



17 July 2014

Employee Engagement

What? Why? & How?

So what is Employee
Engagement?



“The harnessing of organisation members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.”

Kahn (1990)

Who we are



So what is Employee
Engagement?



So what is Employee Engagement?



So what is Employee
Engagement?



TRUST

So what is Employee
Engagement?



Relationships

So what is Employee
Engagement?



no communication =
no trust =
no relationship



Think (rational)
belief in the organisation and
the sense of “fit” with
the culture around here



Feel (emotional)
sense of pride, satisfaction
with the organisation and
willingness to recommend

Act (motivational)
intention to stay with the organisation (**Stay**) as well as willingness
to go the extra mile and take on extra responsibilities (**Strive**)

Variation



ENGAGED: Work with passion and feel a profound connection to their company. They drive innovation and move the organisation forward.

17%

NOT-ENGAGED: Essentially “checked out.” They’re sleepwalking through their workday, putting time – but not energy or passion into their work.

57%

ACTIVELY DISENGAGED: Aren’t just unhappy at work, they’re busy acting out their unhappiness! Every day, they undermine what their engaged co-workers achieve.

26%

Impact



Percentage of the organisations computers that worked properly

17%

Percentage of the organisations computers that were unreliable

57%

Percentage of the organisations computers that did nothing at all or spent their entire time infecting others with viruses

26%



“CEOs must
become chief
engagement
officers “

Richard Edelman, President
& CEO of Edelman

Why?



PROFITABLE

Organisations with top engagement scores enjoyed twice the annual net profit of those with low scores.



EIGHTEEN PERCENT MORE

PRODUCTIVE

Companies with high engagement scores benefited from 18% more productivity than those with low scores.



Why?



**AVERAGE SICK DAYS OF
ENGAGED EMPLOYEES PER YEAR**

2.69

6.19 AVERAGE SICK DAYS OF
DISENGAGED EMPLOYEES PER YEAR

**SATISFIED
CUSTOMERS**

On average companies
with engaged staff saw
a 12% increase in
customer advocacy.



**12%
INCREASE**



Why?



**IF ORGANISATIONS INCREASE
INVESTMENT IN ENGAGEMENT BY JUST
10% THEY COULD INCREASE PROFITS BY...**

£1,500

PER EMPLOYEE, PER YEAR

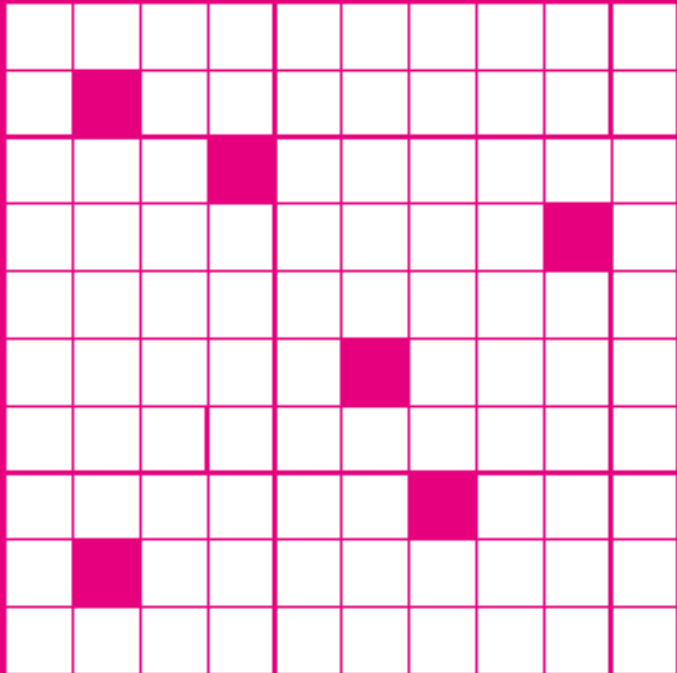


Why?



94%

of the world's most admired companies believe that their efforts to engage their employees have created a competitive advantage.



70% of engaged employees say they have a good understanding of how to meet customer needs.

70%

17%

Only 17% of disengaged say the same.

What's it done for us?



Increased our engagement from 58% to 82% in 4 years

Net promoter score increased by 16% in 2 years

Sickness levels down from 5% to 3% in the last 2 years

5%
3%

staff turnover reduced by 12%

What's it done for us?



HOW OUR CUSTOMERS' VIEWS HAVE IMPROVED

**+28%
OVER 2 YEARS**

I TRUST RADIAN

+19%

RADIAN HAS A GOOD REPUTATION

+11%

RADIAN ACTS AND LISTENS TO MY VIEWS



1. Highlighted the need and gained approval from our board and executive to invest in an engagement programme
2. Communicated to the business what we were doing, why and when
3. Educated all managers on the role they played and the impact they can have
4. Measured our engagement levels across the business
5. Communicated the results
6. Actioned at both strategic and local levels
7. Integrated the measurement with our business plans
8. Repeat 2-7 annually



1. You can't do this yourself you will need some help to make sure its confidential
2. Engagement is totally different from satisfaction and you need to treat it as such
3. You will have to communicate the results... All of them warts and all
4. You will hear things you don't want to hear
5. You will have to react and take action or you'll make things worse
6. You will need to repeat it

How? & how can we help?



And finally



- It matters, makes a difference to all aspects of your business and its the only thing that does
- Its not about what you do its about how you do it
- Its easy to do, you just have to start talking, and listen...
- **YOU** make the biggest difference

