

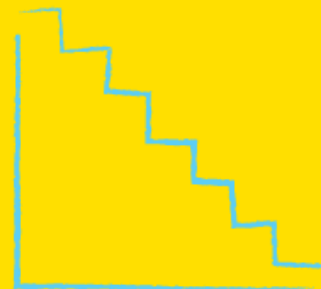


ENGAGE
FOR
SUCCESS

Employee engagement – now more than ever

Nita Clarke OBE

**IES HR Network Annual HR Directors'
Retreat, 24 May 2019**



raising performance
through workforce
engagement

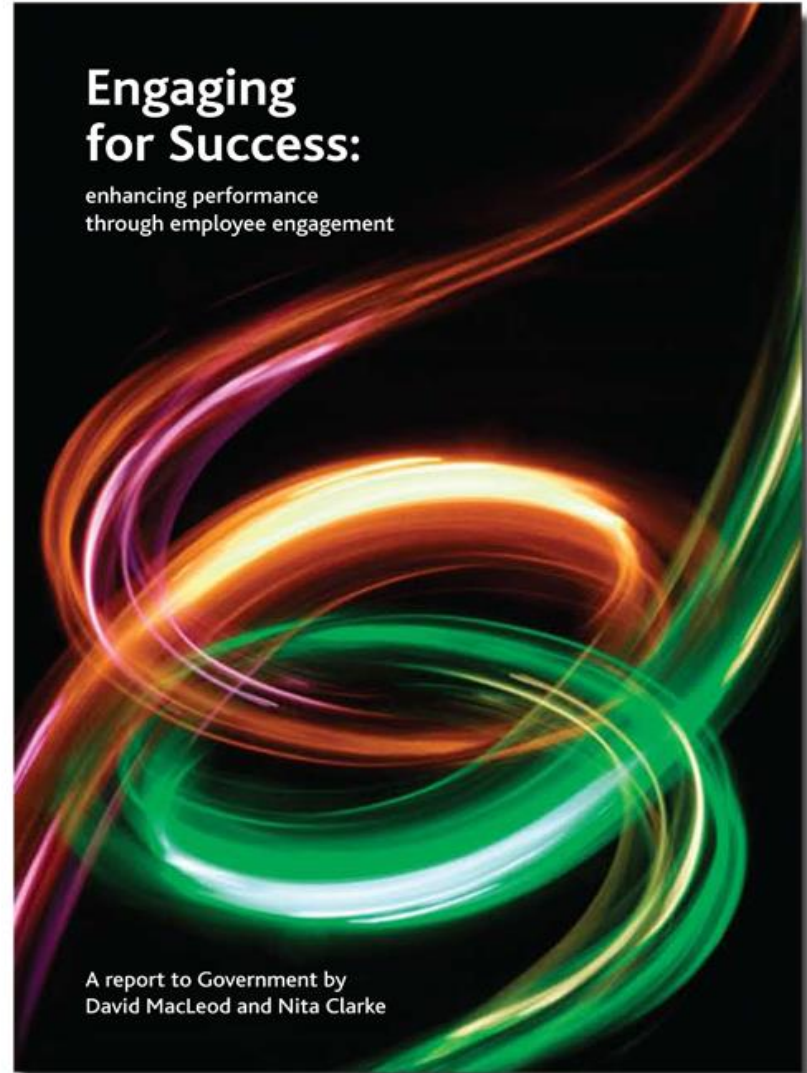
WHERE WE STARTED...

‘A workplace approach designed to ensure that employees are committed to their organisation’s goals and values, motivated to contribute to organisational success and able at the same time to enhance their own sense of wellbeing.’

Professor David Guest

‘It’s the people, stupid!’

*with apologies to
James Carville*



10 YEARS' ON...



WE KNOW PEOPLE MATTER – AND CULTURE EATS STRATEGY FOR BREAKFAST



A NEW CONTEXT?

- Good Work up the agenda
- Stakeholder models, corporate scandals, diversity, exec pay.
- ‘Workers on the Board’ – FRC Corporate Governance Review
- I&C regulation changes
- Work life balance
- Wellbeing at work
- Productivity gap
- Consumer ethics
- Where are the unions?



IT'S NOT GOOD ENOUGH ANY MORE



20TH CENTURY
MANAGEMENT: PEOPLE ARE
UNITS OF PRODUCTION,
COMMAND AND CONTROL,
BUREAUCRACY, HIERARCHY,
RISK AVERSE MONOLITHS
(CAN CREATE DINOSAURS)



THE 21ST CENTURY
WORKFORCE: RESILIENT,
ADAPTABLE, CONFIDENT,
COLLABORATIVE, INNOVATIVE
- AND ENGAGED, ABLE TO
FACE THE FUTURE



THE PRESSURES ON WORKPLACES

Short
Termism,
Cost
Pressures
VFM

Customers
and
Citizens
more
Demanding

Rapid
Changes in
Technologies
March of the
robots, AI

Competition

- Global
- Access to markets

Volatile

Uncertain

Complex

Ambiguous

In a transparent world

THE PRESSURES FROM PEOPLE AT WORK

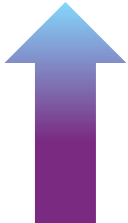


Fairness
And
To Trust
And
Be Trusted

Wellbeing
and mental
health



Meaning
And
Purpose,
Driven By
Values
And
Ethics



To Be
Empowered,
to have
autonomy,
to achieve
mastery and
to grow



An
Increasingly
Diverse
And
Decreasingly
Deferential
Workforce
Which
Demands
A Voice

For too many
people,

THE OUTCOME is...



POOR PRODUCTIVITY AND WELLBEING

WE HAVE A CHOICE

SQUEEZE
CONTROL
MONITOR

INSPIRE
RESPECT
TRUST

PEOPLE ARE
THE PROBLEM

PEOPLE ARE
THE SOLUTION

INSPIRING EXAMPLES!

THE FOUR ENABLERS OF ENGAGEMENT



Visible, empowering leadership, providing a strong ***strategic narrative*** about the organisation, where it has come from and where it is going.



Engaging managers who:

- Focus their people and give them scope
- Treat their people as individuals
- Coach and stretch their people.



There is ***employee voice*** throughout the organisation, for reinforcing and challenging views, between functions and externally, employees are seen as central to the solutions.



There is ***organisational integrity*** - the values on the wall are reflected in day-to-day behaviours. There is no 'say-do' gap.

TRANSACTIONAL OR TRANSFORMATIONAL?

- Do a survey
- Cascade the results and task managers to pick up the worst bits – usually communicate better
- Not a priority for leadership
- Teach to the test
- Do another survey
- Focus on small variations in results
- Ignore variations in results within the organisation
- No real understanding of how good results are achieved
- No spreading of good practice
- Understand your cultural DNA
- Identify your core values – trust, service to the community, etc.
- Develop a common view on the culture you want – i.e. innovative, collaborative, etc.
- Agree the behaviours that will deliver the culture and values
- Ensure whole organisation understands and buys in – no exceptions, however mighty
- Monitor, monitor, monitor
- Use strong employee voice to keep you on the straight and narrow

and tails as
for the future
is opportunity in
his new
of future

HR



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