Manage to Engage...
The role of managers in employee engagement

Authors:
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“You can’t train an employee to be engaged. You have to develop managers and leaders and through them focus on creating an environment where productivity and engagement can thrive.”

Engaging for Success: Enhancing performance through employee engagement 1
So let’s quickly clarify. Employee engagement is the difference between an outstanding organisation and one that is purely mediocre. Employee engagement makes the difference between keeping your valued staff or constantly losing them to competitors. Employee engagement creates a highly productive workforce and enables organisations to grow faster and more sustainably than others. It is what underpins the brand of organisations and makes you one of the ‘Best Companies’ to work for.

In terms of the UK manufacturing and engineering sector its importance cannot be under-estimated. We’re in a highly competitive market where skills are lacking. Those organisations with a strong brand, which is reinforced by the culture of the organisation and the engagement of employees, will be the ones that the best talent choose to work for. In light of an increasingly global workforce, combined with the impact of the recession, UK organisations need to get their productivity up – and fast.

Gallup, who measure levels of employee engagement worldwide, has shown that the numbers of engaged employees is falling in the UK, with 26% being recorded as actively disengaged in 2013.

What is employee engagement?

Professor David MacLeod, one of the UK’s most recognised authorities on employee engagement, and author of a Government commissioned report ‘Engaging for Success’, states that there are four broad enablers for engaged employees:

1. Engaging managers, who focus their people and give them scope, treat their people as individuals and coach and stretch their people.

2. There is an employee voice throughout the organisation for reinforcing and challenging views between functions, and externally where employees are seen as central to the solution.

3. There is organisational integrity – the values on the wall are reflected in day-to-day behaviours. There is no ‘say – do’ gap.

4. Visible empowering leadership providing a strong strategic narrative about the organisation, where it comes from and where it’s going.

This is the decision that business leaders need to make. Is it worthwhile to spend time, effort and resources on the 60-65% who are not engaged, and how to handle the minority of actively disengaged individuals?

The focus on employee engagement is not a ‘nice to have’, it’s a necessity. In a world of increased competition, higher levels of productivity from other countries, a widening skills gap in manufacturing and engineering, employee engagement is critical to the long-term sustainability of UK organisations.
The signs of disengagement

The positive aspects of employee engagement are well articulated and researched. However, with the majority of employees being disengaged to varying degrees, we should also consider the impact and the signs of low levels of employee engagement.

1. Poor retention of staff
   Are you losing your best and most valuable employees to competitors? Do you have a high churn? Have you recently asked your HR department to analyse how many staff have left you in recent years and have they collated the results from their exit interviews?

   These questions are frequently left unanswered. This is often because, when someone leaves, an organisation goes into overdrive to ensure that they can quickly replace key members of staff and safeguard continuity of service.

   For companies that have good retention, engaged employees are an organisation’s best advocates. Their pride in the organisation also means that they are some of the top referrers and unpaid recruiters. Putting in place a referral scheme can be one of the best – and most cost effective – ways of attracting new talent into the organisation also means that they are some of the top referrers and unpaid recruiters.

2. Lacklustre business performance
   A perennial issue for business leaders is how to increase profits and turnover. So whether it’s an automation project, addressing poor productivity or increasing recruitment to plug skills gaps, employee engagement sits at the heart of an organisation’s business performance.

   The EEF (http://www.eef.org.uk/) conducted research into the different strategies of manufacturing organisations for the year ahead. These are grouped around developing new markets, launching new products and services, and introducing new processes – the actions vital to competing successfully in global markets.1

   All of these involve motivating staff to stretch into new markets, developing new products and increasing customer satisfaction. Having high levels of employee engagement is good for individuals as it increases:
   - Job satisfaction, motivation
   - Stress and well-being
   - Fulfilment, self-confidence

   Engaged employees are also good for organisations as they directly impact the bottom line through:
   - Increased levels of customer satisfaction
   - Retention, loyalty, advocacy
   - Productivity and profitability
   - Proactivity, innovation

3. Poor productivity
   While the desire to grow and expand is certainly in place for manufacturing businesses, there also needs to be room for increased productivity or ‘doing more with less’.

   According to the Office for National Statistics, the UK certainly needs to do something about increasing our productivity. Output per hour in the UK was 21 percentage points below the average for the rest of the major G7 industrialised economies in 2012, the widest productivity gap since 1992. On an output per worker basis, UK productivity was 25 percentage points below the average for the rest of the G7 in 2012.2

4. Skills gap
   A recent EEF report found that, “There is an increasing risk that these growth plans will be restricted because of problems in accessing employees with the required skills.”7

   In research that Festo conducted with Works Management8, it was found that 88% of organisations are suffering from a skills shortage. Equally the research found that business leaders rated the following concerns as important for their organisation:

<table>
<thead>
<tr>
<th>Concern</th>
<th>Very Important</th>
<th>Quite Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talent development and training</td>
<td>62%</td>
<td>34%</td>
</tr>
<tr>
<td>Maintaining morale and motivation</td>
<td>59%</td>
<td>34%</td>
</tr>
<tr>
<td>Employee engagement</td>
<td>56%</td>
<td>38%</td>
</tr>
<tr>
<td>Difficulty in recruitment</td>
<td>44%</td>
<td>43%</td>
</tr>
<tr>
<td>Lack of management skills</td>
<td>38%</td>
<td>57%</td>
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</tbody>
</table>

5. Low levels of customer satisfaction
   A price driven strategy is one of the hardest for UK organisations to adopt due to tough competition from new and emerging economies that are focussed on driving costs down and highly competitive supply.

   UK organisations have to assess different ways to compete. One might be innovation and development of new products and technology, the other is on improving relationships and service to existing customers so that customer satisfaction and loyalty increases. And, yes, you guessed it; increased customer satisfaction comes down to high levels of employee engagement.

“Companies with high levels of engagement show customer satisfaction scores 22 per cent higher than companies with low levels of engagement. But companies that both engage and enable employees demonstrate a total increase in customer satisfaction of 54 per cent.”

Hay Group
The cause and effects of employee engagement

Engagement is the extent to which employees put discretionary effort into their work. This shows the importance of the first two dimensions of employee engagement. But there is a third and that's the individual drive of employees. With these three dimensions you can map your employees.

**Personal satisfaction**

The first is the ‘personal satisfaction’ of the employee. An engaged employee will be personally satisfied in his or her current role, will like their job and be happy to take on more responsibilities. On the flip side a disengaged employee that is not aligned to the company and whose personal needs are not being met, can be a drain on an organisation’s time and resources.

**Needs alignment**

The second is whether there is a ‘needs alignment’ between the employee and the organisation. We often focus on whether the employee is aligned to the organisation, but it is imperative that the organisation also understands and meets the needs of the individual.

**Drive**

There is however another dimension and that is the dimension of ‘drive’. This is the personal drive and energy of employees. A disengaged person with low drive will be less of a disruptive influence than one who is highly driven and keen to convert others to his or her own set of beliefs and opinions.

Mapping employees on 3-dimensions of employee engagement

Using Festo’s 3-Dimensions of Employee Engagement, you can map your employees. This is not for an organisational wide mapping; this is for a manager and his or her direct reports. As the four broad enablers (see page 3) stated, the role of Engaging Managers is critical to improving the levels of employee engagement.

It should however be noted that if managers (senior or first line managers) fall into the categories of Not Engaged (the majority of the workforce) or indeed Actively Disengaged, then the organisation will need to consider how they handle these managers and the amount of time and effort they are prepared to spend in re-engaging management.

Levels of engagement

Using Festo’s 3-D Model of Engagement you can accurately identify and group employees into 8 specific character ‘types’.

The importance of this grouping means that different management; engagement and communication strategies can be put into place. This assists leaders and managers to effectively communicate the vision, what they expect from employees and give clear guidance on how to translate the objectives into action – for themselves and for each individual.

Quick assessment tool – Festo’s 3 Dimensions of Employee Engagement

Building on Festo’s 3-D Model of Employee Engagement, this tool will help give you a snapshot view to identify the levels of engagement in your core team.

www.festo-didactic.co.uk/eeqa

“Engagement is the positive attitude held by the employee towards the organisation and its values. An engaged employee is aware of the business context, and works with colleagues to improve performance within the job for the benefit of the organisation.”

IES
I'm Joshua Stanley and I was one of the first employees to be taken on when the company began. My job was Production Operative and I'm doing the same job to this day. I'm proud of what I do and my manager tells me that I do it well. Sometimes I get worried because I'm not as fast as the young kids and I doubt I'll make it to retirement age.

Actively disengaged

My name's Ronnie Cotterell, I've been here almost 10 months and work as a Sales Consultant. I was headhunted from a competitor, but I'm looking to leave as soon as another job opportunity comes along. When I first came here it was like a breath of fresh air after what I'd been used to. Don't get me wrong, I'm working with a lot of nice people, but how am I supposed to hit my crazy sales targets when I spend half of my time in internal meetings, training workshops and completing endless, repetitive reports and database updates.

A Thief

I'm Henry Roberts and Sales Manager. I directly manage a team of seven men and women, and my style is 'supportive' rather than "leading from the front". It's important that the team are able to maximise their time in front of their customers. They reach out to me when they experience supply or processing issues and I'm always on hand to give them words of support or steer them in the right direction.

A Champion

I think my college education is wasted in this job. Yes, it was exciting to begin with and the company is doing well, but once you've compiled one set of spreadsheets you've compiled them all. Martin Smith sat next to me at lunch the other day and he said he's heard that in the next round of efficiencies and cost improvements, the Directors are going to do away with PA's, except for those assigned to them. I hope a nice new job opportunity comes along soon!

A Sceptic

I'm MaryCotterell, I'm a Manager and I'm the Production Director and I've judged the appointment because I had a very well considered policy on Employee Engagement. Irrespective of how difficult it may be, I believe every company should have a policy to manage disengagement out of its organisation!

A Thief

I feel like an 'A Prisoner' in this job! I understand where we are going as a company and some of the initiatives are great but as employees we don't feel like therefore can't contribute to our future success. I'm Ralph Robinson and I'm a Goods Receiver Inspector. I've suggested many times that we could save time and cost if we cut out the Stores and move the items directly to the production lines. I read somewhere this is called "trackside" supply. Have they taken any notice? No!

A Champion

I'm Rachel Allan and I work as Personal Assistant to two Sales Managers. It's just my luck that instead of "streamlining" my workload as was promised, both my managers more than double it by always wanting work done their particular way – that means everything has to be done twice. Then they say at my appraisal, "Rachel, you're not proactive enough!" I think my college education is wasted in this job. Yes, it was exciting to begin with and the company is doing well, but once you've compiled one set of spreadsheets you've compiled them all. Martin Smith sat next to me at lunch the other day and he said he's heard that in the next round of efficiencies and cost improvements, the Directors are going to do away with PA's, except for those assigned to themselves. I hope a nice new job opportunity comes along soon!

A Thief

I'm Elizabeth Conroy-Yeng. I am the Marketing Director and I've judged the appointment because I had a very well considered policy on Employee Engagement. Irrespective of how difficult it may be, I believe every company should have a policy to manage disengagement out of its organisation!
Employee engagement is not static. Many employees can be re-engaged with the right communication.

Not engaged employees
Challengers, Sceptics, Prisoners and Passengers represent around 60 - 65% of an average UK workforce. Some analysts refer to them as ‘Residents’ advising that if ‘influenced’, they can become more positive or negative in the workplace. In the case of ‘Challengers’, involving them in sustained, high quality, 2-way communication can produce very positive outcomes.

An important note is that even if Challengers say that they’re aligned to the company they are not and the company is unlikely to be aligned to meeting their needs either. They are proactive, often as a result of external stimuli. They are not afraid to speak their mind, although for some this can be driven by insecurity. This can be disruptive and often stems from their lack of alignment.

Because Sceptics are reactive they will only tend to express their opinions in a secure environment. Their scepticism is usually a form of mental comparison – the ‘now’ versus ‘previous experience’. Their scepticism reflects their lack of alignment in the workplace and sometimes driven by their own insecurities.

Although they will have a low tolerance of actively disengaged employees, many will not say so. However, they may express their sceptical views if action is openly taken to deal with them.

Passengers are reactive by nature and may only express their views when asked to do so, although some patience may be required to facilitate this. However, what they say can have value and relevance because they are aligned to the company and the company is aligned to them. Attitudes about themselves may vary considerably and they have the potential to be good workers although this will vary with mood. Those with a negative attitude and openly expressed dissatisfaction may alienate their colleagues.

Prisoners have the potential to be disruptive in the workplace as a result of openly expressing their views on work related matters, although what they say, can often have relevance due to their alignment or understanding of the company’s needs.

They are inclined to be proactive but this can change if their overall dissatisfaction provokes a negative attitude, often fuelled by estranging colleagues because of their open challenges. Potentially, they are at greater risk than Challengers and Sceptics of becoming actively disengaged.

Not engaged employees
Actively disengaged employees
Saboteurs and Thieves who are in the actively disengaged quadrant force their manager or the company to make a very conscious decision – do we risk frustrating and de-motivating the rest of our employees by managing them in the same way as everyone else, or do we draw attention to them and play into their hands, by trying to isolate them and the damage they can cause?

Actively managing disengaged employees out of an organisation is controversial but absolutely must be considered, as long as legislative procedures and rules are closely followed to avoid any potential acts of discrimination on unsubstantiated grounds.

Challengers and Sceptics of ‘influenced’, they can become more positive or negative in the workplace. In the case of ‘Challengers’, involving them in sustained, high quality, 2-way communication can produce very positive outcomes.

Saboteurs are potentially the most dangerous of disengaged employees because they are proactive. They seldom act without purpose, and demonstrate the disengaged practice of ‘consent and evade’. Equally their attitude can be somewhat confusing or complex. Some Saboteurs will exhibit a positive attitude about themselves but harbour a very negative attitude towards the company.

Many have ‘people-oriented’ behaviour tendencies but they can be resentful or vindictive towards the company or even specific individuals. Occasionally, they can be empowered with responsibilities that motivate them and provide a vehicle through which they can show-off their positive attributes. Over time, some Saboteurs can become strong Champions but there remains the question of trust.

Thieves are reactive by nature but their agenda is to take whatever they can from the company and sometimes other employees as well. This includes time, information, training, material goods, money, data, software and anything that they think will benefit them now or in the future.

Some will want to ‘look good’ and stand out as it may ‘cover’ their real intentions. Others tend to try and ‘hide’ within the group. Equally, Thieves might brag about their accomplishments to others in an attempt to encourage them to do the same.

Saboteurs can become strong Champions but there remains the question of trust.

Actively engaged employees
It is easy to think that because Champions are highly engaged, well aligned to the organisation and the organisation aligned to them and they are successful in their work that they need no management. They do however have a low tolerance of actively disengaged employees and this needs to be closely monitored. They need continual challenges and stimulation, and while many feel satisfied with their achievements, others feel they can always do more.

Champions are active by nature and they need recognition for the work that they do. They are successful in their work and they need recognition for the work that they do.

Because Ambassadors are active by nature they need to be presented with opportunities to support new initiatives rather than being expected to drive them forward. They do need to feel valued by the organisation and they need recognition for the work that they do.

To read and listen to the full profiles together with management tips go to:
www.festo-didactic.co.uk/eprofiles
Managers – walking the talk

Management action is the start point of the $E=MC^2$ equation. Since 2008, the UK Commission for Employment and Skills has been conducting research exploring skills utilisation and its impact on productivity and performance. This research into high-performance working practices emphasises the important role of the line manager. Line management behaviour directly impacts employee learning and development; their treatment; autonomy; and the quality of communication and teamwork.

Engaging Managers – as outlined in the report ‘Engaging for Success’ 13, are at the heart of the organisational culture and they are the link between the organisation and its employees. Engaging Managers:

• Facilitate and empower rather than control and restrict their staff
• Treat their staff with appreciation and respect
• Show commitment to developing, increasing and rewarding the capabilities of those they manage.

The aim of any manager and leader should be to make their own role redundant. By considering themselves as enablers of the future, which is empowering for those that work with or for them, they will remove the bottleneck and frustration that can often occur between a manager and their team.

Utilising the 3-Dimensions and characterising employees helps the manager understand the personality profiles and make-up of their employees. They will know the strengths of their team and will recognise the weaknesses.

People management is time intensive and organisations must recognise and empower their managers with the skills, time and resources to manage their people effectively. Without organisations helping managers develop people skills, as much as they would technical skills, it is unlikely that a significant shift in employee engagement will occur.

We’ve titled the section ‘Managers – walking the talk’ because line managers need to be a role model for the organisation. This means that not only do they have to understand and be clear on what the organisation is trying to achieve and be aligned with it but they must constantly reflect this in their everyday actions. A manager cannot expect employees to be engaged with the company strategies if they constantly see their manager behaving in a contrary way. In addition, if a manager is disengaged the organisation will need to consider if they should spend the time and energy re-engaging them or whether they need to manage them out of the organisation.

Management action also links to the third part of the equation – Communication. Communication is not a verbal or a written exercise. We communicate far more effectively when we say things simply, we believe what we say, and we do what we say. That’s walking the talk.
Centralised communication is the way the organisation communicates out to everyone the mission, vision, values, strategy and targets. However, communication is not the responsibility of one department. Nor is it the preserve of the senior leadership team. Each individual with people responsibilities should be clear on their role in the communication process. The manager especially needs to be aligned to the organisation and embody the values in their day-to-day working life.

On the \( E = MC^2 \) equation, communication is squared because it’s what the employee hears and sees and how they understand that the information relates to their own situation that’s important.

As we’ve highlighted, communication will need to be tailored to the 8 Character Types. By mapping the team onto Festo’s 3-Dimensions of Employee Engagement, managers will be aware of how each person is aligned to the organisation. They will know whether they are satisfied or dissatisfied in their role. On the personal drive scale, they will understand whether they need to help employees find a role that enables them to positively contribute to the success of the organisation.

“The quality of management and leadership varies both between and within sectors. Comparative research on a wide range of best management practices in manufacturing firms in the USA, UK, France and Germany has shown USA firms to be the best managed and UK firms to be the most poorly managed. In addition, a low proportion of employers in the UK with managerial staff provide training for them.”

Leitch Review of Skills. 11

“Line managers are under constant and increasing pressure to ‘be leaders’ – improve organisational performance while supporting individual employee needs. In the eyes of individual workers they are most often ‘the employer’, engendering a trusting relationship between the employee and the organisation.”

CIPD Leadership Report, 2013 12

“Effective communication is 20% what you know and 80% how you feel about what you know.”

Jim Rohn, Entrepreneur, author and motivational speaker
...improving management skills

Management, leadership, coaching
Managers at all levels need to pay more attention to the individual, improving their awareness, listening skills and understanding how to clearly communicate what the company is seeking to achieve. They need to live this themselves and give others clear guidance on their role in creating organisational success, providing reward and recognition for individual efforts.

An engaged manager will need to have different skills at their disposal for different occasions. For example, when dealing with actively disengaged individuals (Saboteur, Thief), the manager will need to be able to cite specific occurrences of destructive behaviour. They will have to have processes in place to manage poor performance and then to understand the legal framework to address these. How a manager deals with their people’s performance can impact the engagement and support of the wider team.

Leadership skills are vital to be able to move Disengaged employees (Passenger, Prisoner, Sceptic and Challenger) into Engaged employees. They will need to be able to ‘sell’ the vision of the organisation and engage their team members to deliver challenging targets.

Coaching skills are put into practice when managers want the individual to take personal responsibility for their own careers. They will focus on questioning and building self-esteem. They will inspire and enable change to occur.

One of the most difficult aspects of management and leadership is handling conflict and having what we term ‘courageous conversations’. Moving from a collective approach to one that is individual centred requires well-developed people management and communication skills. Key to making this work is overcoming barriers to effective listening so there can be an accurate and agreed record of an individual’s needs and aspirations.

For instance, what would happen if an employee feels that they have been overlooked for an internal promotion? First, this would not be the manager’s problem but is the responsibility of the individual. A leader’s response might be “What was it that you haven’t told me, or that I haven’t heard, that means I didn’t consider or recognise you?”

This management philosophy is empowering for the individual but it does place responsibility with them to explain clearly their own requirements and aspirations. This becomes more difficult if aspirations and capability are far apart. Then you need tangible ways to show the gap so you can openly discuss this with individuals. Tools, such as a Balanced Scorecard, can be helpful as they remove the emotion from the discussion.

Engagement is an outcome of an organisation that has belief in its own goals, mission and vision and through its management effectively communicates so there is alignment in values, beliefs and objectives.

Businesses fail at creating employee engagement where their stamina wavers and they run out of time or money. A successful strategy has to live beyond where many people would give up. Constantly changing the strategy causes confusion and a lack of trust in the vision of the leaders.

One of the most difficult aspects of management and leadership is handling conflict and having what we term ‘courageous conversations’. Moving from a collective approach to one that is individual centred requires well-developed people management and communication skills. Key to making this work is overcoming barriers to effective listening so there can be an accurate and agreed record of an individual’s needs and aspirations.

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Engagement is not a target

Employee engagement is not a short-term tactic. Nor is it a target. If you focus on engagement as a target, rather than as a measure of progress, it becomes toxic.

Performance metrics
Identify and implement metrics that drive individual and team accountability (via Balanced Scorecard)

Consistent communication
Create a comprehensive communication plan that penetrates through the organisation from the top and to first line managers taking into account individuals needs

Skills
Linked to the strategy you need to define the skills – both technical and people management – that your leaders and managers need and put in place a training programme to support them

Strategy mapping
Define the strategy in the medium term – across the organisation as a whole and for each individual business unit

Leadership and management principles
Application of values – your managers and leaders need to exhibit and uphold the values and behaviours required by the organisation.

Values and attitudes
Describe what is expected from each individual. What do you want to keep or change? What do you want to add? These need to be understandable and clearly communicated

Clear mission and vision
This is not an external marketing tool. It is the foundation and what drives leaders and managers

“Employee engagement is a leading indicator in terms of how successful a strategy will be. In Festo, we saw increasing levels of employee satisfaction and engagement before we saw the full impact of this on the business results. It’s also an influence on customer satisfaction.”

Gary Wyles, Managing Director, Festo Ltd
Festo and employee engagement

Festo is a leading world-wide supplier of automation technology and the performance leader in industrial training and education programs. Our aim: maximised productivity and competitiveness for our customers.

To achieve this aim we see employee engagement as the critical factor. Our people are key to achieving our goals. People in Festo know how they contribute and get a shared sense of satisfaction when company figures are released. It’s not just about the financial performance though. We are well-known in the industry for investing in the training and development of our people through our own learning and development programme, ‘Fit for Change’. We also have a strong coaching culture that ensures people are supported and personally developed. We put much of this in place when times were good. When the recession bit, it really paid off.

At Festo, we believe in three key leadership principles:
- Open and honest communication
- Respect and recognition
- Driving a shared vision

Our open and honest communication begins by listening to our people. We started our Employee Engagement Survey in 2001 and that led to some changes in communication. They said they wanted to know from the leadership team how the business is performing, what their role is to achieve business objectives and how they’re doing on our mission.

So, we modified our Business Reviews – biannual appraisals of business progress – and required managers to cascade key messages through departmental meetings within four weeks of each Review. The results of this survey also ensured the business could easily and swiftly access an important feedback mechanism to not only measure success but also to drive future people-focused initiatives.

Respect and recognition means that all employees have the opportunity and capacity to voice their opinion and share their experience and learning for the greater good. In 2007, we introduced ‘Recognise’ where any employee can nominate a colleague for efforts taken ‘beyond the call of duty’. Every nomination is personally acknowledged and notified by individual managers and every quarter a winner is selected by management vote.

When it comes to driving a shared vision within Festo, it really is a case of leading from the front. In the face of the recession, the business has developed (and retained) a ‘we’re all in this together’ attitude that has encouraged the business to work as a team that is succeeding amid this turbulent market.

External recognition is also essential for us to recruit and retain the best talent. We have achieved a 1st rating in The Sunday Times Best 100 Companies To Work For and also are accredited with the Gold Investors in People standard.

Part of understanding successful practices for employee engagement is the fundamental realisation that the modern workplace has changed. Pay and perks have been replaced by flexibility, self-realisation and work-life balance as key motivators.

The first step to understanding employee engagement is to see what the levels are like in your own organisation. For some leaders this might be the first time that they’ve listened to the views and opinions of their own employees. It can be tough and it can be challenging. Issues can also easily be glossed over. Some organisations proudly state that they have 66% engaged employees in their organisation. While remarkable when compared to the 20% average, it still means that one third of your workforce is not engaged or even actively disengaged! Measurement is equally no good if it’s just for measurement’s sake. As we stated earlier, if you’re focussing on achieving a certain percentage as a target, then measuring employee engagement can become toxic.

The act of measuring employee engagement is a form of communication in its own right. And like any form of communication, it needs to be a conversation. If people give their time to tell you what they think, then equally you need to feed back to them the top line results, and identify priorities for action and when these are going to be put in place. This is back to the beginning. It’s what you hear, the action that you put in place, and then communicating back that you’ve listened and what you’re going to do about it.

Employee engagement is not something to be entered into lightly but it is something that business leaders, in all sectors – and especially in manufacturing and engineering – need to focus on.

And why? Because having high levels of engagement in your organisation will ensure that your business goes from strength to strength, outstripping the performance of your competitors, attracting the best talent, and becoming one of those companies that others look at with admiration and, quite often, with a touch of envy.

“Measuring and monitoring employee engagement is the latest gauntlet to be thrown to employers because it can be linked directly to the bottom line!”

Gallup, Inc
Sources

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