

# **Employee Engagement**

## **Communication Matters**

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## Our Report:



- A report to Government
- About engagement across the UK economy
- About engagement for performance

# What is employee engagement?

- 50+ definitions
- “You know it when you see it”
- Unlocking people’s potential at work

## An example of active disengagement



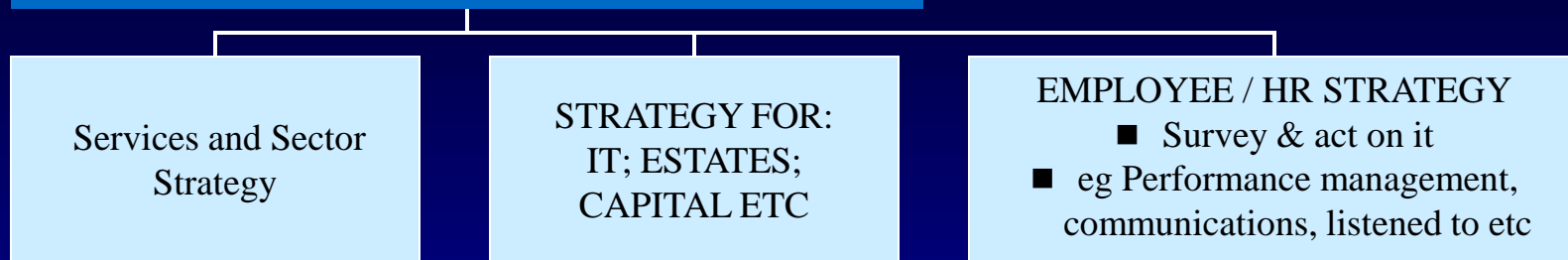
# Does it matter?

- Employee engagement levels correlate with:
  - better financial performance
  - better outcomes in the public sector
  
- Other benefits include:
  - higher levels of innovation
  - more employees advocating their organisation
  - lower rates of absenteeism
  - employee well-being
  - better retention
  - fewer accidents

# An Issue

## LEVEL 1 – TRANSACTIONAL; We act on employee feedback through survey

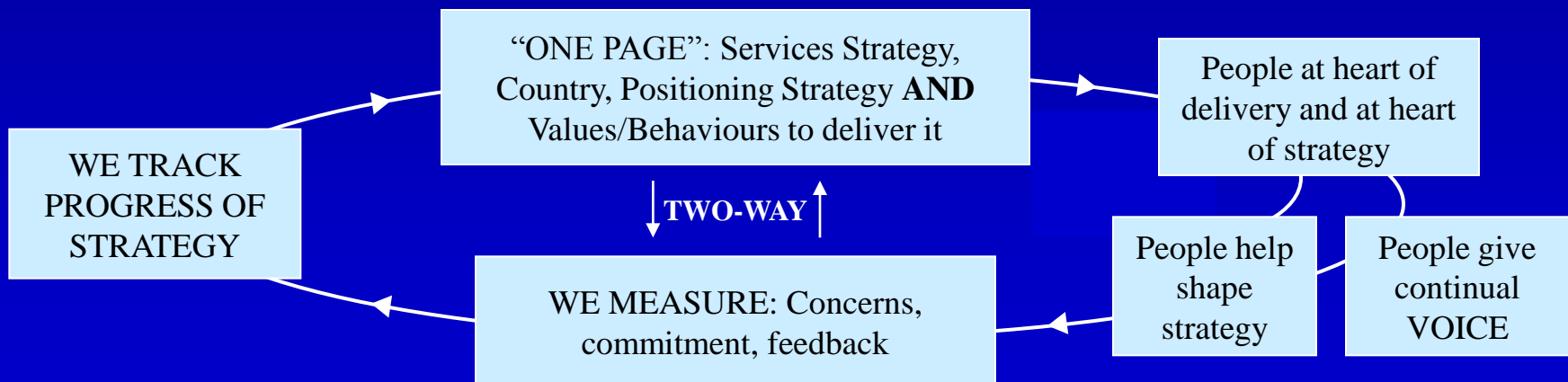
### Compartmentalised Thinking



- NB:**
- CIPD: 75% of Employee Engagement focused as above
  - Reactive engagement. About discretionary effort

## LEVEL 2 – TRANSFORMATIONAL

### It is a way of running and doing business

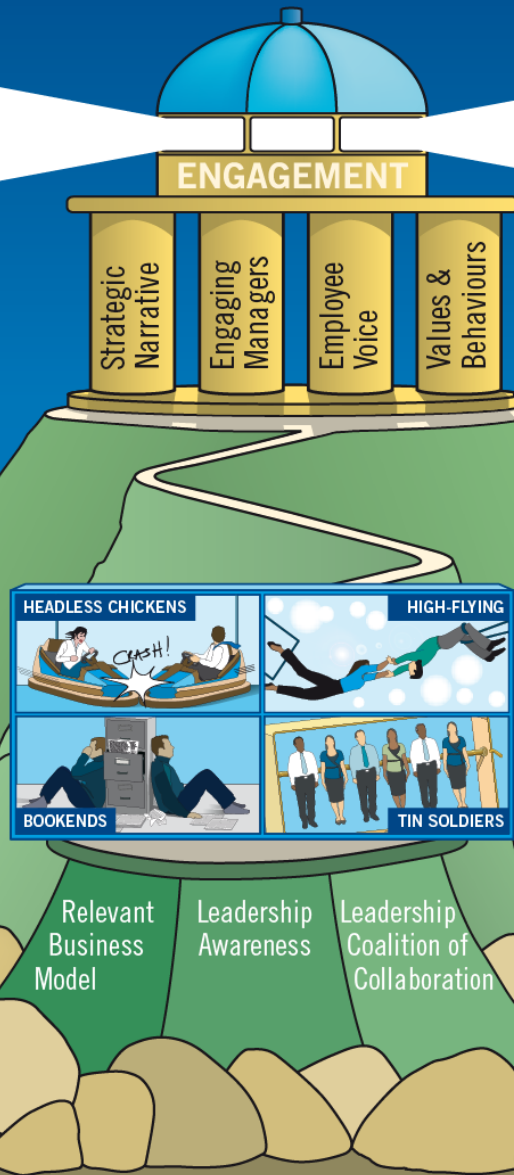


- NB:**
- CIPD: 25% of Employee Engagement focused as above
  - About proactive engagement

## From the Engagement Review – key enablers:

- Leadership provides a strong **strategic narrative** giving a line of sight between the job and the organisation's vision
- **Engaging Managers**, who offer clarity and training, who treat people as individuals, who listen and encourage and who ensure work is organised efficiently
- There is **employee voice** in the organisation, for reinforcing and challenging views; between functions and externally
- There is organisational **integrity** such that espoused values are reflected in behavioural norms

# ENGAGING OUR PEOPLE



ENGAGEMENT

ENABLERS OF  
ENGAGEMENT

CENTRAL THEME:  
ALIGNMENT/ENGAGEMENT

THE THREE FOUNDATIONS

DEATH OF DEFERENCE  
LOSS OF TRUST

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