

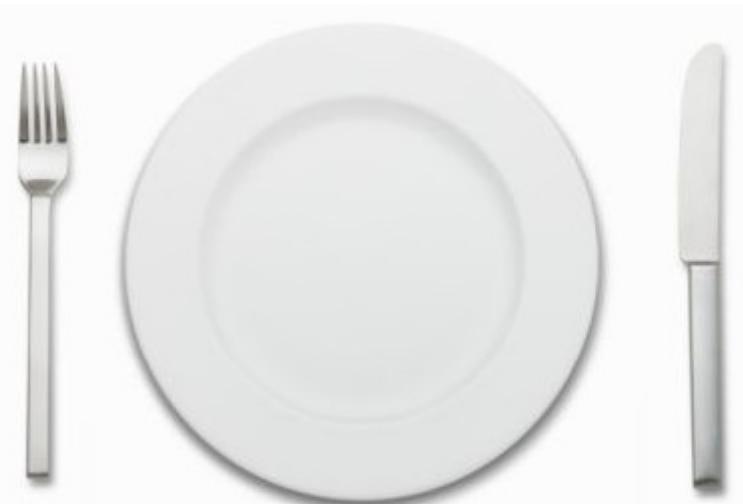
Engage for Change

**Engaging hearts & minds –
manipulation or liberation?**

John Smythe

United Nations Brussels November 29 2012

Menu



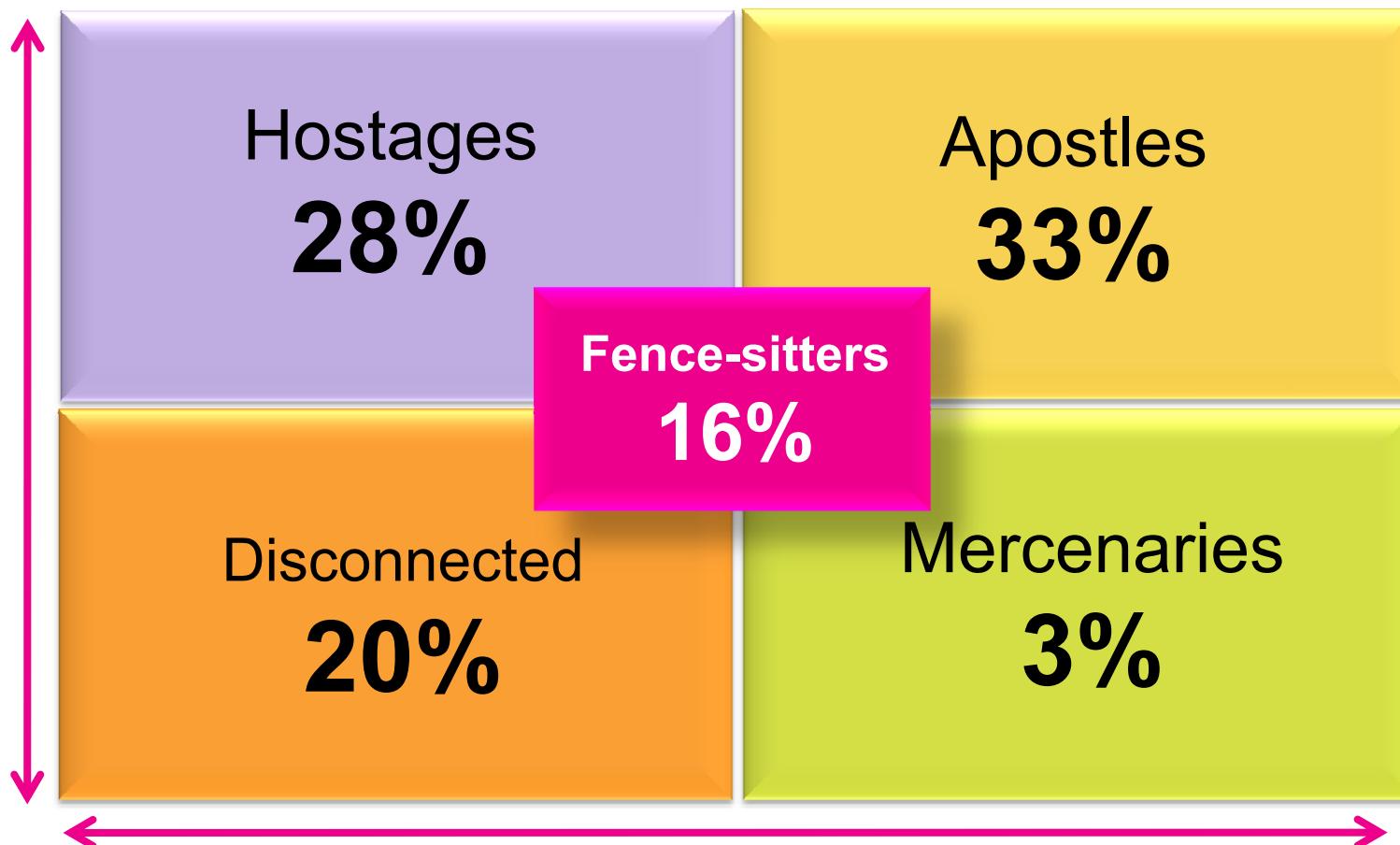
- The business case
- How would you recognise real engagement?
- Why now?
- What levers help to engage?
- Some insights



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

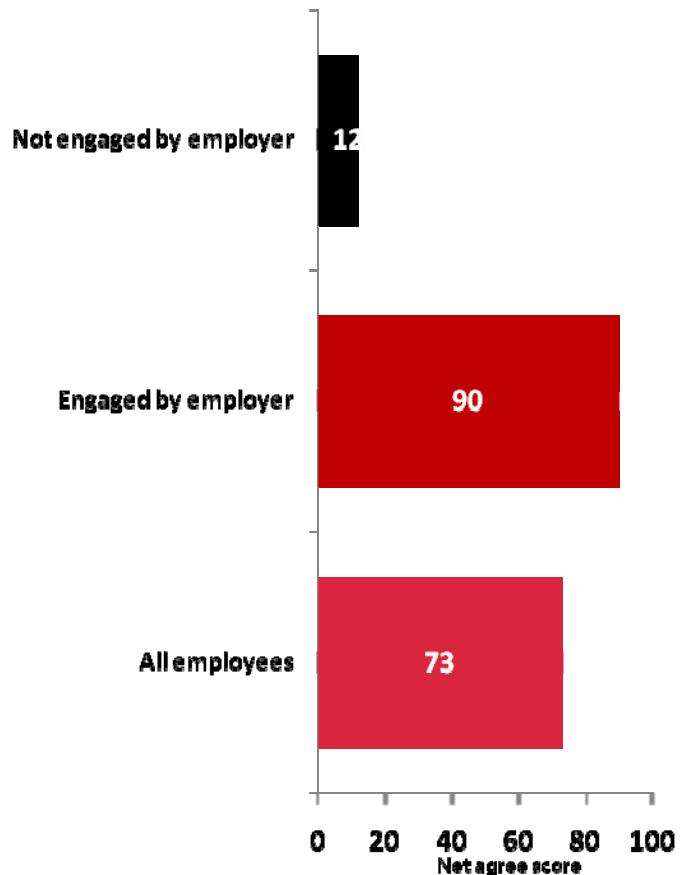
Business case? – UK



Going the extra mile....kilometer

- 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.



How would you recognise it? Which workers are most productive & creative?



How would you recognise it - Ruby & Geraldine's contrasting experiences



Whose shoes would you rather be in?

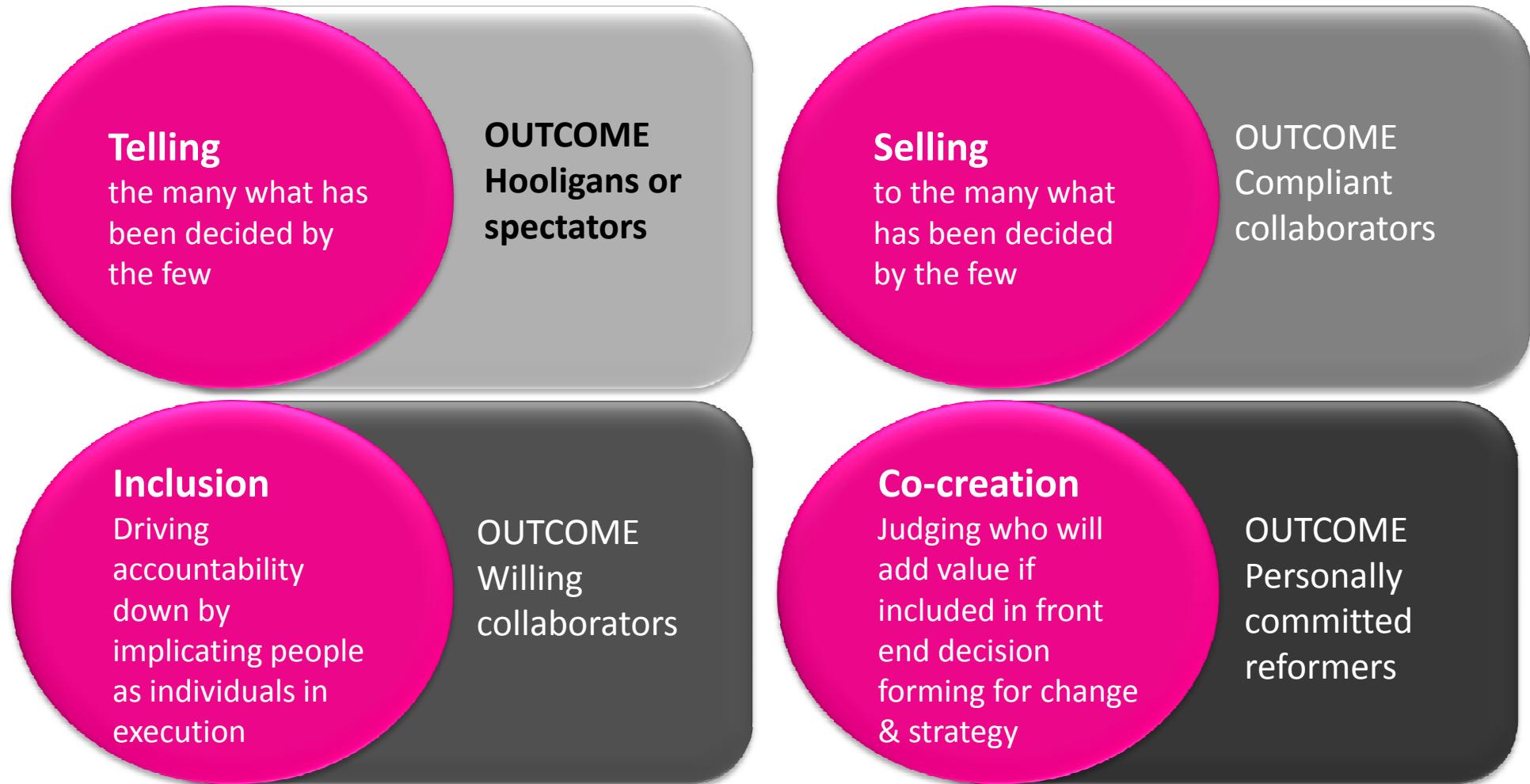


Ruby's shoes



Geraldine's shoes

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 effects them and which they can affect.

Why now - velvet revolutions; next China?



Lech Wałęsa at Gdańsk Shipyard addressing workers

Why now - coincidental social upheavals?

The Arab Spring

Protestors gathering
in Tahrir Square,
Cairo, Egypt



Protests in
Duma, Syria



Demonstrators
marching through
Habib Bourguiba
Avenue, Tunis

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

Many organizations are trapped in the shadows of post WW2 command and control ‘leadership’ styles



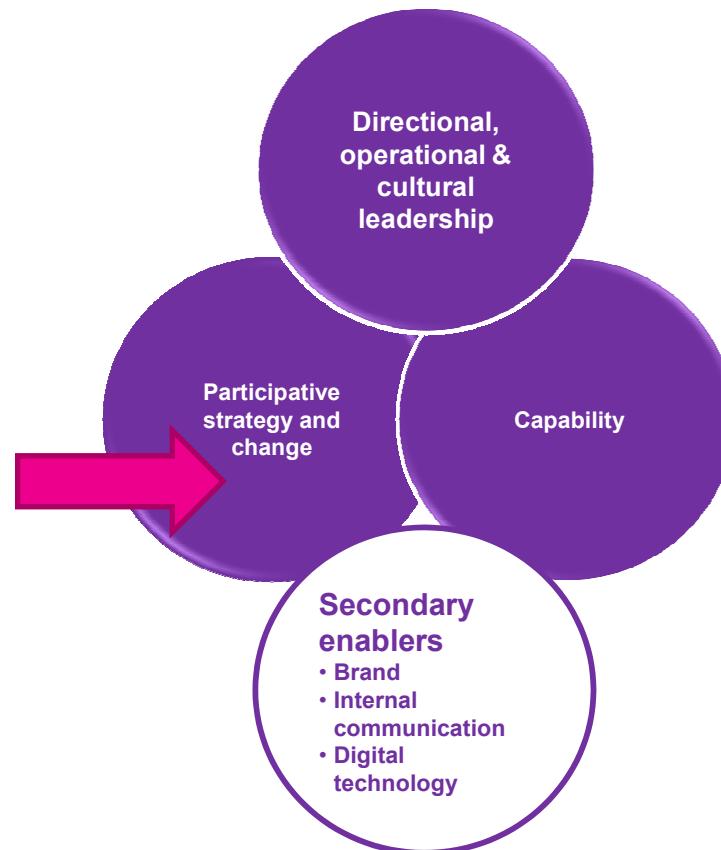
- Top down
- Slow
- High maintenance
- Rigid
- Impervious

Last millennia ‘leadership’

Last millennia or new model workplace?

Autocratic	Distributed leadership / power
Hierarchical	Flatter
Secretive	Transparent / trusting
Monolithic / central planning	Distributed
Adult to child	Adult to adult
Fear culture	Safe to challenge
Status conscious	Achievement oriented
Deference	Candour
Permission culture	Initiative culture
Bullying	Negotiative
Grandeur	Self deprecating
Clubby	Open
Elitist / private	Accessible
Formal	Informal
Serious	Sensitively humorous
Employee	Partner

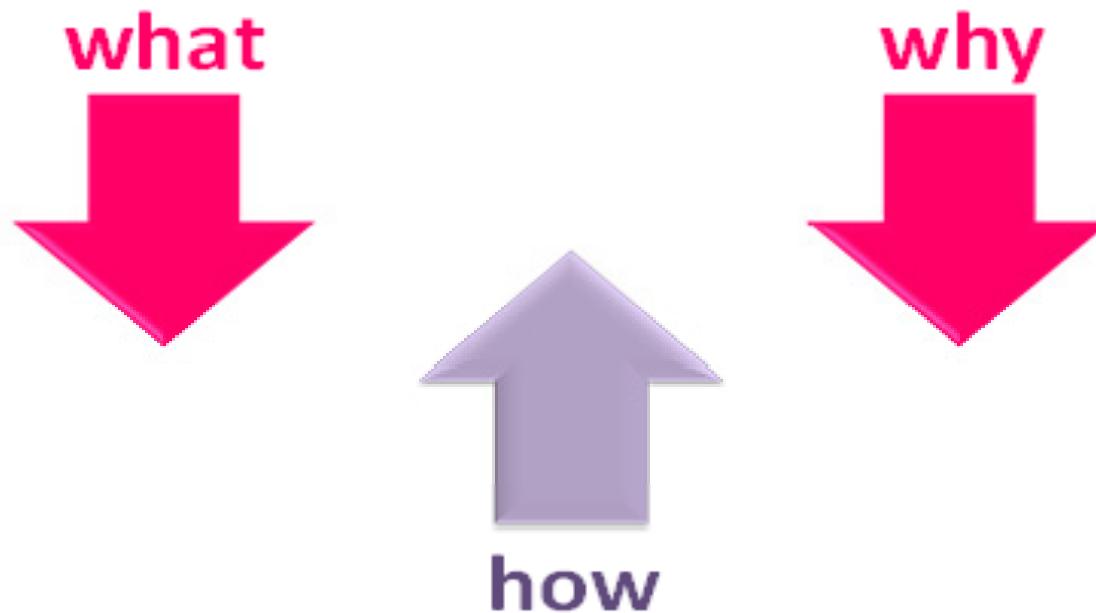
Levers and enablers of engagement



Participative strategy



The what down, the bottom up



Strong leadership = an executive team that has, as a team, negotiated and agreed

- The **why**: the rationale for change, strategy etc
- The **what**: the nature and extent of the changes to structure, operating model, vision/purpose and customer centric proposition etc
- The **how**: the streams of work which are and will deliver the refreshed business & the behavioural role model required on the journey
- The **invitation** to wider leadership teams and others to challenge and contribute to the **what** and the **how**

Strategy – ‘Need to Want’

HOW do we wish to be?

Our vision

Caring[®]

'Caring' is about feeling and showing concern and empathy for others. It is reflected in our determination to understand and address the specific needs of 21st century families around the world; offering clothes and accessories that are thoughtfully designed and made; providing a shopping experience that is easier and more relaxing for our customers; respecting our people and the environment by doing

business in a responsible manner; choosing only
suppl^{GB}
stand
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me,"

Our way!



Amazing*

'Amazing' is about our intention to make life a little better by introducing an element of **anything we do.** Fashion that looks fabulous, with sthavé limited's and generate etail prices that

are surprisingly competitive and affordable whilst respecting the trusted quality standards that are core to our brand and customers. Amazing means stores that are fun to visit and always have something inspiring for everyone. Amazing means customer service that is smart, sensitive and friendly.

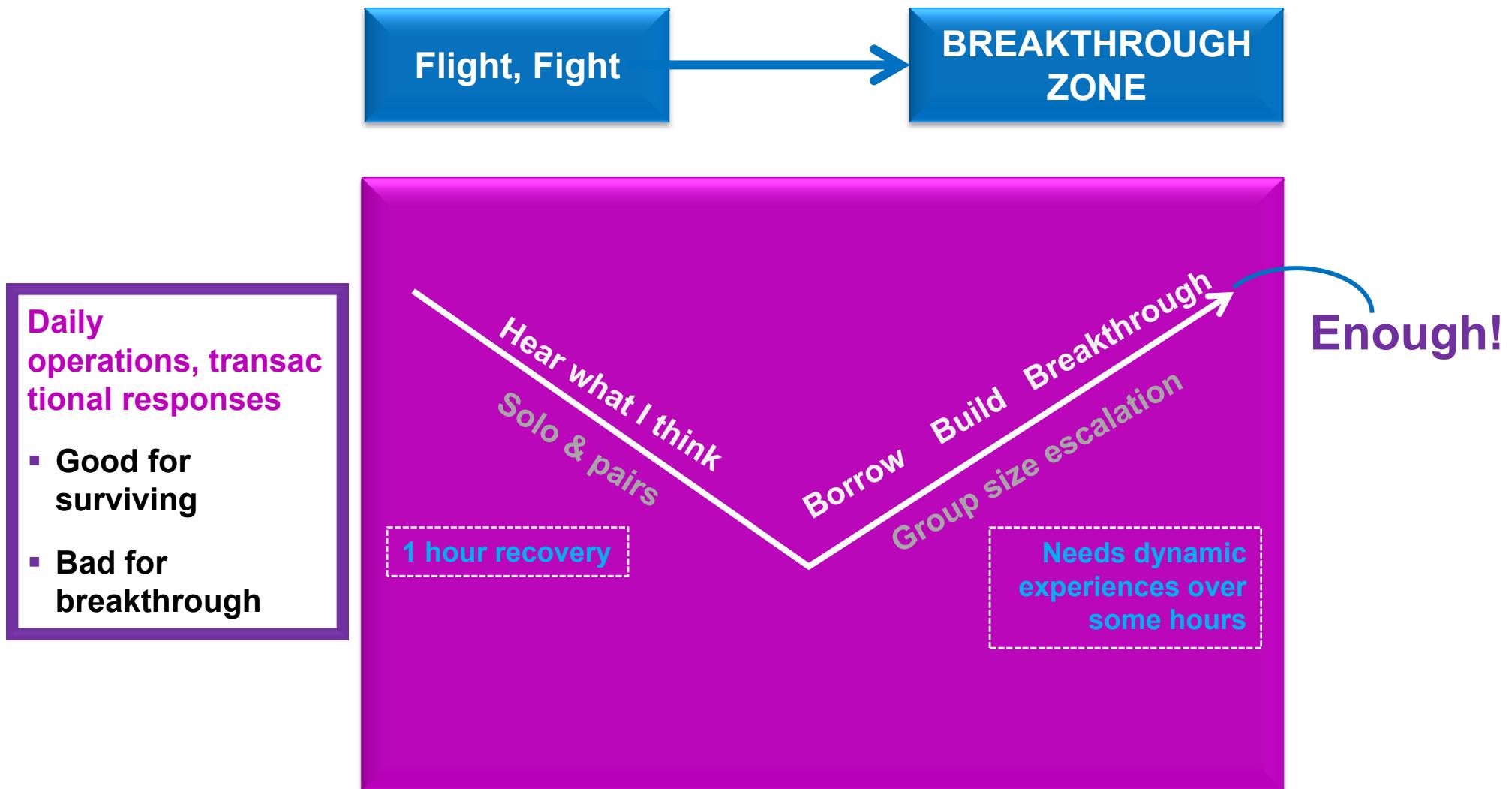
Amazing means "How on earth do they do it?"

Generosity with the evidence for change

Employees need the same view / data / experience as decision makers at the front of the train



Getting people into the breakthrough zone

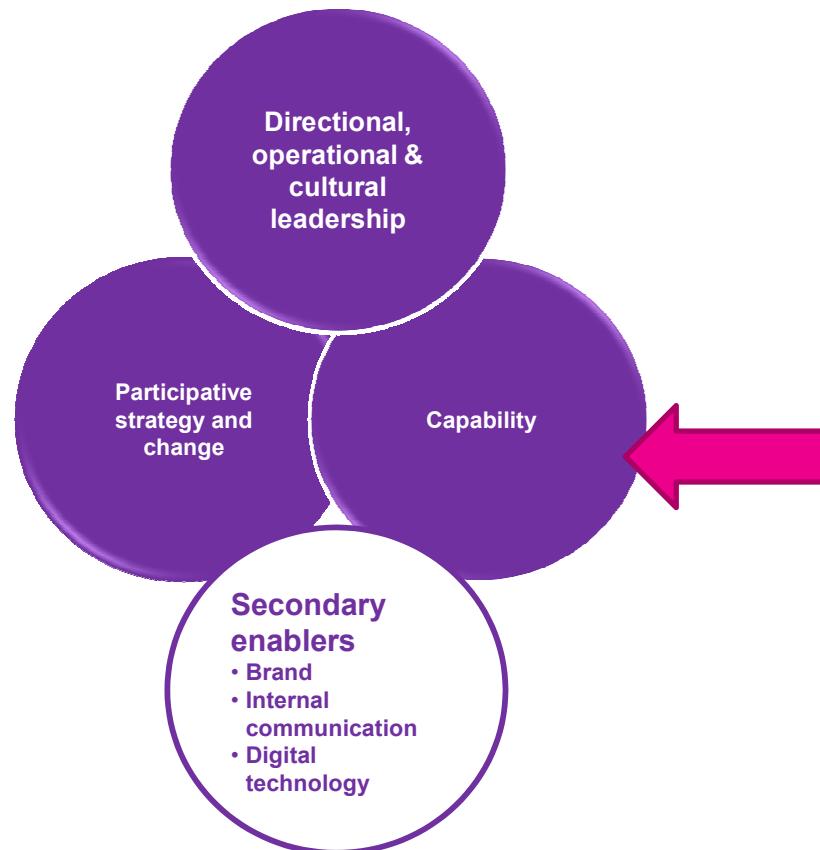


The Safari experience



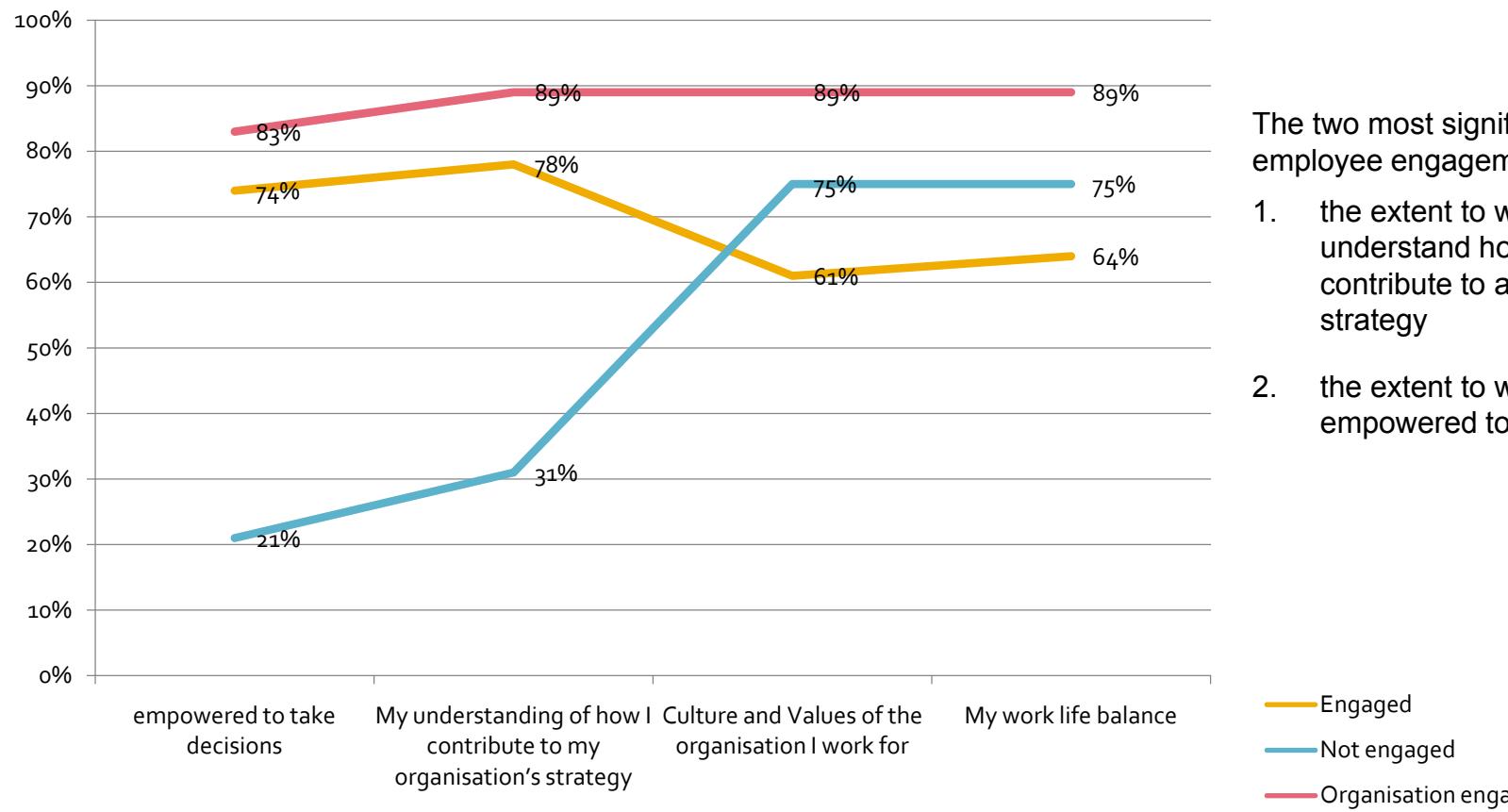


Levers and enablers of engagement



Drivers of employee engagement

The biggest opportunity to move those who are not engaged to become engaged lies in providing them greater opportunity to take decisions.



The two most significant drivers of employee engagement are

1. the extent to which people understand how their efforts contribute to achieving the strategy
2. the extent to which they are empowered to make decisions

Management drivers of engagement and performance

Creates space for teams and individuals to test and explore whilst ensuring short term demands are met (0.13)

Accepts challenge and addresses questions (0.11)

Provides insight and explanation to help create a clear context for the work we do (0.10)

Identifies the right people to contribute given the demands of different situations (0.10)

Creates value by engaging others (0.09)

Communicates clear messages about what needs to be done

Has the knowledge needed to lead our team in the work we do

Is adept at dealing with different personalities

Helps members of the team overcome resistance to change

Invites people who can make a difference to be involved, irrespective of level of seniority

Helps groups integrate different perspectives to create sustainable solutions

Insight: Leadership success factors

- **It's a way of leading**
- **Critical differentiator to attract and retain talent**
- **Visible trust needed amongst top team**
- **Engage people in real work, not HR/Comms 'programmes'**
- **Non negotiables negotiated by sponsors and rationale explained**
- **Invitation to challenge and contribute clear**
- **Positive, visible expectation – “we want you to join in”**
- **Team role model that signals it safe to challenge and contribute**
- **Continued sponsorship through implementation – ‘eruption to lava flow’**

Insights: Process success factors

- Demographic insight about identity of tacit influencers (+ hierarchical)
- Line of sight between ‘my’ role and mission
- Absolute transparency of business data except where contractually bound
- Context, progress and journey communicated
- Acknowledgement of challenge & contributions
- Implementation process designed in parallel with initial engagement interventions
- Project management process robust and visible
- Scores will rise as a result of engagement in real work