

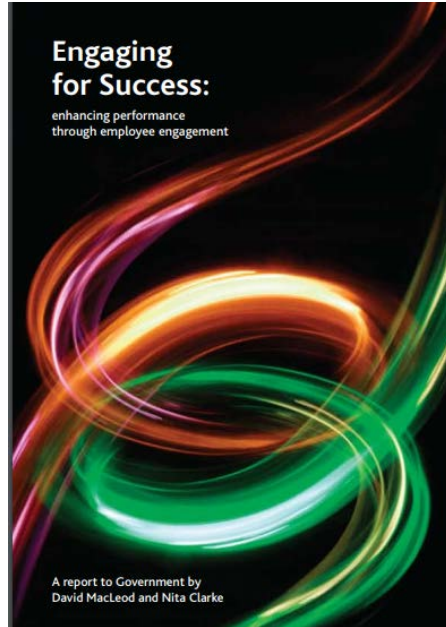


# Exploring Employee Engagement in Practice

**RAF Cosford**  
**9<sup>th</sup> 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. 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

For more information, email: [sarah.pass@ntu.ac.uk](mailto:sarah.pass@ntu.ac.uk) or go to <https://engageforsuccess.org>  
<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:



# 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)

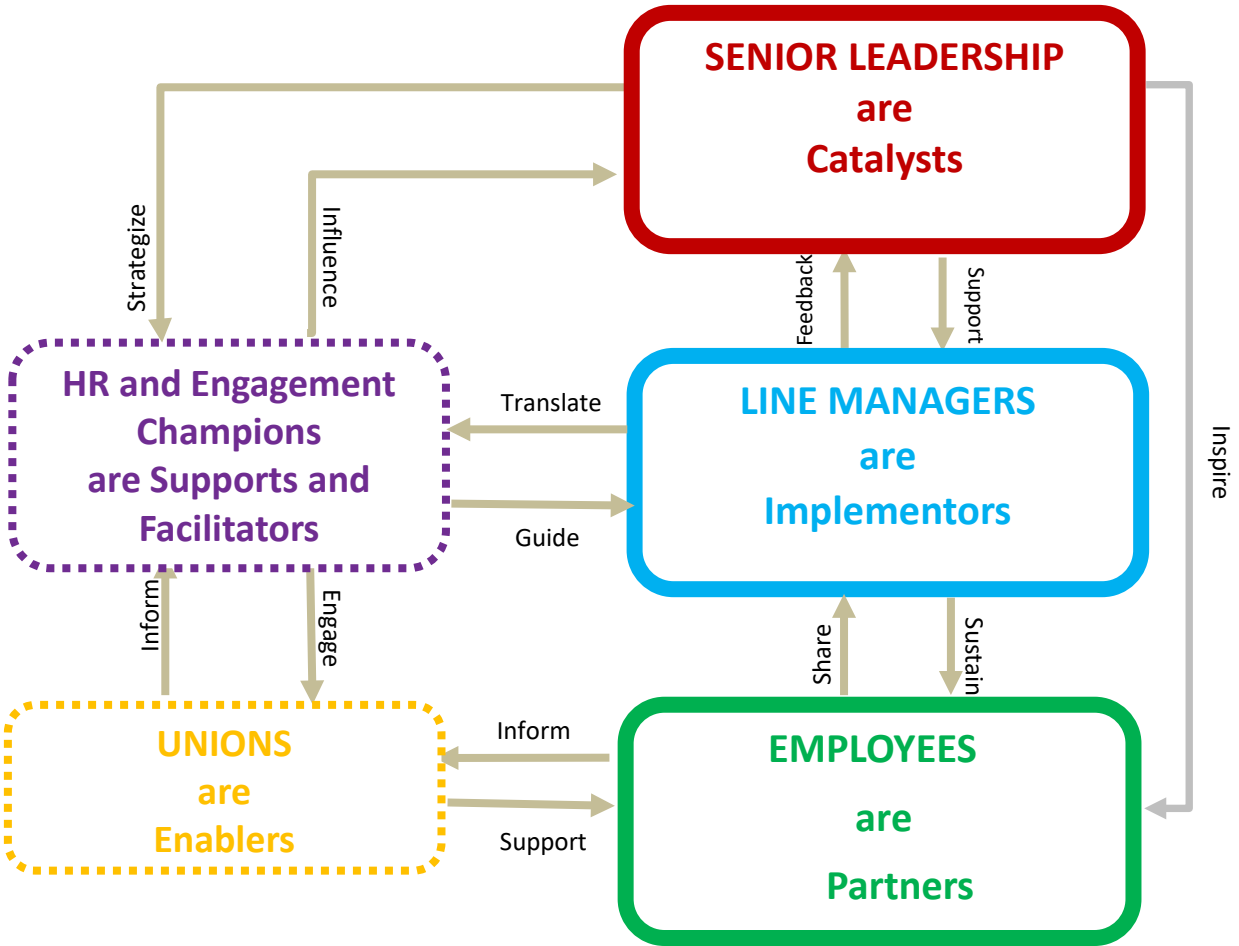


# ENGAGEMENT IS EVERYONE'S RESPONSIBILITY

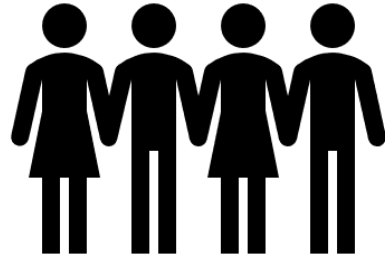
- **Line managers** were the medium between different stakeholders, and the **implementers** of engagement initiatives.
- **HR's** role was to **facilitate** the process and transactional aspect of employee engagement
- **Engagement Champions** are key **drivers** and **facilitate** the process of implementing 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.



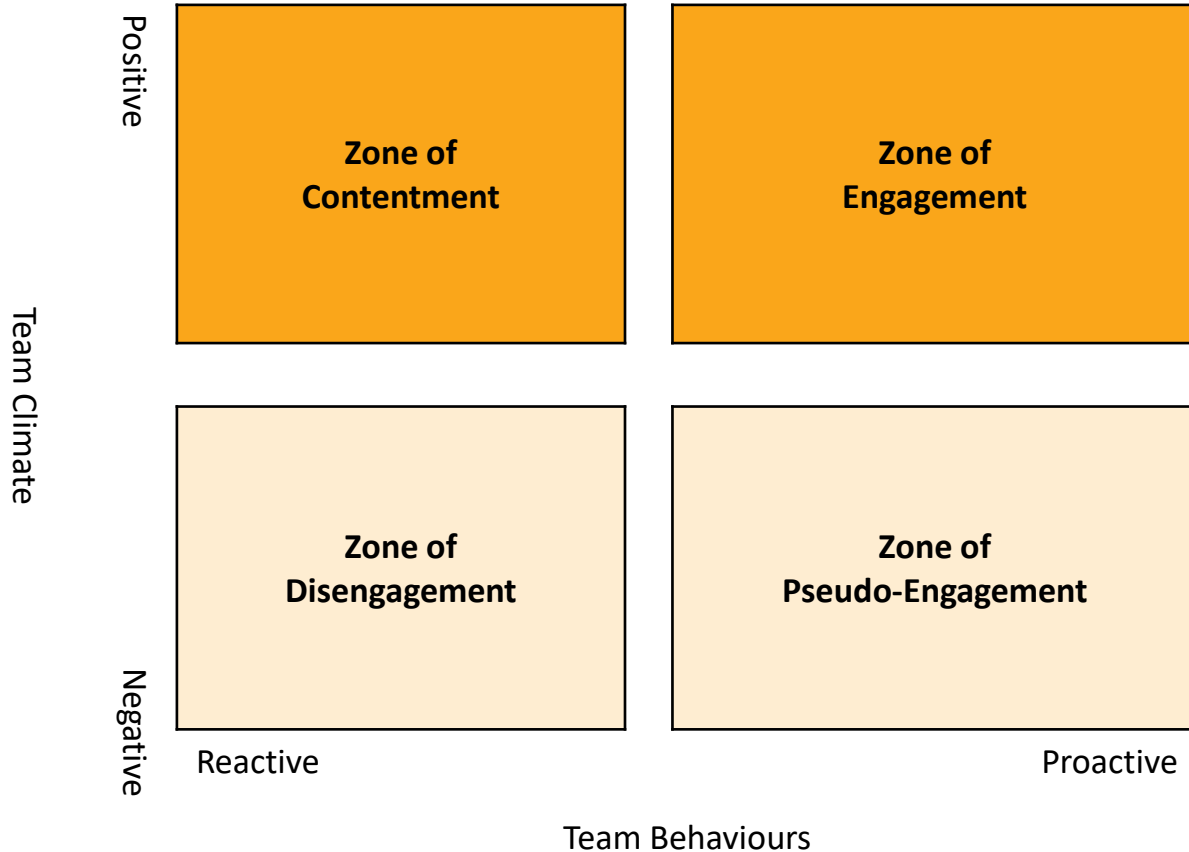
# EVERYONE HAS A ROLE



# WHAT DO WE MEAN BY DISENGAGED?



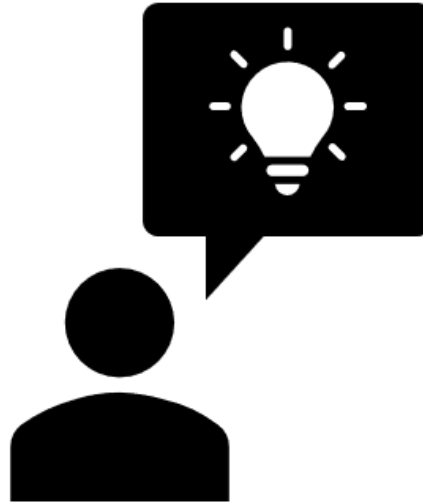
# BARRIERS TAG: ZONES OF ENGAGEMENT



# 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

**Research Team:**

Sarah Pass, [sarah.pass@ntu.ac.uk](mailto:sarah.pass@ntu.ac.uk)

Derek Watling, [derek.watling@ntu.ac.uk](mailto:derek.watling@ntu.ac.uk)

Nadia Kougiannou, [nadia.Kougiannou@ntu.ac.uk](mailto:nadia.Kougiannou@ntu.ac.uk)

Maranda Ridgway, [maranda.ridgway@ntu.ac.uk](mailto:maranda.ridgway@ntu.ac.uk)

Catherine Abe, [catherine.abe@ntu.ac.uk](mailto:catherine.abe@ntu.ac.uk)