful and impactful contributions
- It is up to each employee (you!) to determine the actions that most aligns with what motivates them.*

- ▶ Seek projects, cross-functional teams or other opportunities where you can **utilize your strengths**.
- ▶ **Invest in your learning and development** by creating and executing a Professional Development Plan.
- ▶ **Find a mentor** to help you grow.
 - It is up to you to find the *right* mentor(s) and build and sustain the relationship.
- ▶ **Build relationships** that foster community.
 - Work for managers who care about your success.
 - Create your own community of colleagues within and outside of your immediate department and business. You may even learn and develop or find a mentor, as well!
- ▶ **Shift your focus** from the “what” and “how” of your work to the “why”.
 - The importance of external validation pales in comparison to that of the internal recognition that you made an impact.
- ▶ **Create your purpose**, your “north star”, to stay on track.
- ▶ **Review your accomplishments weekly** to remember all you have achieved and the impact you have made.

“Unless today is well lived, tomorrow is not important.”

— Alan Sakowitz, Miles Away, Worlds Apart



Your Action Plan

Use this worksheet to identify the specific, measurable and achievable actions you will take to find and increase your level of meaning and fulfillment at work. Be sure to include a timeframe for each action.

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Your Name

Today's Date

What is being done today by _____ to help employees/you find meaning and fulfillment at work?

Your Organization ✓
✓

Your Managers ✓
(or you, if you are a manager) ✓

You ✓
✓

What more can _____ do to help your employees find meaning and fulfillment at work?

Your Organization ✓
✓

Your Managers ✓
✓

You ✓
✓

What motivates you to proactively find meaning and fulfillment at work? What actions can you take to leverage these motivators to gain more meaning and fulfillment at work?

Motivators

Actions (with Timeframes)
