

Employee Engagement: Issues & Drivers

Beware the Quick Fix Mentality

Understanding the Big Issues and Rating the Key Drivers

Employee Engagement (EE) is becoming the 'flavour of the month'. More and more companies are recognising the importance and value in having an engaged workforce but regrettably some companies are just seeking quick fix solutions to complex organisational issues.

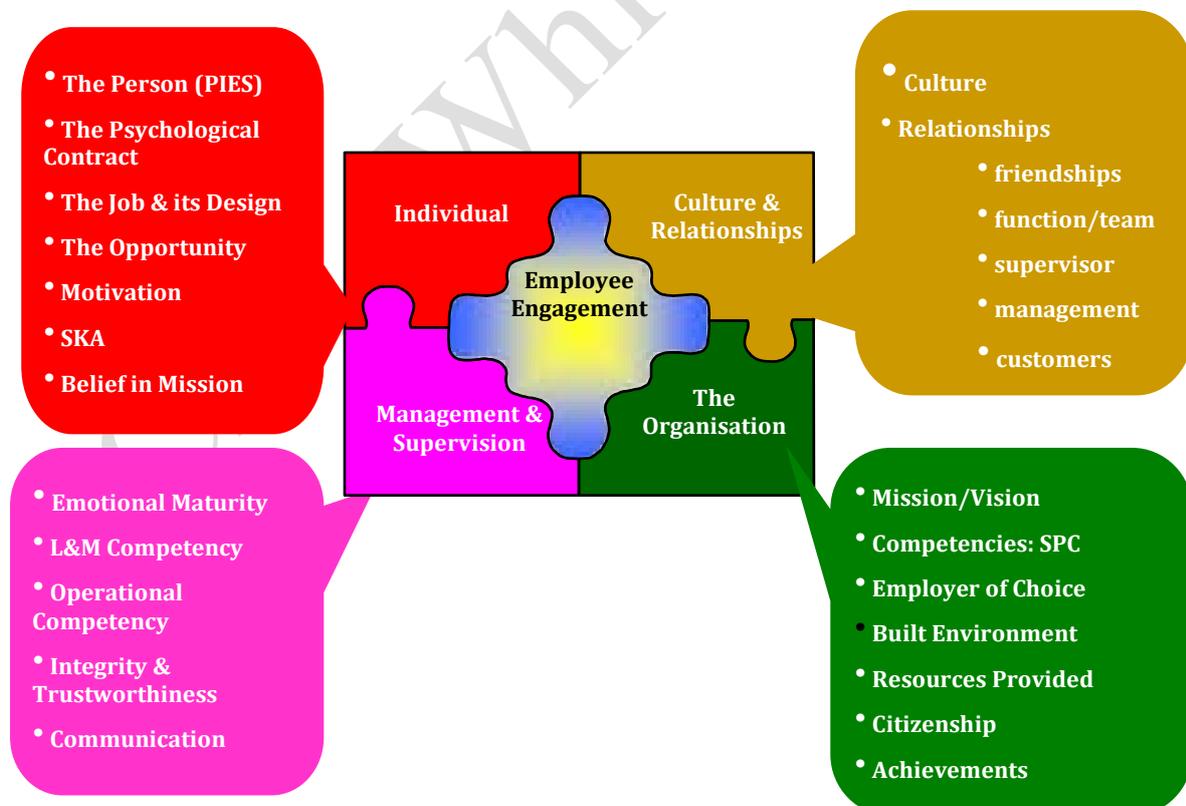
EE runs the risk of becoming the next TQM, Benchmarking, Re-Engineering, QA, Six Sigma, 7 Habits type managerial fad as organisations rush to a perceived solution without any profound understanding of causes and inputs of engagement.

Understanding the Big Issues

There are over 300 levers or factors which effect and drive Employee Engagement. These can be broken into four groups:

1. The Individual – the person themselves
2. Organisational Culture and Relationships
3. Management & Supervision, and
4. Organisational Competence

The inputs and interrelatedness of each of these four factor groups is demonstrated in the following EE Inputs© diagram.



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Caveat: Primo non nocere

It is vital that an organisation profoundly understands its current EE profile before it commences well intended but none-the-less incompetent EE intervention programs.

When it comes to EE the 1st rule of all interventions applies; **'First Do No Harm'**.

In 2004 The Corporate Leadership Council (CLC) released its Driving Performance and Retention through Employee Engagement. The report identified over 300 'levers or drivers' of EE.

The table on the following page sets out the top 25 EE drivers based on the CLC report.

Here is your opportunity to rate each of these top 25 levers of EE in your organisation. Use a 1 (poor) – 10 (excellent) scale to rate the general competence or standard with your organisation or a specific unit within it.

The College for Adult Learning Can Help

We have an extensive knowledge bank of experience and expertise to assist you in achieving a fully engaged workforce.

We understand:

- ✓ The drivers of commitment, engagement and performance
- ✓ The impacts of breaches of employer/employee psychological contracts and,
- ✓ The crucial role of managers and supervisors in gaining and retaining commitment and engagement.

We know how to:

- ✓ Form excellent organisational cultures
- ✓ Build high functioning teams and
- ✓ Measure & record progress.

We have the tools to help you:

- ✓ Assess your workforce and
- ✓ Estimate the resources costs and productivity associated your engaged, not engaged and disengaged staff.

We can help you with:

- ✓ Surveys & analysis
- ✓ Training
- ✓ Knowledge banks and resources
- ✓ Consulting
- ✓ Remedial strategy and operational plans

Remember you are paying 100% of the wages & salaries. Are you achieving 100% of the productivity?

Corporate Leadership Council - Driving Employee Performance and Retention through Engagement.

#	Factor	Description	Score
1	Link to Organizational Strategy	There is clear understanding of the links between the tasks and activities of my position and their contribution to achieving organisational goals/objective and strategies	
2	Importance of Job Contribution	There understanding of the links and importance of the contribution my position makes to achieving organisational success	
3	Understanding of How to Complete Work Projects	There is a clear understanding of what is required to complete projects and assignments	
4	Internal Communication	Quality and completeness of two communication between individuals, teams and management, particularly with respect to information to effectively perform tasks and activities.	
5	Commitment to diversity	Depth and resourcing of organisational commitment to workplace diversity	
6	Honesty and Integrity	Level of ethics based behaviour, honesty and integrity practiced in the organisation, particularly by management	
7	Trustworthiness & Reputation	Degree to which the organisation and management is regarded as been trustworthy and ethical	
8	Change Management	Organisational and managerial competence in the planning, implementation and management of change	
9	Clear Goals	Clarity and understanding of organisational goals	
10	Managerial Skills	Degree of managerial competence to effectively & efficiently manage both strategic & operational duties	
11	Performance Expectations & Standards	Degree to which managers set and articulate clear performance expectations and performance standards	
12	Person/Position Matching	Managerial capacity to match people to the team and position at the right time	
13	Provide solutions	Managerial capacity to provide helpful solutions to otherwise unresolved problems	
14	Work Breakdown Structure	Managerial capacity to breakdown and sequence tasks and activities to ensure their efficient and effective performance	
15	Acceptance of responsibilities for successes and failures	Degree of managerial acceptance of responsibility for team failures as well as team successes	
16	Encouragement for and management of Innovation	Managerial encouragement, support and ability to manage, innovation	
17	Accurate assessment of employee potential	Managerial ability to accurately assess employee's potential	
18	Respect for employees as individuals	Managerial respect for employees as individuals	
19	Demonstrated passion to succeed	Managerial passion for organisational success	
20	Care for employees	Degree to which management and individual managers care for their reports and staff in general	
21	Reputation with the organisation	(Direct reports) Manager's standing and reputation within the organisation	
22	Innovation	Managerial capacity for and encouragement of innovation	
23	Openness to new ideas	Managerial encouragement of and openness to new ideas	
24	Support and defence of direct reports	Manager's support and defence of their direct reports	
25	Analytical thinking	Managerial capacity for analytical thinking	

(Adapted from Corporate Leadership Council. Driving Employee Performance and Retention Through Engagement. Corporate Executive Board 2004)

NB: Remember anything below a 7 has a minimum 30% opportunity cost.

Contact The College for Adult Learning for more information.

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About Michael Meere

Michael is a professional & academic in the field of human resources management (HRM). He is the CEO and founder of *Human Resources Business Partners HRBP* a worldwide business and HRM consultancy focusing on global human resources challenges and solutions. Michael is also a part-time prac-academic (as he likes to refer to think of himself) supporting post graduate HR Masters students in their studies and research projects. He is known in the field as a speaker and writer on global HR trends and issues and more recently has developed a comprehensive set of HR metrics and measures designed for ease of use by busy HR practitioners. He is the author of over 50 articles and columns and has developed a large range of tools for HR professionals.

Michael is working in partnership with the College for Adult Learning to provide a range of consultancy services and specialised training development options for HRM Practitioners.