

Engage for Change

**Our credentials on leader & employee
engagement**

Overwhelming business case for engagement

(Engage for success; BIS UK Government report - see much more on its site & ours)

- CBI: engaged employees take 2.9 sick days/disengaged 6.19 days
- Towers Perrin: operating margins 3x higher in engaged workforces
- M&S: stores with improving engagement delivered £62m more sales
- Kenexa: In the US companies with engaged staff have highest customer sat
- BAE: engaged staff reduced plane construction time 25%
- BAE: same staff found £26m in savings in two sites
- Gallup: disengaged organizations have 62% more accidents
- Gallup: engaged staff say that work brings their creative ideas – 59% vs 3%
- CIPD: engaged staff have many more positive emotions
- Aon Hewitt: engaged organizations give 22% higher returns to shareholders
- Total UK: double digit £ms in efficiency savings + new revenue lines (EFC)
- Kenexa – increased engagement could add £26B to UK GDP

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Engage for Change

Strategy through people

Who we are

Engage for Change is a consultancy that provides practical advice and creative interventions to implement strategy, deliver change and improve business performance. In short we:

- **Prepare** leaders to negotiate strategy, change and shifts in culture
- **Facilitate** collective leadership team agreement on strategy, change and culture shift
- **Help** leaders articulate and communicate what has been agreed
- **Design** and facilitate inclusive interventions that make the case for change and invite targeted groups to challenge and contribute
- **Guide** the implementation process, essential to performance
- **Enable** you to create ownership to drive change throughout the organisation
- **Advise** on engagement, communication and HR processes to sustain the benefits

Who we are

Our vision

To make the world of work more engaging and productive

...by helping business leaders and their employees create a culture of distributed leadership, liberating people to be the best that they can for themselves and their institution

Our values

- **Courage to challenge** in the best interests of our clients
- **Unrelenting focus** on delivering excellence through creativity, innovation and quality
- **Outstanding generosity**, loyalty and dedication to client service
- **Ambition to succeed** through continual growth and learning

Engage for Change

- First consultancy (2004) focused exclusively on engaging leaders and employees to drive performance
- 20 years plus previous experience in change & leadership communication
- UK wide data demonstrating the link between engagement and performance conducted by YouGov
- Books: CEO, the chief engagement officer; Corporate reputation; managing the new strategic asset; Velvet revolution at work; the rise of employee engagement, the fall of command and control
- Speak in companies and on public platforms globally
- Part of the of the UK government's inquiry into engagement (Engage for success); guru and international groups

What we do - overview

- **Strategy:** we help you to co-create your engagement strategy with the right internal stakeholders focussed on delivering specific commercial and cultural outcomes
- **Change:** we focus on the people side of change, working alongside others with technical expertise
- **Brand and service:** we help you deliver brand and service promise from the inside out
- **Engaged people:** we help you to build employee engagement capability to energise your people to perform at their best

Three approaches to improving employee engagement

- 1. The behavioural/cultural approach** via cultural development in which the organization improves levels of engagement through leader, manager, supervisor and employee behaviour, development and role models
- 2. Engagement interventions** that engage people in contributing to **live** issues and challenges such as strategy, change, transformation, innovation and operations involving many more people than the usual elites in up front design (the what) and in execution (the how)
- 3. Brand from the inside out;** engaging people to deliver the brand promise (& adapting internal processes & structure to deliver brand promise) before the promise is made

1 The behavioural/culture approach

In summary:

- A vision for the employee and customer experience is set out (involving employees & stakeholders) which will attract and retain the best talent and improve relationships.
- Gaps in the desired experience are researched and mapped with stakeholders
- Developmental and change management programmes are devised to address gaps
- Progress is measured and adapted/resource is invested in to maintain

Pro: works in long term cultures which are strong on execution and process. Poor in tactical cultures where it may not be supported and wither; 'another initiative'

Con: may not address the primary driver – a more inclusive leadership style

2 Engagement interventions

In summary

- Selecting a live business issue, crisis or opportunity you feel will be delivered faster and better if a much more inclusive approach is adopted than usual
- Agree the outcomes required (eg: efficiencies, innovation, product cycle improvement etc)
- Agree what will not be negotiable beyond the sponsor team/exec and thus what is the invitation to other groups
- Design and run face to face & digital engagement activity (we can talk more)
- Select best ideas and execute
- **Pro:** brings fast commercial results. **Con:** may not change underlying culture

3 Brand/service from the inside out

Too many brand exercises start and stop with promotional spend far outmatching equipping people to deliver the brand promise, rendering them as passing campaigns.

In summary

- Understanding the current customer/employee experience
- Setting a vision for the desired experience with input from customers & colleagues
- Identifying what needs to change behaviourally and organizationally
- Change work streams to deliver the desired experience
- Synthesising the story for communication and promotion (the normal start point)

Pro: may suit marketing focussed businesses – tap the money

Con: need to work very hard to stop it regressing into a rhetorical campaign

Track record

Our approaches to strategy and change ‘through your people’ provide our clients with measurable commercial and cultural value

- Multi million pound efficiencies (example - £20m savings in 12 months)
- Scores of millions in new revenue generation from innovation, new product and service improvements (example - \$100m, global insurer)
- Spreading buy in and responsibility for operational improvements resulting in sustainable change
- One off engagement of employees to win franchises
- Contributing to retaining key staff during asset disposals ensuring value maximisation
- Differentiating advisory firms, private equity etc through distinctive values leading to improved deal flow
- Inside out brand
- Inclusive strategy development and delivery in less than 50% of the time required by top down approaches with attendant management opportunity costs

Happy clients — drawn from late 2012 client interviews by external researcher

- "The interventions provided by EfC help to engage people in discretionary change. They provide tools for making change happen." (Group Chairman) "The core of the proposition is to ensure the leadership team has a collective sense of purpose and strategy." (Regional MD)
- "I see them as organizational consultants who specialize in major change - when radical shifts are necessary." (CEO)
- "Their strength is as an advisor to an autonomous business head with enough confidence and power to shape the picture independently of the centre." (Autonomous business head)
- "I tell people John Smythe helped us to find million of pounds of cost savings". (CEO)
- 'Engage for change helped us to implement our strategy by engaging all our people actively in the process resulting in fast, sustainable results. The strategy houses don't know how to do this, Engage for change do.' (C suite)
- "A very positive experience" (HR director)
- "The workshops were tremendously successful. (3000 people in 17 countries). It was the first time that staff were engaged face to face and it really helped to build relationships and create trust" (HR director)
- "They are appropriately challenging without being confrontational (HR director)
- "It was a positive piece of work, covering the whole firm" (HR Director)
- "They helped the leadership team identify strategy, understand the organisation's strengths, and become more engaged" (Operations director)
- "Good at asking questions that get to the real issues" (Communications director)
- "They are warm, open and friendly.....and not too corporate" (Employee engagement director)

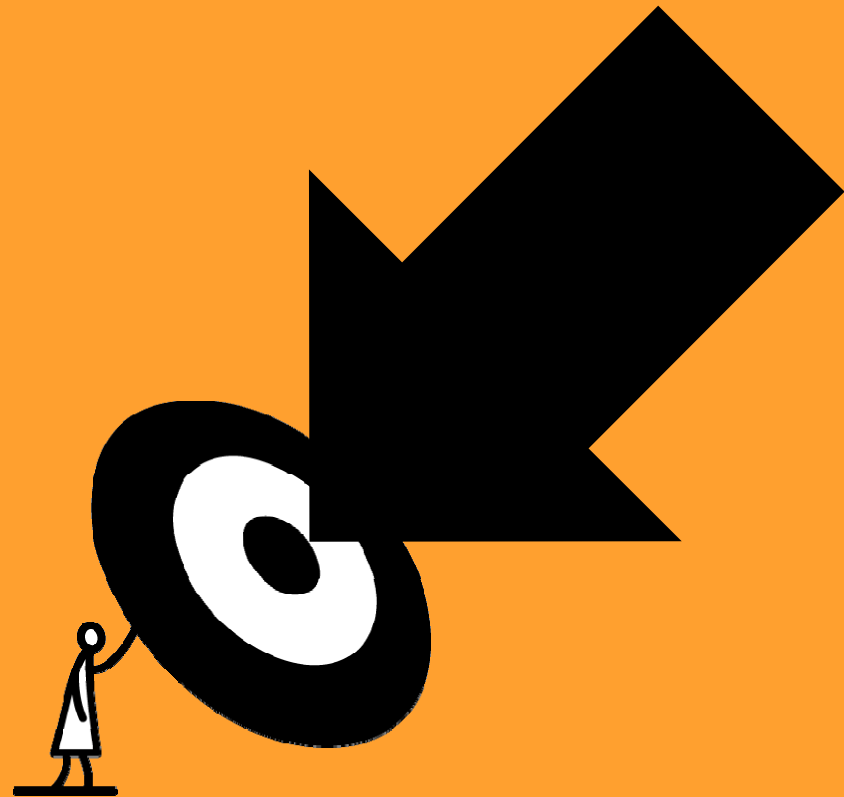
Happy clients - drawn from late 2012 client interviews by external researcher

- "Very flexible and positive. They went the extra mile" (HR manager)
- "They are excellent facilitators and good trusted confidants and advisors" (Director employee engagement)
- "They helped us break down functional walls". (Communications director)
- "They truly understand the issues and create bespoke solutions... I liked the way they partnered with us and provided appropriate challenge and integrity." (Global Internal communications director)
- "They provided wide-ranging work with the leadership team on engaging people and implementing strategy more widely." (Practice area leader, global law firm)
- "I would wholeheartedly recommend them for any culture change project involving behavioural change" (Communications director)
- "I would recommend them to anyone who wants to engage people in change" (Communications director)
- "John in particular is one of the best consultants I have ever worked with" (Internal communications director)
- "Engage for Change helped us to implement our strategy by engaging all our people actively in the process, resulting in fast, sustainable results. This is what makes them very distinctive from other consulting firms." (Business Unit CEO)

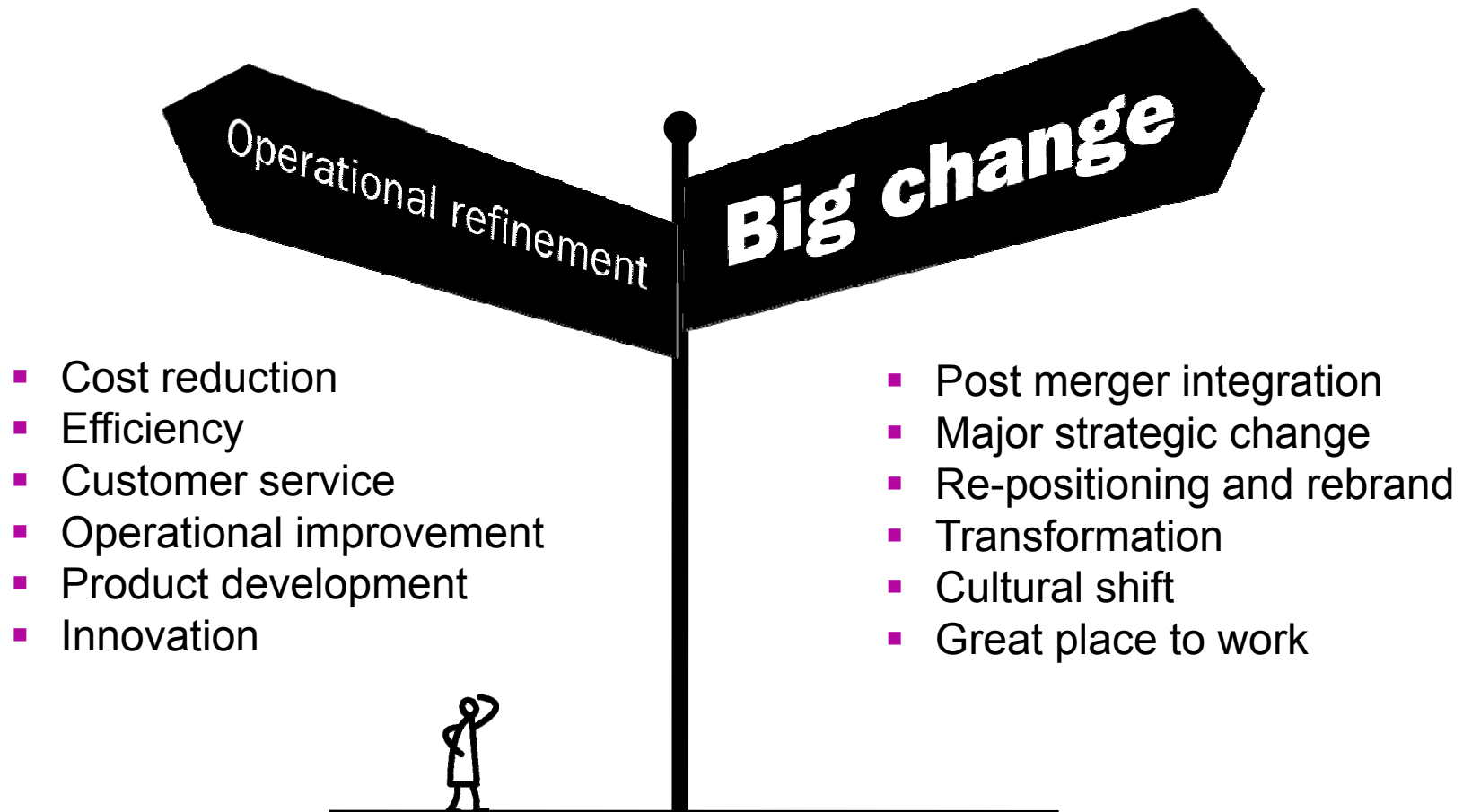
Who we help

- Engage for Change has over 20 years experience advising the leaders of large and complex organisations on the delivery of strategy through their people
- We engage and work with all levels of an organisation...
 - The Board
 - The Executive team
 - Specialist areas
 - HR
 - Communications
 - Employee Engagement
 - Marketing

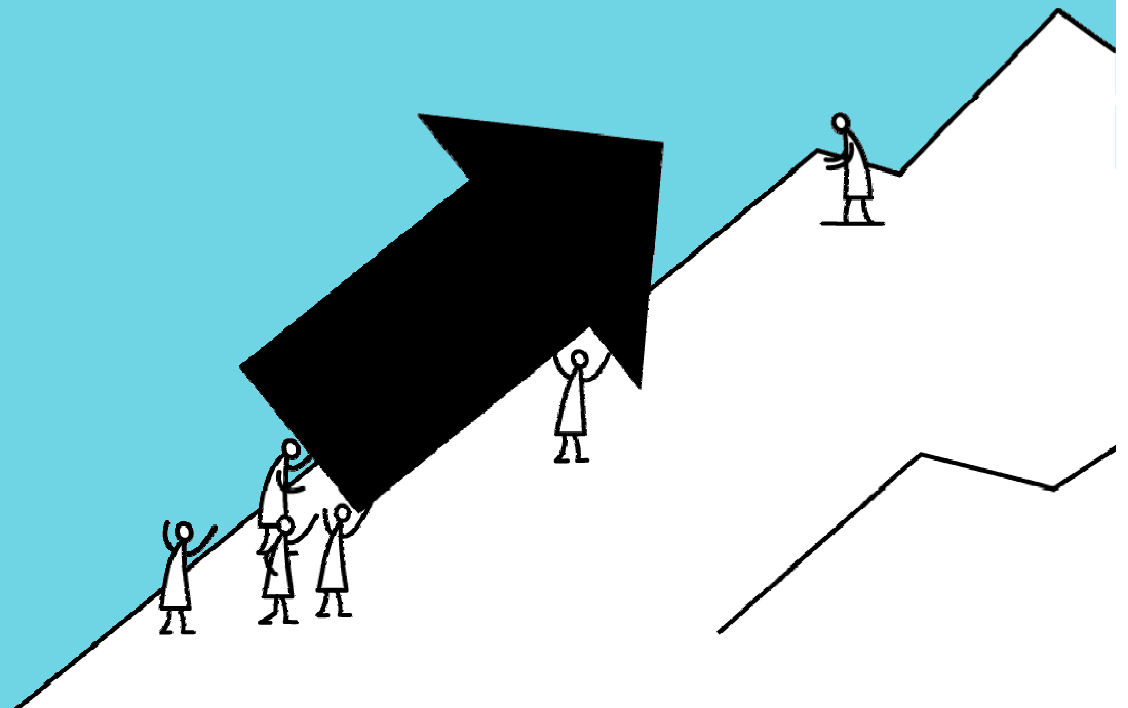
2. What's your business agenda?



Engagement is a means not an end – identify the business outcomes first

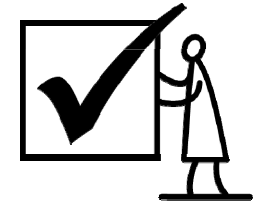


3. What engages people at work?



Engaged people:

- Are creative and productive
- Constructively challenge
- Seek to initiate change themselves
- Drive other people's change
- Advocate the company from their own perspective not as brand robots
- Enjoy their work and make it enjoyable for colleagues and external parties

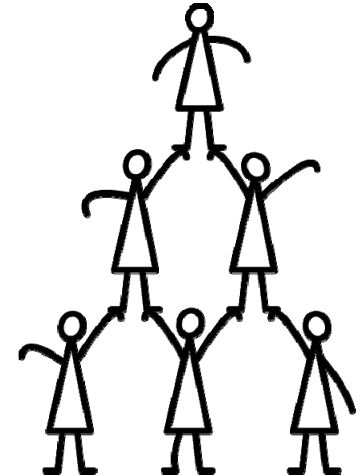


But what makes people feel engaged?

Distributed leadership

A culture of distributed leadership enables people at work to liberate their creativity to deliver surprisingly good results for their institution and themselves

- Drives value by inviting employees who deliver the end result to contribute to day to day decisions, strategy and change in a well governed way.
- Champions leaders at every level who have the appetite and capability to engage people in the decision making process
- Shares power



People volunteer to be engaged, they cannot be coerced

Create the leadership conditions to enable people to engage themselves

- Engagement cannot be achieved by coercive means or turbo charged communication. People will volunteer their engagement if:
- They are personally implicated in what happens around them
- They have a real sense of responsibility for the work they do
- Their voice is heard and respected
- They are invited to make a difference through their participation in shaping outcomes and influencing decisions
- Effective engagement requires leaders at every level to adapt their leadership style by focussing on how they make decisions in ways which reach out to people.

Well governed power sharing

Telling the many what has been decided by the few



Hooligans
or spectators

Selling to the many what has been decided by the few



Compliant
collaborators

Inclusion

Driving accountability down by implicating people as individuals in execution



Willing
collaborators

Co-creation

Judging who will add value if included in front end decision forming for change & strategy



Personally committed
reformers

What drives engagement?

My space

- Space and permission to challenge and contribute
- My involvement with communities, customers and stakeholders
- My ability to make useful connections and friendships
- Support and development

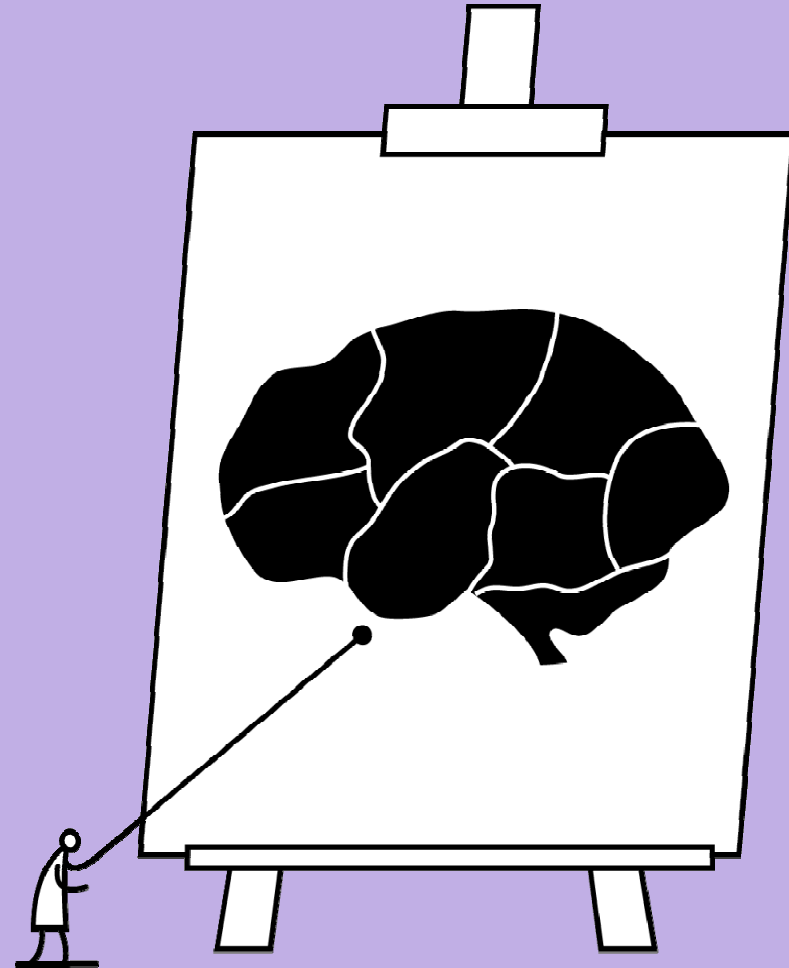
Leadership role model, (leaders at every level)

- Skilled in engaging people in decision making
- Ability to trust others
- Generosity of spirit
- Credibility
- Absolute transparency
- Consistency across executive team

The organization's compass

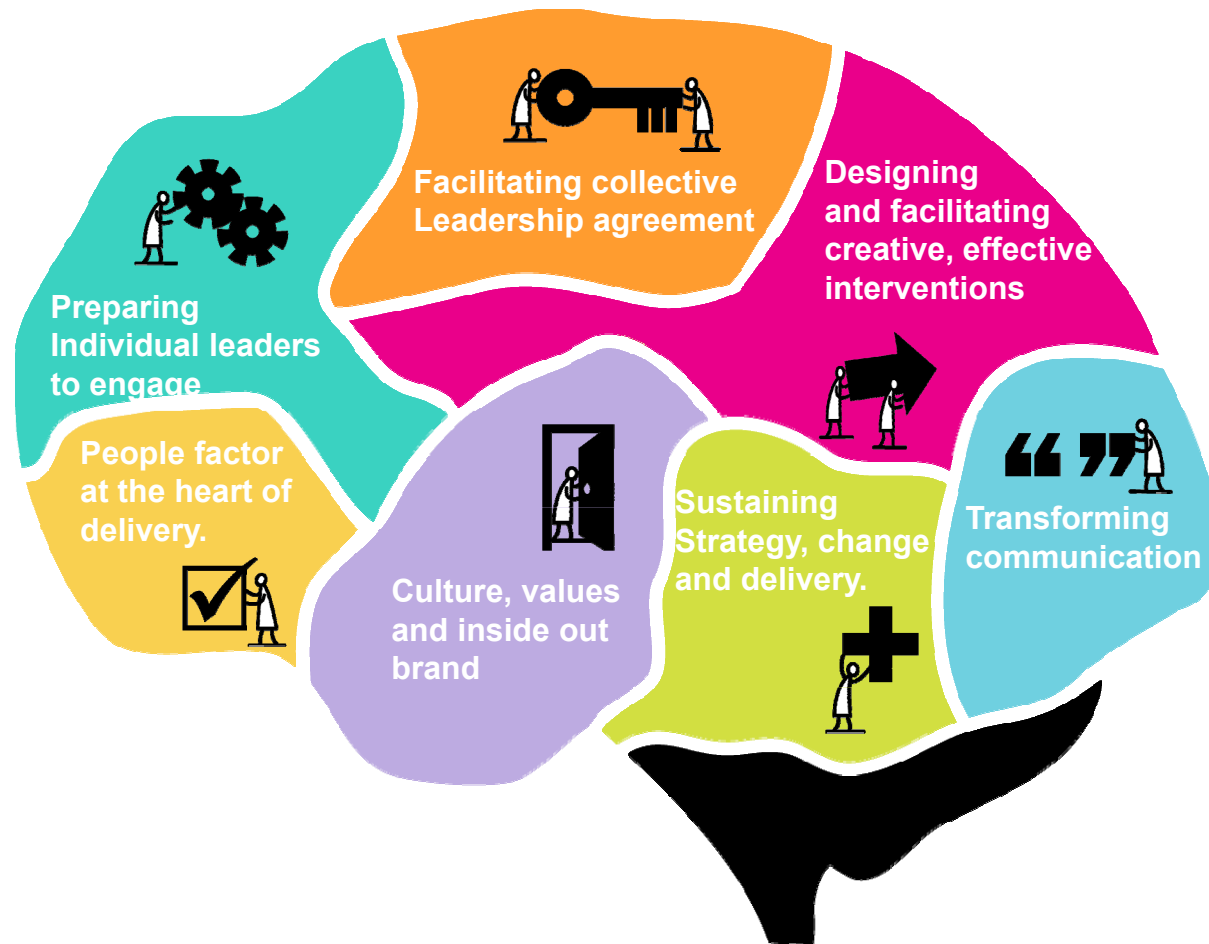
- Moral purpose
- Distinct business purpose
- Clear and compelling vision
- Authentic values and beliefs
- Believable brand
- Line of sight between 'my' role and the organization's purpose

4. Our service offering



What we do

Creating engagement for change within every part of your organisation



1. Prepare leaders to negotiate strategy, change and shifts in culture

Preparing individual leaders to negotiate agreement about content, purpose, vision, strategy, change and operational initiatives via one to one 'safe conversations' and online methods to engage broader leadership groups.

What we do

We prepare leaders at every level to participate effectively in team negotiations

How we do it

Sensitive and expert facilitation to:

- Unearth the risks / blockers / concerns
- Help individuals negotiate their position and understanding in light of the common ambition

Focus on

- Board / NEDs
- Top tiers
- Change teams
- Functional management teams

2. Facilitating and articulating collective leadership team agreement

Facilitating and articulating collective leadership team agreement on the why (rationale), the what (the content of the strategy), the who (the impact on and inclusion of stakeholders), the 'givens' (not open to negotiation to other levels) the invitation to employees and others to contribute and challenge (the engagement opportunity) and the timing.

What we do

Facilitating agreement and articulating:

The why

- Rationale / business case

The what

- The ambition
- The gaps between today and the vision
- Activity streams

The who

- Demographics of success
- OrgVue scenario mapping and analysis

The negotiables

- The invitation to others to contribute

The timeline

- Deadlines and deliverables

The overall story

How we do it

- Leadership team facilitation to negotiate and articulate shared narratives about vision, values, strategy, change
- Leadership team alignment: engaging the team to work together
- Defining and agreeing the business case & scope of staff engagement
- High speed strategy development using our proprietary Borrow, Build and Breakthrough approach
- Planning and running leadership strategy sessions
- Designing leadership rituals and meetings that surprise, challenge and, where necessary, shock

3. Creative and effective face to face and digital engagement interventions

Facilitating the design and delivery of effective leadership meetings and creative face to face and digital engagement interventions at all levels (and sometimes for all employees); bringing the wisdom and experience of your people to bear creating momentum for delivery.

What we do

Engage for Change's unparalleled understanding of creative group dynamics enables the delivery of strategy, change and shifts in culture through engagement at all levels

"Designed by us, delivered by you"

How we do it

Borrow, Build, Breakthrough

A rapid workshop technology to develop and articulate strategy solutions

Predator

A simulation activity, casting people in defensive and offensive roles to investigate and challenge options and alternatives, in a dynamic and exciting setting

Safari's

An engaging experience that provides insight, challenge and input to the development and delivery of strategy, change, transformation and brand/service.

Hot House

A temporary shadow structure to test, develop and refine innovations to drive successful change

Supporting enablers:

Open Space Technology

Sharing real time ideas through electronic flipcharting, tweets, texts etc.

PerfectStorm

Collection of experts from within the client and up to 20 from other organisations to borrow, build and breakthrough radical ideas

4. The spirit of the organisation – values, culture and inside out brand

Bringing the voice of employees, customers and other stakeholders to influence leadership teams to contribute to the development of organizational values and delivery of brand/service promise

What we do

Link business strategy to the brand experience
Design values, culture shift and inside out brand approaches

How we do it

- Listen, analyse and provide insight
 - On-line
 - Face to face
 - Customer journey mapping
- Conduct external customer/client reviews
- Map 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

5. Sustaining strategy/change delivery

Sustaining strategy/change delivery via high visibility but low cost progress checks and our Progress Dashboard process.

What we do

We help you design the sustainment of strategy and change from the start thus giving your programme a greater chance of long term success

How we do it

- Full internal disclosure of change progress through regular reporting - the dashboard
- Identify and clarify role of 'change, culture, brand champions / ambassadors'
- Coaching change facilitators and champions to be exemplars of effective engagement
- Keeping the programme in the management spotlight / maintaining energy and focus

6. Putting the people factor at the heart of strategy and change delivery

Many change and strategy processes are dominated by the 'what', the content with scant attention on people factors that, left ignored will impede progress. We help you to get the balance right between the 'what and the how'.

What we do	How we do it
<p>Tactically We enable the voice of employees (and other stakeholder groups) to influence decision making via robust facilitation of sponsor teams, where challenge from internal sources is unlikely to succeed</p> <p>Strategically We help to embed the spirit, behaviours and practices of effective change and engagement in all human resource learning and development processes</p>	<p>Insight We use probing but supportive face to face conversations (and other diagnostics) to enable leaders to develop their own insight about the impact of their styles of engagement, and the options open to them to improve relationships</p> <p>and</p> <ul style="list-style-type: none">- validating existing staff research- Help to translate your data into practical engagement programmes- Quick, focussed pulse polls to focus and drive engagement programmes <p>Advise and challenge We advise leadership teams at all levels on practical ways to improve connections and trust within their own teams and across larger groups of manager</p> <p>Develop engagement capability We help HR, learning development and communication to graft the spirit, practices and behaviours of effective employee engagement into their development programmes</p> <p>We aid individual leaders and teams to role model effective engagement as they address real change challenges</p>

7. Transforming organisational communication

Engage for Change brings you years of experience in developing and delivering creative, cut through communication programmes and campaigns in support of strategic and operational programmes. We also help you transform a programme into longer term communication which sustains the effectiveness of the programme or campaign. We help you develop the role of the function and the capability of the communication team, to ensure cutting edge delivery

What we do

1. Creative programmes & campaigns

How we do it

Work as advisor to you by

- Helping to syndicate support by exec teams and other functions
- Articulating communication outcomes which will deliver the business objective
- Propose creative options for the programme which deliver cut through communication and embody the latest thinking on employee engagement
- Designing the delivery process and programme management
- Provide affordable on the ground help in execution
- Measure and refine throughout

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What we do

2. Transform a communication programme into a sustainable activity

How we do it

Start in the programme/campaign phase by identifying longer term outcomes

- Facilitate a vision of what the longer term communication process looks like
- Help you engage exec and other, teams in co-ownership of the plan
- Identify the activities, channels that will be necessary
- With HR look at behavioural requirements
- Help you devise the first twelve months

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What we do

3. Communication team role and capability

How we do it

Through workshops and analysis articulate

- Desired business purpose and outcomes (of communication)
- Current role of communication
- Future required role
- Gaps in activity to deliver on role and outcome
- Team capability analysis and development

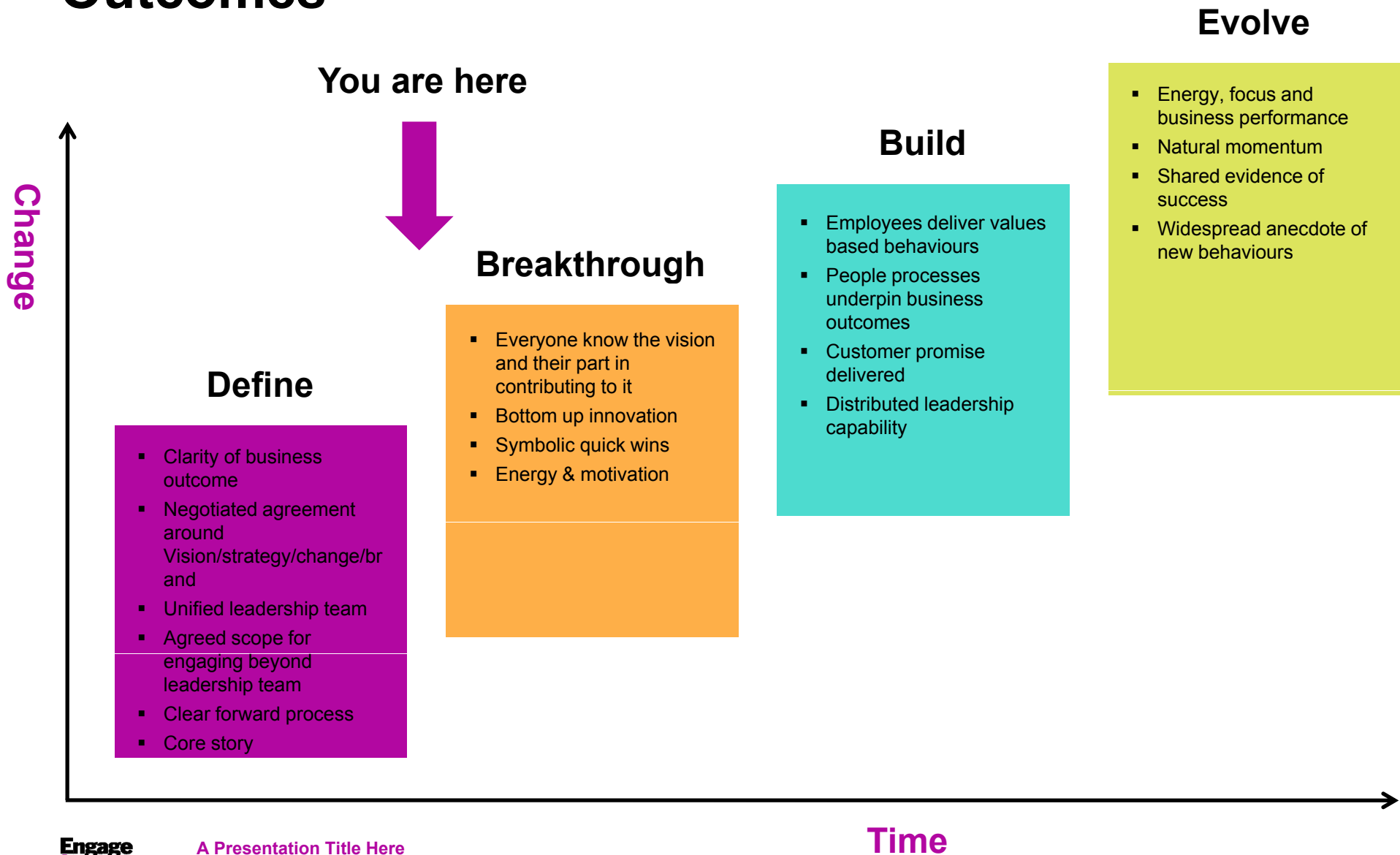
How we work

Our methodology is robust, based on four key phases

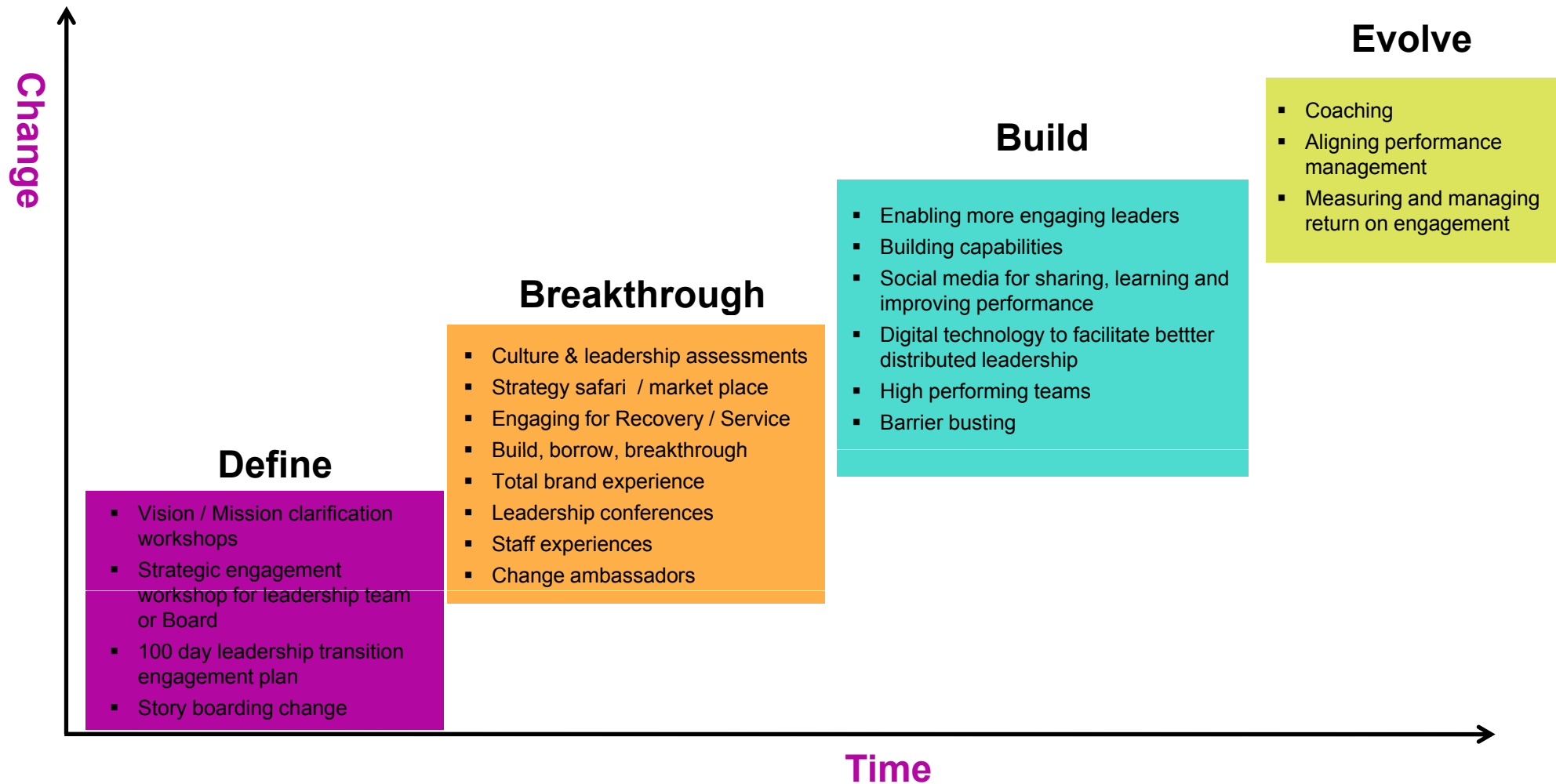
1. Define
2. Breakthrough
3. Build
4. Evolve

We also have a high speed, high impact, quick start method

Outcomes



Process



Our high speed, high impact, quick start method

- Rapid, penetrating, **challenging dialogue** to articulate clearly the issue and to identify options and opportunities for progress.
- **PerfectStorm**: bringing together a collection of experts from within the client and up to 20 from other organisations to borrow, build and breakthrough with radical ideas.
- **Vibrant conversations** to:
 - validate existing plans
 - create something new quickly
 - inject energy in flat lining programmes, identifying and addressing blockers...
- **A breath of fresh air** when you need it.

What others are doing – designing The ‘Perfect Storm’

- We have worked and or conducted research with several drinks and hospitality companies including Diageo, Pernod Ricard, Tetley, Intercontinental hotels and Britvic, but of course we are bound by the protocols of our relationships
- The best way of calibrating current practice is via an Engage for Change ‘Perfect Storm’. It works like this:
 - You tell us which type of companies you want to benchmark against/ we invite
 - You carefully select coalition partners from within SABMiller to ensure political durability
 - You host a Perfect Storm facilitated by us, the format of which is (subject to bespoke design with you):
 - You repeat the business objectives you have set (see slides 28/29) and set the exam question to focus discussion (we will have worked this up with you)
 - Each guest has 60 seconds to introduce their relevant experience
 - People (inc SABMiller hosts) have two minutes to self organise into trios with one SABMiller per guest pair
 - Time for guest pair to elaborate on relevant experience
 - Back in plenary each trio has a limited slot to play back just two hard recommendations to SABMiller to meet the objective
 - We cluster the recommendations and facilitate a build on some of them
 - The session ends with a networking lunch or early evening cocktails
 - A hard copy is circulated within 24 hours by us to all, including guests
 - You and we meet within a few days to build into an action programme, as required
 - The Storm group is invited to gather again to review progress

5. Our people



Experienced owner practitioners delivering personal service & a bench of 30 + specialists



John Smythe

Seasoned facilitator at all levels, designer of creative interventions, advisor to internal teams, role model coach to exec teams & 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.

Past and present - a sample



FRESHFIELDS BRUCKHAUS DERINGER



OLD MUTUAL
INSURANCE • INVESTMENT • SAVINGS • BANKING

University Hospitals Bristol
NHS Foundation Trust



JEWISH CARE

South East Coast Ambulance Service
NHS Foundation Trust



Thank you

Engage
for
Change