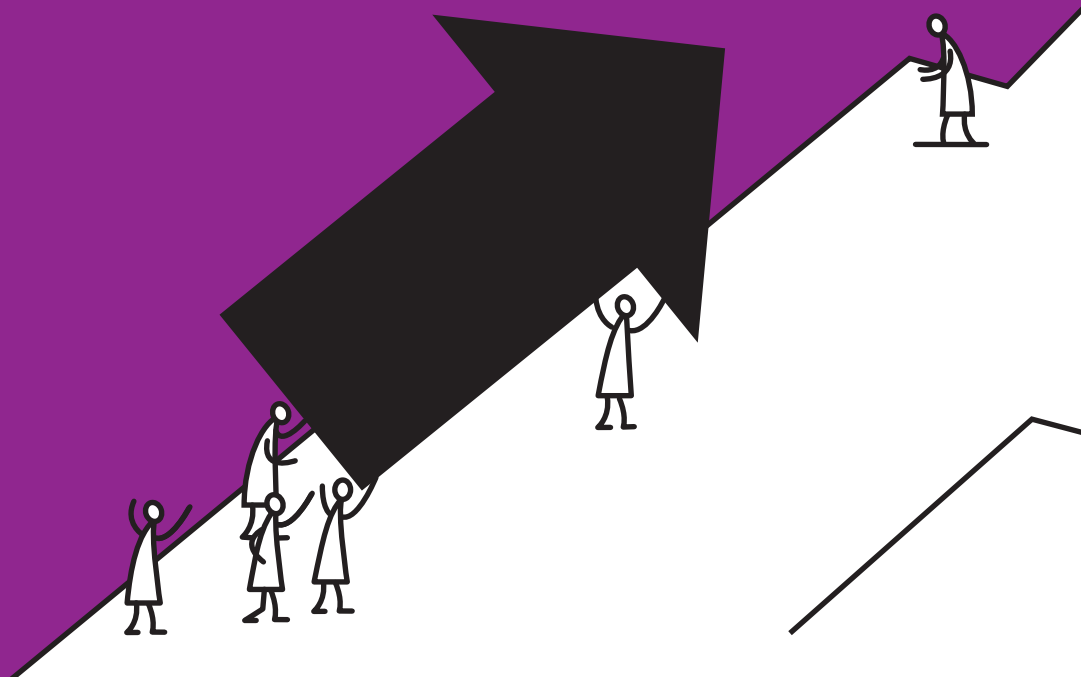


Leader and Employee Engagement

Tips and techniques



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Welcome

This document aims to provide a series of ideas to help you build and improve leader and employee engagement to drive performance.

For further comprehensive research backed insights, you might also like to read our companion publication to this document – ‘Effective employee engagement: data and insights’.

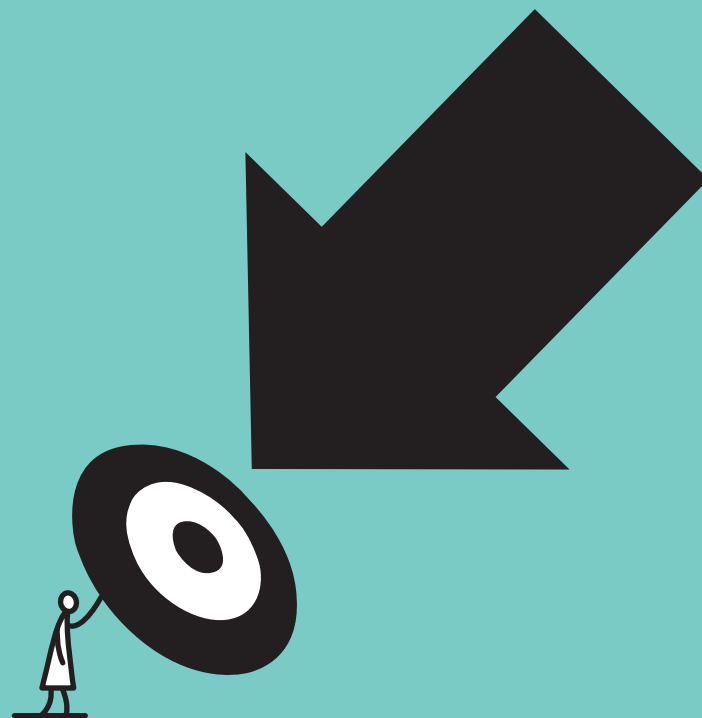
Engage for Change

Our mission: To be the thought leader on leader and employee engagement and the preferred partner for clients seeking strategic and practical advice.

Our role is to help you drive business performance by stimulating a culture of distributed leadership which liberates people to accelerate day to day performance and drive big ticket change.

What do we help organisations do?

- Turn the hierarchy upside down to drive performance
- Align the executive team around purpose, vision, strategy and change
- Develop engagement skills capability
- Overcome internal barriers which impede performance
- Deliver the brand and customer experience
- Create a compelling value proposition
- Communicate to engage



We aim to work ourselves out of a job by helping clients build employee engagement into their cultures.

Effective engagement

People engage themselves when they are brought into the decision making process in a well governed way; leader and employee engagement is a way of leading first and a set of skills and processes second.

Well governed begins with the lead group negotiating the non-negotiables of a vision, strategy, change process etc. We facilitate this negotiation resulting with real engagement by the sponsor team or board; a shared story and agreement on whom else will be engaged in the decision-making. Our observation is that the non-negotiables always shrink enabling the sponsor team to delegate more and focus on the road ahead.

Equipping people to engage themselves

Engagement cannot be achieved by coercive means or turbo charged communication. Effective engagement requires leaders at every level to adapt their leadership style by focusing on how they make decisions in ways which reach out to people. We help you assess whether the current leadership style is reinforcing old school instructional styles of leadership or bringing out more inclusive styles.

Creative interventions

Once the top team has decided to embark on an engagement process, we help design creative interventions, which are based on giving the right groups the opportunity to develop practical recommendations to produce rapid progress and results.

Adult to adult communication

Key to effective engagement is the provision of all the facts to employees. If they hear it from their leadership first they will trust their leadership and risk getting involved even when it means 'turkeys voting for Christmas'. It also means making the invitation to leaders and employees crystal clear and safe to participate with constant acknowledgement of people's ideas.

Engagement is more than an annual survey

We believe in evaluation where it is tracking real engagement rather than merely measuring satisfaction. We'll guide you on how to upgrade your measurement and prepare for real time digital measurement, which will cast annual surveys to history.

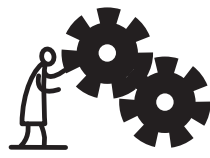
Our service offering:

Creating engagement for change within every part of your organisation



Engaging the executive team

- Top team facilitation to negotiate and articulate shared narratives about vision, values, strategy, change
- Top team alignment: engaging the team to work together
- Defining and agreeing the business case and scope of staff engagement
- High speed strategy development using our proprietary Borrow, Build and Breakthrough programme



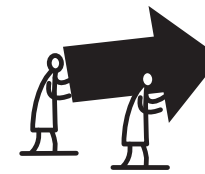
Engaging senior management

- Planning and running leadership strategy sessions
- Building behavioural change into everyday business activity
- Designing leadership rituals and meetings that surprise, challenge and, where necessary, shock
- Applying proprietary techniques to make meetings/ intervention work e.g. Strategy Safaris, Predator business simulations
- Changing leadership behaviours through meetings and interventions that model effective engagement
- Diagnostic assessment to drive awareness of leadership capabilities and limitations



Building line manager engagement capabilities

- Applying our validated engagement competency model
- Reviewing personal development processes to determine if engagement capability is represented
- Working with you to add insight and learning
- Training trainers to deliver engagement capability in-house
- Reviewing performance management approaches to determine if engagement practice is adequately reflected



Engaging to drive change

- Helping to create large scale engagement programmes to drive change, designed by us, delivered by you
- Facilitation of group sessions of up to 1,000 people
- Building the principles of engagement into 'traditional change programmes'
- Identify and clarify role of 'change, culture, brand champions/ ambassadors'
- Coaching change facilitators and champions to be exemplars of effective engagement
- Designing and helping to run digital engagement interventions, particularly for dispersed workforces
- Keeping the programme in the management spotlight / maintaining energy and focus



Engaging customers and clients

- Linking business strategy to the brand experience
- Clarifying and helping to create shared meaning for your value proposition
- Conduct external customer/ client reviews
- Mapping the customer journey to identify key touch points and the employee behaviours required to deliver the promised experience
- Engagement programmes that help employees to deliver on the customer/brand promise



Engaging communication

- Fast reviews of communication
- Mapping demographics using profiling techniques
- Channel refreshment
- Digital strategies
- Campaigns



Managing return on engagement

- Validating existing staff research
- Comparing your results with our benchmarks
- Help to translate your data into practical engagement programmes
- Quick, focussed pulse polls to focus and drive engagement programmes



Top ten tips for effective engagement

- 1.** Make all leaders, managers & supervisors a 'chief engagement officer'
- 2.** Engage people in big ticket change
- 3.** Agree the givens and apply interventions that turn the hierarchy upside down
- 4.** Create citizen readiness
- 5.** Determine between volcanic eruption or lava flow?
- 6.** Employ high speed mass digital engagement
- 7.** Align communication with the engagement agenda
- 8.** Help everyone see the value of their role
- 9.** Don't believe that survey
- 10.** Make your people community change experts

1

Make all leaders, managers and supervisors ‘chief engagement officers’

Most employees do not work at the core or pinnacle of a large institution. Most work in small crevices in departments, teams and branches, no matter how famous or large their employer is.

Their local Chief engagement officer is their direct line supervisor with, way up in the heavens, the passing, ethereal figures of top leadership.

All corporate surveys, engagement interventions and engaging communication processes make passing impact compared to the role model of the person they report to.

At every level recruit and develop against our validated set of engagement instincts and capabilities based on personal decision making practices which will liberate the people to engage themselves.

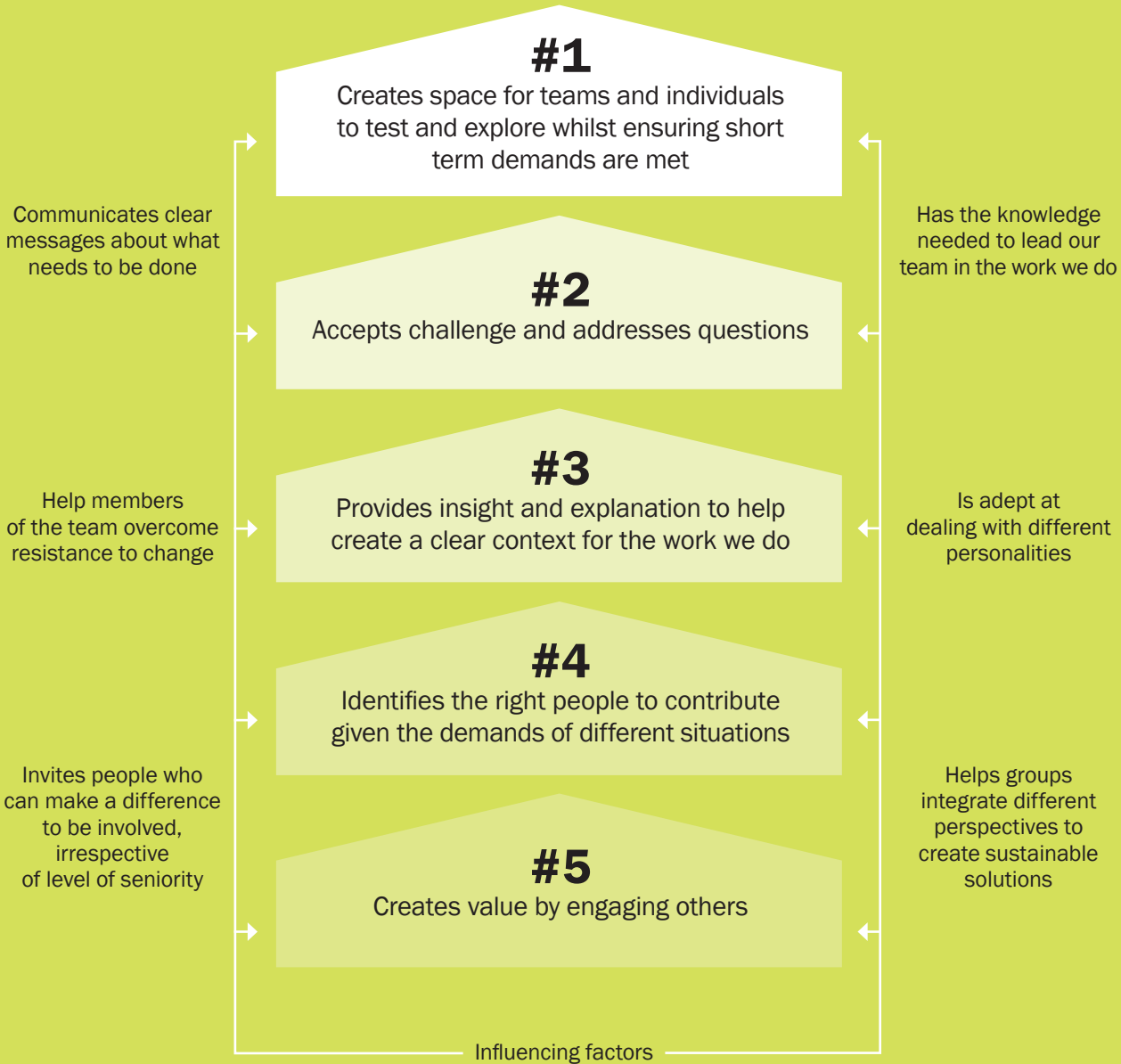


“All corporate surveys, engagement interventions and engaging communication processes make passing impact compared to the role model of the person they report to.”

Leader competency model for effective employee engagement

Our research and our work has highlighted the factors that are key capabilities for leaders at every level to help drive effective change.

Our core model is constructed using the five most statistically significant findings from our research, along with six additional important influencing factors that were identified. Create role model engaging leadership by building these capabilities throughout your organisation.

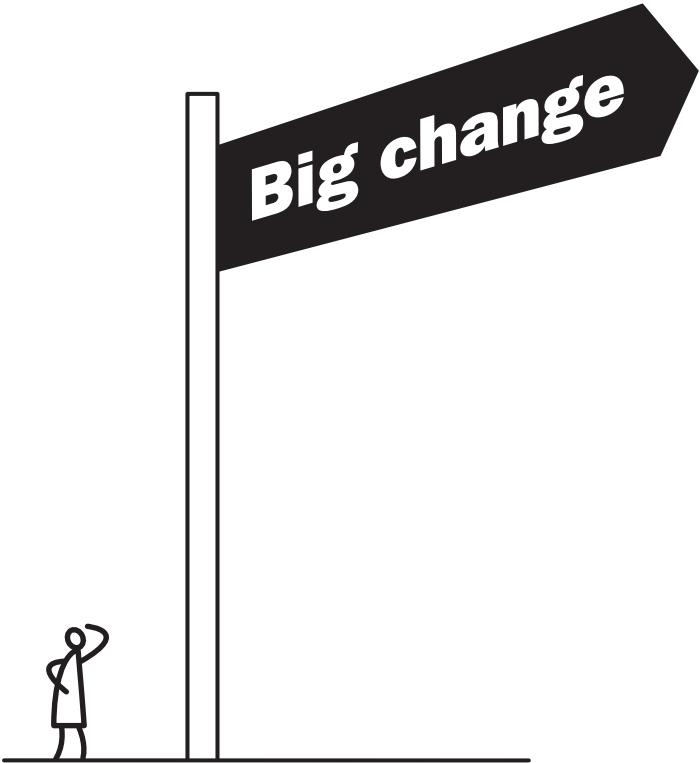


2

Engage people in big ticket change

From time to time and sometimes all the time organizations need to mobilize around strategy and change processes some of which involve loss and pain.

Our research makes it very clear that people have a much better chance of being engaged in day to day operations by supervisors and managers who engage people in decision making than they do when they are (usually) communicated at by messages from the heavens in ‘decide and tell’ or ‘decide and sell’ mode.



The usual objections are that ‘we haven’t time’, ‘they won’t have anything to add’, or ‘it’s my job to take decisions, theirs to act’.

Again the evidence is now compelling for ‘turning the hierarchy upside down’ to drive better, faster strategy and change. Top down change and strategy results in a spectator sport in which the elite shout at the people and the people freeze like rabbits in headlights and are disengaged and unwilling or unable to help.

Reported barriers to employee engagement		
A great deal/fair amount	Senior managers	Middle managers
Pressure to deliver short-term results to the market	50%	51%
The existence of internal silos/competition between departments or teams	44%	43%
A tendency to be risk averse	42%	40%
Unwillingness of managers to share power with a wider group	44%	55%
Lack of competence of managers to create effective employee engagement	41%	52%
Lack of confidence in employees’ ability to make a valid contribution	40%	38%
Lack of confidence that a more inclusive process could work in my organisation	38%	42%
Lack of clear accountability among decision makers	39%	48%
Too rigid a hierarchy in our organisation	34%	45%

Source: Engage for Change YouGov research 2010

3

Agree the givens and apply interventions that turn the hierarchy upside down

Gather the sponsor group and negotiate the dimension of ‘the givens’ of any situation where employees need to adapt to change. Seek to expand the boundaries of influence that wider groups of employees can have on the end result.

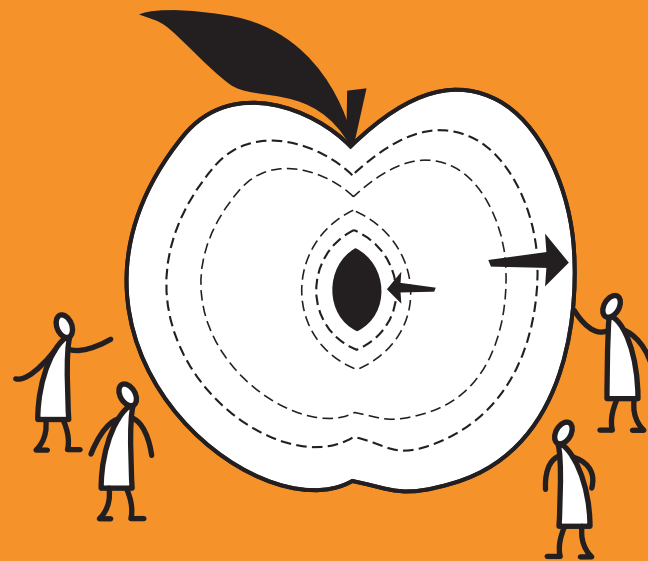
Think of a peach with its stone in the middle, the challenge is to reduce the size of the stone – the givens, and increase the size of the fruity flesh – the invitation or license for others to contribute.

The peach should precipitate the design of interventions which give some or much of the work to those affected and ultimately everyone whether it is strategy, change or recovery.

Through rational negotiation the elements considered ‘untouchable’ will shrink, the senior team will coalesce, they will share a story or narrative about the strategy and, crucially, they will define the boundary of engagement for their people to contribute.

Think of a peach...

“The challenge is to reduce the size of the stone – the givens, and increase the size of the fruity flesh – the invitation or license for others to contribute.”



4

Create citizen readiness

People won’t engage themselves until they believe the invitation and feel safe to change the pattern from parent child to adult to adult.

Communication about the strategy must be starkly candid revealing the heights and depths in a competitive context.

Rituals like leadership meetings must be new, fresh and full of surprise. Top level role models must be chief engagement officers and become guides not gods.

5

Fired up or fizzled out?

Many of these processes can fizzle out after the leadership meeting closes. The keys to long life are an absolutely transparent progress and governance process which constantly celebrates progress, acknowledges difficulty and most of all makes execution teams publicly accountable.

A good solution is a visible, on-line, self reporting progress process based on a common framework from teams responsible for different aspects of the change/improvement initiatives, accompanied by a quarterly refresh process.



“Many of these processes can fizzle out after the leadership meeting closes.”





Employ high speed mass digital engagement

First mover organisations are engaging their people using digital technology that enables them to get input and wisdom from thousands or selected groups in very short order. Create on-line networks, experiment with the technologies and overcome resistance from IT specialists or security officianados who may put barriers in your path.

Be a first mover in adopting bundling technology that is allowing exec teams, CEOs and change teams to hold a discourse with their chosen audience that encourages massive levels of feedback which is electronically clustered and boiled down to a few distinct themes which the sponsor team can address more or less in real time.



Align communication with the engagement agenda

Engagement is not turbo charged communication, but communication certainly has an important role to play in enabling effective engagement. Ensure your communication experts work in tandem with your engagement specialists in promoting and pursuing your engagement approach. Marry up the communication experience so that the tone, style and approach is consistent with the engagement experience you aim to engender.

Consider the different but complementary nature of engagement and communication – see following chart.



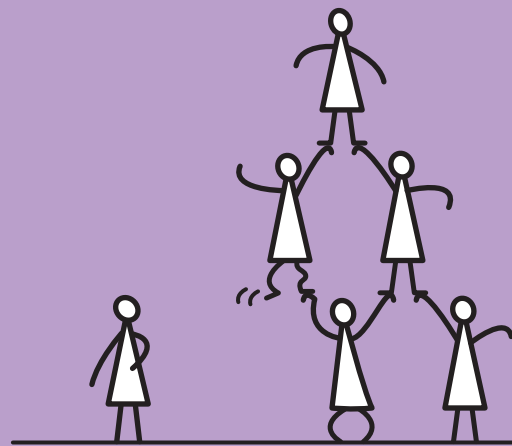
“Ensure your communication experts work in tandem with your engagement specialists in promoting and pursuing your engagement approach.”

Communication and engagement	
Communication	Engagement
<ul style="list-style-type: none">• Making connections• Sharing meaning• Influencing mood/climate• Setting context• Reinforcing status quo/hierarchy	<ul style="list-style-type: none">• Opening decision making and change to the right groups to:<ul style="list-style-type: none">– Add value– Accelerate execution– Broaden ownership and sustainability• Power sharing• Disturbing status quo/suspending hierarchy

8

Help everyone see the value of their role

Ensure your organisation's ambition is well communicated and its route to get there – its strategy, is well articulated and widespread. Help people see and understand how their role, their job and their work is contributing to the end game. Help them sense their purpose, help them connect with the goal and they will engage with the intent.



“Help them connect with the goal and they will engage with the intent.”

9

Don't believe that survey

Many organisations are almost impervious social systems. Even where there are good engagement scores many people simply have no idea what effective engagement feels like unless they happen to work for a progressive organization. Thus they typically overrate their organisations efforts to engage them and management is deluded and flattered by beating the competition. Switch to regular issue based sample polls.



“They typically overrate their organisations efforts to engage them and management is deluded and flattered by beating the competition.”

10

Make your people community change experts

A strong driver of employee engagement is company sponsored community involvement by employees.

To increase your peoples' confidence and esteem invite them to offer their learning about corporate change to chosen community projects. The learning will be reciprocal.



Our people

We are experience owner practitioners, delivering personal service and well honed specialist advice.

Our approach is highly practical whilst grounded in sound research and detailed analysis. We engage effectively with decision makers, leaders at every level and those being relied on to get the job done.

Our strength comes from our ability to understand, interact and communicate with people wherever they are and whatever they do. We shape, guide, advise and help to deliver whilst empowering and enabling those we work with to explore, experiment, lead and succeed.



John Smythe

Seasoned facilitator at all levels, designer of creative interventions, advisor to internal teams, role model coach to executive teams and individuals, collegiate member of multi disciplinary advisor teams, speaker, author and future thinker.



Jerome Reback

Over 20 years experience in advising on performance improvement and change in large organisations. Specialises in strategy development, programme design and facilitation at all levels. Speaker.



Lynette Proctor

Manages all aspects of client care. Additional focus on marketing and business development. Manages the networking and learning events held at the Groucho Club, London.

If you have an issue with employee engagement that you would like to discuss with us, get in touch. We would be delighted to help

Get in touch to:

- Build a business case rooted in your organisation’s situation and strategy
- Construct an intelligent platform to engage senior leadership in this conversation
- Develop or refresh a measurable, practical and actionable plan and programme to help drive performance
- Create the right coalition of business and functional leaders to make the engagement approach sustainable

You are invited...

We run regular (and delicious) breakfast learning events. To join the invite list please email lynetteproctor@engageforchange.com

We also run dinners for CEOs to explore and share ideas on driving performance through effective employee engagement. If you are a CEO and would like to come, or if you think your CEO would be interested, let us know.

We are happy to contribute papers and to talk at seminars, conference and events. Please invite us, if you would find that helpful.

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