



The complete engagement
tune-up for your organisation
Executive Report 05 November 2021
for Acme Group Limited

How Engage drives superior performance

Monday and Friday People

Monday people wake up in the morning, leap out of bed and can't wait to get to work; they enjoy their day. The work they do is fulfilling and rewarding, working with people they really like. They head home with a sense of accomplishment and pride, looking forward to their next day at work. **Friday** people drag themselves to work. They spend the day watching the clock and avoiding the boss. The journey home is full of dread for tomorrow and dreams of a better job.

Many of the differences between Monday people and Friday people are reflected in their level of **Workplace Engagement** - how positively they think and feel about the job they do and the people they work with. Winning organisations employ more Monday people than Friday people.

Engage provides an engagement tune-up for your organisation, enabling you to unlock the potential of your staff. This report

summarises the results of your Engage survey, highlighting your areas of strength and vulnerability and pinpointing activity plans to drive real success and create a truly great place to work.

In engaging with Engage your:

- Employees feel more engaged and together, going the extra mile and putting more into their emotional bank account.
- Leaders and Managers develop more skills and become more competent and confident.
- Customers receive superior service and benefit from new ideas and innovations.
- Organisation unleashes potential, raising performance and enhancing the bottom line.

Sample

The Fundamental Drivers of Workplace Engagement: The Science

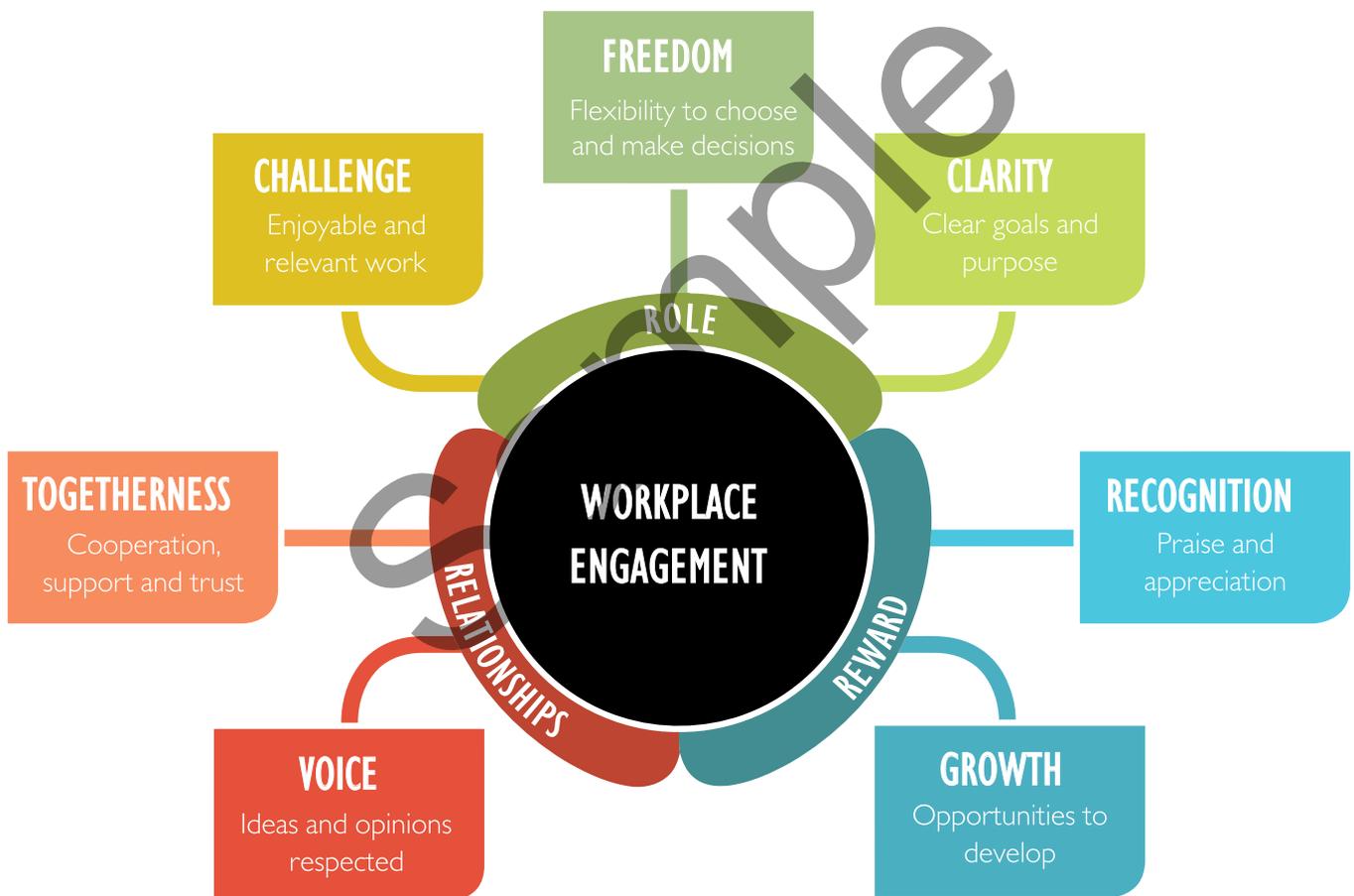
From our earliest beginnings human beings have gathered together in groups for safety, and to achieve and grow. We are social beings, we need to be together. However, in order to thrive and engage with the group, humans have certain primal and social needs that must be met. This is as true for the workplace as it is for any family or tribe.

Engage builds on this science to measure the primary human needs that drive Workplace Engagement and superior performance.

Our research with many thousands of people proves that engagement reveals itself in three critical work dimensions. What is important to people at work are:

- The Relationships they have
- The Role they do
- The Reward they get

These critical dimensions are further captured in the Engage 7 Drivers model of Workplace Engagement.



Overall Workplace Engagement

A total of 20 out of 20 staff completed the Engage Survey representing a response rate of 100%. The display below indicates the Acme Group Limited Workplace Engagement Score represented as an overall percentage:

Overall	52%		
	Potential Vulnerability	Potential Opportunities	Relative Strength

How engaged are your staff?

Every organisation has some staff who are disengaged and others who are highly engaged. The display below is an analysis of data taken from 20 staff and demonstrates the percentage of staff at each of the 3 levels of Workplace Engagement: **Low**, **Moderate** and **High**.



7 Drivers of Workplace Engagement

The display below shows the percentage scores for each of the 7 Drivers of Workplace Engagement at Acme Group Limited:

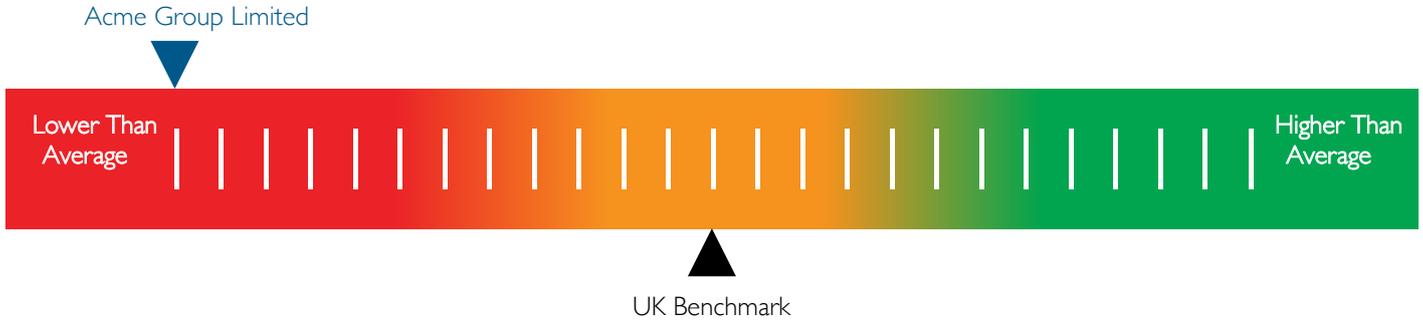
Relationships 53%	Voice	55%	Potential Opportunities	Relative Strength
	Togetherness	51%		
Role 52%	Challenge	48%	Potential Opportunities	Relative Strength
	Freedom	54%		
	Clarity	53%		
Reward 52%	Recognition	50%	Potential Opportunities	Relative Strength
	Growth	54%		
Dimensions	Drivers	Potential Vulnerability	Potential Opportunities	Relative Strength

This analysis shows that your organisation has potential vulnerabilities in the drivers **Challenge**, **Recognition**, **Growth**, **Voice**, **Freedom**, **Clarity** and **Togetherness**.

Compared to others?

Overall Workplace Engagement

One useful way to understand your Workplace Engagement is to compare yourself with other organisations. The following display shows how Acme Group Limited Workplace Engagement compares to a UK Benchmark:



Analysis of the results indicates that Acme Group Limited scores considerably lower than other UK organisations for overall Workplace Engagement.

The displays below demonstrate how Acme Group Limited compares to other UK organisations for each of the 3 Dimensions of Workplace Engagement: Relationships, Role and Reward.

Relationships — trust, support, respect and inclusion



Analysis of the results indicates that Acme Group Limited scores considerably lower than other UK organisations.

Role — challenging work, autonomy, involvement and clear direction



Analysis of the results indicates that Acme Group Limited scores considerably lower than other UK organisations.

Reward — appreciation, learning and development



Analysis of the results indicates that Acme Group Limited scores considerably lower than other UK organisations.

The following section explores the Dimensions and Drivers of Workplace Engagement at a more detailed level.

Relationships

At work people want to feel part of the team, accepted and valued in the group. It is important to work with people you can trust and who support you, who seek your opinions and are interested in your ideas. The display below shows the percentage of staff scoring in each of the 3 levels: **Low**, **Moderate** and **High** for the dimension **Relationships**.



The strength and quality of **Relationships** is measured by the drivers **Voice** and **Togetherness**. The display below shows the percentage scores for each of these drivers:

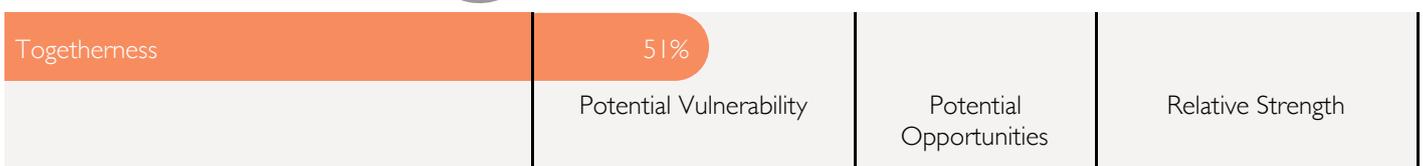
Voice

People need to feel accepted, that their opinions are valued and acted upon and that others listen to and respect what they have to say.



Togetherness

Human beings need to feel valued as members of the group. They need safety, trust and support, and cooperative, friendly relationships.



Analysis

Analysis of your Engage results for the dimension Relationships indicates a vulnerability, which may require some prompt action. While some staff report that relationships are effective and that they are listened to, supported and valued, many report a different experience. A high proportion of staff report some poor Relationships with a lack of cooperation, trust and support from others in the organisation. They feel their opinions and ideas are not often respected or acted on. To improve performance across your organisation it is strongly recommended that action be taken to address issues of Relationships - see the sections Bright Sparks and Black Holes for a more detailed analysis of higher and lower engagement groups.

Actions

High engagement organisations understand that relationships are enhanced by the daily behaviour of managers and leaders and how they make the most of every interaction and conversation. They build trust and minimise conflict. More importantly, they realise that excellence is driven by how leaders engage with, and learn from, their people.

Role

It is of critical importance for people at work that their job role brings a good level of satisfaction. This is largely achieved through clear and purposeful work that plays to their strengths, offers responsibility and flexibility, and a regular sense of accomplishment. The display below shows the percentage of staff scoring in each of the 3 levels: **Low**, **Moderate** and **High** for the dimension **Role**.



Low engagement



Moderate engagement



High engagement

The degree of engagement for **Role** is measured by the drivers **Challenge**, **Clarity** and **Freedom**. The display below shows the percentage scores for each of these drivers:

Challenge

People excel at tasks that they have a talent for and enjoy. Doing them, they experience a sense of “flow” and accomplishment.

Challenge	48%	Potential Vulnerability	Potential Opportunities	Relative Strength
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Freedom

People are more engaged when they are entrusted with the responsibility to make decisions, and have the freedom and flexibility to choose how they do their work.

Freedom	54%	Potential Vulnerability	Potential Opportunities	Relative Strength
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Clarity

People engage when they understand what is expected of them, the purpose of their work, and how it makes a difference to the organisation and its customers.

Clarity	53%	Potential Vulnerability	Potential Opportunities	Relative Strength
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Analysis

Analysis of your Engage results for the dimension Role indicates a vulnerability, which may require some prompt action. While some staff report they enjoy their work and find their roles challenging and rewarding with clear goals, autonomy and flexibility, for many the experience is different. A high proportion of staff report their work is not engaging. Their role does not always match their strengths and talents, the purpose and objectives of work are sometimes unclear and they do not feel trusted to use their initiative and make decisions. To improve performance across your organisation it is strongly recommended that action be taken to address issues of Role - see the section Bright Sparks and Black Holes for a more detailed analysis of higher and lower engagement groups.

Actions

Successful organisations recognise the importance of communicating specific objectives and a shared vision, they offer variety and flexibility and encourage people to be more accountable and involved in innovation. Inspiring managers identify the talents of their people and delegate challenging work according to strengths. Furthermore, they create opportunities for people to achieve and celebrate success.

Sample

Reward

Whilst financial remuneration is important, people at work seek further reward. They want to be appreciated for their efforts, and acknowledged when they have done a good job. This pays into the emotional bank account and boosts esteem and self-confidence. Other rewards come in the form of learning and development. People have an expectation for improvement and the chance to grow their talents. The display below shows the percentage of staff scoring in each of the 3 levels: **Low**, **Moderate** and **High** for the dimension **Reward**.



The depth of **Reward** is measured by the drivers **Recognition** and **Growth**. The display below shows the percentage scores for each of these drivers:

Recognition

Praise, appreciation and recognition boost self-confidence and create productive employees.



Growth

A constantly changing world means that people today need to continuously learn and develop their talent and capability.



Analysis
 Analysis of your Engage results for the dimension Reward indicates a vulnerability, which may require some immediate action. While some staff report feeling appreciated and valued with appropriate development, for many the experience is different. A high proportion of staff report a lack of praise, recognition and honest feedback with limited opportunities to learn new things, develop and progress. To improve performance across your organisation it is strongly recommended that action be taken to address issues of Reward - see the section Bright Sparks and Black Holes for a more detailed analysis of higher and lower engagement groups.

Actions
 High performing organisations believe in the Reward principle. They often operate recognition programmes and build 'fit for purpose' learning processes aimed at developing the whole individual. Great managers take time to understand the development needs of their people and encourage them to build their capabilities. They create opportunities for new learning experiences and variety, and frequently provide constructive feedback and praise.

Bright Sparks and Black Holes

This section examines the results of your Engage survey in greater depth, helping to identify specific clusters of high and low engagement across your organisation. Below, the results of your survey show the percentage of your staff in each of the three different zones: **Low**, **Moderate** and **High** engagement.

<p>LOW 85% potential vulnerability</p> <p>Red indicates low engagement and potential vulnerabilities. It may be necessary for you to take prompt action to address concerns.</p>	<p>MODERATE 10% potential opportunities</p> <p>Amber indicates a moderate risk where engagement is a reasonable but inconsistent experience. There are potential opportunities for growth and focus should be to invest effort in transforming to green and avoid sliding into the red.</p>	<p>HIGH 5% relative strength</p> <p>Green indicates good and consistent engagement with relatively low risk. It is important to acknowledge and build on strengths, and take action to maintain and improve them.</p>
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The tables below show the Engage results for the sub groups you have selected to analyse:

Location

	Total	Relationships		Role			Reward	
		Voice	Togetherness	Challenge	Freedom	Clarity	Recognition	Growth
UK n=6	57	65	46	53	67	62	53	56
America n=5	44	47	47	39	41	37	44	53
Hong Kong n=5	49	49	51	48	44	52	49	48

There are one or more demographics that have too few respondents to guarantee anonymity. These are listed below.

- Europe (n=4)

Gender

	Total	Relationships		Role			Reward	
		Voice	Togetherness	Challenge	Freedom	Clarity	Recognition	Growth
Male n=7	49	58	41	40	59	50	43	50
Female n=8	51	52	55	49	48	49	50	55
Other n=5	58	57	60	54	58	62	58	58

There are one or more demographics that have too few respondents to guarantee anonymity. These are listed below.

- Prefer not to say (n=0)

Age

	Total	Relationships		Role			Reward	
		Voice	Togetherness	Challenge	Freedom	Clarity	Recognition	Growth
18-30 n=6	58	60	60	51	60	53	60	62
31-45 n=7	51	54	48	54	51	59	43	49

There are one or more demographics that have too few respondents to guarantee anonymity. These are listed below.

- 46-60 (n=3)
- Over 60 (n=4)
- Prefer not to say (n=0)

Length of Service

	Total	Relationships		Role			Reward	
		Voice	Togetherness	Challenge	Freedom	Clarity	Recognition	Growth
Under 2 years n=6	52	60	50	42	57	43	52	59
5-10 years n=6	53	52	47	53	53	65	51	51

There are one or more demographics that have too few respondents to guarantee anonymity. These are listed below.

- 2-5 years (n=3)
- 10-15 years (n=0)
- Over 15 years (n=4)
- Prefer not to say (n=1)

Full time/Part time

	Total	Relationships		Role			Reward	
		Voice	Togetherness	Challenge	Freedom	Clarity	Recognition	Growth
Full-time n=12	54	61	48	49	59	58	50	55
Part-time n=7	48	43	55	46	46	45	49	51

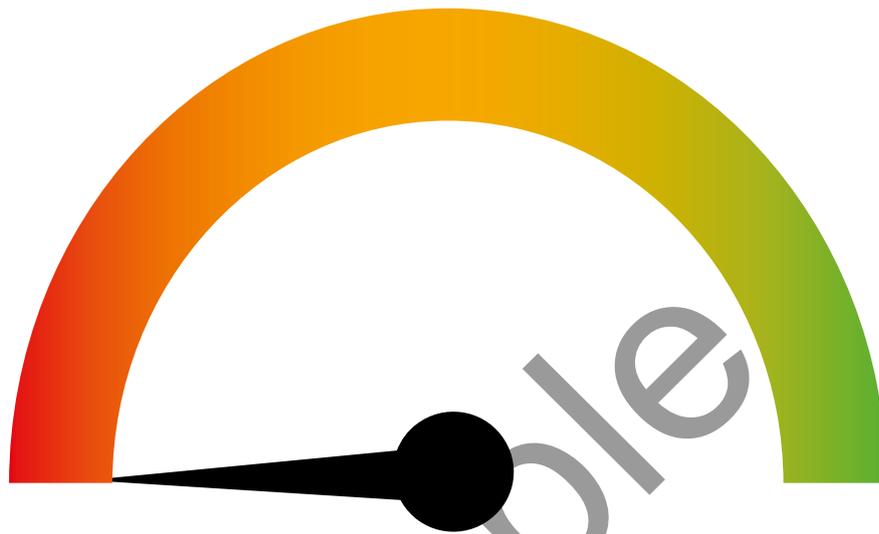
There are one or more demographics that have too few respondents to guarantee anonymity. These are listed below.

- Prefer not to say (n=1)

Sample

Organisational Wellbeing Indicator

The Organisational Wellbeing Indicator is a further assessment of your Engage results and is based on the number of respondents reporting very low Workplace Engagement. High numbers of disengaged staff can be an indication of some potential risks within Acme Group Limited.



Results indicate that overall your Organisational Wellbeing is below average. Though a proportion of your staff report good levels of Workplace Engagement and a positive experience of working at Acme Group Limited, there are a significant number of individuals with very low engagement scores (7 individual(s)).

In scoring very low engagement, individuals may be experiencing one or more of the following:

- Not feeling listened to or included in the wider team.
- Poor direction or meaning in their work.
- Ineffective relationships and poor communications.
- Lack of autonomy and flexibility.
- Marginalised from the rest of the organisation.
- Lack of management support and appreciation.
- Limited development opportunities.

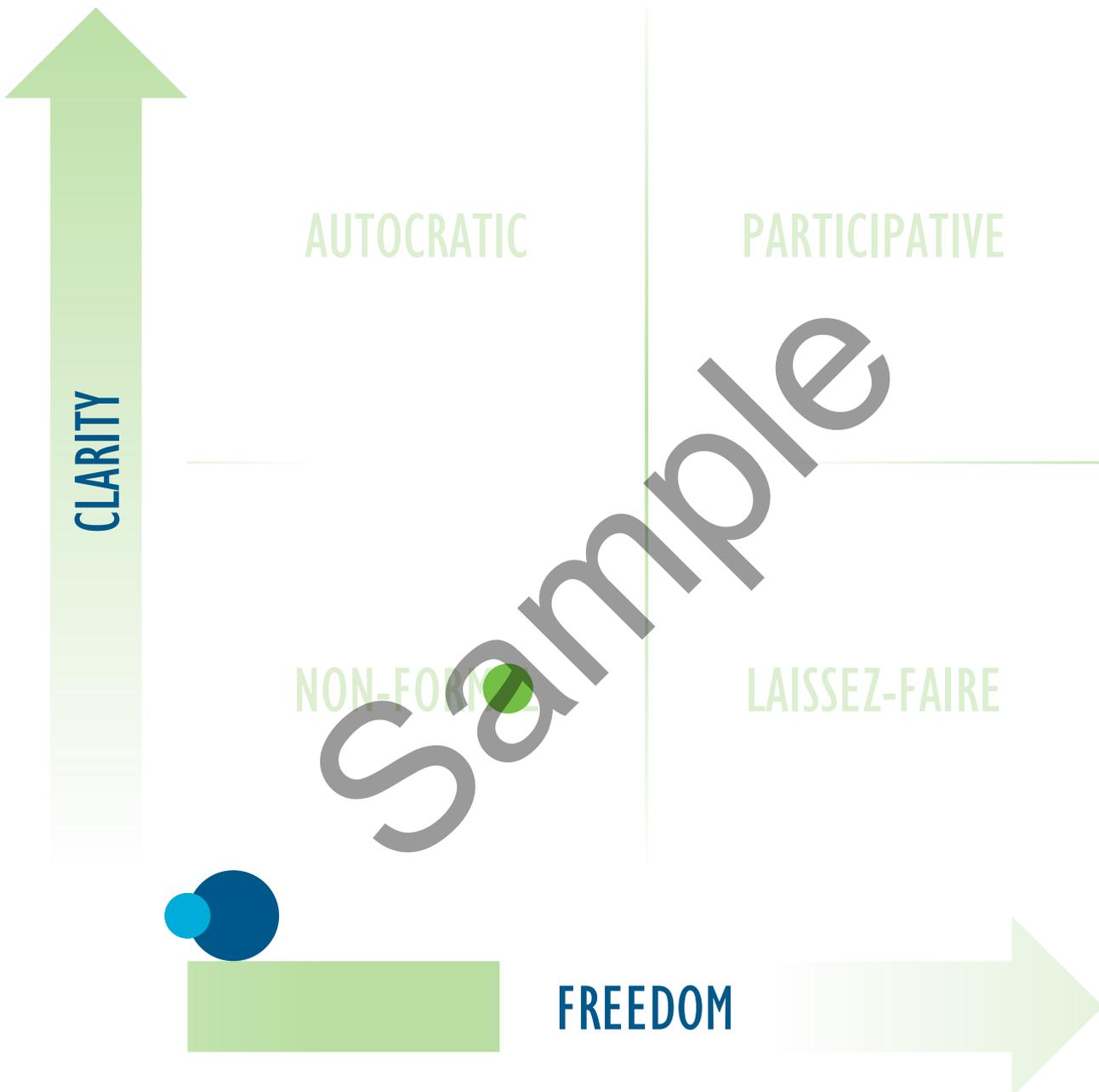
Very low engagement can lead to:

- Performance issues.
- Conflict and withdrawal.
- Stress, reduced confidence, anxiety, frustration and general negativity.
- Poor commitment and intention to leave.
- “Detractors” – employees expressing views externally through social media.
- A ripple effect of negativity which can impact on others' engagement.

To maximise organisational performance it is important to address areas of very low engagement; even a small minority of disengaged staff can have a disproportionate effect on the rest of the organisation.

Management Style Quadrant ©

The Management Style Quadrant© is an indication of the prevailing management styles within an organisation. Management style is often expressed as a combination of the level of autonomy (Freedom) and the level of instruction/explanation (Clarity) offered by managers to their staff.



- Acme Group Limited (n=20)
- UK (n=6)
- America (n=5)
- Hong Kong (n=5)

Whilst management style may vary between departments the results of the Engage Survey indicate the prevailing management style across Acme Group Limited tends toward non-formal.

Characteristics of Non-Formal Management Style

- No formal decision-making process.
- Lack of clear strategy, direction and objectives.
- Lower expectation of performance and commitment.
- Often limited resources.
- Perception of poor management effectiveness.
- Ineffective or outdated systems and processes.
- Relationships based on shared emotions and experiences.

Direction: Limited Direction

Strengths

In organisations with a non-formal management style there may be little need for complex decision-making, detailed objectives, or too much input from managers in terms of direction or control. Often this style is successful at an operational level where staff may prefer being told what to do with limited personal responsibility. At times this style can facilitate self-reliance and initiative in more capable, self-organising groups. A steep learning curve often stimulates rapid development. The non-formal style may emerge in organisations that are under-resourced or overly bureaucratic, or possibly undergoing a period of intense change or reorganisation. These conditions often provide opportunities to identify talent and develop resilience and resourcefulness in staff. In effect a 'sink or swim' approach.

Vulnerabilities

In organisations with a non-formal management style, staff may lack direction and clarity, and often feel powerless and undervalued. They are usually unclear about their role, objectives or status, and about how to find information. Lack of voice, clarity and freedom can be highly frustrating, sometimes leading to stress and anxiety. The non-formal style can result in low engagement with ineffective relationships, inferior performance and poor quality output. It can also lead to negative outcomes such as high staff turnover, absence and rule-breaking. Non-formal managers sometimes fail to understand the potential in their employees, and seldom push the boundaries of what is possible. They can focus too much on day-to-day outcomes rather than bigger picture context, rarely communicating the reason for their actions or decisions. A lack of credibility and authority that sometimes comes with non-formal style can lower staff confidence and sense of security.

Characteristics of Laissez-Faire Management Style

- Hands-off approach.
- Freedom for staff to make decisions.
- Often vague direction or planning.
- Staff expected to deal with problems on their own.
- Task delegation.
- Limited day-to-day involvement from managers.
- Relationships are informal and based on personal values.

Direction: Go Your Own Way

Strengths

Organisations with a laissez-faire management style can be empowering to employees with high levels of trust and responsibility. Freedom is high, which can be greatly valued by confident, competent staff with strong motivation. It can encourage creativity, innovation and resourcefulness. This style is effective in creative situations where new thinking and innovative approaches are needed and valued. Staff can feel valued and empowered to shape change, and may take on greater responsibility and increase productivity through self-motivation. The effective laissez-faire manager retains a framework of support, feedback and communication with employees, yet trusts the talents of the team to get results without micromanagement. In situations where group members are highly skilled and capable of working on their own, laissez-faire managers can be inspiring and extremely motivating, encouraging development and providing coaching where needed.

Vulnerabilities

In organisations with a laissez-faire style of management, staff can often lack direction and clarity of objectives. This is not ideal when they lack the knowledge and experience necessary to complete tasks and make solo decisions. Deadlines may be missed as a result, as not all staff are able to manage their own projects without stronger guidance from a manager. Laissez-faire organisations can have lower productivity and at times allow projects to go off-track. Staff lacking the relevant experience and knowledge can feel anxious and unsupported. Decision-making can also be problematic, with a lack of visibility of organisational objectives sometimes making it difficult for goals and targets to be met. The laissez-faire manager may be seen as disinterested in staff, sometimes leading to a lack of focus and productivity. Less motivated employees may reduce output or quality as they do not feel supported, and are not always directly encouraged to continue performing at a high level. This can result in a lack of growth and development for staff, who can feel ignored and directionless.

Characteristics of Autocratic Management Style

- One leader makes all decisions.
- Limited consultation and challenge.
- Clear instructions and task focus.
- High expectations and low tolerance for failure.
- Command and control style.
- High degree of monitoring.
- Relationships based on power, status and competence.

Direction: My Way

Strengths

In organisations with autocratic management style, staff can take confidence from the fact that managers usually have good knowledge and experience. They are clear who is in charge and what is expected. This style is considered effective when a task requires quick decisions with no time for debate. In critical or high-pressure situations with tight deadlines and limited resources, managers remain task-focused and keep projects on track. Competition often motivates autocratic managers. They push harder to keep output at a winning level. They keep tight control and will usually drive others to ensure projects and targets are completed on time.

Vulnerabilities

With autocratic managers, staff are not generally encouraged to challenge and question, or to give their ideas and opinions. A lack of voice sometimes prevents organisations from capitalising on the creativity and innovation of its people. Staff may feel excluded and demoralised. A single decision-maker can slow progress as staff wait to be told what to do. Even the most competent manager may find it challenging to control everything. In this situation, managers focus on management of short-term targets at the expense of the 'bigger picture' and valuing their people. The autocratic manager can be portrayed as forceful and controlling, with little concern of their impact on others. They typically criticise more than praise, and can be competitive with peers and tough on those who work for them. This can lead to high stress and anxiety and issues of performance and commitment.

Characteristics of Participative Management Style

- Freedom for staff to challenge and contribute to decision making.
 - Creativity and innovation.
 - Relationships based on trust, respect and integrity.
 - Encouraged to share ideas and opinions.
 - Decisions based on majority.
 - Leader in charge and staff empowered to take action.
 - Clear vision, direction and outcomes.
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Direction: In This Together

Strengths

In organisations with participative management styles regular meetings often result in better communications and clarity, providing a forum for capturing ideas and consultation with staff. Whilst managers maintain the right to make decisions, successful collaboration with staff ensures the quality of decision making remains high. This style is considered effective for developing new ideas and moving business forward. Staff are trusted with more freedom and responsibility and as a consequence develop their sense of involvement, belonging and commitment to decisions. Democratic managers provide clear objectives and direction. They are concerned about the development of others, and through feedback, both formal and informal, they give praise, recognition and encouragement. As a result, staff feel more valued and are more willing to 'go the extra mile.'

Vulnerabilities

In organisations with a participative style of management, complex decision-making processes can sometimes slow down productivity and time can be wasted trying to keep multiple parties satisfied. Whilst staff feel valued and listened to, frustrations may arise through lack of decisive action, particularly in high pressure situations. Staff could also lose focus on the bigger picture thinking, instead focusing on their own agendas. This management style is reliant on employees having high levels of competence, the ability to take on responsibility and a high degree of trust. Therefore, problems can arise when not all staff have the relevant knowledge or experience to contribute effectively, or lack the motivation to take on responsibility. Some people prefer to work independently and may not enjoy the more participative elements of this style. As quick decisions are rare, the participative manager can at times appear indecisive, not always inspiring confidence in the team. With high collaboration, the success of the team is dependent on the leaders' ability to minimise and manage conflict.

How to use your Engage report

Engage provides an engagement tune-up for your organisation, enabling you to unlock the potential of your staff. This report summarises the results of your Engage survey, highlighting your areas of strength and vulnerability and pinpointing activity plans.

The Engage survey report is a snapshot of your current level of Workplace Engagement; how people think and feel about the work they do and others they work with. It offers you insights into the strengths and vulnerabilities of your organisation, and provides a framework for taking action to enhance your Workplace Engagement and performance.

Read the report to:

- Benchmark your organisation against others.
- Understand which drivers are strengths and which are potential vulnerabilities.
- Identify groups with low engagement and the clusters of success.
- Enable specific managers and leaders to develop a more effective style.
- Receive direct feedback and comments from your staff.
- Build a plan of action toward higher Workplace Engagement and performance.
- Open a dialogue to create a strategy for real change.
- Set benchmarks to monitor and track progress.

Setting the scene for success – creating a winning organisation

Your organisation may need a quick engagement tune-up or a deeper shift in its culture. Either way our research shows organisations that achieve a significant increase in Workplace Engagement create a platform for success by considering the following **Success Principles**:

Success Principle 1: To truly unlock the innovation and creativity of staff you need to listen more carefully, seek out information and be prepared to learn from them.

Success Principle 2: Sustainable change is best achieved through changing the daily behaviours of leaders and managers. Developing more effective management behaviour is a low cost, high impact solution. Managers need to recognise there are opportunities to coach and learn in every conversation.

Success Principle 3: Whilst it is important to improve on low scores, it is equally important to acknowledge what is working well. Doing more of what you are good at is often easier, and can lead to quicker wins. Identify pockets of excellence and learn from their success.

Success Principle 4: Enhancing Workplace Engagement needs a change of culture. Such change is not going to happen overnight and can only be done one step at a time. Involve others to build an effective plan for change. Take every opportunity to communicate your vision for the future.

Success Principle 5: To truly embed change it is necessary to involve the chain of management in the development and execution of your action plan. Line managers channel information up and down the organisation and are the key in driving change and unlocking creativity.

Success Principle 6: Research shows that outstanding results are best achieved through marginal gains. If you make small improvements in many different areas then overall performance can be significantly enhanced.

Success Principle 7: Change is often hard and uncomfortable. If people do not see immediate results they are likely to revert. Set clear objectives, consistently monitor progress and be persistent in maintaining momentum.

Make Workplace Engagement an organisational objective.

Enhancing Workplace Engagement — Taking Action

Using the Engage Toolkit

Step 1 — Review

Workplace Engagement is associated with high levels of performance, organisational belonging and raised levels of personal wellbeing. Reviewing your Engage results is the first step to driving improvements in your Workplace Engagement.

Review each of the 7 Drivers of Workplace Engagement and their associated levels of vulnerability and strength. Explore the Bright Sparks and Black Holes section to identify specific groups at risk. Read the free text comments at the back of this report. These are rich in information that supports the Engage results and can help to direct your action plans.

Step 2 — Share

The Engage report is intended to provoke thought and inspire critical conversations. Share the Engage report with your colleagues and managers. Better still create a Workplace Engagement steering group to formulate an effective strategy for change.

Co-creating a plan for change is likely to result in more effective and sustainable actions. Involving others in your vision, strategy and planning will establish staff commitment. If possible make it an organisational objective to improve Workplace Engagement 7 Driver scores, and reward managers for their improvements.

Step 3 — Plan

Whilst most organisations have a genuine desire to create a more engaged workplace, they often don't know where to begin. The most effective way to build Workplace Engagement is action planning through a combination of organisational change and development of leaders and managers. Together these factors create a virtuous cycle.

Leader & Manager Development — Changing behaviours and actions

The chain of leaders and managers throughout your organisation are critical to unlocking the full potential of your staff. The level of your Workplace Engagement is largely a result of their everyday actions and behaviours. Encouraging management to adopt a few changes and try new ideas is a low cost, high impact way of creating positive engagement.

Organisational Change — Policies, processes and procedures

Evidence suggests that organisations with high Workplace Engagement have policies, processes and procedures that support the 7 Drivers. For example, reward and recognition schemes, performance appraisal systems, personal development programmes, flexible working policies, etc. In raising your Workplace Engagement it is essential to review the systems and processes you have in place that support your staff.

How it all works

For example, if your Engage score is low for the driver Voice, it means that your staff are currently not feeling that they are being heard within your organisation, and your managers need to take action. They should be encouraged to practice listening skills and start building in more time in conversations and meetings to actively seek ideas and feedback as well as developing more emotional intelligence. To support this you might involve staff in designing formal systems to regularly canvass opinions and share ideas, and further reward staff for their innovation and creativity.

The following pages serve as a guide to assist you in further developing your action plans. Involve your colleagues and team in provocative thinking and critical conversations. Explore the suggested solutions and use them as a launchpad for creating innovative actions and change.

Relationships — Taking Action

Relationships are critical drivers of Workplace Engagement within any group—we need to be together. Groups with Togetherness feel less anxious and more secure. They experience cooperative and friendly relationships, and in registering a Voice they fulfil the need to be included and feel part of the team. For organisations and groups with lower scores for the dimension Relationships the staff report low levels of trust and support. They may feel less valued and with a lower sense of belonging to the group.

PROVOCATIVE THOUGHTS & CRITICAL CONVERSATIONS

- What processes and procedures does your organisation have in place to capture the ideas and opinions of your staff?
- How do staff currently exercise their voice?
- What does the organisation do to promote trust, togetherness and teamwork both within and across teams?
- Do managers receive effective training in developing leadership and management skills?
- Do managers generally take the time to 'get to know' their people?
- Does your organisation currently encourage and reward Togetherness?

Leadership and Management Development

Changing behaviours and actions:

- Building a high engagement workplace where staff feel free to voice their opinions means genuinely seeking their ideas and opinions.
- Provide formal opportunities for people to create improvements in their work and reward good ideas and innovation.
- Take every opportunity to invite your staff to proactively challenge current thinking and practice.
- Often the 'soft skills' are hard. Consider developing your managers' emotional intelligence. Support managers in reflecting on their own personality strengths and vulnerabilities. Encourage managers to think about their style and start to develop new ways of working. Get them to consider the impact of their behaviour on others.
- Giving a voice means listening more than speaking, asking more than telling. Encourage managers to reflect on their listening skills and to spend more time focused on what others are saying.
- Even simple behaviours such as being friendly, smiling, eye contact and reflecting back can result in much more effective relationship outcomes.
- To raise Voice urge managers to be more open and ask more questions in their everyday conversations with staff.
- People like to see their leaders, make sure you don't hide behind technology, have more face-to-face time with your staff.
- Encouraging staff to get to know each other better helps to build trust and an environment of support.
- For many their workplace is their second family, so occasionally do something different, organise a social night, charity event or form a sports team. Design some activities everyone can do together. Create more fun!
- Provide opportunities for staff to learn about each other. Build strong and effective relationships through more collaborative teamwork and shared leadership.
- Invite more junior staff to attend management meetings. This keeps them informed, provides them with experience and helps them to feel valued.
- Too often meetings are filled with task and target discussions. Leave time in meetings to ask everyone how they are feeling about current work or focus on personal events.
- Set up cross-functional problem-solving groups that would meet periodically to discuss ideas for improvement.

Organisational Change

Policies, processes and procedures:

- Culturally, high engagement workplaces focus heavily on the 'people' part of their business. From a relationship perspective people are viewed as individuals and the organisation places high value on trust and empathy.
- Ensure your staff employment policies reflect fairness, equality and inclusion, and that poor behaviour is addressed.
- Foster a culture of honesty and openness and avoid blame.
- Set up formal systems for capturing voice. e.g. online portals, staff forums or a simple suggestions box. Reward good ideas and innovation.
- Consider running 'surgeries' where staff are given the opportunity to meet senior managers.
- Use newsletters to distribute staff stories from inside and outside the organisation.
- Plan an organisation-wide conference or roadshow to communicate the corporate vision and strategy, and capture thoughts and ideas from staff.
- Create formal opportunities for people from across functions to work collaboratively and allow staff to lead on projects.
- Open a direct line from every employee to the senior managers.
- Consider developing skills such as:
 - Communication skills.
 - Active listening.
 - Facilitation techniques.
 - Conflict management.
 - Emotional intelligence.

Sample

Role — Taking Action

Central to Workplace Engagement is Role - the work we do. Most staff require Challenge in their jobs as a way of developing and expressing their individual talents - in doing so they maintain and raise their status in the group. However, whilst it is important to be accepted as part of the group, most people have a strong drive to declare their individuality through Freedom and autonomy. Clarity of role and purpose help employees maintain a sense of security and reduce anxiety. For organisations and groups with lower scores for the dimension Role, their staff report their daily work does not always match their strengths and talents, the purpose and objectives of their work are not always clear and they do not feel trusted to use their initiative and make decisions.

PROVOCATIVE THOUGHTS & CRITICAL CONVERSATIONS

- How do senior managers share the organisation's strategy and vision for the future?
- How are staff made aware of the impact of their work on the customer and the difference they make?
- What flexibility does the organisation offer staff in planning their work?
- Do managers negotiate and agree clear targets and objectives with staff?
- Are current assessment and recruitment processes effective in matching people's talent with their job role?
- Does/could the organisation operate effective flexible working?
- Does the organisation celebrate success and create winning moments?

Sample

Leadership and Management Development

Changing behaviours and actions:

- In high engagement organisations managers adopt a coaching style. Coaching aims to get the best out of people by recognising their individual needs and aspirations. Coaches encourage self-reflection and ask open-ended questions that begin with 'how' or 'what', e.g. "how would you approach this problem?", "what do think are the benefits of doing it that way?"
- Unsurprisingly people work best doing things they enjoy, often however, their work does not make the best use of their talents. Help employees to identify their skills and abilities, and urge managers to seek out the talents and strengths of their staff.
- People are more engaged if they are more involved, but they seldom get the chance to make the bigger decisions. Hold regular business development sessions with staff to generate new ideas and alternatives to improve business performance.
- Persuade managers to delegate more responsibility by giving others the opportunity to lead and manage projects and special assignments.
- Ensure your managers follow best practice by clearly articulating plans and goals; clarifying, understanding and setting consistent expectations; keeping people informed and cutting through ambiguity and complexity.
- Managers need to constantly remind staff of the purpose of their work and the impact on the customer.
- Identify your star performers. Commit to meet regularly to discuss specific challenges and projects that match their strengths and interests. Where possible provide them with experiences from other parts of the organisation. Challenge them to deliver a piece of work or a presentation.
- Most people enjoy the thrill and the moment of achievement and winning; closing the deal, a call from a satisfied customer. Unfortunately many celebration opportunities are missed, and wins and minor victories go unnoticed. Reflect on how you can create fun and exciting winning moments for your staff. Create ways to celebrate and reward achievements and success.
- People are much more engaged if they have the freedom to choose 'how' they do their work and their working environment. Encourage managers to offer staff more responsibility in planning and designing their work.
- A large part of freedom expresses itself in innovation and creativity, people like to be involved in developing new ideas and use their imagination. Seek ways to generate and capture the ideas of your staff and involve them in initiatives.
- Create occasions to share with your staff the organisational vision and strategy, and specifically how their contribution makes a difference.
- Ensure staff are fully aware of their roles and responsibilities, their targets and objectives. Urge managers to commit to meet with staff regularly to review and monitor progress.
- People gain clarity from discussing the organisational vision and strategy. Ask managers to brief their teams on the 'bigger picture' sharing business metrics and objectives.
- Encourage managers to follow conversations and meetings with a formal summary of discussions, next steps and agreed actions.

Organisational Change

Policies, processes and procedures:

- Culturally, high engagement workplaces have high levels of trust. They encourage autonomy, independence and empowerment, and allow staff greater decision-making latitude.
- Review your staff employment policies to make sure they reflect staff needs for flexibility.
- Ensure staff have the opportunity to regularly discuss their business challenges and development needs. Introduce appraisal systems and conduct regular performance reviews.
- Make sure your selection processes are getting the right people in the right job. Review job descriptions and selection processes to align with the business needs. Clear job profiles reduce ambiguity, and ensure your staff are clear what is expected of them.
- Create ways to regularly communicate the organisation's strategy and vision so staff know the purpose of their work and how it contributes to the goals of the organisation.
- Involve staff more in your decision-making. Contributing to plans and actions reduces change anxiety and increases buy-in.
- Create high potential groups as part of a strategy of succession planning.
- Consider developing skills such as:
 - Coaching skills.
 - Delegation skills.
 - Creativity techniques.
 - Influencing skills.
 - Leading change.
 - Performance management and goal setting.

Sample

Reward — Taking Action

A major factor in Workplace Engagement is Reward - what we get. Recognition and praise increase employee self-belief, confidence and optimism - critical drivers of performance. However, at some point all groups and teams experience conflict and competition. Growth is one way for people to secure some status in any group. Today employees feel the need to grow through acquiring more talent and developing themselves. For organisations and groups with lower scores for the dimension Reward, staff report a lack of praise, recognition and honest feedback with limited opportunities to learn new things, develop and progress.

PROVOCATIVE THOUGHTS & CRITICAL CONVERSATIONS

- Does the organisation have formal learning and development policies and systems?
- What are the current opportunities for staff to develop?
- Does the organisation currently have a formal recognition programme?
- How does great work get communicated to the rest of the organisation?
- Is constructive feedback encouraged in the organisation?
- Does the organisation have an effective performance management system?
- Are managers encouraged to praise and appreciate? How do staff know when they have done a good job?
- Is development restricted to 'doing a better job', or concerned with all-round growth?

Leadership and Management Development

Changing behaviours and actions:

- People's self-esteem and confidence raises when recognised for their efforts and a job well done. It's often too easy to miss opportunities for recognition. Encourage your managers to make a habit of using praise.
- Praise individuals privately and praise them publicly, tell peers and seniors about the successes of your staff. Be specific about what they have achieved.
- Encourage staff to voice when they have received praise from customers and colleagues for a job well done.
- Find examples of effective performance to praise on the spot. How long does it take to say "great job, well done!"?
- Reward staff with impromptu gifts of gratitude e.g. surprise cinema tickets, a team dinner.
- Don't only give praise for results but also for consistent effort and going the extra mile. Remember recognising and rewarding also reinforces positive actions.
- Ask leaders and managers to regularly discuss with staff their strengths and achievements.
- Help managers to understand the learning opportunities available in your organisation. Ask them to communicate these regularly to their staff.
- Encourage managers to become 'learning advisors' to their staff. Have managers talk directly to staff to find out what is important for them in their learning and development. Get them to set aside time to discuss career ambitions and personal goals.
- Introduce ways in which people can learn from each other, e.g. buddying or special project teams.

Organisational Change

Policies, processes and procedures:

- Reflect on how you may foster a culture of high reward where praise and appreciation are normal, and where people have good opportunities to maximise their individual potential.
- Review your organisation's learning and development system, is it fit for purpose, and does it also support staff in their all-round personal development?
- Consider investing in coaching and mentoring schemes to enhance job performance.
- Think about developing formal skills training as well as facilitating informal learning through exposing staff to new experiences.
- Consider offering non role-related development e.g. paying for classes or lessons, time off for retraining or education.
- Design a performance management framework with regular performance reviews. Monitor and develop others through quality feedback systems.
- Create a formal recognition programme to reward and praise staff for excellent performance and effort.
- To help retain and foster talent, consider introducing career paths so that staff are clear how they can develop their career within the organisation.
- Consider developing skills such as:
 - Coaching competencies.
 - Mentoring skills.
 - Performance review and feedback skills.
 - Empathy.
 - Negotiation skills.

Sample

Free Text Questions

Comment on the best thing about your work; what gives you a BUZZ?

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