

Employee engagement

Getting the best from everyone, not just another survey

Peter Mayes



PETER MAYES

EMPLOYEE ENGAGEMENT

GETTING THE BEST FROM
EVERYONE, NOT JUST
ANOTHER SURVEY

Employee engagement: Getting the best from everyone, not just another survey

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My aim in writing this book is to pull together many of the disparate strands of employee engagement and create a useful guide about what's current and what will be important for the future. The link between employees and the organisation is shown in a number of ways and how together they can create vibrant successful companies that act ethically and promote respect. Organisations must consider that employees are people first and join the organisation for a multitude of reasons and it is by truly harnessing their needs, talents and energy that all may fly.

The approach I have taken is to outline the history, evidence and main themes of employee engagement from the standpoint of someone wanting to implement/improve their own organisations engagement activities. Therefore I have concentrated on the thinking that will help to change people's thinking, helps us to be more inclusive, transparent and collaborative with each other (as at some level we are all employees) and what in particular motivates the diverse the group called employees and the challenges for the future.

ABOUT THE AUTHOR



I have been involved with employees, managers and leaders over the last 30 years in various roles where change was imperative to survive and thrive. I work extensively with organisations at a senior level with individuals and teams to create environments, cultures and work places that enable successful employee engagement and leadership to thrive alongside other change strategies.

I have had roles as a Head of Learning and Development with a global multinational; Executive Coach and Management Consultant internationally. I have witnessed many attempts to engage employees, some which have been successful and others, that in the long term have proved divisive. My initial training and roles were operational as a designer and or work study / continuous improvement engineer which have given me additional perspectives into how employees at the coal face feel and think.

My qualifications are in Strategic Human Resource Development (M.Sc.), industrial management, coaching and leadership.

I have had previously contributed to books on coaching creatively, Leadership and the e-economy, and on organisational development best practice.

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1 WHAT IS EMPLOYEE ENGAGEMENT?

Like so many buzzwords or hastily put together two-word statements, it's what's behind them that counts. Having been in various employee development roles for over thirty years I have seen many two-word flavour of the month expressions arrive suddenly and depart just as quickly. Whilst investigating what employee engagement really is about I am encouraged and inspired by the vast amount of great work being done by organisations large and small. And I don't mean just conducting another survey. Surveys play their part but they are the just the beginning.

Employee engagement is an indicator of the relationship between an organisation and its employees. Is there merely compliance or commitment? Some common definitions and thinking currently in the public domain are:

*An “engaged employee” is defined as one who is **fully absorbed by and enthusiastic about their work and so takes positive action** to further the organisation's reputation and interests – as described by Wikipedia.¹*

The Chartered Institute of Personnel and Development (CIPD) states employee engagement “*is becoming increasingly mainstream in management thinking, it proposes a **mutual gains employment relationship** which can be identified as **vigour, dedication and absorption.**”* The CIPD is a professional association for human resource management professionals. With over 135,000 members across 120 countries it achieved chartered status in 2000. <http://www.cipd.co.uk/>²

The Society for Human Resource Management (SHRM) says “*Employee engagement is typically defined by the actual conditions in the workplace (**the environment and the work itself**) and workers' opinions and behaviours (how the **employees perceive their relationship with their work**), as well as how they view others around them relating to their work.*” SHRM: is the world's largest association devoted to human resource management. Representing about 260,000 members in more than 140 countries, it serves the needs of HR professionals and advances the interests of the HR profession. <https://www.shrm.org/>³

These are interesting statements and we shall explore some other notable definitions and examples of best and better practice along the way, as well as seeing what really works in organisations large and small.

What does an engaged employee look like? What do they do to show they are engaged?

“An engaged employee is a person fully involved in, and enthusiastic about, his or her work.” In *Getting Engaged: The New Workplace Loyalty*, author **Tim Rutledge** ⁴ explains that *truly engaged employees are attracted to, and inspired by, their work (“I want to do this”), committed (“I am dedicated to the success of what I am doing”), and fascinated (“I love what I am doing.”)* <http://www.timrutledgeinc.com>

“Engaged employees care about the future of the company and are willing to invest the discretionary effort – exceeding duty’s call – to see that the organisation succeeds.” In his book Rutledge urges managers to implement retention plans so that they can keep their top talent. The need to do so is supported by a 1998 **McKinsey & Co.** study entitled *The War for Talent* ⁵ which reported that a shortage of skilled employees was an emerging trend.

Engaged employees see the meaning and purpose of their work, the direction of the company and their part in it. They behave in a way that shows their commitment and pride in working for the organisation, they are proactive, productive and pleased to be there. Typical behaviours include a willingness to help others, making suggestions, taking part, being confident and trying out new ideas.

So how has employee engagement emerged and developed?

1.1 HISTORY

William Kahn provided the first formal definition of personnel engagement as „the harnessing of organisation members’ selves to their work roles; in engagement, people employ and express themselves **physically, cognitively, and emotionally** during role performances (**hands, head and heart**).

In 1993, Schmidt et al. linked for the first time the concept of **job satisfaction** and **employee engagement** with the definition: “*an employee’s involvement with, commitment to, and satisfaction with work.*”⁶

In their review of the literature in 2011, **Shuck** and **Wollard** identify four main sub-concepts within the term:

- i. **“Needs satisfying”** approach, in which engagement is the expression of one’s preferred self in task behaviours.
- ii. **“Burnout antithesis”** approach, in which energy, involvement and efficacy are presented as the opposites of established “burnout”, exhaustion, cynicism and lack of accomplishment. This can also be illustrated by how mistakes are handled within an organisation where spirals of trust/mistrust manifest as explained in the book “Ending the Blame Culture” by **Peam, Mulrooney and Payne**.⁷

The spiral of trust for example shows that:

- You encourage participation, consensus and confidence
- Your colleagues show, initiative, dedication and openness resulting in accomplishment, pride and communication
- There is a confirmation of trust

- iii. **Satisfaction vs engagement** approach, in which engagement is a more technical version of job satisfaction, evidenced by Gallup’s engagement surveys. (See 1.2 below)
- iv. **The multi-dimensional approach**, in which a clear distinction is maintained between **job** and **organisational engagement**, usually with the primary focus on antecedents and consequences to role performance rather than organisational identification.

Is employee engagement an organisational success factor?



1.2 RESEARCH BY GALLUP

Gallup, Inc. is an American research-based, global performance management consulting company. Founded by George Gallup in 1935, the company became known for its public opinion polls conducted in several countries. Gallup provides research and strategic consulting to large organisations in many countries, focusing on “analytics and advice to help leaders and organisations solve their most pressing problems.”

Gallup's key practice areas are employee engagement, customer engagement, talent management, and well-being.

The development of the Gallup Workplace Audit and Q12 – the twelve actionable questions for management – is based on more than 30 years of accumulated quantitative and qualitative research. Its reliability, convergent validity, and criterion-related validity have been extensively studied. It is an instrument validated through prior psychometric studies as well as practical considerations regarding its usefulness for managers in creating change in the workplace. Gallup's standard Q12 instrument contains twelve items measuring the extent to which employees are “engaged” in their work. Gallup defines engagement thus: “*A highly engaged workforce means the difference between a company that outperforms its competitors and one that fails to grow.*” <http://www.gallup.com/home.aspx>⁸

1.3 INVOLVEMENT OR COMMITMENT OR ENGAGEMENT

Involvement is often described as participating in something, forming an attachment, feeling a connection.

Eileen Appelbaum, a senior economist at the Centre for Economic and Policy Research in the USA, and a visiting professor in the Department of Management at the University of Leicester in the UK, together with her colleagues *studied 15 steel mills, 17 manufacturers, and 10 electronic instrument and imaging equipment producers. Their purpose was to compare traditional production systems with flexible high-performance production systems involving teams, training, and incentive pay systems. In all three industries, the plants utilizing high involvement practices showed superior performance. In addition, workers in the high involvement plants showed more positive attitudes, including trust, organisational commitment and intrinsic enjoyment of the work.* <http://cepr.net>⁹

Two studies of employees in the life insurance industry examined the impact of employee perceptions that they had the power to make decisions, sufficient knowledge and information to do the job effectively, and rewards for high performance. Both studies included large samples of employees (3,570 employees in 49 organisations and 4,828 employees in 92 organisations). In both studies, high-involvement management practices were positively associated with employee morale, employee retention, and firm financial performance.

Commitment is the state of being dedicated to a cause or activity.

Employees with the highest level of commitment perform 20% better and are 87% less likely to leave the organisation than employees with low levels of commitment. This suggests that engagement is linked to organisational performance.

Productivity is the quality of being productive, associated with work rate output and yield. In a study of professional service firms, the Hay Group, a global management consulting firm that works with leaders to transform strategy into reality, found that offices with engaged employees were up to 43% more productive. Job satisfaction is also linked to productivity.

All these studies demonstrate the emerging theme that well motivated, engaged employees are financially and intrinsically valuable to the organisation. Measurement in all its forms and types is creating the case for ensuring that well-being, interest and motivation of employees gives a real return on effort, effectiveness and expenditure.

Based on the Gallup report “the state of the American manager” here are some surprising facts about employee engagement:

- One in two employees has left their job to get away from their manager
- 59% of employees who work for an engaged manager are likely to be engaged
- 69% of employees are engaged when their manager helps them set performance goals
- 71% of employees are actively disengaged when their manager focuses on the employee’s weaknesses

1.4 DRIVERS FOR ENGAGEMENT

What else indicates that organisations will be driven to adopt a more engaging approach? The first statement in the table below is written from the employees’ perspective and the second from the organisation’s. Often the language used by organisations is so remote, institutionalised and laden with jargon that the messages fail from the beginning. So if language is so important let’s look at employee engagement from two perspectives which I’ve called employee voice and organisational speak.

Internal factors

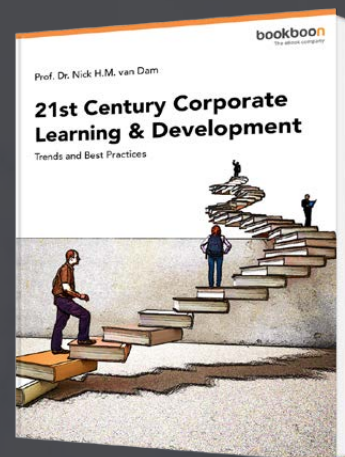
Employee voice	Organisational speak
Does what I do really matter and is it appreciated?	Perceptions of job importance – “...an employee’s attitude toward the job’s importance and the company had a greater impact on loyalty and customer service than all other employee factors combined.”
Am I clear about what I have to do?	Employee clarity of job expectations – “If expectations are not clear and basic materials and equipment are not provided, negative emotions such as boredom or resentment may result, and the employee may then become focused on surviving more than thinking about how she/he can help the organisation succeed.”

Employee voice	Organisational speak
<p>What's in it for me?</p>	<p>Career advancement/improvement opportunities – “Plant supervisors and managers indicated that many plant improvements were being made outside the suggestion system, where employees initiated changes in order to reap the bonuses generated by the subsequent cost savings.”</p>
<p>How am I doing, where am I using my strengths and what do I need to do differently?</p>	<p>Regular feedback and dialogue with superiors – Feedback is the key to giving employees a sense of where they're going, but many organisations are remarkably bad at giving it. “What I really wanted to hear was thanks. You did a good job. But all my boss did was hand me a cheque.”</p>
<p>How well do we all get along?</p>	<p>Quality of working relationships with peers, superiors, and subordinates – “...if employees' relationships with their managers is fractured, then no amount of perks will persuade the employees to perform at top levels. Employee engagement is a direct reflection of how employees feel about their relationship with the boss.”</p>

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Employee voice	Organisational speak
<p>What is this organisation all about, what does it stand for?</p>	<p>Perceptions of the ethos and values of the organisation – “Inspiration and values are the most important of the six drivers in our Engaged Performance model. Inspirational leadership is the ultimate perk. In its absence, [it] is unlikely to engage employees.”</p>
<p>What’s happening? Where are we now?</p>	<p>Effective internal employee communications - which convey a clear description of what’s going on. This shows how important the relationship and role of the direct manager/supervisor is in the effective implementation of employee engagement strategies’ and approaches. Sadly this factor is often underinvested in and allowed to fall into the lip service approach.</p>

Employees who manage and are managed have two views of the organisation as they either looking up for guidance or down to share direction/purpose.

The Five Needs of an Employee

LOOKING UP



1. Tell me what is expected of me.
2. Give me the opportunity to perform.
3. Tell me how I am getting on.
4. Give me support and guidance to improve.
5. Tell me how I have performed overall and recognise my contribution and achievements.

LOOKING DOWN



1. Organising, planning and agreeing job purpose and objectives.
2. Delegating and clarifying standards, agreeing measures and review periods.
3. Regular informal reviews.
4. Identifying and satisfying training and development needs, coaching, mentoring and support.
5. Performance appraisal and salary review, career development, motivation and saying thank you.

Although these are the fundamentals of good performance review and management sometimes they are lost within over complex systems and punitive application. The emerging trend of focusing more on the strengths someone brings and the development of these strengths through effective coaching conversations builds engagement at a fundamental level.

Are Managers leaders of employee engagement?

This depends a lot on the culture, direction and the leadership within an organisation, its products, services and market place, as well as rules, regulations and the overall drivers for change either acting on or within an organisation. What goes on outside influences what happens inside an organisation.

So do employees turn up and then have to be compelled to work or do they really feel committed to work and see the work as interesting in itself? The work-life-balance, the age of employees, ageing employees with differing career influences and requirements, all have an effect on the type of employee engagement used or adopted by organisations. In the past this was referred to as the psychological contract between employer and employee.

Another factor often ignored is the mix of age groups within an organisation and the desires and needs of the three distinct age ranges as shown below. Frequently age inappropriate engagement strategies are launched which result in the opposite of their original intention: some employees are **actively disengaged** – I'll explore how this affects employee engagement later in the book.

Different strokes for different folks

Early

Exposure
Socially conscious
Recognition
Networking
Refreshments and perks

Mid-career

Career
pressed for time
recognition
inclusion
learn new things

Late

past
giving
sharing
identity
have a legacy

External factors

The rate, nature and rapidity of technological change has an immense affect on employees and human beings as a whole. Research shows that the thinking patterns between different age groups are becoming increasingly different.

The 'usual suspects' are a common set of organisational change factors: size, scale, type of organisation, market place, legislation, growing or slowing, culture that exists and the culture that is desired; all of which impact on the type, style and nature of employee engagement undertaken. What goes on outside influences what happens inside an organisation.

Recent evidence is giving more and more credence to the use of employee engagement not just as a strategy but as a way of life for organisations. Employees should not be seen as a commodity but as a true resource and should not be manipulated, coerced or subject to secretive individual agendas.

Extract from engage for success the evidence white paper¹⁰

A very old and simple model:

Willingness and Capability = potential for great performance

To quote Jack welsh former CEO of G.E. “No company large or small can succeed over the long run without energized employees”.

1.5 SUMMARY

- Engaging employees unlocks potential
- Increases motivation
- Increases job satisfaction
- Helps employees survive and thrive
- Engagement is within the employees’ gift
- Being continuously “engaging” is the key
- Knowing your employee age groups is crucial
- Having flexibility and understanding in your implementation is key
- Understanding what motivates groups and levels of employees is more important than it has ever been
- Leadership, authenticity, trust and transparency are the corner stones of making employee engagement work
- Trust, listening and learning even when the messages are difficult
- Shuffling the pack won’t always work (you soon run out of cards)
- Older employees are a valuable resource

2 HOW DOES THIS FIT INTO THE ORGANISATION?

Employee engagement is an integral part of how an organisation develops and is becoming a real driver for organisational development and success. It is linked to the strategy, purpose and meaning of the organisation and is critical to the success of attaining high performance. It's crucial that employee engagement is business focused, rather than about just being nice to employees. There is a vast amount of evidence that shows how high performing organisations have used effective employee engagement strategies as part of their business model. A good example can be found at <http://engageforsuccess.org/the-evidence>.¹⁰

2.1 WHERE DOES EMPLOYEE ENGAGEMENT FIT INTO ORGANISATIONAL DEVELOPMENT?

Organisational Development (OD) is a planned, systematic approach to improving the organisation's effectiveness, where it is able to align strategy, people and processes so they support and achieve the organisation's reason for being. OD is able to achieve the desired goals of high performance and competitive advantage within the context of evolution, growth and/or change. If we consider how organisations develop either through growth, acquisition or change of direction one thing is obvious; all organisations change for the better or worse and they do this via their products, knowledge and services which are all dependent on their people. So employee engagement is a significant part of organisational development.

Given the increasing complexity of work the part employees have to play in organisations is much more about how they think rather than the physical skill that they use. Therefore, how engaged they are with the company has real significance.

External factors can be described as the market, customer base, legislation, economic environment and the type of products, and where they appear in the product life cycle all have an impact on the organisation and how it develops.

The **CIPD** defines organisation development (OD) as '*planned and systematic approach to enabling sustained organisation performance through the involvement of its people*'. Behind this definition lies a depth of research and practice, but also confusion.

Others have described OD in the following ways:

- A planned process of change in an organisation's culture through the utilisation of behavioural science technology, research and theory. (**Warner Burke**)
- A long-range effort to improve an organisation's problem-solving capabilities and its ability to cope with changes in its external environment with the help of external or internal behavioural-scientist consultants, or change agents as they are sometimes called. (**Wendell French**)
- An effort planned, organisation-wide, and managed from the top, to increase organisation effectiveness and health through planned interventions in the organisation's 'processes', using behavioural science knowledge. (**Richard Beckhard**)
- A system-wide process of data collection, diagnosis, action planning, intervention, and evaluation aimed at enhancing congruence among organisational structure, process, strategy, people and culture; developing new and creative organisational solutions; and developing the organisation's self-renewing capacity. It occurs through the collaboration of organisational members working with a change agent using behavioural science theory, research and technology. (**Michael Beer**)

Organisational development may be programme based or transformational in nature depending on the needs of the business and the scope of the changes required. Employee engagement needs to reflect this.

2.2 HOW DO WE CREATE THE CONDITIONS FOR SUCCESSFUL EMPLOYEE ENGAGEMENT?

We have to understand and appreciate that organisations are made up of people and that people are dynamic and dependent on their resources to meet their needs.

Before embarking on any form of employee engagement it's worthwhile examining the reasoning for doing it:

- What's the business case and business benefit?
- What's the benefit to the employees and the market?
- What's the **organisation's purpose** in doing this?

You should start employee engagement by questioning the status quo

Some useful questions might be:

<p>What have we done so far? Of who? By who? Asked opinions? How</p> <ul style="list-style-type: none"> • Face to face, Survey, Real time • Local, by group, National <p>How?</p> <ul style="list-style-type: none"> • Individually, Teams, Sections, Whole company 	<p>How has this been received?</p> <ul style="list-style-type: none"> • Well and acted upon • Well but no action • Negative response • No response
<p>What is working? To what extent is it working?</p>	<p>What is not working? To what extent is it not working?</p>
<p>Where are the disconnections taking place?</p>	

The questions above are a starting point and there might well be many more questions given the organisational history, culture size etc.

The questions also spark the amount of organisational willingness there is to participate in employee engagement. And prompt feedback is essential; there is nothing worse than asking a load of questions, people completing surveys etc which is then followed by a chasm of silence.

Remember that everyone is starting from a different place. Sometimes in today's busy work world and in our rush to get somewhere we forget where we are starting from and the variation of places where we are starting from.

Yes organisations are about growing, performing, profit, wealth creation and all the stuff that makes the world go round, but they can only be really great organisations if the people within them **want to** work there and do a good job whatever that job might be.

So some of the conditions that need to exist are:

- Leadership that itself is engaged and engaging
- Recruitment and selection for the future as well as the present
- Learning and development that is appropriate, timely and does what it says on the tin
- Cross-unit/function/department cooperation and even more important, willing collaboration
- Involvement that really seeks to involve by listening
- Career opportunities that are relevant and not either over-ambitious or ‘dead man’s’ shoes
- Rewards and recognition schemes that are flexible and match the changing nature of employee needs
- Performance appraisal that develops rather than monitors and which is focused on strengths and collaboration
- Supervision/management that keeps people on track without keeping them compliant

2.3 THE MOUNTING FIELD OF EVIDENCE FOR EMPLOYEE ENGAGEMENT

There is a mass of evidence promoting employee engagement and what the most important steps are. The comparison below shows ten of the problems often identified against ten of the often promoted solutions. At this stage in the book I think it’s important to recognise the critical approach of understanding a real problem, a deep problem, not just what emerges at first.

10 statistics about engagement	The 10 Pillars of employee engagement
1. 70% Of U.S. workers are not engaged at work	1. Relationship with managers: 75% of people don't quit their job, they quit their manager.
2. 89% of employers think their people leave for more money, Only 12% of employees actually leave for more money	2. Happiness: Happy workers are 12% more productive.
3. 75 % of people voluntarily leaving don't quit their jobs they quit their bosses	3. Wellness: In the US Medical costs fall \$3.27 for every dollar spent on wellness programmes.
4. 70 of Forbes global 2000 companies use gamification to boost engagement retention and revenues	4. Company Alignment: The way that employees align themselves with the companies' core values has a direct effect on bottom line profits.

10 statistics about engagement	The 10 Pillars of employee engagement
<p>5. 99% of leaders think an engagement strategy can have an impact on business success but barely 25% of them have a strategy</p>	<p>5. Workplace satisfaction: Have open and honest communication, so that employees can say if their work is meaningful for them or not.</p>
<p>6. Only 40% of a workforce know about their company's goals tactics and tactics</p>	<p>6. Relationship with colleagues: According to research, socialising with colleagues is the only thing proven to make you as happy as when you're not at work.</p>
<p>7. 43% of highly engaged employees receive feedback at least once a week compared to 18% of employees with low engagement</p>	<p>7. Feedback: There are 14.9% lower turnover rates in companies that implement regular employee feedback.</p>
<p>8. More than twice as much revenue is generated for companies with engaged employees vs. competitors with low engagement levels</p>	<p>8. Recognition: 78% of employees said being recognised motivates them in their job.</p>
<p>9. Studies have found that highly engaged employees are 87% less likely to leave their companies than their disengaged counterparts</p>	<p>9. Personal Growth: Companies that invest more in training and career development outperform their peers.</p>
<p>10. A study of 64 organisations revealed that organisations with highly engaged employees achieve twice the annual net income of organisations whose employees lag behind engagement</p> <p>Author Catherine Jessen Source: https://www.themuse.com/advice/10-shocking-stats-about-employee-engagement¹¹</p>	<p>10. Ambassadorship: The question to ask employees is "on a scale from 0–10, how likely are you to recommend a friend to work here?"</p> <p>Author Jacob Shriar Director of Customer Happiness at Officevibe Source: https://www.officevibe.com/resources/10-pillars-employee-engagement¹²</p>

Over the last 15 years there has been an increasing level of investigation and analysis of what employee engagement is and how it impacts on an organisation. With some very detailed analysis of what is required to measure it effectively and how much advantage it gives an organisation if its employees are engaged. Some examples are listed in the following paragraphs.

The Institute for Employment Studies (IES), an independent, international and apolitical centre of research and consultancy in human resource issues which works closely with employers in manufacturing, service and public sectors, government departments, agencies, and professional and employee bodies undertook an extensive study of what drives employee engagement. Entitled “**The Drivers of Employee Engagement**” (2004) by **Dilys Robinson, Sarah Perryman and Sue Hayday**. <http://www.employment-studies.co.uk/>¹³ its main conclusion were:

If we accept that engagement, as many believe, is ‘one-step up’ from commitment, it is clearly in the organisation’s interests to understand the drivers of engagement. Analysis of the NHS case study data indicates that opinions about, and experiences of, many aspects of working life are strongly correlated with engagement levels. However, the strongest driver of all is a sense of feeling valued and involved. This has several key components: involvement in decision-making the extent to which employees feel able to voice their ideas, and managers listen to these views, and value employees’ contributions the opportunities employees have to develop their jobs the extent to which the organisation is concerned for employees’ health and well-being.

The line manager clearly has a very important role in fostering employees’ sense of involvement and value – an observation that is completely consistent with IES’ research in many different areas of HR practice and employment, all of which point to the critical importance of the employee-manager relationship.

In May 2016 the IES followed this up with a report on “**The relationship between total reward and employee engagement**”.¹⁴

Some of the key conclusions that were drawn from this study were: “*Employee engagement and its links to reward need defining and understanding in each organisational setting, rather than assuming that simplistic universal models can be adopted. There is no ‘best practice’ approach that will always lead to positive results – a one-size fits all-total reward approach is misconceived. Reward policies, as part of a wider HR strategy and in conjunction with other HR practices, our review of research would suggest can positively influence engagement levels and influence both intrinsic and extrinsic dimensions of motivation and organisation and individually focused dimensions of engagement.*”

The report also says that the relationship between total reward and employee engagement is summarised as really knowing your organisation and more specifically by:

1. *Knowing your organisation’s values and what you mean by total reward*
2. *Knowing your people and engaging and involving them*
3. *Being evidence-based but also innovative*

The body of evidence continued to grow and in the 2009 *The Macleod Report*¹⁵ highlighted that there were four drivers for employee engagement (engage for success)

1. *A strategic narrative*
2. *Engaging managers*
3. *An employee voice*
4. *Organisational integrity*



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Employee Engagement: The Evidence



CEOs call on UK to deliver
£26bn GDP growth
by better engaging
employees at work.

A high-level task force of some of the UK's most recognisable organisations is calling for every leader and manager across the economy to play their part in tackling the UK's employee engagement deficit.



Analysis of the evidence shows that:

- Only around a **third** of UK employees say they are **actively engaged** at work.
- **20 million** workers are **not delivering** their full capability or realising their potential at work.
- **64%** of people said they have **more to offer** in skills and talent than they are currently being asked to demonstrate at work.
- UK productivity was **20% lower** than the rest of the G7 in 2011.0

Extract from engage for success the evidence

This can also be simplified as

- A clear sense of direction
- Managers being and acting as leaders, coaches and mentors
- Employees, (followers) having a sense of being valued and respected
- Messages that come from the top must be consistent and applied throughout the organisation (there is both connectivity and alignment)

Breaking this down into even smaller steps:

- **Listening** and noticing what's happening
- **Understanding** what needs to be done now and later
- **Clarity** of purpose and strategy
- **Knowledge** sharing and continuing acquisition

L.U.C.K. doesn't arrive unannounced. It requires continuous updating and tailoring to what is current now. Since all of these reports and studies the economic world continues to churn and the resulting fallout has, I believe, created a growing sense of independence among employees and a general mistrust of authority.

2.4 WHAT DO CONDITIONS FOR SUCCESSFUL EMPLOYEE ENGAGEMENT LOOK LIKE?

The top ten factors for creating the **conditions** for success are:

1. Being in it for the long haul
2. Realizing everyone is starting from a different place
3. Being prepared to adapt along the way
4. Listening to what people are saying and, more critically, what they are not saying
5. Realizing that being at different career stages affects people's level and type of engagement
6. When employees are less than enthusiastic at the beginning this is a natural part of the process
7. Understanding what objections are about
8. Using a range of tools to suit your sector, culture, size and style of organisation
9. Involving a range of employees at the beginning and throughout
10. Study best and better practice

How to get started

1. Have support from the CEO, MD, the boss
2. Create some dedicated teams
3. Understand what employee engagement is?
4. Set up some actions, explore seek to understand
5. Use tools and interventions that suit your organisation's culture
6. Align processes and procedures and check they fit with your organisation's branding/ brand values
7. Evaluate what you hear
8. Be prepared to answer the 'so what, now what?' question
9. Evaluate how your engaging is engaging
10. Celebrate successes and contributions

2.5 SOME COMMON MISTAKES

One of the common mistakes made by organisations is the assumption that engaging employees happens through a one size fits all approach, that because the direction of the organisation is clear and outlined everyone will just follow along automatically. They won't.

This is a throw back to the old ‘command and control’ styles of management which may work well in economic downturns when employees are more likely to stay rather than leave, but watch them escape when the economy starts to improve and, with it, external job opportunities.

The uncertainty and fluidity of the world of work means that whilst economics have a place, employees are more aware of how they can move or change without the fear of unemployment. Today’s employees are better informed and braver than those of the past.

The range of skills, ages and types of employees also dictate the style of engagement adopted, it’s about what’s suitable and appropriate rather than what the organisation wants (a pull system rather than a push system).

It has always seemed really strange to me that something that is designed to engage, motivate and inspire is often delivered in the most uninspiring way. Organisations sometimes confuse strategy and systems change with the process of engaging employees. Strategy is the direction you are going, systems are what supports the strategy and engaging is about how you get your people there.

So often ‘what’ and ‘how’ are confused and by asking the wrong questions we get exactly the wrong answer. Organisations can put all their effort into defining what without the same amount of energy put into considering how.

Shuffling the pack, for example reassigning director roles and responsibilities, doesn’t mean all the organisational ills will be cured and a new dawn of enlightenment will arrive. This is akin to “rearranging the deck chairs on the Titanic”. Busy but ultimately pointless.

Often the senior team, having been ensconced in away days and strategy meetings, come up with a new and exciting message and vision for the organisation, one *they* are totally engaged with – having spent months creating it. This is then transmitted to lower levels in a mixture of jargonized marketing speak and jingoistic ballyhoo which leaves the recipients feeling lost and bewildered.

Often when employees don’t *get* the new strategy this is followed up by a series of individual and group organised meetings of semi-threats about being *on side*, this is the *new now* etc, which results in motivation levels tumbling. This is further followed by organisation restructures to align with *the new* and push out those not *singing the company song* loud enough – also know as redundancy by stealth.

The trouble with this strategy is that it is very undermining and leaves employees feeling used and abused. It also presupposes that employees don't get why this is really being done, that by the avoidance of trust and transparency, the organisation will get what it wants.

Remember:

- Avoid top down drivers only, *my way or the highway*
- If employees don't get it straight away this doesn't mean there is something wrong with them
- The process shouldn't be too rigid and drive everything
- Recognise when things aren't working
- Don't avoid issues when the messaging isn't working
- Don't apportion blame when it's not working

2.6 SUMMARY

Each part of an organisation needs to work together and in alignment to ensure that engaging employees is to be effective. This may sound obvious, but in practice this is where lots of engagement is lost. It's also useful to understand just how engaged you want your employees to be at the outset and what this really means to the organisation in terms of the resources that need to be allocated and the amount of time and care required to ensure that messages are understood and owned by the teams and individuals.

Managers are key to the success or failure of engagement. Everyone must be willing to learn from everything that happens along the way and adapt.

3 THE TROUBLE WITH PEOPLE, EMPLOYEES, GURUS AND HAPPINESS?

3.1 THE ENGAGEMENT GURUS – WHAT THEY OFFER?

The gurus come from all forms of management thinking and practice; some of them go back quite a way. Their experience does enable us to take a look at what is changing in the working world, the understanding of human beings and the nature of what work is about. To take a step back to really understand what motivates employees and how the theory and practice of motivation has evolved it's worth revisiting some of the fundamental theories. So as a reminder or something that may strike a cord.

Douglas McGregor, an American social psychologist, proposed his famous **X-Y theory** in his 1960 book 'The Human Side of Enterprise'. Theory x and theory y remains central to organisational development, and to improving organisational culture.¹⁶

Theory X ('authoritarian management' style)

- *The average person dislikes work and will avoid it if he/she can.*
- *Most people must be forced with the threat of punishment to work towards organisational objectives.*
- *The average person prefers to be directed; to avoid responsibility; is relatively unambitious, and wants security above all else.*

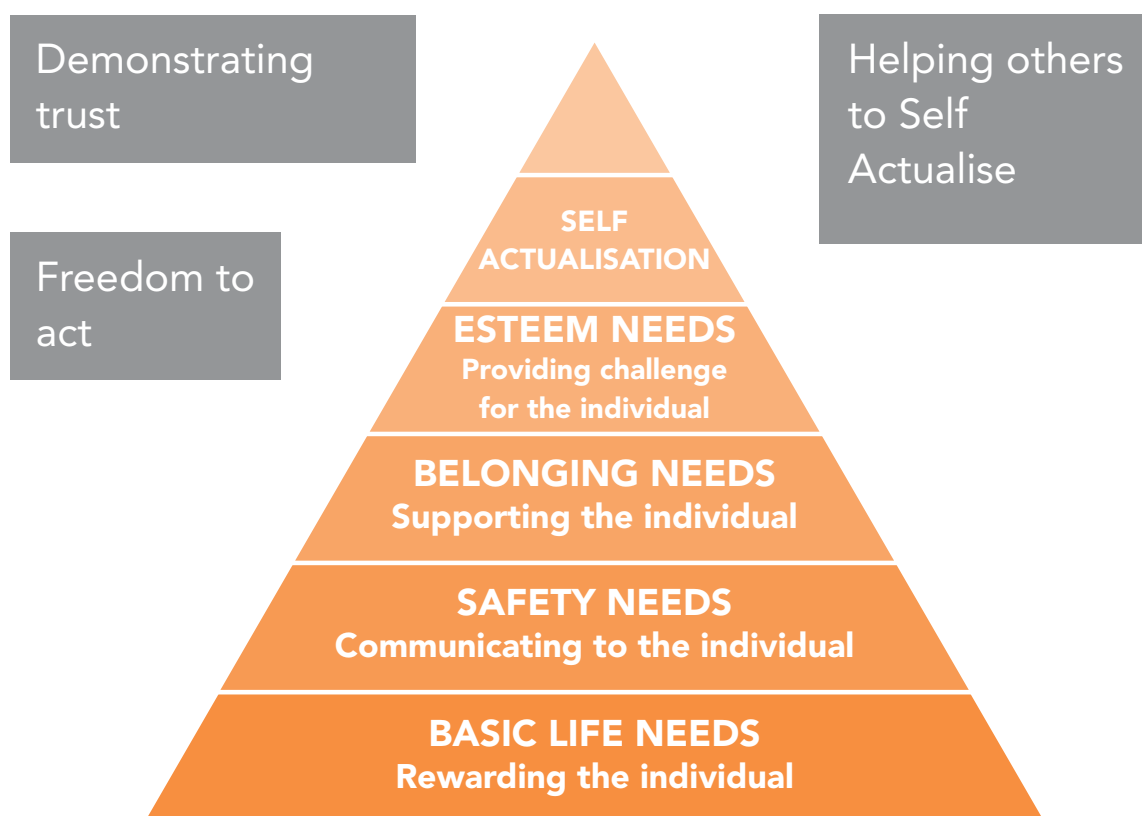
Theory Y ('participative management' style)

- *Effort in work is as natural as work and play.*
- *People will apply self-control and self-direction in the pursuit of organisational objectives, without external control or the threat of punishment.*
- *Commitment to objectives is a function of rewards associated with their achievement.*
- *People usually accept and often seek responsibility.*
- *The capacity to use a high degree of imagination, ingenuity and creativity in solving organisational problems is widely, not narrowly, distributed in the population.*
- *In industry the intellectual potential of the average person is only partly utilised.*

*Abraham Maslow developed the **Hierarchy of Needs** model in 1940–50s USA, and the Hierarchy of Needs theory remains valid today for understanding human motivation, management training, and personal development. Indeed, Maslow’s ideas surrounding the Hierarchy of Needs, concerning the responsibility of employers to provide a workplace environment that encourages and enables employees to fulfil their own unique potential (self-actualization), are today even more relevant as employees mind sets are different and what they want from work is also changing.*

Abraham Maslow’s book, “Motivation and Personality”, published in 1954 (second edition 1970) introduced the Hierarchy of Needs, and Maslow extended his ideas in other work, notably his later book “Toward a Psychology of Being”.

*The Maslow’s Hierarchy of Needs five-stage model below (structure and terminology – not the precise pyramid diagram itself) is clearly and directly attributable to Maslow; later versions of the theory with added motivational stages are not so clearly attributable to Maslow. Sometimes **Maslow’s Hierarchy of Needs** 17 is shown with more than five levels these models have been extended through interpretation of Maslow’s work by others.*



Some examples of when someone has reached the self actualisation stage and so is then able to help to actualise others are:

- comfortable with oneself
- a few close intimate friends rather than many surface relationships
- sense of humour directed at oneself, rather than at the expense of others
- spontaneous and natural – true to oneself, rather than being how others want them to be
- excited and interested in everything, even ordinary things
- creative, inventive and original
- a keen sense of reality, able to use objective judgement.
- see problems in terms of challenges and situations requiring solutions
- need for privacy and comfortable being alone
- democratic, fair by embracing all cultures, races and individual styles
- socially compassionate, possessing humanity
- accepting others as they are and not trying to change people

A sixth step is sometimes added to the hierarchy of needs, this being where those who have reached self-actualisation can help others to attain the same thing. This demonstrates real trust and where the skills of really effective mentoring and coaching come into play.

If motivation is the process which encourages and guides behaviour then it's a bit like a bucket with a hole in it, it needs topping up. If we are to be engaged we need to stay motivated by:

- Staying positive
- Looking for solutions
- Taking an active interest in others
- Not being put off by cynicism and negativity
- Having an objective to focus on and achieve
- Being helpful
- Giving praise and accepting praise when its given to us
- Being persistent, patient and purposeful
- Showing appreciation

Motivational general rules of thumb:

- What gets asked for gets done
- What gets measured gets done better – but be careful what you ask for
- What gets rewarded gets done best of all – as long as we understand reward
- What people do during the working day is what is being reinforced by their managers
- If performance is not improving reinforcement is not working – seek out why

What employees (people) want:

- Appreciation and recognition
- Feeling involved
- Feeling a part of something
- Respect and trust
- Help with personal problems or, just some space
- Real concern and interest in them as a person
- An opportunity to grow

Employee engagement as a hierarchy of needs (aka Maslow)



3.2 UNDERSTANDING MOTIVATION OF EMPLOYEES

recognising that other factors impact on employees' motivation and willingness to be engaged is key.

How we communicate and the language we use has a profound effect on those we are working with. We set up, sometimes without knowing, a whole series of interactions which can spiral into problems later. For example, **Transactional Analysis** – which looks at how we communicate and mix messages 18, was founded by **Eric Berne**, who created the famous '**Parent Adult Child**' theory. Transactional Analysis has wide applications in organisational and personal development, encompassing communications, management, personality, relationships and behaviour. It's important in employee engagement because it allows us to hear how we communicate with our employees and what type of interaction we have with them. Do we really have adult to adult conversations?

To summarise:

- The human brain acts like a tape recorder, and whilst we may 'forget' experiences, the brain still has them recorded
- Along with events the brain also records the associated feelings, and both feelings and events stay locked together
- It is possible for a person to exist in two states simultaneously (because patients replaying hidden events and feelings could talk about them objectively at the same time)
- Hidden experiences when replayed are vivid, and affect how we feel at the time of replaying

Parent is our 'Taught' concept of life

This is our ingrained voice of authority, absorbed conditioning, learning and attitudes from when we were young.

- **Nurturing** – Nurturing (positive) and Spoiling (negative)
- **Controlling** – Structuring (positive) and Critical (negative)

Child is our 'Felt' concept of life

Our internal reaction and feelings to external events form the 'Child'. This is the seeing, hearing, feeling, and emotional body of data within each of us.

- **Adapted** – Co-operative (positive) and Compliant/Resistant (negative)
- **Free** – Spontaneous (positive) and Immature (negative)

Adult is our 'Thought' concept of life

Our 'Adult' is our ability to think and determine action for ourselves, based on received data. The adult in us begins to form at around ten months old, and is the means by which we keep our Parent and Child under control. If we are to change our Parent or Child we must do so through our adult.

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Its job is to consider how we are motivated, when we intend to motivate and to bring out the best in others and help them to be engaged.

The eight ways to be motivated are:

1. You must be motivated to motivate others
2. Motivation, once established, does not last forever
3. Motivation requires lots of individual recognition
4. To motivate you must participate
5. Progress and success motivates
6. Challenge only motivates if you can succeed
7. We all have motivational hot buttons
8. Team membership motivates

Our tried and tested views about motivation are being challenged in the light of new research into how we think and what rewards really mean to us.

3.3 THE CHANGING THINKING ABOUT MOTIVATION

In his book “**Drive**”¹⁹ **Dan Pink**, turns the traditional carrot and stick approach around – this might work for mechanical skills and basic jobs, but not so easily in today’s working world. He quotes an M.I.T. study where people were given challenges to achieve and these were graded with different levels of performance incentive: small, medium and large (following the principle of we reward the best and ignore the rest). Because these complex tasks required conceptual thinking and problem solving higher incentives did not equate to higher performance. This study has been repeated again and again showing the same result even when the incentives were very high.

The basic dissatisfaction rule applied that if you don’t pay people enough they won’t be motivated but in order to increase motivation you have to take money off the table so they are thinking about the work. Dan Pink has highlighted three factors that improve motivation: **autonomy**, **mastery** and **purpose**.

Autonomy: to be self directed.

An example he uses is in an organisation where once a quarter employees can spend a day working on anything they want. The only rule is to show what they created at a fun meeting afterwards. This led to massive improvements and innovation. Their approach can be summed up as ‘you probably want me to do something interesting so let me get out of your way’.

Mastery: that human beings like to get better at tasks which grow self-confidence, self esteem, and competence and shows they are making a contribution. Whilst rewards by their very nature can be narrow and focused, in today's world of work where jobs are about establishing how to link into the big picture, the less focused a reward structure might be may enable increased free thinking and action.

The video clips below illustrate the revised motivational theories advocated by Pink; I believe there are strong links between this and the sense of independence employees are seeking.

RSA Animate – Drive: The surprising truth about what motivates us

<https://youtu.be/u6XAPnuFjJc>

Behavioural economist **Dan Ariely** supports the theory that making constant progress and feeling a sense of purpose, is our real motivation. He asks what motivates us to work and contrary to conventional wisdom, it isn't just money. But it's not exactly joy either. It seems that most of us thrive by making constant progress and feeling a sense of purpose. Ariely presents two eye-opening experiments that reveal our unexpected and nuanced attitudes toward meaning in our work.

https://www.ted.com/talks/dan_ariely_what_makes_us_feel_good_about_our_work

If our employees' intrinsic motivations are changing then the organisation needs to reflect this and be able to align its way of working to the new world too.

Another leading thinker who advocates this approach is **Iain McGilchrist** and in his video **The Divided Brain** 20 he explains how our 'divided brain' has profoundly altered human behaviour, culture and society.

<https://youtu.be/dFs9WO2B8uI?list=PL39BF9545D740ECFF>

The evolution of neuroscience and its impact on people and organisations

Neuroscience helps us to understand what enables our brains to perform at their best and provides insights into how we think and how we solve problems. Therefore the way in which we design our employee engagement needs to reflect what we now know about the brain. Our 21st century brains are busy, cluttered, 24/7 micro moments all crammed into a very busy and active life, when actually our brains desire the exact opposite.

So from this science we know that the brain craves certainty, a sense of control (a major impact in reducing stress) and we are wired to be social. We also have a strong sense of doing well and of purpose and that fairness is fundamentally important. I would recommend you for a more detailed understanding of the subject to read or watch:

The Idiot Brain: A Neuroscientist Explains What Your Head is Really Up To by **Dean Burnett** 2016

<https://youtu.be/WUkhkFnhEe8>

The Organized Mind by **Daniel Levitin** (2016)

<https://youtu.be/brTxddP4BGs>

The Chimp Paradox: **The Mind Management Programme to Help You Achieve Success, Confidence and Happiness** by Prof Steve Peters (**Jan 2012**)

<https://youtu.be/e6bHxhfjGIU?list=PLWWN2yRNW6aPe7eX898HjNaxZdvIp3KCd>

Thinking, Fast and Slow by **Daniel Kahneman**, (2012)

<https://www.youtube.com/watch?v=uqXVAo7dVRU>

Cognitive Ease, Confirmation Bias, Endowment Effect – Thinking, Fast and Slow (Part 2)

<https://www.youtube.com/watch?v=vb083Unh7ck>

Mindful Coaching by **Liz Hall** (2013)

https://youtu.be/ts0yYJIt_CU

3.4 THE LINKS BETWEEN HAPPINESS, WELL BEING AND EMPLOYEE ENGAGEMENT

Over the last ten years the attention given to happiness in the workplace has grown immensely, with direct correlations being formed between well and engaged employees and the performance of the organisation. Reduction in absence and absenteeism are the immediate gains with longer term effects being increased engagement.

Action for happiness is described below by Shawn Achor. He is author of *The Happiness Advantage* and a director of *Action for Happiness*²¹ <http://www.actionforhappiness.org/>

*“Our vision is a happier world, with fewer people suffering with mental health problems and more people feeling good, functioning well and helping others” “Your brain at positive performs significantly better than it does at negative, neutral or stressed” **Shawn Achor** is an expert in happiness and human potential. He taught positive psychology at Harvard and advises companies around the world.*

Our formula for success and happiness is backwards. We think that when we're successful then we'll be happy. But in fact happiness leads to success. Positive Psychology is showing us how we can help people and organisations move to higher levels of wellbeing and performance at work. There are practical things we can do to create more positive experiences in the workplace – and so increase our creativity, productivity and resilience.

*But it is also in the interests of organisations for their people to be happy at work. Although success at work can obviously lead to people being happier as a result, research also shows that increasing happiness leads to greater success. Happier people tend to be more engaged, have fewer days off sick, demonstrate greater flexibility and creativity and respond better to difficult feedback. In the UK, around **40% of all sickness absence** is estimated to be due to mental health problems and the total cost to employers of mental health issues among their staff is estimated to be £26 billion each year.*

*In terms of the “bottom line” of business performance, people who are happier have been found to be more productive. Similarly, organisations with happier employees tend to outperform their competitors. For example, the share prices of the “**100 Best Workplaces**” in the US (based on positive feedback from employees about working there) significantly outperformed the stock market over a 25 year period.*

How happy and effective we are at work depends on how our work makes us feel and the way in which it motivates us. People who find their work intrinsically rewarding (worth doing for its own sake) tend to perform better, and be more satisfied, than those motivated by external rewards like pay or status. How would your organisation be different if the main focus of management was to make people happy?

The Action for Happiness organisation offers a whole series of events and resources on its website as well as programmes for people to attend based on its 10 keys to happier living; further illustrations of its work are shown on the video clips below.

Henry Stewart on Happiness at Work

<https://youtu.be/raZW6FPnUK8>

TEDxCopenhagen – Alexander Kjerulf: Happiness at work

<https://youtu.be/Eq81wx6aPbA>

Other useful resources:

Good Day at Work

www.robertsoncooper.com/goodayatwork

Happiness at Work Survey

www.happinessatworksurvey.com

i-resilience: free personal resilience report

www.robertsoncooper.com/iresilience

VIA Character Strengths survey

www.viame.org/survey

Happy at Work – a personal manifesto

<http://changethis.com/manifesto/36.04.HappyatWork/pdf/36.04.HappyatWork.pdf>

The incorporating wellbeing and happiness as important factors for the success of organisations has now being established. Engaging employees is not about having fun Fridays or free chocolate bars once a month but is much more about the freedom of choice being given to the individual. It's more about how they feel well and happy within when they walk through the main gates or reception and into their offices.

3.5 SUMMARY

- Understanding human behaviour is key to engaging employees
- The theories of the past still apply however there are new theories that add to our understanding
- Science is learning more about how we really react to change
- People are changing due to their relationship with technology
- Work is changing
- The demographics are changing
- Complexity in our world causes problems
- Autonomy fairness purpose and mastery are the keys

4 WHAT'S CHANGING IN THE WORLD OF WORK?

4.1 WHERE ARE WE NOW WITH WORK?

Society and the world in general seems to be going through uncertain times. A quick read of the papers or study of the media will see a whole mass of turbulent times. One of the interesting things is the apparent rejection of established authority mechanisms. People given a choice, people choose not to go with the establishment; recent examples of this are obviously Brexit in the UK and the US presidential elections. If people have no trust in the establishment this can create issues for the world of work.

Just today I heard a new term to describe the world we live; the world is a “post truth” phase, where facts are misquoted, political language is so abstract that connection to the message is lost.

The means of production is now seen as what is contained within our heads rather than what is held in our hands. The evolving field of neuroscience and the changing nature of our understanding of our brains have changed the way in which we think about work and what we want work to do for us.

One of the major fallacies is that change is seen as exciting and a great thing to happen when to most employees it's seen as something to be avoided and resisted. The interesting thing is that even good news is often resisted. This differing view of change often comes from who thought of it, who benefits from it and if the organisation is growing or shrinking.

Another question that often raised: is it the responsibility of organisations to ensure that all employees become self-actualised and fully engaged in their work and working with a passion? This debate rages in many of the HR and management forums with some taking the, ‘let's capitalise on the potential of everyone’, whilst others adopt a pragmatic approach to the whole process.

If basic jobs ultimately continue to be replaced by automation, electronic systems and robots then what becomes of the people who used to undertake these tasks?

Is it a reasonable expectation that all work is 24/7? Should you be remote from your fellow worker and tackling the never ending email chain and the urgency of your mobile phone which must be answered and responded to at all times?

4.2 WHAT ABOUT THE PSYCHOLOGICAL CONTRACT?

The nature of the Psychological Contract between the employer and employees is ever changing. The Psychological Contract is a model and a philosophy which can guide us in the way we structure and manage organizations, and deal with the employees within them.

Visible contract – the usual written employment contractual obligations on both sides to work safely and appropriately in return for a rate of pay or salary, usually holidays also, plus other employee rights of notice and duty of care.

Psychological Contract – which is hidden, unspoken, unwritten, and takes account of the relationship between employee and market (which includes other external factors) The employer's relationship with **the market** and **the visible contract** and the employee's results in how the organisation decides what it believes fair at the time.

Only the visible contract element is written and transparent. All the other sections are subject to perceptions until/unless clarified. It is very useful in understanding why employees are 'difficult to motivate', or 'difficult to manage', especially when this is an ongoing or widespread challenge. The Psychological Contract helps leaders understand better how to align their people's needs with those of the organisation.

The concept also offers a powerful way to expand thinking and possibilities for people and work, typically:

- fundamental organisational purpose, constitutional rules and ownership
- individual employee motivation and management
- motivation and management of workgroups and departments
- entire workforce motivation and management
- training and development
- assessment of leadership – vision, style, capability
- assessment of traditional workplace terms and conditions, contracts, etc
- organisational communications
- organisational philosophy and culture
- new business purpose and legal structure
- markets and societies

All of which are useful but not the most significant factor which is that a true psychological contract takes into account and demonstrates the organisation's desire and ethics in creating a sense of **fairness** in the way organisations are run and operates. Fairness does not mean treating people the same, fairness is more about what's fair for that individual, job etc so at the same time people are treated fairly and **uniquely**.

This does not mean in a organisation with 20,000 employees that we have to have 20,000 contracts, it's about really knowing your employees needs, and being able to react to them.

There is no single right way.

The world changes, and as it does, work and business changes too.

4.3 HOW CAN IT ALL BE FAIR?

Fairness is perhaps the trickiest area for organisations to address effectively because in order to demonstrate fairness decisions need to be explained not just the result but how the decision was arrived at.

What is explained outlines not only where we are now, where we need to get to but also what other options and what else was examined during this process. It's also about taking the giant leap of treating employees as adults and with respect and understanding.

Most people still live for the weekends and their annual holidays; many hate their work and are not truly connected to or aligned with their employer, which often is a bigger problem for the employer than it is to the staff..

With more than 50% of UK employees unhappy at work (as reported in some surveys), how many employees is it practical to fully engage.

Is engagement something reserved for the high potential employees, critical success factor employees or managers above a certain level? Actually this type of approach whilst initially successful ends up creating more division and decreasing engagement.

What if that was different?

What if engagement really engaged?

What if managers were engaging leaders and what this means?

Would things be different?

Fairness is not an easy option, however if employees are treated as adults, included and told how decisions are made they are better able to sign on and sign up to the organisational values and purpose.

The fact that they see the organisation acting fairly is critical for engaging them in what is happening, difficult it may be, unpopular it might be, but fair it has to be. Perhaps this is the true meaning of transparency?

4.4 A GLIMPSE INTO THE FUTURE

When considering the new world of work these videos show some interesting perspectives

Dave Coplin Re-imagining work shifts in the digital revolution²²

<https://youtu.be/G11t6XAIce0?list=PL39BF9545D740ECFF>

Dave Coplin, Chief Envisioning Officer at Microsoft, imagines what might be possible if more organisations embraced the full, empowering potential of technology & encouraged an open, collaborative & flexible working culture.

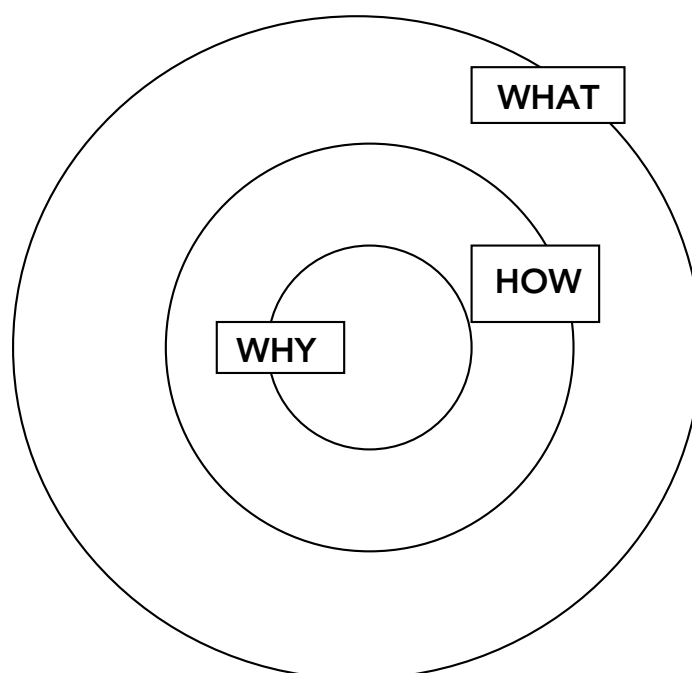
So we have to change our thinking to match how we are now and in the future how we can inspire those to be engaged.

Simon Sinek Starting with Why²³

<https://youtu.be/sioZd3AxmE>

He uses the illustration of Apple as being so innovative, showing that there is a pattern starting with the golden circle. All organisations know what they do, some organisations know how they do it but only a few know why they do it (not just profit). Why do you get out of bed in the morning? This is the start of engaging.

Inspired organisations act from the inside out, according to Sinek Apple “challenges the status quo by making products beautifully designed, simple to use and user friendly.” People buy why you do it, not what you do.



4.5 SUMMARY

- Work is changing
- Work is uncertain
- The psychological contract is still out there and it's your ethics that will count long term
- Fairness counts
- Question why you do things
- Changing our thinking helps us to exist in the in the now



What if you could build your future and create the future?

The innovation accelerator

One generation's transformation is the next's status quo. In the near future, people may soon think it's strange that devices ever had to be "plugged in." To obtain that status, there needs to be "The Shift".

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5 WHAT PART DOES RESPECT PLAY?

Respect is a feeling of deep admiration for someone or something elicited by their abilities, qualities, or achievements with regard for the feelings, wishes, or rights of others.

Having mutual respect across employee levels and grades is crucial in gaining trust, respect enables difficult decisions to be understood and believed.

5.1 GAINING TRUST

Trust is something that is gained, not awarded, not taken, not ordered but given and earned over time and reputation, and it can be broken in an instant.

Most organisations recognise the importance of trust and how important it is to effective teams and cross department working. It will not just happen but will take hard work, persistence and commitment.

So what is trust and how do we get it? Going back to a definition is always useful as trust is described as a **firm belief in the reliability, truth or ability of someone**. Some people describe trust as the basis of all leadership. Another interesting description of trust refers to one party's willingness to be vulnerable to another to party based on the belief that the latter party **is competent, open, concerned and reliable**.

Employees tend to produce less when they do not trust their boss/supervisor/manager, as a portion of their time is taken up with protecting themselves from those who they don't trust. The constant 'making-sure mode' is wasteful and counter-productive.

Another key factor is how mistakes are viewed and acted upon by the organisation. If the first two questions are 'who did this?' and 'why?' then you have a blame culture where no one learns.

And in this blame culture spirals of distrust exist. (See **Ending the Blame culture by Pearn, Mulrooney and Payne**)²⁴ Spirals of distrust can be shown by encouraging over control and having an autocratic style, which instils doubt in employees. This then leads to apathy, resentment and uncertainty, which results in failure, neglect and secrecy, which confirms distrust.

The opposite of this is a gain culture where the first two questions asked are 'what happened?' and 'how can we solve it?' These types of questions produce spirals of trust.

Spirals of trust encourage participation, consensus and confidence where employees show initiative, dedication and openness which then results in accomplishment, pride and communication.

Mistakes that are punished are hidden, not admitted to, avoided and blamed on others; you can spot this by the questions asked when mistakes are made.

Mistakes that are learned from and even welcomed to help bigger lessons to be learned from and transferred into the future so that the same mistake does not occur again. These types of mistakes help people to grow and gain a sense of empowerment and interest in their work. Research has shown that employees who develop with their colleagues the qualities listed below in keeping trust have every chance of gaining the confidence of other people in the workplace and being able to keep trust with each other.

5.2 KEEPING TRUST

Keeping trust is perhaps the most difficult thing to do as it requires each person to be authentic and open, which as human beings we are not always. However the list below is a great start and I'm sure you can add even more important.

Show their competence in their job:

- Conscious of the need to continually develop and display competence (keep learning)
- Keep up to date in your technical area of expertise (keep informed and current)
- Continue reading and learning new skills and approaches (keep improving)
- Be open to new ideas and methods (keep developing)
- Be able to say, 'I don't know' (keep honest)

They also have the key behaviours that they follow through, show integrity, show concern and keep confidences.

Follow through on commitments:

- Keep a log of commitments and make them visible to others
- Keep promises at all times
- Inform colleagues in advance if you can't fulfil a promise
- Only break agreements in an emergency

Demonstrate integrity

- Always do the right thing
- Ensure that your behaviour and actions are consistent with your words
- Stand by and support the values that are important to the team/department
- Be able to say, 'I don't agree' to others

Even more important in today's world where "post truth" is the way of working.

Show concern for the well being of others

- Take an interest in the personal life of other colleagues
- Take time to develop interpersonal relationships
- Be aware of your impact on others
- Ask someone you trust to describe how you affect others

Keep confidences

- Do not disclose personal details about individuals inappropriately (no embarrassing)
- Remember interesting things about other team members.
- Respect confidentiality agreements (no tittle-tattle)
- Do not talk behind people's backs. (no back stabbing)

5.3 WORKING WITH THE UNENGAGED, BORED, DISINTERESTED AND THOSE WHO HAVE GIVEN UP CARING

What is the biggest cause of employee un-engagement? Not sure this is a real word but it is a real situation. Well ask yourself, if you were ignored, controlled in every thought and deed, made to feel that you were unimportant and marginalized, how would you feel? And then more importantly how would you act and give up the extra effort that is within your own control?

If we compare commitment theories to engagement theories we see a clear difference.

Commitment theories are rather based on creating conditions, under which the employee will feel compelled to work for an organisation, whereas engagement theories aim to bring about a situation in which the employee, by free choice has an intrinsic desire to work in the best interests of the organisation.

Recent research has focused on developing a better understanding of how variables such as quality of work relationships and values of the organisation interact, and their link to important work outcomes. From the perspective of the employee, results range from strong commitment to the isolation of oneself from the organisation.

There is strong evidence from **Babiak and Hare (*Snakes in Suits*)** 25 of a pathological cause for disengagement. This is not a problem with or for those who are disengaged, but rather with or for those senior to them.

Personality types

Organisations who prize dynamic, fast paced, aggressive, charming, sales types who are driven and self-interested have put cluster B personality people in positions of power. Cluster B disorders range from narcissists to psychopaths, but all have a tendency to exploit others for personal gain.

They will lie, cheat, steal, bully, and manipulate without guilt or empathy for others. We know that normal people exposed to cluster B's who are pathologically predisposed to serially abuse others, become disengaged, depressed, anxious, and can then suffer burn out and post traumatic stress disorder (PTSD). Cluster B people, when they see talent in the business, either want to enslave it, or bully it out of the business because that talent may show up their weakness or block them from getting ahead. I wonder if you have come across these types in your own organisation or were even one of these types? Recognise the true damage cluster B's do to your organisation and manage what you need to do with them, which might mean saying goodbye in an ethical and appropriate way. (The key question here is just how much damage are these people causing to the organisation as a whole).

If a cluster B type run an organisation this can be described as a 'director with an agenda', their own, which overrides the organisation's aims and goals. This often means that 'what got you there, won't keep you there'. There are many examples of this from the harvesting of retail chains to the introduction of unfettered high flying new marketing or sales directors. Organisational checks and balances need to be in place so as to promote fairness and understanding.

However, an organisation might decide it wasn't to be cluster B heavy. If this is the case, then employee engagement might be more difficult.

Going back to my earlier point is it with responsibility of the employer to ensure all employees are self actualised and fully engaged well partly it's also the responsibility of the individual. In fact its more complex than that.

The CIPD in a 2011²⁶ study identified three main categories of employees

- ***Assertives** who feel positive about their employer but are making decisions in their own self interest*
- ***Passives** who feel indifferent and possibly like victims*
- ***Good citizens** who feel good about their employer and are loyal irrespective of how bad things have been*

Others factors that influence employees' degree of engagement are how they have been treated in the past, their sense of injustice.

Is their work or part of it satisfying or is it just fulfilling a monetary need? Having worked with employees who do very repetitive tasks over and over again I notice that their degree of engagement is largely influenced by how un-stressful the working day might be. This is not to say they don't have company loyalty or pride in their work but being better at the job or gaining a higher role is not that much of a driver because their forms of self-actualisation come from the world outside work. I have worked with many people who do simple jobs but through their choice gain their fulfilment outside work. In a way they have opted out, the real question here is what caused them to do that. Often with these groups of people their work team or group is of paramount importance, this is where they get their affinity, this is who they are loyal to.

Going back to respect for a moment, this is where respecting employee's different levels of engagement comes in. By the way, it varies for us all from time to time, even the boss has a disengaged day.

If the overall disengagement levels are very low managers/supervisors must surely be able to raise it considerable without specific employee engagement strategies?

5.4 SUMMARY

- Mistakes must be welcomed and learned from
- Trust is the currency to build employee engagement
- Fairness and ethics create true loyalty
- Show their competence in their job role by being able to:
 - Follow through on commitments:
 - Demonstrate integrity
 - Show concern for the well being of others
 - Keep confidences
 - Recognise how well you can engage different types of employees

6 WHAT DRIVES THE NEED FOR EMPLOYEE ENGAGEMENT?

6.1 THE INFLUENCES FOR EMPLOYEE ENGAGEMENT

Influences come from the world around us, the nature of economy and the demands of work and society. Work, by its very nature, is evolving and changing.

With our working lives becoming ever more hectic and in some ways complicated how we react to this is a challenge for both employees and employers.

The changing nature of employees' expectations, how trust and being self sufficient have evolved affect how employees and employers operate.

Employees frequently want some meaning and purpose from their work rather than just to satisfy some immediate needs. Yes, everyone wants enough to live on, to have a basic quality of life, and to earn a living wage, but to go beyond this as employees and employers is to seek out what truly motivates and enables people to be successful and happy in their work.

The pressures on organisations to be ever more competitive, productive and innovate cannot be met from within an environment of micro-management and over control, but only in an environment of trust and collaboration, where people's ideas are shared not stolen, where people are promoted not profited from, and celebrated not criticized.

The changing nature of the diversity of employees, education levels, age and gender mixes all have their part to play. I wonder how many employers have fully embraced the demographic changes that have occurred since the pensionable age in the UK was raised? Older workers are motivated by different factors and may sometimes be more resistant and with good reason. Is it simply about supply and demand? Fewer replacements (young workers), changing age ranges, as well as specific skill shortages all make the case that if organisations have a more enabled, highly motivated set of employees their ability to achieve their long term strategy is enhanced.

The changing nature of the skills required to undertake the new jobs that will evolve whilst at the same time having enough traditional skills for the organisation to function is a challenge.

It comes down to making the most of what you have within the organisation, realizing people's potential and being able to maximize performance and retention.



6.2 THE FOUR DIMENSIONS OF EMPLOYEE ENGAGEMENT

<http://engageforsuccess.org/what-is-employee-engagement>

Using the Engage for Success drivers as an example of how an organisation can review how it is ensuring that their approach is appropriate and connected.

The drivers are described as:

1. A strategic narrative
2. Engaging managers
3. An employee voice
4. Organisational integrity

The **strategic narrative** is what describes the organisation's purpose with a clear direction, this is the story of the organisation from its roots to the current day and where it sees itself in the future. Like any story it has to be compelling and true so that the people in the organisation can believe in the organisation and see it as credible. The most important aspect of the strategic narrative is its authenticity without this being true all other communication can be seen as just marketing speak rather than what we really believe.

Engage for Success describes this in the following way:

***Authentic** – Your organisation's story needs to be **authentic**. You and your team need to believe it, and live it. You need to be able to speak it from the heart. You need to be signed up to it, so there is no gap between what you say in public to staff, and what you say in the privacy of your own office or in the car on the way home. You need to be able to tell it in your own language, preferably without notes, so that you can tell it wherever you are, with teams large or small or just 1:1. You need to tell it in language that resonates with your staff, that uses their words, and echoes their concerns.*

Engaging managers

This aspect is one of the most challenging for organisations and the managers themselves. You would hope that managers would want to be engaging employees and be engaged themselves; this is not always the case. This is the key relationship for employee engagement to work and be spread throughout the organisation, it is the strength of this that will determine if the strategies, plans and efforts will be embedded into the organisation.

An employee voice

Having the systems and processes in place that enable the voices of the employees to be heard and listened to. This is how the organisation can take the employees' views into account and develop an ongoing discussion / conversation about where the organisation is going.

Using LEAN and Continuous Improvement principles so employees are empowered to redesign and simplify work processes to cut out waste and improve customer service and the customer experience. This is where innovation and creativity can be harnessed to build a more adaptable and flexible style or organisation which is able to work with change constructively.

Organisational integrity

This is about how the posters on the wall match the behaviour and actions on the floor. How promises are kept. Trust is critical to the success to this dimension as without it the engagement activities will be seen as just going through the motions or another initiative thought of by someone else. As outlined previously in chapters 4 and 5 which focus on fairness, trust and respect.

6.3 APPLYING THE ENGAGING ORGANISATIONS MODEL

One way to map out where you are as an organisation is to use the engaging organisations model below as an initial audit of what has happened and what is happening in your organisation.

Key stage	Typical questions
Where are we now?	What's working when engaging employees? Where is the better practice? Who models the best way forward?
Where are we going?	What is our mix of employee types for now and the future? How much will technology change our engagement needs? Where is the world of work taking us?
How will we get there?	Better practice pockets Examples of working well/working badly Pilot and plan, roll out and tailor Do our job descriptions, role clarification reflect our employee engagement needs?
What is expected of everyone?	Are leaders coaching, counseling, mentoring? Are employees participating in engagement?
What support do we get/give?	How is it working? Using a strengths based approach? 360 perspective, performance review and management.
How effective are we?	Measures, improvements, traction, retention, profile, promotion, flexibility, praise, remuneration, benefits, matrices
How will we know its working?	Self understanding Leadership connectivity Team cooperation Shared Values
Who are we?	Our ethics Our community Our purpose Situational analysis: strengths, weakness, opportunities, threats (SWOT)

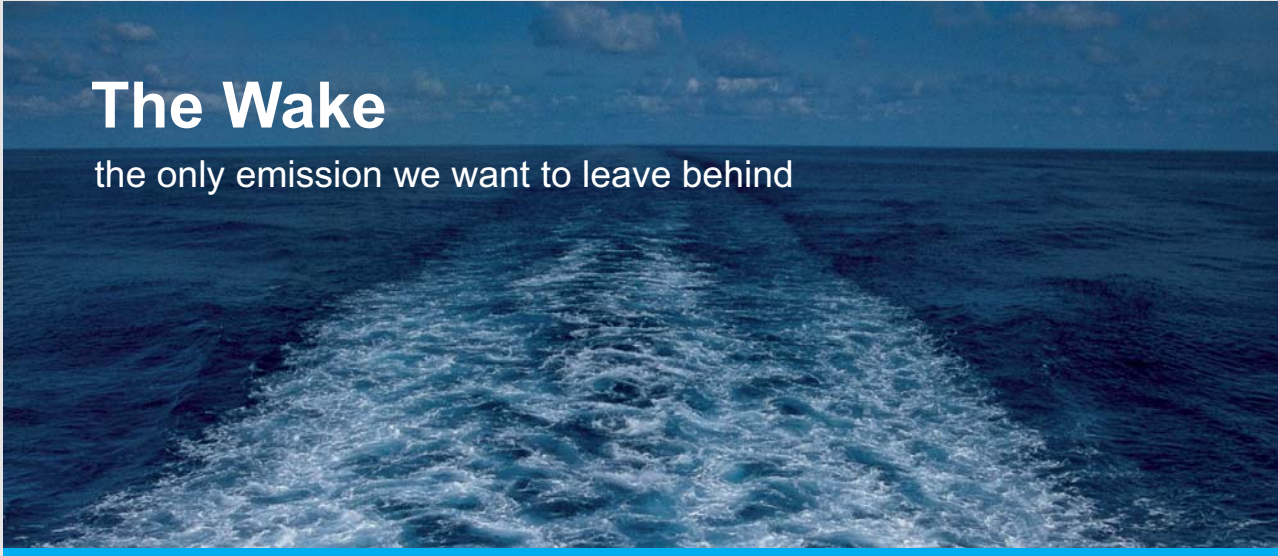
6.4 HOW TO CREATE EMPLOYEE ENGAGEMENT?

To start with we have to know how to enable someone to succeed, this is sometimes called empowerment, which is gaining the active participation, involvement, accountability of another by encouragement, setting of boundaries and expectations, listening to and acknowledging the employee's ideas.

For managers/leaders it helps them to release their own time for other activities, realises employee potential and develops and motivates them.

So how can we empower our employees?

- By developing the creativity that people already have and perhaps aren't fully utilising
- By enabling them to go beyond the norm and beyond the traditional ways of doing things
- Take them to the right way of doing things by looking at how to move things forward with the least amount of fuss and difficulty




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Leaders won't empower people by maintaining an impression of overwork and an aura of being indispensable, through fear of job impoverishment and by being threatened by employees' abilities, through the fear of loss of control or by believing no one else can do the task as well as they can.

For managers it means a mind shift and by itself it empowers them too so they can:

- be more proactive
- take increased responsibility
- contribute more

They are brought solutions rather than problems. More development opportunities can be created for staff enabling more motivated staff and greater opportunities for building the team. This creates an enabling circle where everyone gains.

To employees it usually means:

- Being given more autonomy
- Being left alone to sort things out and to make their own decisions
- More job satisfaction and enjoyment while at work which in turn gives them a greater sense of autonomy
- The ability to get very good at something and achieve a sense of mastery

6.5 SUMMARY

- Recognising the ever shifting external influences
- Demographics and technology changes as opportunities
- The key role in clarity of strategy
- Engaging (inspiring) leaders and managers
- Processes that permit meaningful conversations
- Being heard and listened to
- Values and aligned actions = integrity
- Creating an "as is" engagement map

7 THE STAGES OF EMPLOYEES' ENGAGEMENT?

7.1 THE CHARACTERISTICS OF AN ENGAGED EMPLOYEE

This whole section can be summed up by the quote **“You hire an employee and a human being walks in”**. Apologies but I cannot find the original source although it appears quoted by a huge number of entrepreneurs.

You only have to look at a five year old playing with a new toy, someone talking about their favorite sports team, or their choir, or their residents meeting or any one of a thousand groups or clubs that people volunteer their time for to understand how engaged people can be. The key here is that it's their choice, they want to be there, they want to make it the best it can be. So an engaged employee is someone who is seeing their job as their hobby or pastime, something they do as a passion.

These examples show people exercising their choice just as employees can choose to take part fully or not. Sometimes organisations forget that choice alone is a driver for many people.

Employees are often categorized into engaged, neutral and disengaged however I think this is too simplistic a categorization because:

- Some employees are engaged in their work, but not the organisation
- Some employees are engaged with their own team or workgroup
- Some employees are engaged with their own career and desire to progress

It's about how employees are engaged and with whom, with what and why that is important. This puts a responsibility onto managers to really get to know the motivations and drivers of their employees and form the links that ensure employees can be as engaged as possible.

I see employee engagement as an ongoing engaging process on a sliding scale depending on where people start from. Typical feelings might be:

- I put up with it there's nowhere else to go
- I have to be here
- I like what I get from being here
- I like the people here
- I enjoy the work
- I value my career progression and benefits
- I know this is the best place for me to work
- I would recommend my best friend and family to work here

So how do managers fit all this in when they have their own priorities and pressures? This is where a sense of connection with the organisation's values has a real importance and apart to play?

Firstly, it's their job to not only develop themselves but to enable/empower their team and individuals to be as skillful and successful as possible.

Secondly, their manager should be working in the same way with them.

I realize that some will feel that this is fantasy land. Well, the future will decide if those organisations really thrive or just scrape along. Which would you prefer to work for?

7.2 HOW TO SPOT ONE BY WHAT THEY DO

Let's see what you might notice about a fully engaged employee. They appear more confident, have a greater sense of being included, come up with more innovative and creative ideas.

Some of the typical behaviours are:

- They actively work to improve things
- They look for opportunities to improve overall organisational output
- They believe in the organisation
- They have a sense of identification with the organisation
- They see the bigger picture
- They are positive about the job
- They are positive about the organisation
- They keep up to date with developments

7.3 WHERE DOES ENGAGEMENT START?

Engagement starts with the hiring, continues with induction / introduction, builds with the team and organisational understanding and flourishes within a culture that is clear, consistent, competent, creative and caring. Through the shifting sand of the employees' lives and the changing nature of work the organisation engages with the person and the employee engages with the aims and purpose of the organisation. It grows where the values of the organisation match, in a large part, the values of the people in it. The employees can understand and sign up to what the organisation is really about.

It ends when monitoring for its own sake, measuring the minutiae, mentioning every fault and making human beings feel like resources starts or becomes endemic. Few want to work for a micro-manager.

Engagement is based on the foundations of trust, respect, fairness, and supported by motivation, appreciation and recognition. It is nurtured through leadership, communication and collaboration.



7.4 HOW TO KEEP ENGAGEMENT GOING?

Engagement is not a one off process or project but a part of the continuous development of the organisation and its people. Therefore the aim is to be engaging, curious and interesting, to bring about that human spark that lets each person use their whole brain. In the 2014 Deloitte Global Human Capital Trends research, 78% of business leaders rate retention and engagement urgent or important.

So if engagement is so important why is it that it sometimes gets put in the nice to do bin rather than the critical to do bin. Well it's often about the balance between what the managers/supervisors see as their day job and is tied up with what people get rewarded for. The overall systems and processes within the organisation must be supportive of employee engagement and designed so they make it easy to happen.

Seeing employee engagement as something at least as important as customer engagement is the way to ensure that actions are taken. When embarking on employee engagement from the outset it needs to be seen as an integral business process.

Small things matter when engaging with employees.

Start by showing appreciation, saying thank, saying hello.

I recently interviewed a number of employees in a team who were having difficulties and one overriding issue that came out of this process was that several of the team members couldn't remember when their manager had last spoken to them directly (face to face) or even said hello. Shocking when this team worked in the same office and sat within 20 metres of each other.

Engaging employees is about building relationships, understanding what's at the core of the employee's behaviour and what triggers and interests they have.

Even small things like buying birthday cakes, having some fun time, showing you are human matter. Some managers I have worked with have become so wrapped up in their status, role, and their own ambition that they have forgotten they are human and so are their team members.

My question to all managers: is it really so difficult to motivate and lead employees? Some maybe a challenge, some are downright awkward, some don't want to be there, but given the embarrassingly low levels of engagement countrywide and examples quoted about UK and US organisations (though many surveys), even small changes would make a big difference.

There are greater challenges in today's world where your boss is located in China and your employees are in six European countries. Distance does not excuse distant or absent managers. Technology can help; intention is all it's about "the want to" matters from all sides.

Sometimes the preoccupation with numbers and monitoring drives the exact opposite of the intended behaviour. So it is about engaging organisationally, functionally, team based and individually. Some typical examples are below.

Level	Activity	Meaning what? How?
Organisationally	Values Systems Processes Reward	Sharing and articulating these Living by them It's about what you say and do
Functionally	What you are known for? Connecting networking	Professionalism Seen as the department that helps gets things done Expertise Approachable
Team based	Understanding each other Developing as a team and understanding how teams work Open, challenging, supportive Trust	Developing trust Depending on each other Helping each other succeed Ask what is not being said Ask for feedback
Individually	Say Hi/Hello Remember their names, birthdays, interests Stage of their career/life Motivational interests and triggers Influences	Being happy Being engaged yourself Encouraging wellbeing Showing respect Fairness

The challenge is with even more pressures the need for empowerment, engagement and creativity within organisations is at an all time high, the speed with which decisions are required and the demands placed on all employees (including managers) to respond is increasing so we have to start doing things differently. This is explored in more detail in Chapter 9 which looks at communication, coaching and leadership.

7.5 SUMMARY

Engaging is different for different people. What is the key that unlocks the best in them?

- Some employees are engaged in their work but not the organisation
- Some employees are engaged with their own team or workgroup
- Some employees are engaged with their own career and desire to progress

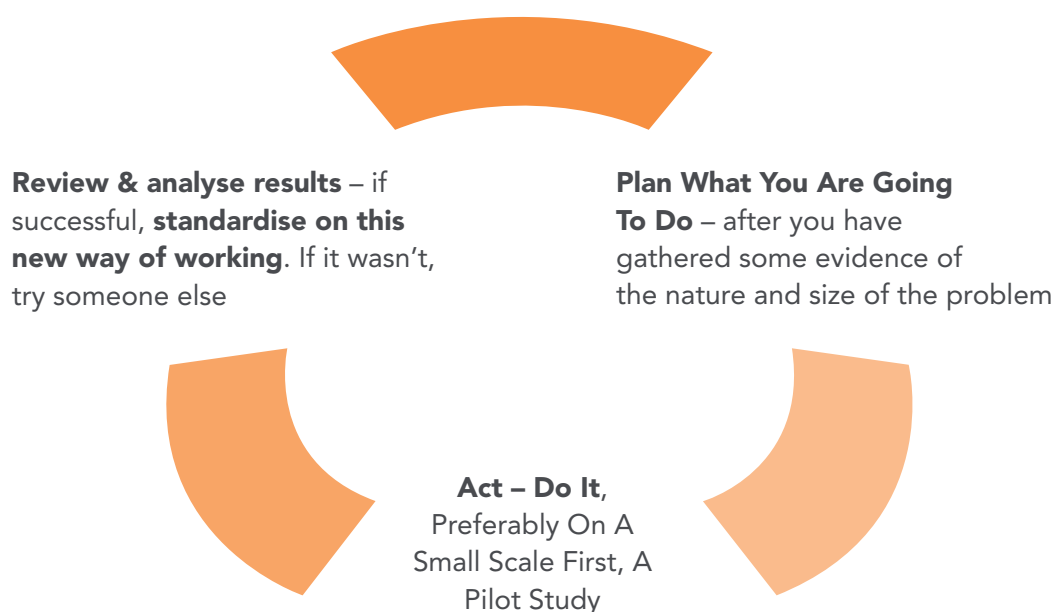
Engaged employees actively work to improve things, they look for opportunities to improve overall organisational output. They also believe in the organisation, have a sense of identification with the organisation and they see the bigger picture and their part in it. They are positive about the job and the organisation and keep up to date with developments.

It starts with you.

You need to be engaging, and model what engagement looks like.

8 THE STEPS AND TOOLS FOR ENGAGEMENT

When starting out on an engagement campaign or renewed activity or repositioning depending on where the organisation is starting from it's useful to adopt a basic principle of plan, act, do. Understand that employee engagement is an ongoing continuous improvement process in itself and that it requires a number of review and feedback points to ensure it stays on track.



When selecting the most appropriate tool to use at a particular stage of your engagement activities consider what it is designed to do and what it will tell you.

So the some of the first questions to ask are:

- How committed are the directors/owners and senior management to engaging with employees?
- What does engaging employees mean to our business and how does it fit into our strategy?
- How committed and supportive are employees to being engaged, what's important from their perspective?
- How can we (the employer) help as many people as possible to take part?
- How can we ensure confidentiality?
- What questions should we ask?

- How can we ensure consistency over time and benchmark our survey against norms for our industry or best practice at work?
- What are the results telling us and what does this lead us to do?
- How shall we report back the results? Best practice recommends that this is done within two months of the initial survey?

8.1 SURVEYS

From the beginning surveys have been used as the first data gathering technique and have become the main stay of employee engagement. However as these have sometimes been over used or badly designed they have often resulted in a collective employee groan “not another survey”.

Sometimes there is a tendency to try and collect data about everything and an attempt to ask a large number of questions so that we can capture all the information required in one hit. This can lead to so much information that analyzing it becomes Herculean task which takes too much time and therefore scepticism as to when there will be any output from this survey.

You need to target your survey on the key employee engagement objectives by asking specific questions which will help us understand where you are and what causes the most concern for your employees.

Be sure that you are clear about the purpose of the survey and how it fits into your overall strategy and approach for employee engagement.

For the survey to be successful it's important to have a clear picture of what success will look like and what your priorities are for employee engagement.

How can you make the survey a positive experience for the employees who are completing it? How the survey is positioned as part of team and department briefings and seen as an integral part of the business is key.

Typically questions might take the form of “I am satisfied with my opportunities for professional growth” graded against a five point scale, usually: strongly disagree, disagree, neither agree or disagree, agree and strongly agree.

Start by defining the job role, department and then go into the main part of the survey which may then cover:

- Opportunities for growth, career advancement, organisations dedication to my development, training satisfaction,
- Application of talents level of investment organisation makes to training,
- Inspiration, involvement, excitement
- Compensation, compensation fairness
- Communication, decision making
- Management/supervisor relationship, co worker relationships
- Trust, respect, workplace flexibility
- Understanding of impact of work to the business

Survey length can vary from 20 to 40 questions

The key is to ask the questions that will give you the best value for the information returned.



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Some useful tips when designing surveys are to use language that is accessible and easily understood, make it anonymous, provide an incentive for filling it in and explain what will happen when they have completed it and when they can expect to hear the results / summary. And ensure that you can deliver.

If you decide to hire an external specialist engagement survey provider, be clear about what you want from them and ensure they understand your own organisational values as part of the briefing process.

Some key questions for the provider are

- Is there an opportunity for the survey to be tailored in design?
- How has their tool been validated and tested?
- Does their tool allow for external benchmarking?
- What type of statistical analysis do they carry out and report back
- What is the cost?
- Feedback from other users

8.2 FOCUS GROUPS

Before the focus group preparation

Identify the major objective of the group and topics to be discussed and develop five to six questions.

Plan your session to allow for interaction.

Invite participants to the meeting send them a follow-up invitation with a proposed agenda, session time and list of questions the group will discuss. The session should last one to one and a half hours with, at most, five or six questions.

Hold sessions in a conference room, or other setting with adequate air flow and lighting. Configure chairs so that all members can see each other and provide name tags and refreshments.

Define and state what the ground rules are examples of these might be keep focused, maintain momentum and get closure on questions.

Prepare an agenda for example: welcome, explain the goal of the meeting, review of ground rules, introductions, questions and answers, wrap up.

Focus groups are usually conducted with 6–10 members who have some similar nature, e.g., similar age group, status in a program, etc. Attempt to select members who don't know each other.

Plan to record the session with either an audio or audio-video recorder or involve a co-facilitator who is there to take detailed notes.

During the session

The major goal of facilitation is collecting useful information to meet the goal of meeting. Introduce yourself and the co-facilitator and work through the agenda.

Carefully word each question before that question is addressed by the group. Allow the group a few minutes for each member to carefully record their answers. Then, facilitate discussion around the answers to each question, one at a time.

Ensure even participation. If one or two people are dominating the meeting, then call on others. Consider using a round-table approach, including going in one direction around the table, giving each person a minute to answer the question. If the domination persists, note it to the group and ask for ideas about how the participation can be increased.

When closing the session let the members know that they will receive a copy of the report generated from their answers, thank them for coming.

Immediately after session

Write down any observations made during the session. For example, where did the session occur and when, what was the nature of participation in the group?

Were there any surprises during the session?

8.3 OTHER METHODS

In addition to surveys and focus groups other information collection and validation methods might include:

- More informal style of sessions such as lunch and learn with senior managers giving tentative or initials findings.
- Using facilitated team discussions with an external facilitator.
- Having “follow up” interviews from a mixed sample taken at random within the organisation.
- On line discussion forums and groups.

All these methods provide data and feedback on progress, they also serve to highlight any continued areas of concern and where gaps or issues might be emerging.

Specialist events for creating conversations such as:

A '**café event**' This is a whole group interactive method which is focused on conversations. It is a collaborative process for sharing knowledge and creating possibilities for action. The environment, as the name suggests is set up as a café with paper covered tables for four to six. People sit at a table and hold a series of conversational rounds lasting between 20-35 minutes about one or more questions which are personally meaningful to them. At the end of each round one person remains at each table while the others go to other tables. The table host share the conversations so far and the newcomers relate any conversational threads they have had and the conversations continue, round by round. This is often used when sharing experiences, stories or results as well as problem solving and planning.

Real time surveys (in the moment) with the rapid growth of technology which is now able to measure employees "real time" reactions, impressions and views of the organisation and other employees, how happy they are, how engaged they are, the capability of being truly responsive to employee needs is out there. A 'one click' response can gather immediate information quickly.

New tools and techniques that measure happiness, alignment, and job satisfaction in real time are emerging. These tools include rapid pulse surveys, analytics applications that correlate retention and performance to work factors, and day to day tools that let people openly express their feelings. Some of the providers developing these tools include [Culture Amp](#), [TinyHR](#), [Globoforce](#) and [Roundpegg](#).

Immediate temperature gauging questionnaires or visual charts might be a valuable aid to continue the surveying of employees within their work teams or groups, where over time if these begin to determine actions can be taken to investigate the cause of the symptoms. Niko Niko (developed by Toyota) is a system/calendar that is often used in agile software development to determine the team's mood, engagement and other feelings day by day. With psychologists helping to phrase and develop the specific questions, around how the teams feels the teams level of energy or how they feel about challenges. Team members can respond by using emoticons showing their feelings.

October 2016							
Blue Team	1	2	3	4	5	6	7
Bob G							
Salla h							
MeC							
David							
Soe							
Amanda							

8.4 REPORTING BACK AND ACTION PLANNING

Ensure that how you report back the information gathered is timely and meets what you said you would do. That the reports and summaries can easily be understood and where they might be open to interpretation that they say this. Many effective engagement surveys have been derailed because of this lack of care or even worse, not reporting back at all.

Using a cascade approach from directors to senior managers to managers has by its nature advantages and disadvantages. The advantages are that the message can be absorbed and the involvement and understanding can be shared. However, there needs to be a core message that needs to be consistent otherwise interpretations can lead to a different message being sent to different parts of the organisation. Other disadvantages are that timeliness is lost or drawn out. So that watch word is to keep it simple, as direct as possible and in stages if there are more complex, contentious messages that require further actions and other forms of follow up.

Consider when you are action planning, involve employees as much as possible. By showing openness and collaboration you will be mirroring the behaviours you are wanting the employees to adopt. This is where organisations can fall short after all the work has been put in, in deciding what will be done the energy and sometimes the interest wanes when deciding and prioritizing how it will be embedded into the organisation. The ultimate aim must be to turn employee engagement into a “business as usual” activity.

Using the action learning approach of what, so what and then now what is often helpful in ensuring that actions are taken after reflection and have a meaning for the engagement activity as a whole.


8.5 SUMMARY

- Prioritize what areas are most important to your organisation to explore in employee engagement
- Gather information that is meaningful
- Analyse with care or get professional help to do so
- Use a mixture of quantitative and qualitative approaches
- Involve mixed and diverse groups as much possible that are representative and reflective

9 GETTING THE FOUNDATIONS RIGHT

This chapter explores some of the key building blocks in establishing and growing ‘an engaging employees’ culture and practice. So that it’s not only the way we do things around here but it’s the choice we have made as an organisation for now and our future.

9.1 ENGAGING COMMUNICATION AND TIMING

 **ENGAGE FOR SUCCESS** organisation see the linkages for employee engagement as:



An engaged employee provides the platform for the success of the organisation from a variety of perspectives, increased profit, and productivity, increased sense of wellbeing, innovation and reductions in employee churn/turnover and sickness.

Underpinning all of this is the ability of the organisation to reach out and connect with its people.

The communication of the key messages and rationale for undertaking employee engagement at whatever level needs to have clarity and meaning. So the message needs to be delivered in a number of ways and spread throughout the organisation by a number of people.

I believe it is a prime responsibility for managers/leaders to engage with and create engaging partnerships with their people. I realise that this is not easy with all the pressures and competing demands on the time and energy of managers/leaders, however if this is overall what the organisation really wants then attainment of engagement needs to be given the same value and importance as customer engagement.

Time and resources need to be allocated so that the vision can become a reality. Create a roll out plan that helps each stage along the way to be achieved and adapted, ensuring that what you want is what you get.

Key messages

Why Purpose/ direction	What Objective specifics	By who Sponsor or project owner	When timing	How Methods/ channels

9.2 ENGAGING AND ENABLING THROUGH COACHING AND MENTORING

Given that the past has been formed with a management style that has in many ways (and still is) command and control, where the present is changing and the future looks even more uncertain a change of style is not just beneficial but essential for survival and growth.

Managers using their soft skills or interpersonal skills where the key abilities of having discussions that help employees learn and become self aware and self motivated are even more critical in today's world.

Coaching is “**A collaborative solution-focused, results-orientated and systematic process** in which the coach facilitates the enhancement of work performance, life experience, self-directed learning and personal growth of the coachee.” (Anthony Grant, University of Sydney, 2000). My own definition is that coaching is the art of enabling, encouraging, enhancing effectiveness and effort (Peter Mayes 2013). Coaching can be more around specific development areas and issues

Mentoring is very well described as “A mentor is a **more experienced individual willing to share knowledge with someone less experienced in a relationship of mutual trust.** As described by David Clutterbuck a leading edge management author. Mentoring is more about developing the mentee as a professional.

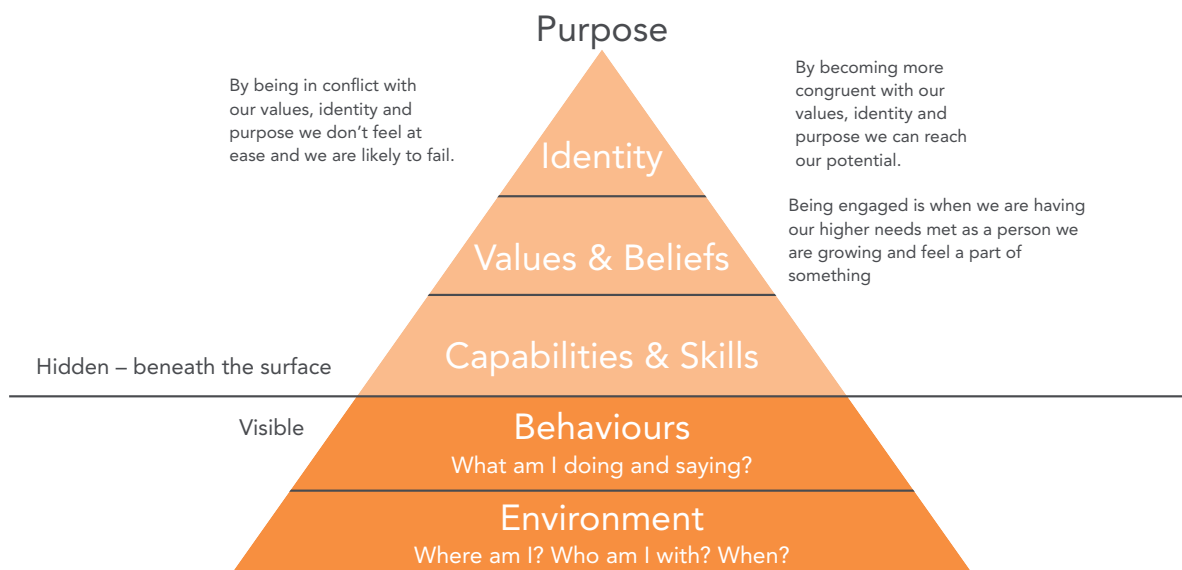
However the skills used in both forms of learning are similar. The most important being that a coach/mentor:

- provides constructive challenge
- is self-aware and understands others
- reshapes their own and others thinking
- is committed to learning and helping others learn
- is a good listener
- displays empathy and builds rapport
- observes and is reflective
- is politically or professionally savvy

Within an employee engagement context the role of the mentor/coach is crucial in both helping employees to become more engaged as it's a way of creating an ongoing dialogue that sustains the employee during tough times and is a foundation for creativity.

For many leading edge and enlightened organisations the coaching/learning culture approach can often be seen as:

- Embedding successful change behaviours
- Embedding group and senior sponsorship for coaching by and from line managers
- Coaching as the right thing to do and a high performance culture through coaching is the emphasis for managers
- Co-coaching managers coaching each other, practiced in management meetings
- Coaching is seen as fundamental to wider culture change including employee engagement
- Embed coaching through communications, measurement, leadership and HR systems
- From induction on, support for being a good coachee is encouraged



Adapted from Logical Levels (Robert Dilts' Model)

9.3 ENGAGING LEADERSHIP

Are leaders thinking about engaging employees? Have you taken the time to sit and have a real think about what your leadership does for others? Perhaps this is too scary a thought to contemplate.

The other day, I decided to think about how I worked with others and gain some insight from them about what my interaction has done with them. This then posed some new questions, “what to ask?” “who to ask?” “what will they say?”

Before letting my doubts subvert my curiosity I decided to send off a reasonably short questionnaire with six main questions. I did this to see what I would get back to discover more about myself and my clients and the different perspectives they had about me and how the questions landed with them. My aim was to gain some insight, learning and further reflections.

My questions:

1. What golden thread is throughout Peter, what is Peter about? Sometimes called your “Brighton Rock” enabling you to confirm your strength of strengths
2. Strengths: What you have noticed Peter does well and what does he do exceptionally?
3. What does Peter need to watch out for? (Potential pitfalls, weaknesses)

4. What Peter would benefit most from given your experiences of him that would stretch and develop him?
5. Any further thoughts?
6. Five words that describe Peter as a coach/mentor?

What I hoped for was some feedback; some praise (well I am human after all) and some things I need to look out for.

What it reinforced for me was:

- having a sense of ease
- knowing that I am appreciated
- getting recognition, “thank you” and being thoughtful

Most of the time we underestimate the exceptional work that we do. We have been brought up to look for gaps, improvement, what’s missing rather than what we’ve achieved, what we know, and what’s been gained. Recently I attended a group, undertaking an overview of Nancy Kline’s work which is about creating a thinking environment and having time to think.

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Some of the key principles are:

- Everything we do depends for its quality on the thinking we do first. Our thinking depends on the quality of our attention for each other
- Thinking at its best is not just a cool act of celebration it is also a thing of the heart
- A thinking environment is a set of **ten conditions** under which human beings can think for themselves with rigour and imagination, courage and grace.

In coaching we talk about being present and having presence, this is about the close attention we pay to what is being said and the gaps in between, sometimes this is referred to as being in the moment or working with whatever comes up. If leaders are to be engaging this is the craft they need to master. To quote Dan Pink from “**the puzzle of motivation**” there is a mismatch between what science knows and what business does.

Autonomy, mastery and purpose (Keith Crince, **Simple Complex Wicked Problems**) are the building blocks of the new systems for business success examples. Engineers need to have free time to work on blue sky ideas; this builds motivations, increases innovation and desire to achieve.

The carrot and stick approach works only with simplistic tasks however in today’s age tasks are not simple, so now what we need is motivation that expands our mind, grows our curiosity and increases our ability to solve the uncertain and mystifying.

For the individual the first step of creating **autonomy, mastery and purpose** is to use some of the latest lessons from our discoveries about the brain. The latest neuroscience suggests you can literally “adjust” your memory. You choose the experiences you decide to remember and how you wish to remember them.

To emphasize the value of a human, authentic and appreciative leader who has **autonomy, mastery and purpose** he/she is able to:

1. See **clearly** where you want to go
2. Hear correctly by listening for facts, feelings and what’s not said
3. Think clearly by creating time to ruminate
4. **Inquire** critically to seek and gain understanding
5. Show **respect** for others and yourself
6. Maintain **calm**
7. Consider **consequences** of acting or not
8. Create desirable **outcomes** (desirable for who)
9. Do **what is right** (right now)
10. **Give credit** and step aside

Engaging leadership takes the time to stop and stare. Remember that leadership starts with your own sense of what is fair, values and being seen to be of value. So when organisations start to pose the question what makes our people unhappy, de-motivated or resistant? It's often because of what the organisation is not doing rather than what it is doing!

- It's not listening
- It's not considering
- It's not asking
- It's not genuine
- It's not open

What is it that makes your people unhappy?

Start by asking yourself what makes you happy because what makes you happy will make you realize what makes your people happy, are they really so different from you? We are all human beings in a job/career driven by needs; these might be to survive, to get through the day, to learn new things, to be a part of something, to get ourselves on the next step of the ladder, to get ourselves off the ladder, to get ourselves a new ladder.

So what makes your people happy is:

- being listened to and heard
- being a part of something
- having some free scope for acting
- looking at our life as a whole
- having a sense of direction
- having a sense of ease
- knowing that they are appreciated
- getting recognition and a thank you

Leaders and managers have a difficult job and that job is changing due to the nature of the change in work our understanding of how the brain works and the types of challenges that we now face and will face in the future.

Their job will not be so much about the numbers but how to continue to get the best from employees when sometimes the economy is in a down turn or the organisation is in restructuring mode.

Having witnessed many redundancy campaigns and provided outplacement support for those who have been affected (sometimes referred to as casualties, really?), often what remains with these former employees is a feeling of betrayal or being used. Why does this happen? Often when people stick to the process, organisations lie and the process is subversive or hidden. Honesty and sensitivity are key however managers are often ill equipped for this and handle it badly. Yes, I know it's a change process and part of transition, however when it's handled badly your engagement strategies will be damaged for years; the survivors have a remembered pain and hold on to it.

9.4 ALIGNMENT

Can all employees be aligned with the values and goals of the organisation? The short answer is no, not all. However, can they be aligned enough, engaged enough and inspired enough to be better than they are at the moment. Well, yes they can.

In chapters 4, 5 and 6, I explored the relationships between respect, trust and fairness and how these provide the basis for understanding the different motivations of leaders and employees alike.

The quest for engaged employees is built on good people management and learning and development practices. Successful employee engagement strategies need to be actively supported by directors, senior leaders and line managers. They should take into account all aspects of the work and align organisational purpose, vision and values with job roles and communications. A minority of employees may not want to be engaged; recruitment practices and performance management would also need to be used where this non-engagement becomes a problem in itself. However, there is no quick fix to building and supporting employee engagement culture and practice. Even the non-engaged or non-aligned need to be treated with respect and fairness as they also hold the key to the organisation's reputation.

Is the overall goal for all employees to be fully engaged? Well, it depends on the employees and the employer.

9.5 TO DRIP FEED OR EXPLODE

Some would say that employee engagement is a repackaging of previous schemes to get employees onside or get the best out of them or, productivity improvements under another name.

The first steps are to establish where you are now and what is affecting your employees. For example

- Looking at what is working and not working?
- What makes people tick?
- What irritates them?
- What is the mix of our employees in terms of age, skills and capabilities?
- How can we integrate these approaches into our organisation?

The challenges to and opportunities for developing employee engagement will all vary within an organisation's culture, sector and history.

Exploding an employee engagement programme would be seen in many cases as just another programme and would not necessarily gain the desired long term results. Therefore to see engagement as a continuous process improvement in the same ways as quality improvement or business improvement would be a far more effective approach.

9.6 SUMMARY

- The communication of the key messages and rationale for undertaking employee engagement at whatever level needs to have clarity and meaning
- Using coaching and mentoring as the how to tools for engagement (as coaching is the art of enabling, encouraging, enhancing effectiveness and effort)
- Leading through example and by creating autonomy, mastery and purpose in others that show the engaging leadership approach
- Enabling and empowering employees so they can be aligned with the values and goals of the organisation.
- Employee engagement as an integral part of organisational life

10 THE FUTURE OF EMPLOYEE ENGAGEMENT

In this chapter I will explore the shifting sands of employee engagement and how, as an umbrella for balancing employee wellbeing and organisational growth, employee engagement can change the culture of the organisation.

10.1 THE CHARTERED INSTITUTE FOR PROFESSIONAL DEVELOPMENT (CIPD) VIEW

This extract is an from employee engagement factsheet published in December 2015 *Employee engagement as a concept has become increasingly mainstream in management thinking over the last decade. It proposes a ‘mutual gains’ employment relationship, creating a win-win for employees and their employers.*

One of the most enduring definitions is that from the Utrecht University group of occupational psychologists. This measures work engagement, which has three elements:

1. *vigour (energy, resilience and effort)*
2. *dedication (for example, enthusiasm, inspiration and pride)*
3. *absorption (concentration and being engrossed in one’s work).*

A broader view of employee engagement came in Kingston Business School’s work with us reported in creating an engaged workforce. This defined employee engagement as “being positively present during the performance of work by willingly contributing intellectual effort, experiencing positive emotions and meaningful connections to other”. It identifies three dimensions of employee engagement:

- *Intellectual engagement – thinking hard about the job and how to do it better*
- *Affective engagement – feeling positively about doing a good job*
- *Social engagement – actively taking opportunities to discuss work-related improvements with others at work.*

The engagement levels of British employees

Over the last few years, and in line with other research, our Employee Outlook survey has found employee engagement levels to be broadly stable in the UK (between 35% and 39% of employees indicating positive engagement according to our index).

More specifically, using the three core facets of employee engagement identified in our research with Kingston Business School we found that levels of affective engagement tend to be the highest, followed by intellectual engagement, and social engagement the lowest.

Other key results from the Creating an Engaged Workforce research are:

- *women tend to be more engaged with their work than men*
- *younger workers are less engaged than older workers*
- *managers are more engaged than non-managers*
- *those on flexible contracts are more engaged than those who are not*
- *public sector employees show higher levels of social and intellectual engagement whereas private sector employees are more engaged affectively.*

It's worth considering how work and organisations may well have changed or are changing given the global environment and the questions posed by political decisions in the UK and the US. Also, given the complexity of employee engagement and the different starting points organisations find themselves in classification of employees by generic ages, types and sectors while it provides an insight, may well not be so helpful.

Some of the ongoing questions raised by the CIPD

1. Are employers clear enough about what employees are engaged with and how this aligns with organisational strategy?

In practice I have found this to vary considerably from organisation to organisation, from team to team and from individual to individual. Having a fully engaged workforce may put a strain on resources, and the temptation is to promise much but not deliver much, which results in the opposite of the intention of engaging employees in the first place.

This is very much about being clear about what you are doing before you instigate it. Employees are engaged with different aspects of their work which to them is the most important factor.

2. Do employers expect too much effort from employees and is there a danger that engagement strategies become a drive for intensification?

In practice some employers do expect a lot from employees and this is fine providing both sides see this as fair and reasonable but what's fair for someone on £100k a year is different to someone on a minimum wage, zero hours contract with no guarantee of work the next day.

This boils down to what is fair and reasonable for the employee and the employer. The drive for productivity, improvement and better use of resources has to be balanced between the being well (well being) of the employees. Being realistic and pragmatic about the type and nature of employees the nature of the work they do and what else inspires and motivates them is all important. Sometimes the over reliance on processes to predict the outcome and make it easy to manage ignores the fact that you are dealing with human beings.

3. Is employee voice a neglected enabler of engagement and do we need to revisit the fundamental power balance between managers and employees?

Given the events of the last three years I believe we are now in some very different times where levels of trust between authority and the populace are at an all time low. Differing age groups have very different outlooks on the world of work. So it's time to have a rethink and see how the balance between employee happiness/well being and the need for productive innovative output works.

Interestingly, if we are entering an age of innovation and creativity whilst at the same time on an endless push for more with less, are we creating two ends of the string that will pull each other apart?

Research into creativity whilst it might be instigated by hardship etc it won't be sustained or developed. The strategies where people at all levels have some time to think not only heightens their creative capacity but reduces unhelpful stress based effects.

4. How can new tools and techniques, such as social media be used to foster employee engagement?

All the tools in the social media environment can either promote or sabotage engaging employees and much greater care needs to be taken when engaging these tools. The audience for these tools is becoming more and more sophisticated and discerning. Many of the new tools will not have even been thought of yet, and it is the rapidity of the technological change that will catch many employers out.

The CIPD viewpoint at that time was *Employee engagement is a repackaging of (I would prefer to say a development from) previous concepts, such as satisfaction, commitment and motivation, which has been instrumental in putting good people management practices firmly on organisations' agendas. It brings together a focus on employee satisfaction and well-being with a focus on performance, seeking the good of the employee and the good of the organisation.*

10.2 THE ACAS VIEW

It's interesting to see the difference in tone and expression described by ACAS on employee engagement where they state that "happy and productive people equals growth".

http://www.acas.org.uk/media/pdf/s/1/Building_employee_engagement-accessible-version-Jun-2012.pdf

Again the common themes of trust and integrity are explored, ACAS describes the four key ingredients of a happier, more motivated and more productive workforce as:

- *leaders with a vision who value how individuals contribute*
- *line managers who empower rather than control their staff*
- *values that are lived and not just spoken, leading to a sense of trust and integrity*
- *employees who have the chance to voice their views and concerns.*

Every organisation's success is built on its people. Get the people bit right and you are likely to have motivated, productive staff and a more successful business. ACAS has been specialising in the people bit of workplace life for the past thirty-five years.

In their view Engagement can't be imposed from above. It's about creating a cultural shift in the way organisations behave.

- *Leadership: it's up to leaders to set out their stall for the future – a vision that is good for the organisation and that means something to staff. But the narrative must be ongoing and not just a one-off – keep communicating!*
- *Line management. For organisations to thrive in the future they need managers who can relate to their staff. What weight does your organisation give to 'soft management skills' like active listening, motivating and empowering? Are managers equipped and confident in the skills needed to effectively manage staff and get the best out of them?*
- *Voice: your employees know first hand what works and what doesn't. If you can harness that knowledge productively you will get better decision making and more innovation. It's a fantastic way to start motivating your staff.*
- *Trust. Effective managers and commitment from the top of the organisation are some of the key ingredients in the recipe. But integrity is about making good your promises. Policies on things like quality and diversity have to be seen to work. Are managers practicing what they preach?*

10.3 THE SUNDAY TIMES BEST 100 COMPANIES VIEW

Often organisations like to compare and benchmark themselves against their organisational peers to see how they are doing and see what else they can do. One way of doing this is taking part in external benchmark surveys.

The best 100 companies annual survey is a ranking of the best of Britain's employers and takes into consideration:

Leadership: *How employees feel about the head of the company and its senior managers?*

Wellbeing: *How staff feel about the stress, pressure and the balance between their work and home duties?*

Giving something back: *How much companies are thought by their staff to put back into society generally and the local community?*

Personal growth: *To what extent staff feel they are stretched and challenged by their job?*

My manager: *How staff feel towards their immediate boss and day-to-day managers?*

My company: *Feelings about the company people work for as opposed to the people they work with*

My team: *How staff feel about their immediate colleagues?*

Fair deal: *How happy the workforce is with their pay and benefits?*

Whilst the scope of the survey is wider than just employee engagement it can be seen as a useful measure of something that an organisation may aspire to too.

A brief extract from the list is shown below

The 100 Best Companies to Work For in the mid-size category, (250–3,000 employees).

1. *Simply Business, online insurance, 314 employees*
2. *Chess, telecom seller, 378 employees*
3. *Red Carnation Hotels 887 employees*
4. *MVF, marketing, 252 employees*
5. *Skyscanner, travel comparison website, 467 employees*

The 25 Best Big Companies to Work For (3,000-plus).

1. *Inchcape, UK car retailer ,5417 employees*
2. *Sytne Group car retailer, 6355 employees*
3. *Nationwide Building Society, financial services, 17735 employees*
4. *Bourne Leisure, holidays, 5024 employees*
5. *American Express, travel & financial services, 4694 employees*

10.4 IMPLICATIONS FOR THE FUTURE


Employee engagements future depends on the ability of organisations to work even more collaboratively with their employees, be even more open and transparent about their purpose and direction and to be even more inclusive of the types of employees they have within the organisation.

Many of the categorisations of employees by age, by career stage and by level of importance to the organisation need to be examined to see if they are really true for your organisation.

The world of work in continuing to change.
The world and economies are changing.

So if we take some of the common themes that have been identified by a whole range of surveys and reports about working life and the world we live in what's likely to happen?

- Older employees will grow as a percentage
- Employees will be working longer
- Reducing numbers of new entrants into the workplace
- Skills shortages in key areas heightening




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- The skills themselves changing dramatically
- What happens to the growing levels of unskilled employees?
- The increasing flexibility and “live” aspects of digital technology
- Relationship building and networking both inside and outside the organisation becoming even more important
- Creativity and innovation being in more demand than ever
- The spread of the intensification (even more bang for my corporate buck)
- Mental wellness becoming an even more key factor for employers to consider
- There is a loss of sense of community in the developed rich countries, the walls are being built and the barriers are being erected. So what now for global organisations or small organisations that wish to export?

Working with different age ranges within organisations is becoming an issue. Instead of labelling a more constructive approach would be to gain understanding and be flexible in how you work with these age ranges.

Humans are incredibly resourceful and creative when their energies are harnessed in the right way, however creativity grows when people are in an environment that encourages and values learning, experimentation and trying out new things.

There has never been a more important time to be engaging with employees not just for short term gains but for long term survival and growth of organisations.

If employees are becoming more sceptical and fully engaged employee’s percentages stay at the current levels the “talented” will become even more mobile.

Culture shift in organisations depend on the will of the organisation to really want to change and invest in the change. Most organisations have several cultures that co-exist, either by location, function and team; these are heavily influenced by the leaders in each of these locations.

10.5 EMERGING DEVELOPMENTS UPDATED AUGUST 2018

So what else is happening to employee engagement?

Firstly like so many forms of employee development a new name has emerges which talks about the employee experience making clear links between the customer and employee experience of the organisation, which is surely not an unreasonable one but what does this really mean.

The employee experience is defined by some writers as:

The employee experience defined as sum of everything an employee experiences throughout his or her association with the organisation. So this starts with recruitment and end when the person leaves (although there may be some continued connection via the pension and social arrangements after that).

Why is Employee Experience Important? According to *Denise Lee Yohn is a brand expert, speaker, and author of What Great Brands Do and FUSION: How Integrating Brand and Culture Powers the World's Greatest Companies.*

“Several workforce factors have raised the importance level of EX. First, many businesses currently operate in sectors where a war for talent rages. Whether it’s retail, high-tech, or jobs whose need for highly specialized skills is not matched by adequate compensation such as nursing and airline pilots, it’s getting harder for many employers to attract and retain talent. Henry G. Jackson, CEO and president of the Society for Human Resource Management, says, “The skills shortage is an ever-present challenge.” Offering a superior EX can give employers a competitive advantage in attracting recruits to them and then engaging them in ways that encourage them to stay with their organizations.

Also a new social contract between employee and employer is emerging, says a report by Deloitte. The stability that once characterized the best employee-employer relationships is being disrupted by employees’ tendency to change jobs more frequently and other factors. Therefore, “employers must provide development more quickly, move people more regularly, provide continuous cycles of promotion, and give employees more tools to manage their own careers,” the report concludes. Your efforts, they say, must be oriented around the different needs and expectations that today’s employees have. Adopting EX as a strategic priority enables you to do just that.”

The CIPD fact sheet published in September 2017³⁰ states that

Successfully fostering employee engagement and motivation requires working with all areas of the organisation. HR can lead initiatives, but employee engagement needs action from leaders at all levels. Employers should pay attention to:

- *empowering employees to make decisions and shape their jobs*
- *effective channels for employee voice*
- *fair treatment of employees and support for well-being*
- *communications to keep employees informed, and reinforce purpose and vision.*

At the CIPD, we use an ongoing ‘pulse’ survey tool which gauges at any time our employees’ views on a number of key factors within the organisation. Responses are anonymised and allow for qualitative and quantitative feedback.

“In 2009 MacLeod Review was a UK government sponsored review of the benefits and drivers of employee engagement. To help put this into action and increase employee engagement in the UK, an industry-led task force and movement Engage for Success was set up in 2011 to further understanding and embed practices in the area. In January 2017, the CIPD became Engage for Success’ prime sponsor”

It is too early to tell what effect this will have although there are some concerns that one body driving the engage for success approach may attempt to slant it to their own unique perspective rather than a multi-organisational approach as before

Describing the employee experience as a journey seems to be in vogue at the moment with other current terms being

- Candidacy (recruitment)
- Onboarding (induction and entry into workplace)
- Performance (how someone is doing?)
- Growth job / person development)
- Exit (departure in some form)

From what I have discovered so far what’s different about employee experience as opposed to employee engagement is

“Employee experience is an employee-centric way of thinking about the organisation where decision making considers ‘How will our people see this?’ ‘What impression are we giving our people if we do this?’”

Tracy Maylett and Matthew Wride define in their book “The Employee Experience: How to Attract Talent, Retain Top Performers and drive results” ISBN 978-1-119-29418-4 2017”: Employee Experience is the sum of the various perceptions employees have about their interactions with the organisation in which they work. Within the book they outline the changing nature of the relationship between the organisation and employees, three different types of contracts needed and the key role of trust. It takes into consideration how employees see, hear and feel about all aspects of their employment. So employee experience differs because it is much more involving of the employee at all stages.

Research by Jacob Morgan, author of The Employee Experience Advantage, (How to Win the War for Talent by Giving Employees the Workspaces they Want, the Tools they Need, and a Culture They Can Celebrate March 2017 ISBN 978-1-119-32161-0)³¹

Shows that organizations that invested most heavily in Employee experience were:

- *included 11.5 times as often in Glassdoor's Best Places to Work*
- *listed 4.4 times as often in LinkedIn's list of North America's Most In-Demand Employers*
- *28 times more often listed among Fast Company's Most Innovative Companies*
- *listed 2.1 times as often on the Forbes list of the World's Most Innovative Companies*
- *twice as often found in the American Customer Satisfaction Index*

The claims made here are very similar to the mass of data collected by the engage for success organisation and add another voice to the treating employees fairly and with the ability to develop their unique potential is

With technology enabling far greater transparency and quality of information about employers and employees, developing trust is even more important now. The war on talent continues to rage and with skills shortages and skills changing the need to retain skilled and committed employees is even more crucial to organisational success.

A World of Good: Lessons from Around the World in Improving the Employee Experience Paperback – 13 Nov 2017 Gethin J Nadin ISBN 10:197393793X³² Aims to share ideas and thoughts on making the workplace a happier place to be, and to help employers create their own world of good". There goal is *"It's all about improving the employee experience so that people can show up as the best version of themselves each day at work"*.

Gethin's work is also linked to the employee experience alliance. The employee experience alliance is a membership site aims to share and learn from employee engagement experiences that have worked and to develop tools that help other organisations and people to learn from them. *"We aim to elevate employee engagement to its rightful place as a catalyst for business and organisational success."* <https://the-eea.com/>

Engaged: The Neuroscience Behind Creating Productive People in Successful Organizations (The Neuroscience of Business) 9 Sep 2015 by Amy Brann (Author) ISBN-10: 1137500409 ³³

Further reading from this author can be found on her website www.engagedbrains.com Amy Brann studied medicine at UCL before moving into the developing field of neuroscience and becoming a pioneer in the application of this cutting edge science to the art of developing people. She is an experienced executive coach (with over 12,000 hours of coaching behind her), a regular speaker on the application of neuroscience to HR, and is the director of Synaptic Potential, a consultancy offering neuroscience-based people management and leadership development services.

New perspectives on employee engagement are highlighted in the following articles:

<https://www.forbes.com/sites/davidsturt/2018/05/18/employee-experience-vs-engagement-and-3-things-you-should-start-thinking-about-now/#2148263da88f>

<https://www.forbes.com/sites/blakemorgan/2018/07/09/4-strategies-every-needs-company-to-implement-for-both-employee-and-customer-experience/#4cbb95bc76cc>

Some interesting Tedtalks

Simon Sinek - „First why and then trust“

<https://www.youtube.com/watch?v=4VdO7LuoBzM>

Stop Trying to Motivate Your Employees Kerry Goyette

<https://www.youtube.com/watch?v=7lhVUedc1a4>

So to summarise these latest developments:

There has been a continued shift to collaborating with employees to seek out what engages them and how to do it with better understanding of how our brains work and what motivates people in the 21st century.

Trust and transparency is the key

Engaging all the differing types of employees is imperative for success

10.6 SUMMARY

The CIPD View

Employee engagement as “being positively present during the performance of work by willingly contributing intellectual effort, experiencing positive emotions and meaningful connections to others.”

Employee engagement is a repackaging of previous concepts, such as satisfaction, commitment and motivation, which has been instrumental in putting good people management practices firmly on organisations’ agendas.

The ACAS view

That “happy and productive people equals growth”.

- leaders with a vision who value how individuals contribute
- line managers who empower rather than control their staff
- values that are lived and not just spoken, leading to a sense of trust and integrity
- employees who have the chance to voice their views and concerns.

The Sunday times best company to work for.

Explores the level of positive reactions to leadership, wellbeing, giving something back, personal growth, my manager, my company, my team and a fair deal.

The future view that the world is complex fast paced and changing is changing itself and the way in which we work with employees needs to reflect and anticipate these changes. Current levels of fully engaged employees shows how organisations are working with their people's needs to change focus and adopt more true collaboration-based organisational cultures where questioning is encouraged.

11 MICRO CASE STUDIES AND CONCLUSIONS

11.1 SOME CASE STUDY ILLUSTRATIONS

Below are extracts and illustrations. The figures come from the “Engage for Success” website and evidence pack and company illustrations come from “Engage for Success” on the organisations that get it right by developing their own integrated approaches to employee engagement.

GOOGLE

*Google have been very deliberate about creating the culture they want. An important aspect of that culture is their focus on transparency. The idea is to break down barriers, encourage creativity and collaboration. And employees, as a result, are feeling empowered by that transparency. Culture comes down to behavioural habits and Google, by creating a culture of **transparency and freedom**, creates habits of creativity. Formalising that people spend 20% of their time doing something outside their normal work function **facilitates a creative culture**. Ultimately culture is about “how things get done” and should not be left to chance; it’s too powerful a force not to take control over.*

AMERICAN EXPRESS

*American Express was different even 25 years ago. The company has for a long time had equal weighting between the fact that people achieve their goals and how they do it. It simply should not be possible to achieve top results, ratings, pay and potential bonus without considering the impact of your behaviours. **Behaviours are how we conduct ourselves, act and react, towards others**. The high performers in companies where engagement is high, understand their impact and behave in a collaborative and respectful way.*

JOHN LEWIS – EMPOWERING

*John Lewis expresses a strong focus on people. One way of doing this is to call their employees partners. A word is not just a word; it is also the connection that people make with that word, the emotions that it awakens. By calling them partners, the company is **clearly expressing that there is a shared responsibility for the customers and the outcomes of the company**.*

HYATT

*The hotel group's high employee retention and long tenure speaks volumes in an industry known for its high employee turnover. The focus on employee development and **promoting from within plays** a large part in this. Another interesting practice, connected to development, is how they empower their employees (whom they call associates), to listen carefully to each other and guests, to be able to solve problems and create new solutions, rather than following scripts of what to do, making the guest feel special and heard.*

SOUTHWEST AIRLINES

*This airline sees their purpose as connecting people with what's important to them. They don't just see themselves as transporters of people, but as **enablers who help people get to people or places they care about**. This may be seen as a small differentiation, but it can make a big difference in how important an employee perceives his/her job. A strong, clear purpose connects emotionally with employees, it engages.*

VIRGIN

*This multi-industry organisation has a habit of **listening to its employees, to show that they are valued, to listen to their opinions and take care of their ideas, to have healthy debates and continuously innovate**. It's a win-win; the organisation keeps learning and employees feel important and engage with the organisation.*

The full details of these illustrations can be seen on the following article published by the Chartered Institute of Managers. <http://www.managers.org.uk/insights/news/2015/december/six-companies-that-get-employee-engagement-and-what-they-do-right>

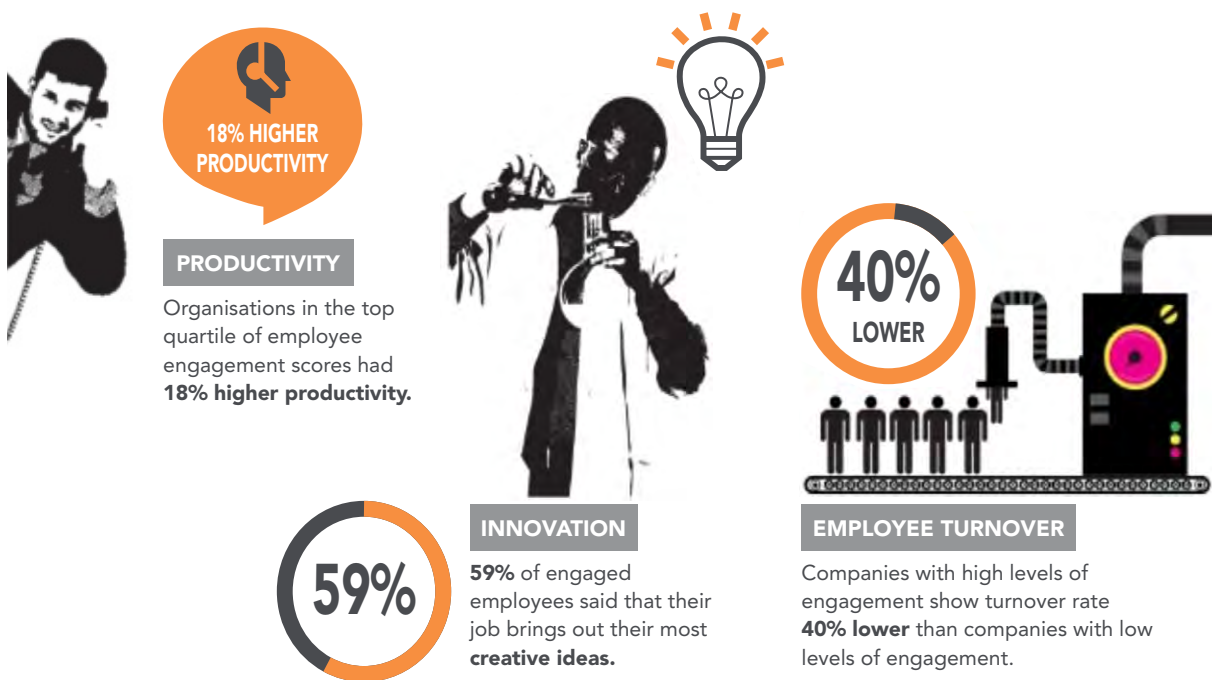
There are further examples of best practice through the Engage for Success.org site and many examples cited in the following books:

- Engaged by Linda Holbeche and Geoffrey Matthews
- Employee Engagement by Emma Bridger
- Employee Engagement – a little of book of big ideas by Jasmine Gartner

See also the many companies who take part in the best company to work for surveys and are prepared to be externally benchmarked to define their own level of engagement.

Organisations commonly referred to as good examples are Marks and Spencer, Birmingham City Council and the IES research that examined the National Health Service give examples of how by **involving employees, keeping them well informed and the opportunities to give their ideas to management** as critical for employee engagement.

Employee Engagement: Statistics and Case Studies



Extract from the evidence white paper from engage for success reproduced with permission



Companies with engagement scores in the top quartile averaged 12% higher customer advocacy

GALLUP

84% of 'Worlds Most Admired' Companies stated their efforts to engage employees had strengthened customer relationships

HayGroup®

NHS

Higher engagement levels have lower patient mortality rates

RBS
The Royal Bank of Scotland

7 percentage points difference in customer service scores between top 10% and bottom 10%

serco

Contracts delivered by engaged employees showed higher customer loyalty



- The number 1 MOOC for Primary Education
- Free Digital Learning for Children 5-12
- 15 Million Children Reached

About e-Learning for Kids Established in 2004, e-Learning for Kids is a global nonprofit foundation dedicated to fun and free learning on the Internet for children ages 5 - 12 with courses in math, science, language arts, computers, health and environmental skills. Since 2005, more than 15 million children in over 190 countries have benefitted from eLessons provided by EFKI. An all-volunteer staff consists of education and e-learning experts and business professionals from around the world committed to making difference. eLearning for Kids is actively seeking funding, volunteers, sponsors and courseware developers; get involved! For more information, please visit www.e-learningforkids.org.



Extract from the evidence white paper from engage for success reproduced with permission



The 2014 the IES, CIPD and Engage for Success published a paper called *The future of engagement, a thought piece collection* which examined some of the key questions that are raised when engaging employees.

The route to employee engagement is a worthwhile slog (keep going)

The employee voice aspect of employee engagement is critical for success (listen to them)

Social media will change the way in which employees are engaged (capture information differently)

That expectations of continually engaged employees need to be questioned (engaging realistically, practically and appropriately)

So what is it that employees are specifically engaging with? (Different and developing)

The most insightful conclusions outlined in the paper are the following:

*We need a **renewed determination to develop 'engaging managers'** who make employees feel respected, supported, empowered, inspired and valued. Of course that also means that those managers in turn are treated in this way themselves and on up to the top of the organisation. We can no longer leave this all to chance, given the increasing complexity of the work we do and how we work, and the diverse nature of the workforce.*

11.2 WHAT HELPS YOU GET ENGAGING EMPLOYEES?

When reviewing the literature, talking with HR directors, managers and employees and my own experiences of engaging employees over many years there are some common themes that emerge time and time again.

Culture

The culture of the organisation is the starting point, “how you do things around here” may be helpful or unhelpful and may well be what you want to change the most. The culture will show you what engaging employees really means for you, its gives you the likely barriers, obstacles and potential benefits for you as an organisation (large or small).

Sponsorship

By sponsorship I mean whose idea it is to do this. Is this shared by the CEO/main board/executive committee and what exactly does their sponsorship mean what will they do and not do?

Purpose

Clarity of organisational direction.

Listening and learning

Do you as an organisation have willingness to listen to and learn from your employees, understand their concerns and adapt how you work when they express these concerns to you?

Strategy direction and emergent change

Do you have a collaborative approach to achieving engagement, starting with an understanding of what you are engaging?

Engaging leaders as interpreters

That the emphasis is for leaders, directors and senior managers and managers at all levels is to model the values of the organisation and help employees interpret what this means for them.

Engaging employees through localized leadership

Time and again the main block or enabler for engaging employees is seen as their first line manager/supervisor. The commonly quoted term “people leave managers not companies” shows just how important local managers are. So the equipping of those local managers to be engaging managers is paramount to the success of employee engagement.

Engaging through creativity and coaching

Trying out new ways of unlocking people's potential and creativity, understanding what the person's own values and drivers are. By taking an interest in the whole person, their happiness, their concerns and helping them to develop for their own future helps them become an engaged employee.

Engaging employees is complex

Engaging employees is about understanding their motivations, driven by job role, career stage, age, skills, desires and how they think and feel about the organisation.

Conclusion

The evidence for engaging employees is overwhelming, both in terms of profit, productivity, customer experience, innovation and growth.

Employee engagement can be described as a programme or a transformation, can start out because of a need to improve and survive but can end up as a complete reinvention of the relationship between the employer and the employees.

Skillful leadership that manages through transparency, openness, trust and being collaborative and inclusive will create the conversations and dialogue that will engage everyone within the organisation, break down barriers and improve levels of trust and integrity.

There is much to do and the best time to start is right now. So what's stopping you? Start engaging right now.

11.3 SUMMARY

- Employee engagement has a different emphasis depending on the culture size and scale of the organisation
- The organisation and the individual benefit
- The aim is to develop an engaging partnership
- Leaders are crucial for engagement success
- Know where you are starting from and where you want to get to
- Review your own Culture, Sponsorship and Purpose
- Reflect on how you are listening and learning
- Balance your strategy direction and emergent change
- Engaged leaders as interpreters
- Engaged employees through localized leadership
- Engaging through creativity and coaching
- Engaging employees is complex

12 KEY THEMES SUMMARY, FURTHER READING AND RESOURCES

A summary of the summaries

Chapter 1. What is engagement?

Engaging employees unlocks potential

Increases motivation

Increases job satisfaction

Helps employees survive and thrive

Engagement is within the employees' gift

Being continuously “engaging” is the key

Knowing your employee age groups is crucial

Having flexibility and understanding in your implementation is key

Understanding what motivates groups and levels of employees is more important than it has ever been

Leadership, authenticity, trust and transparency are the corner stones of making employee engagement work

Trust, listening and learning even when the messages are difficult

Shuffling the pack won't always work (you soon run out of cards)

Older employees are a resource to be recaptured

Chapter 2. How does this fit into the organisation?

Each part of the organisation needs to work together and in alignment to ensure that engaging employees is to be effective. This may sound obvious, however in practice; this is where lots of engagement is lost.

It's also useful to understand just how engaged you want your employees to be at the outset and what this really means to the organisation in terms of resources that need to be allocated.

The amount of time and care required to ensure that messages are understood and owned by the teams and individuals.

Managers are keys to the success or failure of engagement

Learn from everything that happens along the way and adapt

Chapter 3. The trouble with people, employees, gurus and happiness?

Understanding human behaviour is key to engaging employees

The theories of the past still apply however there are new theories that add to our understanding

Science is learning more about how we really react to change

People are changing due to their relationship with technology

Work is changing

The demographics are changing

Complexity in our world causes problems

Autonomy fairness purpose and mastery are the keys

Chapter 4. What's changing in the world of work?

Work is changing

Work is uncertain

The psychological contract is still out there it's your ethics that will count long term

Fairness counts

Question why you do things

Changing our thinking helps us to exist in the in the now

Chapter 5. What part does respect play?

Mistakes must be welcomed and learned from

Trust is the currency to build employee engagement

Fairness and ethics create true loyalty

Show their competence in their job role by being able to:

- Follow through on commitments:
- Demonstrate integrity
- Show concern for the well being of others
- Keep confidences
- Recognise how well you can engage different types of employees

Chapter 6. What drives the need for employee engagement?

Recognising the every shifting external influences

Demographics and technology changes as opportunities

The key role in clarity of strategy

Engaging (inspiring) leaders and managers

Processes that permit meaningful conversations

Being heard and listened to

Values and aligned actions = integrity

Creating an "as is" engagement map

Chapter 7. The stages of employees engagement

Engaging is different for different people. what is the key that unlocks the best in them

- Some employees are engaged in their work but not the organisation
- Some employees are engaged with their own team or workgroup
- Some employees are engaged with their own career and desire to progress

Engaged employees actively work to improve things, they look for opportunities to improve overall organisational output. They also believe in the organisation, have a sense of identification with the organisation and they see the bigger picture and their part in it. They are positive about the job, organisation and keep up to date with developments.

It starts with you.

By you being engaging, modeling what engagement is looks like.

Chapter 8. The tools for assessing engagement

Prioritize what areas are most important to your organisation to explore in employee engagement

Gather information that is meaningful

Analyse with care or get professional help to do so

Use a mixture of quantitative and qualitative approaches

Involve mixed and diverse groups as possible that are representative and reflective

Chapter 9. Getting the foundations right

The communication of the key messages and rationale for undertaking employee engagement at whatever level needs to have clarity and meaning

Using coaching and mentoring as the how to tools for engagement (as coaching is the art of enabling, encouraging, enhancing effectiveness and effort)

Leading through example and by creating autonomy, mastery and purpose in others that show the engaging leadership approach

Enabling and empowering employees so they can be aligned with the values and goals of the organisation.

Employee engagement as an integral part of organisational life

Chapter. 10

The CIPD View

Employee engagement as “being positively present during the performance of work by willingly contributing intellectual effort, experiencing positive emotions and meaningful connections to other”.

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Chapter 11

Employee engagement has a different emphasis depending on the culture size scale of the organisation.

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Reflect on how you are listening and learning

Balance your strategy direction and emergent change

Engaging leaders as interpreters

Engaging employees through localized leadership

Engaging through creativity and coaching

Engaging employees is complex

Web sites and blogs that have further information

<http://www.cipd.co.uk/>

<https://www.shrm.org/>

<http://www.timrutledgeinc.com>.

<http://www.gallup.com/home.aspx>

<http://cepr.net>

<http://engageforsuccess.org/the-evidence>

<http://www.employment-studies.co.uk/>

www.robertsoncooper.com/goodayatwork

www.happinessatworksurvey.com

www.robertsoncooper.com/iresilience I-resilience: free personal resilience report

www.viame.org/survey VIA Character Strengths survey

<http://www.forbes.com>

<http://www.managers.org.uk>

<https://www.themuse.com>

<https://www.officevibe.com>

<http://appointments.thesundaytimes.co.uk/article/best100companies/>

Books and reports

CIPD (2001), *Employers' perceptions of the psychological contract*, CIPD Report 112
Engaged: unleashing your organization's potential through employee engagement. L Holbeche and G Matthews. 2012

Employee engagement Emma Bridger. 2015

Employee engagement a little book of big ideas Jasmine Gartner. 2015

Challenges to leaders in our complex world by Prof Andrew Kakabadse Professor of governance and leadership, Henley business school Jan 2016

Start with Why: How Great Leaders Inspire Everyone To Take Action by Simon Sinek Oct 2011

Ending the Blame Culture by Peam, Mulrooney and Payne

Drive: The Surprising Truth About What Motivates Us by Dan Pink, Jan 2011

The Human Side of Enterprise by Douglas McGregor 1960

Motivation and Personality by Abraham Maslow second edition 1970

The Happiness Advantage: The seven principles of positive psychology that fuel success and performance at work by Shawn Achor, Sep 2011

The Art of Happiness at Work by Howard C. Cutler and the Dalai Lama Aug 2005

The 10 keys to happier living by Vanessa King 2016

Great Days at Work How Positive Psychology can Transform Your Working Life by Suzanne Hazelton July 2013

13 ENDNOTES

I have used the references below to illustrate and explain the nature of employee engagement; I have used books, academic papers, online resources and appropriate blogs so that readers who prefer a range of media can access them more easily. If the link doesn't open please copy and paste it into your browser.

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3. SHRM <https://www.shrm.org/>
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5. HELEN MICHAELS, HELEN HANDFIELD-JONES BETH AXELROD *The War for Talent* 2001 Harvard Business School Press; 1st Edition Edition (1 Oct. 2001) ISBN-10: 1578514592

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7. MICHAEL PEAN, CHRIS MULROONEY and TIM PAYNE *Ending the Blame Culture*, Routledge (28 Jun. 1998) ISBN-10: 0566079968
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12. <https://www.officevibe.com/resources/10-pillars-employee-engagement>
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14. DUNCAN BROWN, CALLEN and DILYS ROBINSON from IES. *The relationship between total reward and employee engagement* May 2016 <http://www.employment-studies.co.uk/>
15. MacLEOD, D. and CLARKE, N. (2009) *Engaging for success: enhancing performance through employee engagement*. London: Department for Business, Innovation and Skills.

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16. DOUGLAS MCGREGOR *The Human Side of Enterprise* 1960 McGraw-Hill Education; Annotated edition edition (1 Jan. 2006) ISBN-10: 0071462228 **ISBN-10:** 162755467X
17. ABRAHAM MASLOW *Motivation and Personality* 1954
18. ERIC BERNE *Transactional Analysis Games People Play: The Psychology of Human Relationships* Penguin Life, 2 Jun 2016 ISBN-13: 978-0241257470
19. DAN PINK *Drive: The Surprising Truth About What Motivates* 2011 ISBN 10: 184767769X <https://www.youtube.com/watch?v=5aH2Ppjpcho&list=PLcrdIYb-QqFZ-24qSKQXz7OOaSoMoAi&index=3>
20. IAIN MCGILCHRIST, *The Divided Brain and the Search for Meaning*, Yale University Press (15 July 2012) B008JE7I2M <https://www.youtube.com/watch?v=dFs9WO2B8uI&index=7&list=PL39BF9545D740ECFF>
21. <http://www.actionforhappiness.org/>

CHAPTER 4

22. DAVE COPLIN *Re-imagining work shifts in the digital revolution* <https://www.youtube.com/watch?v=G11t6XAIce0&list=PL39BF9545D740ECFF&index=3>
23. SIMON SINEK *Starting with Why How great leaders inspire everyone to take action* Oct 2011 ISBN-10: 0241958229 <https://www.youtube.com/watch?v=pI0cJdOzUcQ&list=PLcrdIYb-QqFZ-24qSKQXz7OOaSoMoAi>

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24. MICHAEL PEAN, CHRIS MULROONEY and TIM PAYNE *Ending the Blame Culture*, Routledge, Jun 1998 ISBN-10: 0566079968
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32. GETHIN J NADIN A World of Good: Lessons from Around the World in Improving the Employee Experience 2017 Gethin Nadin ISBN 10:197393793X
33. AMY BRANN Engaged: The Neuroscience Behind Creating Productive People in Successful Organizations (The Neuroscience of Business) 2015 Palgrave Macmillan ISBN-10: 1137500409