

East Midlands Engage for Success Regional Group

Dr Sarah Pass: Sarah.Pass@ntu.ac.uk

Dr Maranda Ridgway: Maranda.Ridgway@ntu.ac.uk

Dr Nadia Kougiannou: Konstantina.Kougiannou@ntu.ac.uk

Catherine Abe: Catherine.Abe@ntu.ac.uk

Derek Watling: Derek.Watling@ntu.ac.uk

Who are we?

- Engage for Success
 - Line Manager Thought and Action Group (TAG)
 - East Midlands Regional Group
 - Behavioural Science Thought and Action Group (TAG)



Today's Session

- Engaging the disengaged
 - No easy overnight solution!
- Learning from each other
- Can recent research provide guidance?
- HMRC moving forward



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

Line Manager Thought and Action Group (TAG)

- Case study research exploring **how** do line managers influence employee engagement?
- Considers the **roles** involved in implementing initiatives and maintaining employee engagement



Engagement is Everyone's Responsibility

- **Senior Management - catalyst**

'unless the person at the top are fully engaged and visible and motivating in their own right, and leading by example, then you will find it very difficult to get right down and to reach the people who matter...there has to be a level of physical buy in.'

- **HR – facilitator**

'support and provide skills, provide encouragement, and share learning'

- **Unions - enabler**

'wouldn't be able to take this forward without their input, or their support in it'

Engagement is Everyone's Responsibility

- **Line Manager - implementor**

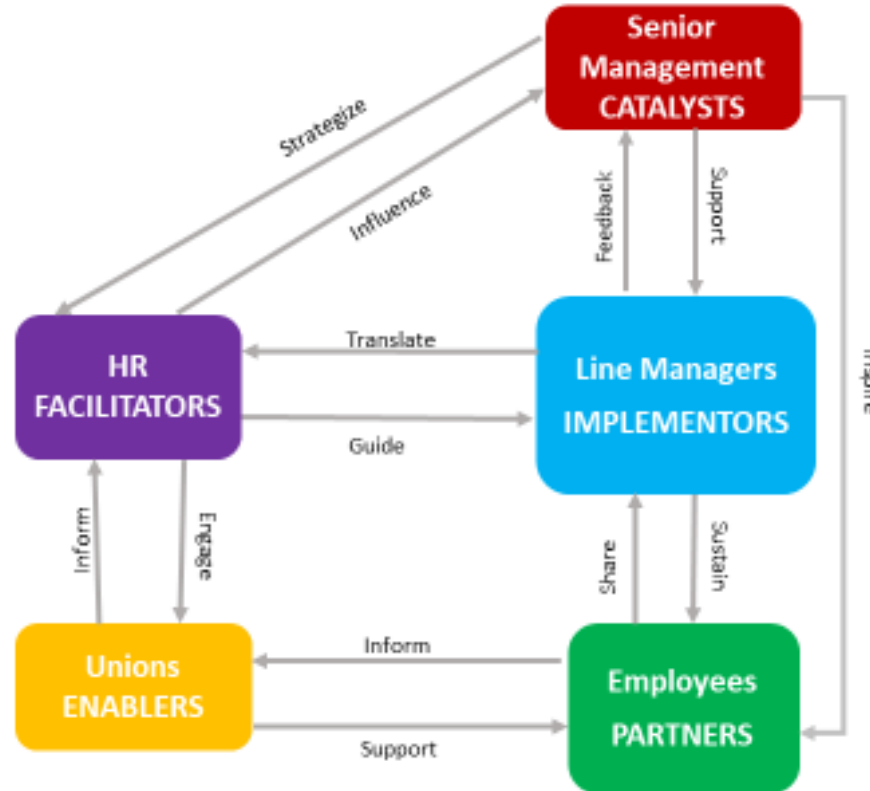
'senior managers might be sitting there and designing or talking about how they're going to do things, [it is] ultimately [line managers] who are left to actually drive that change forward and drive and engage with the staff'

- **Employees – partner**

'Managers need to engage their staff, but staff need to engage with the managers to actually get a good working relationship'

'you can't force someone to be engaged'

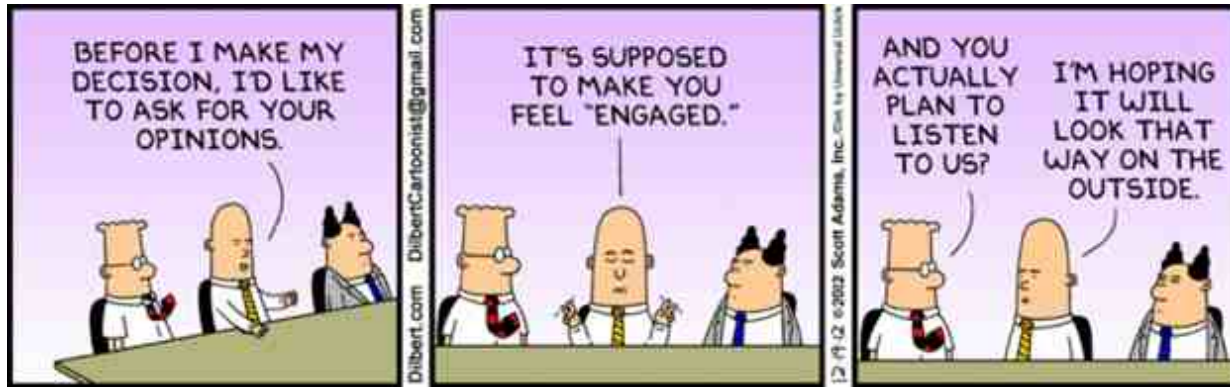
Line Manager TAG: Everyone has a role to fulfil



Disengagement



What do we mean by disengaged?



- 'checked out'
- 'sleep walking'
- 'actively' disengaged
- How is it measured?
- (Dis)Engaged with what?

Barriers TAG: Zones of Engagement

		<p style="text-align: center;">ZONE OF CONTENTMENT</p> <ul style="list-style-type: none"> • TEAM LIKES SET WAYS OF WORKING. • LONGER-SERVING TEAM MEMBERS CAN BE RESISTANT TO CHANGE. • PROBLEMS ARE ESCALATED TO TEAM LEADER TO SOLVE. • TRAINING AND DEVELOPMENT IS OVERLOOKED. • TEAM MEMBERS NOT ENCOURAGED TO STEP-UP OR TAKE ON NEW CHALLENGES. • TEAM LACKS ENERGY AND ENTHUSIASM. • SOME TEAM MEMBERS ARE HOLDING OUT FOR RETIREMENT. • MOST PEOPLE ARE THERE JUST TO EARN A WAGE. • LITTLE APPETITE TO DO MORE THAN THE JOB REQUIRES. • TEAM MEMBERS ARE NOT CLOSE TO EACH OTHER. • TEAM MEMBERS COMPLAIN IF ASKED TO WORK OUTSIDE OF CONTRACTED HOURS. • TEAM DOES COME UP WITH NEW WAYS OF DOING THINGS. • TEAM LEADER FINDS IT DIFFICULT TO STEP-BACK AND DELEGATE. 	<p style="text-align: center;">ZONE OF ENGAGEMENT</p> <ul style="list-style-type: none"> • WORK TOGETHER TO SOLVE PROBLEMS. • ACTIVELY LOOK FOR SOLUTIONS. • CHALLENGED AND STRETCHED IN OUR TEAM. • TEAM DIVERSITY • POSITIVE ROLE MODELS TO LEARN FROM . • MISTAKES ARE SEEN AS POSITIVE OPPORTUNITIES FOR LEARNING. • TEAM MEMBERS FEEL EMPOWERED, VALUED AND SUPPORTED • TIGHTLY-KNIT TEAM THAT HAVE EACH OTHERS BACKS. • GO ABOVE AND BEYOND WHAT IS EXPECTED. • FUN ATMOSPHERE. • RESPECT DISAGREEMENT AND DIFFERENCE. • SHARED BELIEF THAT TOGETHER TEAM CAN ACHIEVE ANYTHING. • SEE THE BIGGER PICTURE SO KNOW WHERE THEY FIT IN
POSITIVE			
	TEAM CLIMATE	<p style="text-align: center;">ZONE OF DISENGAGEMENT</p> <ul style="list-style-type: none"> • CLIQUES AND GOSSIP ARE RIFE. • BLAME CULTURE • LOW LEVELS OF TRUST AMONG TEAM MEMBERS • THERE IS TENSION AND FRICTION AMONG TEAM MEMBERS. • TEAM LEADER IS NOT RESPECTED. • TEAM MEMBERS FEEL UNAPPRECIATED. • WORK IS BORING (MONOTONOUS). • TEAM LEADER IS TOO CONTROLLING AND DOES NOT LEAD BY EXAMPLE. • TEAM MEMBERS DO NOT FEEL LISTENED TO AND FEEL UNABLE TO INFLUENCE. • SOME PEOPLE ARE TREATED DIFFERENTLY THAN OTHERS. • WE DO NOT ALWAYS GET GIVEN INFORMATION. • MEMBERS DO NOT FEEL THEY CAN BE HONEST ABOUT EACH OTHER. 	<p style="text-align: center;">ZONE OF PSEUDO-ENGAGEMENT</p> <ul style="list-style-type: none"> • COLLECTION OF INDIVIDUALS WHO HAPPEN TO WORK TOGETHER. • INDIVIDUALS SERVE OWN NEEDS RATHER THAN THOSE OF THE TEAM. • INDIVIDUALS DO NOT GO OUT OF THEIR WAY TO HELP EACH OTHER. • LITTLE 'TOGETHERNESS' (COLLEGIALITY). • IN FEEDBACK THE NEGATIVES ARE STRESSED MORE THAN THE POSITIVES. • TEAM MEMBERS CAN BE PLAYED OFF AGAINST ONE ANOTHER. • POOR PERFORMANCE IS TOLERATED. • WORK IS SO BUSY, THERE IS NO TIME TO BUILD RELATIONSHIPS • INDIVIDUALS SAY AND DO THE RIGHT THINGS TO GET INTO THE MANAGER'S 'GOOD BOOKS' . • TEAM LEADER IS MORE INTERESTED IN ENGRATIATING THEMSELVES TO SENIOR MANAGEMENT THAN CARING ABOUT US.
NEGATIVE			
		REACTIVE	PROACTIVE
		TEAM BEHAVIOURS	

Discussion



Engage for Success

Regional Events

- East Midlands Regional Group

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

 @EastMidsEngaged

Research

- Line Manager Thought and Action Group
- Behavioural Science Thought and Action Group
- For more information, email: sarah.pass@ntu.ac.uk

Business Leaders Lecture: Rory Campbell

- **Tuesday 7th May,**
- 5.30 pm - Registration and welcome refreshments
- 6.00 pm - **Lecture**
- 7.00 pm - Q&A, followed by a drinks reception
- All lectures are **free** and **open to all**
- Go to:

www.ntu.ac.uk/businessleaders



Leading and engaging; for, with and on purpose

Business Leaders Lecture Series

Rory Campbell

Partnership Registrar, John Lewis Partnership

Tuesday 7 May 2019



Thank You