

# **Engage for Change**

**What's it all about?**

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**ASIG at LAP 24 07 13**

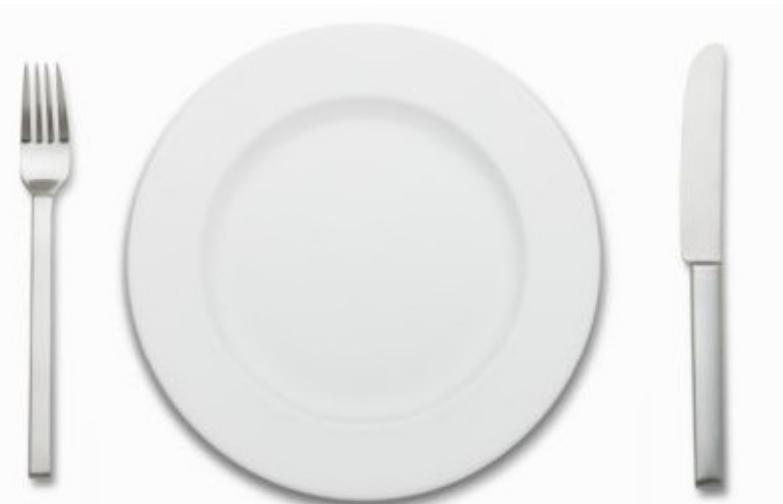
# Introductions: your expectations/focus

- Pat Pearse                          Managing Director
- Nikki Bradshaw                      Director Human Resources
- Peter Bouwer                        Director Operations
- David Herlihy                        Director Operations LHR ASIG & SFS
- Kathleen King                        Financial Director
- Daniel Myles                        General Manager LTN
- Deb Jago                              HS&E Manager
- Sheena Robertson                    Director Fuels Operations
- John Smythe                         Engage for Change

# Three parts

- 1. What is it and is it relevant to you?**
2. Designing an intervention that engages your people in delivering strategy, change & operational programmes
3. Building employee engagement capability

# **Part 1 What is it and is it relevant to you?**



- What is employee engagement?
- Is there a business case?
- Why has it become a popular management topic?
- How would you recognise real engagement?
- How do you engage people in change and strategy?
- What skills do leaders need to enhance to help people engage?

# Velvet revolution at work; the rise of employee engagement, the fall of command and control



Lech Wałęsa at Gdańsk Shipyard addressing workers

# Coincidental social upheavals?

## The Arab Spring

Protestors gathering  
in Tahrir Square,  
Cairo, Egypt



Demonstrators  
marching through  
Habib Bourguiba  
Avenue, Tunis

Political dissidents in  
Sana'a, Yemen  
demanding the  
resignation of the  
president

# Which workers are most productive & creative?



# What do engaged people do?

- Risk speaking up to challenge & contribute and are open to the same from others
- Self organise – less need for costly supervision
- Take responsibility for their part in the enterprise
- Collaborate within & beyond their ‘border’
- Resolve difficulties locally
- The oxytocin bonus – improving affiliation & performance
- Demonstrate awareness of personal limits
- Are generous

# What is it – what engages you

- Think of a project/period outside work where you found yourself immersed, 100% committed and driven to make something a success
- What brought about **your** engagement?

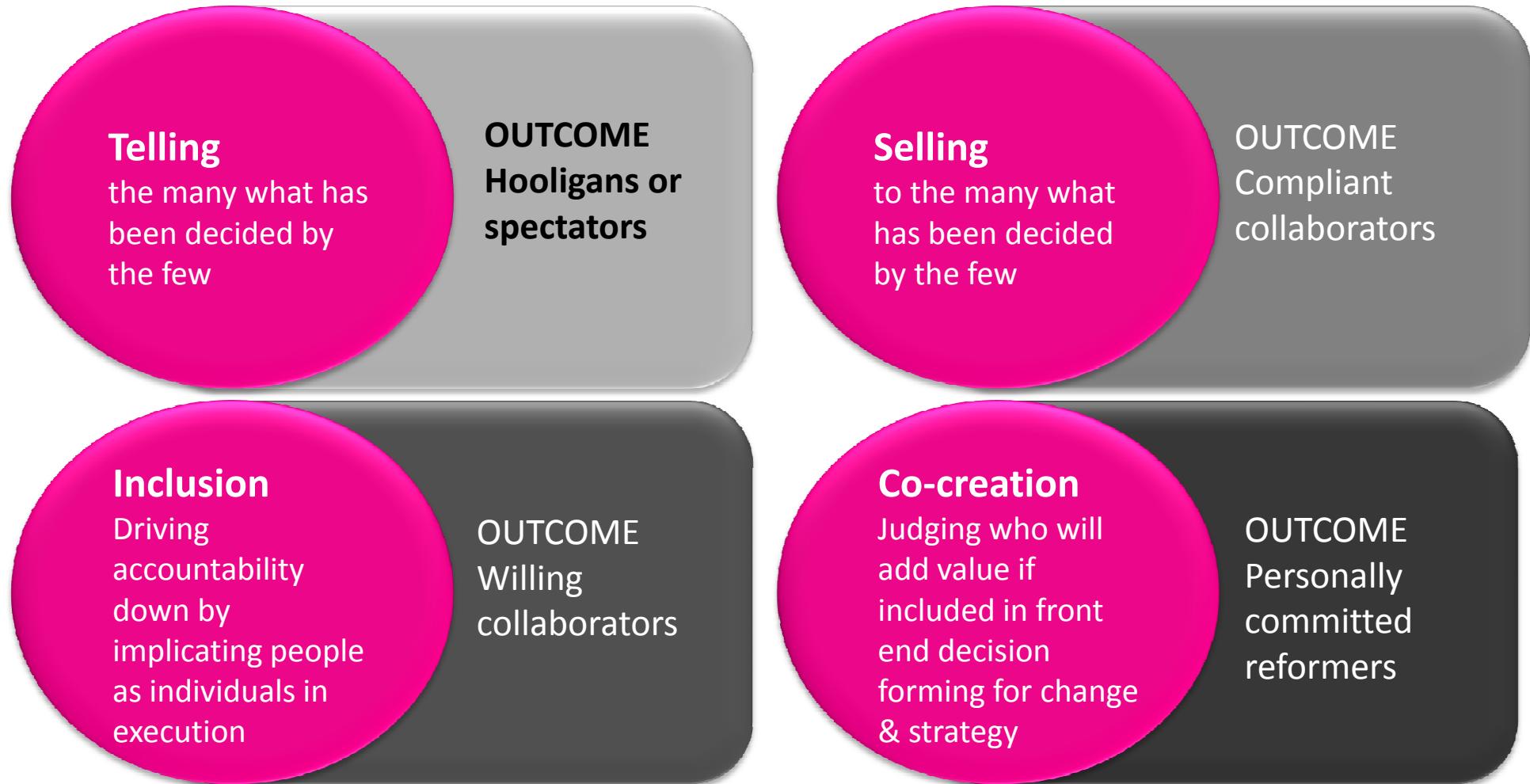


# What is it – what engages you

- Now think of a project/period at work, at ASIG or previously, which will always be memorable because of what you & others achieved
- What brought about **your** engagement?
- Specifically what characterised the prevailing leadership at the time



# What engages people at work? – power sharing



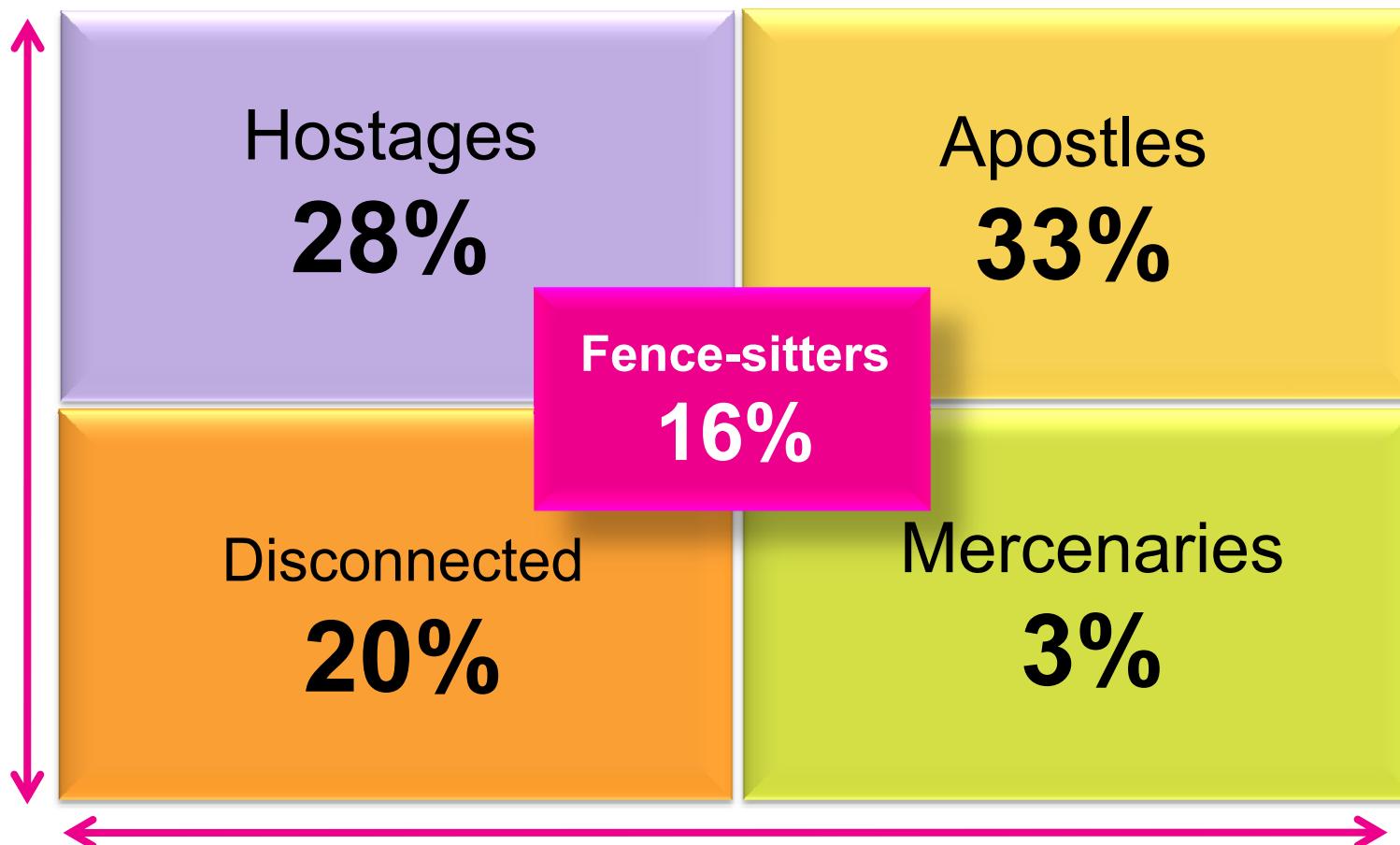
# Employee engagement – it's elective not coercive

*People engage themselves when they are invited to contribute to every day operational decisions and big ticket strategy and change that affects them and which they can affect.*

# Overwhelming business case/Engage for success

- 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

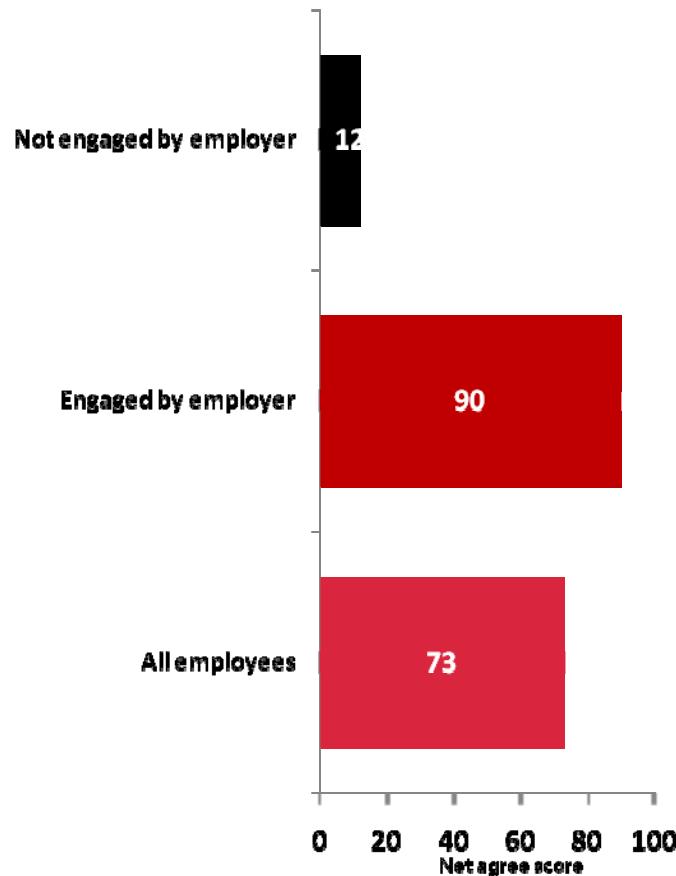
# Business case? – UK



# Going the extra mile....kilometer

- Organisations that successfully engage with their employees are more likely to have staff who are motivated, satisfied with their job and are prepared to go the extra mile to ensure good results.
- Overall, those who say that they are engaged with their job have a net 'extra mile' score of 90 compared with just 12 for those who are not engaged.

'I tend to go the extra mile to ensure a good result for my organisation'. Net agree score.



# Why now? The end of the loyalty for security deal

- **Cradle to grave** → portfolio careers
- **Loyalty for security** → transactional relationship
- **Dependence** → independence
- **'Our human resources'** → creative talent on loan
- **Employees** → citizens
- **Command and control** → well governed inclusivity
- **I left the company** → I left my boss
- **CEO = GOD** → CEO = Guide

# The same thing, right?

## Communication

- Making connections
- Sharing meaning
- Influencing mood / climate
- Setting context
- Reinforcing status quo / hierarchy

## Engagement

- Opening decision making and change to the right groups to:
  - add value
  - accelerate execution
  - broaden ownership and sustainability
- = Power sharing
- Disturbing status quo / suspending hierarchy

# The future is here

## Workers

- Set work shifts
- Hire & fire
- Discipline
- Set own pay + bonus
- Have 20% invent time
- Choose which teams they work in
- Vote for leaders
- Have no or few middle managers.