

LEADER TALENT PERFORMANCE

ensuring leadership delivers

**“What, Why and How” of
employee engagement.**

**Presentation to AFM COO Network 18th
April 2012**

The impact that engagement can have!

Table 1: Nationwide – Employee Engagement and Sales

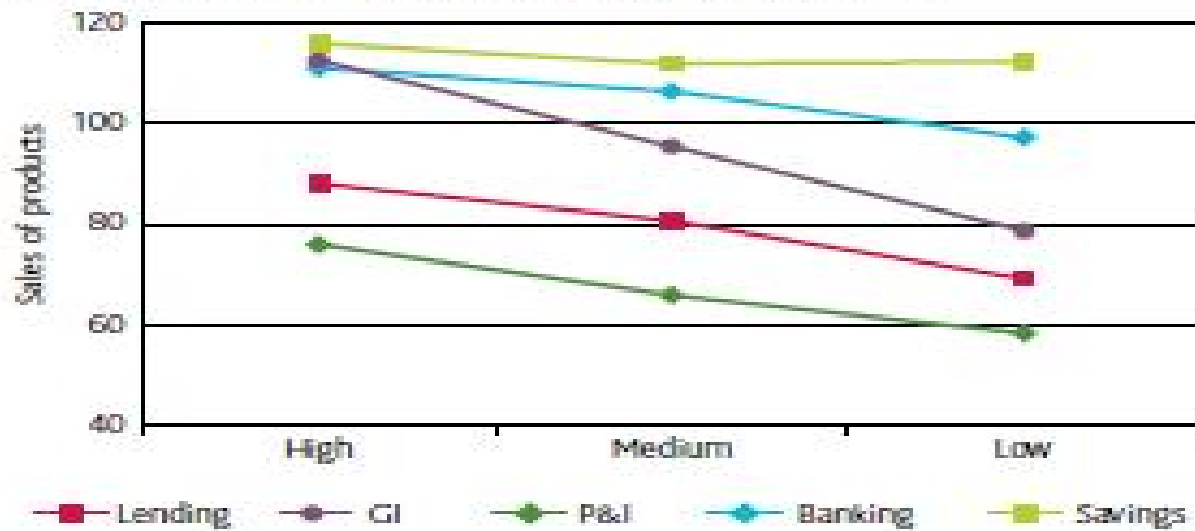
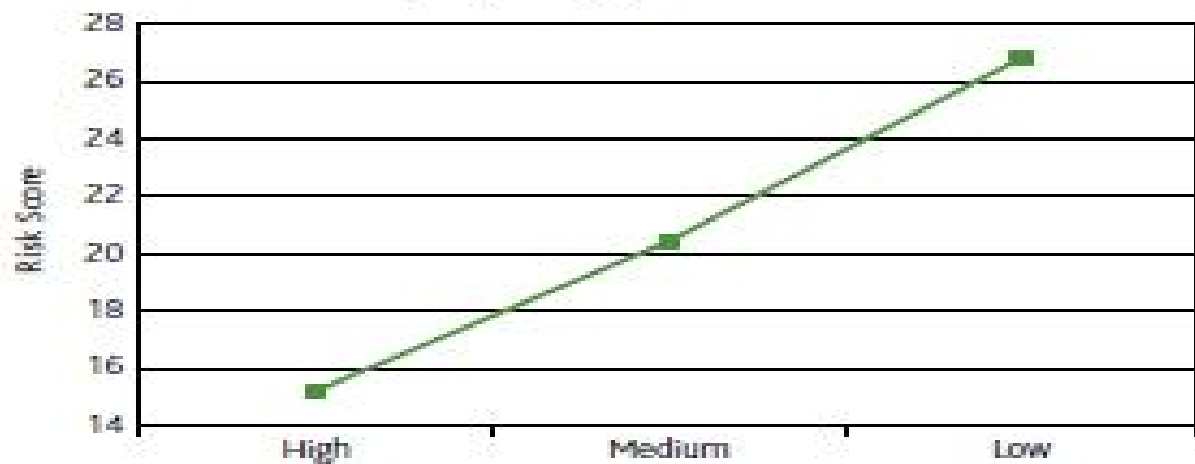


Table 2: Nationwide – Employee Engagement and Risk



Correlation = -0.60

Source; McLeod Report.

What is meant by employee engagement?

- The McLeod report (2009); “Engaging for success: enhancing performance through employee engagement” found 50 definitions their research.

- employee engagement is defined as;

“a workplace approach designed to ensure that employees are committed to their organisations goals and values motivated to contribute to organisational success and are able at the same time to enhance their own sense of wellbeing”

- It includes **attitude** (loyalty and pride), **behaviour** (being an advocate or going extra mile to finish extra piece of work) and **outcomes** (lower accident rate, higher productivity, more innovation).

- What do you think?

Why do engagement?

- Gallup (2006) meta analysis of 200 hundred studies involving 152 organisations across 44 industries in 26 countries with a total of over 950,000 employees.
- They correlated the level of engagement as measured by Q12 against 9 business outcomes (customer loyalty, profitability, productivity, staff turnover, safety incidents, shrinkage, absenteeism, patient safety incidence, quality).
- The correlation with the composite measures of performance is +0.48
- Businesses in the top half on engagement scores are doubly as successful on the outcome measures as those in the bottom half.
- Companies in the top quartile on engagement scores have 16% higher profitability, 18% higher productivity and 60% higher quality than those in the bottom quartile.

What does an engaged employee look like?

Looks like	Helps	Hinders
Sense of personal attachment to work and organisation		
Motivated and able to give their best to help it succeed		
Feels respected, involved and heard		
Valued		
Others???		

The strategic context

- Provide leadership and a strong strategic narrative.
 - provide a strong and clear vision.
 - have a clear line of sight between what I do and my organisation's purpose.

- Engage your managers.
 - 80% of the variance in engagement scores can be explained by the quality of the line manager. (Accenture report).

- Give employees a voice.
 - Bring employees into decisions that affect them.

- Behave consistently with your culture, mission and values.

The implementation challenge.

➤ Should we conduct a survey?

- what should you look for in a survey?
- how do you know that it is any good?
- what checks should you make?
- is it fit for purpose?
- examples of good and bad surveys from experience.....

➤ Things to look for in choosing a partner.

- How to tell if the consultancy/ partner is reliable and credible.

➤ Actions speak louder than words.

- first steps.
- the role of your line managers.
- how to individualise your approach.
- how to get the senior team on board.

Contact details

Stephen McCafferty

- Mobile +44 7712486186
- Landline +44 1620 810537
- Email stephen@leadertalentperformance.co.uk