

# Engaging Questions *THE QUESTION IS THE ANSWER*



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## Introduction

*Have patience with everything that remains unsolved in your heart. Try to love the questions themselves, like locked rooms and like books written in a foreign language. Do not now look for the answers. They cannot now be given to you because you could not live them. It is a question of experiencing everything. At present you need to live the question. Perhaps you will gradually, without even noticing it, find yourself experiencing the answer, some distant day. ~ Rainer Maria Rilke - Letters to a Young Poet*

Too often we are in search of an easy answer. We hire experts to tell us what to do. We need to engage the question. Let us sit with the questions, voice our questions, and generate a range of responses rather than a simplistic easy answer to the complexity of employee engagement

I encourage you to read this wonderful collection of questions offered by 96 members of the employee engagement network.

Engage the questions, generate responses, and create greater employee engagement for the benefit of all

Employee Engagement Network Founder / Host  
David Zinger

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



# Engaging Questions *THE QUESTION IS THE ANSWER*

*Children enter school as question marks and leave as periods.  
~ Neil Postman*

If we want to keep learning alive we must reinstall the question into our performance and learning.

The Employee Engagement Network members were asked to formulate a question about employee engagement. Read the richness of the questions they composed and begin to formulate your response to leave the question mark alive in your learning.



# Engaging Questions *THE QUESTION IS THE ANSWER*

**Abhishek  
Mittal**

When it comes to your company, what are the stories that come to the employees' minds?

**Denise  
Bissonnette**

For each of us there is always something "dying to be born" - how do we assist one another in bringing into the world that which is longing to come into fruition?

**Stephen J.  
Gill**

How does employee engagement (commitment, involvement, discretionary effort) contribute to achieving the strategic goals of this organization?



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**Roy  
Saunderson**

When was the last time you asked an employee what engages them to work in your company?

**Rohit  
Shenoy**

How do I measure engagement and the impact of engagement real time?

**Deri  
Latimer**

What is THE moment of engagement for you?

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**John  
Hallonquist**

As a leader, are you ready to begin the relentless pursuit of employee engagement?

**Dont  
Compromise**

Why do some organisations work so hard to engage “at” people when they should be trying to engage “with” them?

**Jennifer  
Floyd**

What have you done today to help or connect with a colleague?



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**Garba**

How close are we to consensus about conceptual clarity on the employee engagement construct?

**David L.  
Cowen**

How are you addressing employees' self-worth in your employee engagement process?

**Marc  
Michaelson**

Is engagement a two-way street and how do senior leaders stay engaged with their direct reports?

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**Dr. Scott  
Simmerman**

What are the Square Wheels in your organization - the systems and processes and procedures that do not work smoothly?

**Dr. Scott  
Simmerman**

What is something that you could continuously choose to do differently to foster employee engagement?

**Peggy  
Foster**

When we hire new employees, how can our onboarding process maintain the enthusiasm they have when they accept a position?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

**Hamguin**

What are you doing each day to model enthusiastic employee engagement for your team?

**Allen  
Denette**

What parts of your organization think they are being treated unfairly?

**Dr. Maynard  
Brusman**

How can your personal energy collaborating with others at work reward you and them with wealth, innovation and fulfillment?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

**Karl  
Edwards**

What disincentives in taking initiative would a visitor observe in our company?

**Rosa  
Ocheltree**

What does engagement mean to your team?

**Paul  
Marciano**

Why do companies tolerate supervisors who fail to engage employees?

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**Tim  
Olson**

Offer a lunch and learning seminar entitled “Who’s Controlling Your Life?” and get your manager’s permission before attending.

**Sunil  
Budhiraja**

If you enjoy the facilities of the organization, why are you not willing to recommend the organization as an employer to others?

**VijeyNRR**

How do bosses justify that they are engaged?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

**Kelly  
Ketelboeter**

What are the behaviors a leader might see or hear that show an employee is in fact engaged?

**Tim  
Houlihan**

Why do we believe that employee satisfaction is so closely linked to employee engagement?

**Richard  
Lambert**

Here's a question for line managers to ask themselves - What are you doing each day to make your staff (or your team) want to put in some extra effort for you ?

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**Jose M.  
Raventós**

Do you really respect your people: How often do you listen to them, talk with them about the work they do, and how they do it?

**Cindy  
Ventrice**

What opportunities can I provide that offer growth and development for my people?

**Jean  
Douglas**

What is so difficult about saying “thank you” or “great job” to employees?

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**Bev  
Mate**

Is employee happiness the same as employee engagement?

**Adrian  
Ashton**

What's the most common reason cited by management/directors for stalling employee engagement initiatives, and how have you overcome them?

**Susanne  
Jacobs**

Do you know, and can you measure how your employee engagement directly correlates and impacts on your bottom line and to your organisational success?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

**Saied A.  
Ashshowwaf**

How much do we know about the process of organizational engagement and to what extent are organizations aware of this concept?

**Sybil F.  
Stershic**

Beyond knowing how many employees work in the company, do top managers know how many employees are actually contributing to the company's success? And what can they do to ensure the second number equals the first number?

**Mel  
Kleiman**

If our on boarding program is sussessfull, what does success look like?

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**Leslie  
Allan**

What case studies are there that demonstrate the cost benefit of spending resources on trying to lift employee engagement?

**Jon  
Harvey**

How much money has your company spent on external consultants talking with the staff, customers and suppliers? Sorry - how much?

**David  
Marklew**

What is discretionary effort?

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**Minter  
Dial**

How do you reconcile goals & objective setting for the individual with goals & objectives that enable cross-divisional, cross-functional project work with different bosses, etc?

**Nicola  
Murphy**

How do you know when you're engaged?

**Saurabh  
Gahrotra**

For the manager: Does everyone in my team have the opportunity to maximize their individual talent?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

**Gina  
Abudi**

How are you working to be sure everyone is engaged and not just those who are easily engaged?

**Mike  
King**

What is one dream you have that when realized, will positively impact this workplace and how can others (including me) help you achieve it?

**Robert  
Manolson**

Is your company strategically positioning itself as a business leader in Employee Engagement by responding to the needs of your staff with regularly scheduled team building workshops and retreats?

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**Richard  
Melrose**

How can we measure individual managers on their employee engagement performance (progress), without compromising the confidentiality (anonymity and hence frankness) of survey responses?

**Sandi  
Krige**

As an employee how can I rate my level of engagement?

**Deanna  
Carrera**

How can we get our managers to be more focused on engaging their direct reports?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

**Judy  
McLeish**

Are you a role model - do you live up to the employer-employee contract?

**Zane  
Safrit**

Do you realize your brand reflects the employees' engagement in creating it?

**Ian  
Buckingham**

Cast your mind back to a time when you were reporting to the best manager you ever worked for - how would you describe the personal quality that you most admired about them?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

**Steve  
Quinn**

Assuming that employee engagement can be quantified, how do you recognize and reward engagement other than monetarily?

**Abhishek  
Mittal**

Question for a leader: What might be the top 3 unanswered questions in the minds of your people?

**Dave  
Nanderam**

Isn't employee engagement just a collective term for referencing outcomes of prior research in job involvement, job satisfaction, psychological empowerment and employee commitment?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

**Adam P.  
Cohen**

How can you engage your employees in developing, and delivering on, your organization's dreams for success?

**Art  
Bingham**

Who is responsible for employee engagement?

**Shweta  
Mohanty**

How do we measure the impact and effectiveness of engagement initiatives?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

**Shweta  
Mohanty**

How do we turn a disengaged manager or employee into an engaged manager or employee?

**Peter  
Lanc**

What shadow do you cast that gives positive energy to those around you?

**Adrian  
Bashford**

Do you get to do what you do best every day?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

**Adrian  
Bashford**

Do those around you understand what work you most like to do?

**Zane  
Safrit**

Do you know how little it costs to inspire, motivate and engage me?

**Monica  
Diaz**

Do you know what makes you feel engaged and can you create that for yourself and other like-minded people?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

**Abhishek  
Mittal**

What can you do to make your top performers not feel like leaving your company?

**Abhishek  
Mittal**

If you are really serious, how would you prove that your employee engagement is more than 'lip service'?

**David  
Bowles**

Do you as a manager apply the Golden Rule to your people: treating them kindly, fairly, compassionately and thoughtfully as you would like to be treated?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

**Karen  
Schmidt**

Is everyone “engage-able”?

**Tim  
Houlihan**

What things do people in your work group do that make you feel connected to your company?

**Roy  
Saunderson**

How can we expect recognition and respect ourselves if we are not willing to respect and recognize others?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

**Robert  
Morris**

What are the dominant characteristics of someone others are eager to become actively and productively engaged with in the workplace?

**Betsy  
Kennally**

What's the one thing you'd like to change that would make the biggest difference in your work right now?

**Bernie  
Donkerbrook**

Where do emotions fit in "being engaged" at work?

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**Jitka  
Holt**

What makes you look forward to going to work when you get up in the morning?

**Paul  
Massie**

Can such tools as Myers Briggs personality types help make engagement activities more effective by giving insights into how different employee groups prefer to receive and process information?

**Yuvarajah**

Why is spiritual intelligence important for employee engagement at the workplace?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

**Gloria  
Sauve**

As an employee, I would like to know how managers expect us to be engaged in our work when we're seeing lay-offs and shut downs everywhere? It's hard to be positive, given our current economic climate.

**Vanessa  
Gibb**

What would you do first if you were given a chance to take over your boss's job?

**Fraser  
Marlow**

What can you do personally to improve your own engagement?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

**People  
Metrics**

What can you do to make your employees happier?

**Lydia  
Woodroff**

Do you know how each member of your team likes to be managed, and what switches them on at work - and do you do everything in your power to make these things happen?

**Gordon  
Schmidt**

Are certain people more inclined toward engagement in general due to personality characteristics and do such individual differences effect what types of engagement interventions will be effective?

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**Michelle M.  
Smith**

What were you doing when you felt completely engaged?

**Jake  
Hillman**

As a leader, what has been successful for you to effectively engage your employees?

**Jonathan  
Ratner**

Is engaging enough or do we need to engage with passion to really make a difference?

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**Angelique  
Philipsen**

What mark would you give your organization?  
Why is/isn't it a 10 out of 10?

**Ray  
McGrath**

Do you say good morning to your work  
colleagues when you get in?

**Lisa  
Sibley**

How well are you listening?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

**Dr. Maynard  
Brusman**

How can leaders more effectively engage employees by tapping into their truly meaningful intrinsic motivation?

**Dave  
Nanderam**

Have you ever asked your direct report(s) to describe their engagement drivers?

**Ganesh  
Ramakrishnan**

What is the one thing about this company that has kept all these long-timers here?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

**Keith  
Owen**

If engagement is an outcome, what are its precursors?

**Ganesh  
Ramakrishnan**

What are the sticky factors in this workplace other than salary or current job role?

**Ganesh  
Ramakrishnan**

Do we, as HR, feel truly engaged in the activities that we do to sustain employee engagement?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

**Robert  
Morris**

How to maximize the positive engagement of everyone involved in change initiatives?

**Gina  
Abudi**

How are you being creative in engaging your employees?

**Rick  
Cronen**

What are you doing to take care of your own attitude of engagement?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

VijeyNRR

Is engagement much beyond passion?

VijeyNRR

Is the bottom up approach the best for engagement?

VijeyNRR

What keeps engaged employees motivated?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

**Jake  
Hillman**

How do you effectively engage the people that are important to your organization's success but do not actually interact with your customers, such as back office staff?

**Saied A.  
Ashshowwaf**

What research methods can be applied to generate more in depth understanding of the engagement process?

**Tim  
Wright**

Manager to employee: When you hear "employee engagement" what do you think, feel, and what images come to your mind?

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**Aleksander  
Jakobson**

What is the most frequent and rarest motivator to employee engagement?

**Beth  
Smith**

Will we have succeeded, when in 10 or 20 years, organizations no longer “do” employee engagement, instead it has become part of the culture, an unquestioned, unconscious assumption that has led to highly collaborative, self-generating organizational forms?

**Wendy  
Woods**

How can you create a culture where laughter and fun supports hard work and productivity?

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**Christine  
Dunn**

What would you need to see from management, so you would know that they were as engaged as they want you to be?

**Robin  
Hickman**

How do you help your manager engage you?

**Masita  
Misdi**

How can lifelong learning contribute to the employee engagement in the workplace?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

**Maggie  
Chicoine**

What is so obvious that it is invisible?

**Peter  
Lanc**

What gives you energy and what would it take for you and others around you to generate that energy?

**David  
Bowles**

Would you recommend (organization name) as a place to work to people you know or meet?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

**Adrian  
Bashford**

What is in it for me?

**Anja  
Schuetz**

What do you need from me in order to be more engaged?

**Mark P.  
Friedman**

In the age of free agency, when our best talent can leave at any time, why should we worry about engagement rather than building employment models around high churn?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

**Nick  
Kellet**

What's your best curious question to engage employees?

**Rashid M.  
Abbasi**

What is the relationship between engagement and innovation?

**Sunil  
Budhiraja**

Five of your employees are going out with their families. What would they talk about most of the time?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

**Scott  
McArthur**

What are the key levers that can be used to close the gap between business and human values?

**Leon  
van Wouwe**

What do you see to be the predictable future for a) yourself b) this organisation c) yourself inside this organisation?

**David  
Zinger**

What is the most important question you need to ask of yourself to enhance your engagement and to fully connect with engaging others at work?

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# Engaging Questions *THE QUESTION IS THE ANSWER*

## Authors

*The important thing is not to stop questioning.  
Curiosity has its own reason for existing.  
~ Albert Einstein*

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Dial, Minter

Diaz, Monica  
Donkerbrook, Bernie  
Dont Compromise  
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**McGrath**, Ray  
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**Murphy**, Nicola  
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**Ocheltree**, Rosa  
**Olson**, Tim  
**Owen**, Keith

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**Raventós**, Jose M.  
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**Schuetz**, Anja  
**Shenoy**, Rohit

**Sibley**, Lisa  
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**VijeyNRR**  
**Woodroff**, Lydia  
**Woods**, Wendy  
**Wright**, Tim  
**Yuvarajah**  
**Zinger**, David



# Engaging Questions *THE QUESTION IS THE ANSWER*



**David Zinger, M.Ed.**, is a global expert on employee engagement who founded the Employee Engagement Network.

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

## **What is the future of employee engagement?**

The future is now as we move beyond surveys and simplistic techniques to integrating employee engagement into all facets of the organization's approach to serving customers and creating results. To sustain engagement initiatives, employees must experience the rich benefits of engagement for themselves.

## **What does David Zinger offer?**

Powerful result-focused and person-centered speaking, education, coaching, and consulting to meet the needs of each client. Organizations appreciate his leading-edge insights and approaches, spoken in the language of meaning, community, humor, story, and results.

## **How do I get in touch with David Zinger?**

Contact him today at [dzinger@shaw.ca](mailto:dzinger@shaw.ca) or phone (204) 254-2130.

