Exploring Employee Engagement in Practice

RAF Cosford
9th September 2019

Dr Sarah Pass and Derek Watling
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. They 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?

Developing research through **Topic and Sector TAGs**

- Line Manager TAG
- Behavioural Science TAG

For more information, email: sarah.pass@ntu.ac.uk or go to https://engageforsuccess.org
https://engageforsuccess.org/line-manager-thought-action-group

Disseminating research and findings from **Regional TAGs**

- East Midlands TAG

https://www.linkedin.com/in/east-midlands-engaged/
@EastMidsEngaged
AN EXAMPLE OF ACTIVE DISENGAGEMENT:
FOCUS OF LINE MANAGER TAG RESEARCH

- **Who** is responsible for developing and implementing engagement initiatives?
- **What** role do key stakeholders have in implementing and sustaining employee engagement initiatives?
- **What** are the challenges to implementing and maintaining engagement initiatives?
WHAT WE HAVE DONE SO FAR

• Case study research in the public sector
• Conducted interviews and focus groups with respondents across the public sector
• Semi-structured interviews with key stakeholders (Senior professionals, HR professionals, Line managers, Employees, Unions and Engagement Champions)
ENGAGEMENT IS EVERYONE’S RESPONSIBILITY

- **Line managers** were the medium between different stakeholders, and the implementers of engagement initiatives.
- **HR’s** role was to facilitate the process and transactional aspect of employee engagement.
- **Engagement Champions** are key drivers and facilitate the process of implementing engagement initiatives.
- **Senior management** need to be the advocate of engagement and are accountable for leading and driving it.
- **Union** representatives supported and encouraged engagement between front-line staff and organisational initiatives.
- Engagement required **employees** to be **partners** and engage in initiatives.
EVERYONE HAS A ROLE

HR and Engagement Champions are Supports and Facilitators
UNIONS are Enablers
LINE MANAGERS are Implementors
SENIOR LEADERSHIP are Catalysts
EMPLOYEES are Partners

Pass et al., (2019)
WHAT DO WE MEAN BY DISENGAGED?
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

Research Team:
Sarah Pass, sarah.pass@ntu.ac.uk
Derek Watling, derek.watling@ntu.ac.uk
Nadia Kougianou, nadia.Kougianou@ntu.ac.uk
Maranda Ridgway, maranda.ridgway@ntu.ac.uk
Catherine Abe, catherine.abe@ntu.ac.uk