

A Straightforward Approach to Employee Engagement

- Do your employees turn up for work each day full of passion and purpose?
- Do they feel proud of the company they work for?
- Do they believe they play an important part in the success of the business?
- Do they work as a team?
- Do they feel appreciated?
- Do they give you their all?

If the answer to any of these questions is **No** then it is likely that your employees are not “engaged”.

If your people aren't engaged what effect is that having on your business?

Hay Group conclude that engaged employees generate 43% more revenue than disengaged ones

PricewaterhouseCoopers have found a strong correlation between highly engaged staff and client satisfaction

Gallup found that engagement levels can be predictors of sickness absence with more highly engaged employees taking an average of 2.7 days per year sickness absence compared with disengaged employees who took an average of 6.2 days per year.

The Corporate Leadership Council reported that engaged organisations grew profits as much as 3 times faster than their competitors and had the potential to reduce staff turnover by 87% and improve performance by 20%

So what's stopping people from being engaged with the business?

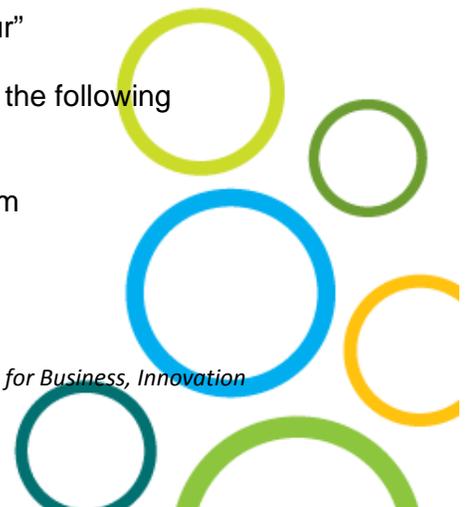
“99% of failure to engage staff is down to management behaviour”

Kingston Business School through their research have identified the following disengaging management practices:

- Reactive decision making that fails to address the problem
- Inconsistent management styles
- Lack of fluidity in communication
- Lack of senior management visibility

Information taken from Engaging for Success – a report to government (Department for Business, Innovation and Skills) by David Macleod & Nita Clarke

... for transformational change



Feedback from employees included comments such as:

“I feel less engaged when I’m micro-managed, when I’m given work which is unstimulating, bureaucratic and I don’t see the impact it is having”

“....my manager has never asked me what I’m interested in....we’ve never explored who in the team would be best suited to each task.....”

“.....my manager has never thanked me for anything – I wonder why I bother”

“...senior managers spent hours trying to solve the issue – if they had only asked the front line we have loads of ideas for improvement and could have saved them all the hassle.....”

So what makes people feel more engaged?

All the research in this area has pointed to 4 broad enablers/drivers critical to employee engagement

Leadership which provides a strong strategic narrative, clearly expressed as a story that is meaningful to people, about the purpose of the organisation and how individuals contribute to that purpose. The aims and values of the organisation need to be reflected in a strong, transparent, explicit organisational culture and way of working

Engaging Managers are at the heart of this organisational culture – they facilitate and empower rather than control and restrict their staff. They treat their staff with appreciation and respect and show commitment to increasing and rewarding (this does not necessarily mean financial reward) the capabilities of those they manage. Organisations that are successful in the long haul are characterised by stretch, discipline (but this does not mean a command and control management style), trust and support

Voice an effective and empowered employee voice – employee’s ideas and views are sought out, they are listened to and see that their opinions count and make a difference. Employees are able to speak out and challenge when appropriate. A strong sense of listening and of responsiveness permeates the organisation, enabled by effective communication

Integrity – behaviour throughout the organisation is consistent with stated values, leading to trust and a sense of integrity

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What needs to happen?

“there is often little consultation with employees about what engagement might mean to them”

Find out how your workers feel - this can be done by just talking informally with them, conducting a staff survey or setting up externally facilitated focus groups to gauge opinion

Be clear about your company's vision, values, goals and standards - ideally include your workforce in shaping these through team days, team meetings, ideas and suggestion schemes, formal and informal feedback processes such as appraisal and open door policies

Ensure all your managers and supervisors are properly trained and prepared to take on the leadership role. Take steps to ensure consistency in management practice across the business through 360 degree appraisal and staff surveys

Ensure you have an engagement strategy and monitor your progress regularly

Celebrate your successes and make changes where you need to

So where do we go from here – it's not as difficult or as expensive as you may think!

There are a number of actions you can take to put you on the path to achieving employee engagement. Some very simple changes can have a huge impact; alternatively you may feel the time is right for complete and transformational change. Either way Bright Thinking Training Solutions can help you in drawing up the right route map for your business and continue to support you on the journey.

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