



# Exploring Employee Engagement in Practice

**HMRC**  
**The Triad, Bootle**  
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# FROM THE MACLEOD REVIEW (2009) TO A MOVEMENT



# 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. Their story is communicated clearly, consistently and constantly.



**Engaging managers** who:

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



There is **employee voice** which permeates 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. They are explicit and bought into by staff. There is no 'say-do' gap. Staff see through corporate spin

# THOUGHT AND ACTION GROUPS (TAGS) - WHAT DO WE DO?



Thought and Action Groups -

Topic & Sector

Developing research through **Topic and Sector TAGs**

- Line Manager TAG
- Behavioural Science TAG

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<https://engageforsuccess.org/line-manager-thought-action-group>



Thought and Action Groups -

Regional

Disseminating research and findings from **Regional TAGs**

- East Midlands TAG

<https://www.linkedin.com/in/east-midlands-engaged/>

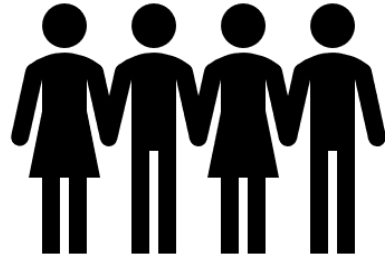
@EastMidsEngaged



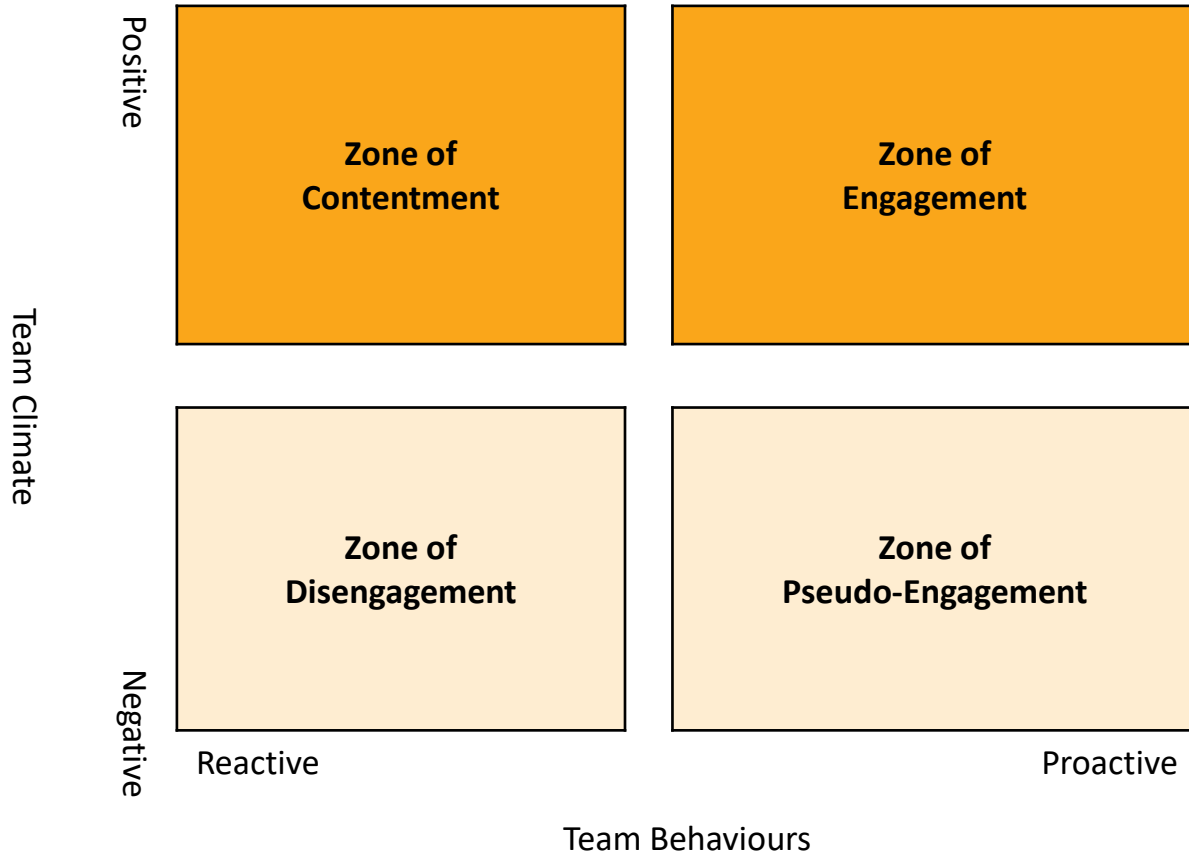
## AN EXAMPLE OF ACTIVE DISENGAGEMENT:



# WHAT DO WE MEAN BY DISENGAGED?



# BARRIERS TAG: ZONES OF ENGAGEMENT

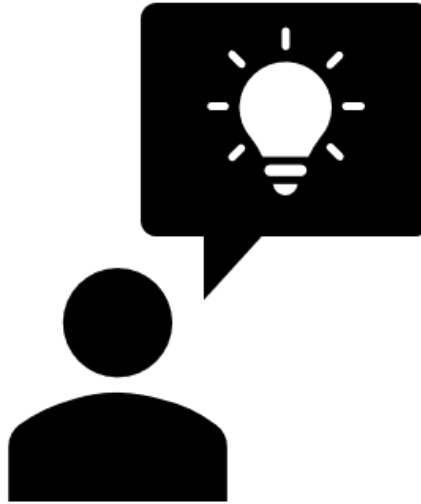


# WHAT DOES EMPLOYEE ENGAGEMENT MEAN TO YOU?





# WHAT ARE THE MAIN BARRIERS TO YOUR ENGAGEMENT?



# WHAT ARE THE MAIN BARRIERS IDENTIFIED BY YOUR GROUP?



# WHAT COULD BE DONE TO OVERCOME THESE BARRIERS?





Thank you

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