

THE FIVE SECRETS OF EMPLOYEE ENGAGEMENT



CONTENTS

02 INTRODUCTION

04 MOTIVATE
EMPLOYEES AT
LEVELS

06 CREATE
CHAMPIONS

09 A PAT ON THE
BACK

11 VALUE YOUR STAFF

13 BE THE CHANGE
YOU WANT TO SEE

FOLLOW US

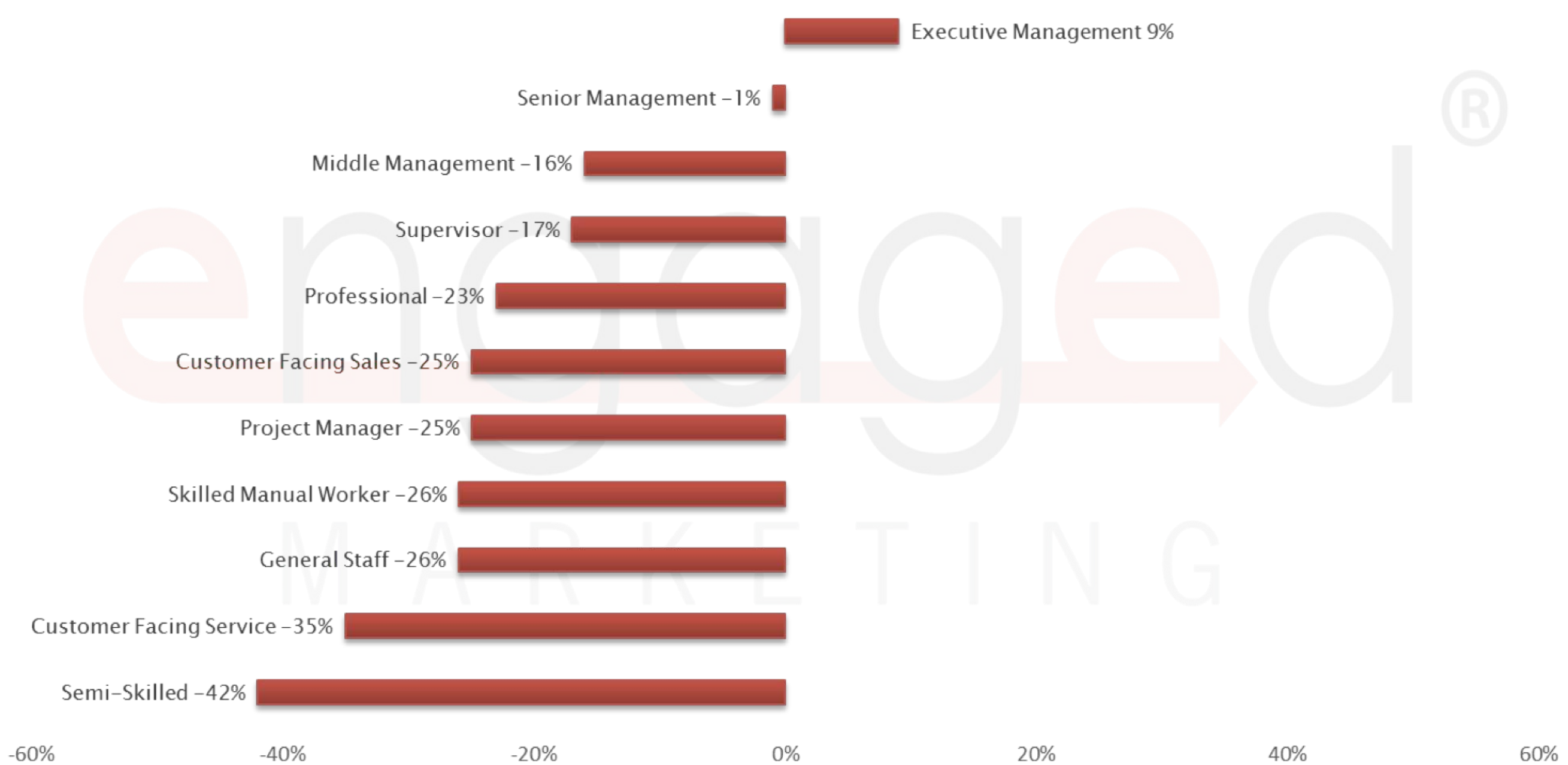




INTRODUCTION

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eNPS Across Types of Employees



Engaged Strategy's independent employee engagement study, The 2015 State of Employee Engagement in Australia, showed that only 30% of Australian employees would actively recommend their company's products or services and just 20% would recommend their organisation as a great place to work.

If you take a look at the data above from The State of Employee Engagement in Australia Study, you can see that employee engagement, operationalised by the Employee Net Promoter Score (eNPS), dwindles as you head down the corporate food chain.

Is it because managers and executives are more likely to understand the strategy and direction of their organisation?

Or perhaps their intrinsic values, beliefs, motivations, and ambitions that got them to leadership positions is what is driving higher engagement.

But if engagement pools at the executive level, how could you ever expect it to flow through to the customer? After all, it is your frontline staff that make or break the customer experience.

This leads us to secret #1: Motivate employees at levels to do better.



SECRET #1

MOTIVATE EMPLOYEES AT LEVELS

Our study shows that staff want to link their work to a purpose beyond simply ‘making money’. Therefore, leaders need to show their employees just how meaningful their specific role is to the organisation’s strategic direction and goals. This isn’t a matter of spin-doctoring. It is a matter of educating staff on the strategy and then giving recognition where it is due.

Take this old adage:

Three men were working on a bridge. They are all doing the exact same thing: hammering nails. However, when each of them were asked what they were doing, their answers were quite different:

First Man – “I am hammering nails.”

Second Man – “I am helping build a bridge.”

Third Man – “I am helping build a bridge that will help millions save time every day when they travel. I am bringing people closer together and changing people’s lives one nail at a time.”

It’s amazing what a little perspective can do.

Motivate employees by giving them real meaning and you’ll see engagement run right from the top all the way to the customer.



SECRET #2

CREATE CHAMPIONS

SECRET #2 | CREATE CHAMPIONS



The Champion Analysis is one of three headline measures used in our study and is based on an approach developed by Kevin Thomson. On one axis you have the intellectual understanding of an organisation's strategy, and on the other axis the personal commitment employees have towards making the strategy successful. The Champion Analysis therefore results in four categories of employees: Champions, Bystanders, Loose Cannons and Weak Links.

Knowledge is power. An understanding of the composition of employees in your organisation based on the Champion Analysis can guide you towards creating engaged employees – that is, Champions!

A Champion is an employee that both understands the organisation's strategy and is personally committed to making it a success. They are more productive, more efficient, more driven. They create customer experiences worthy of recommendation. They bolster the bottom-line. These are all earmarks of discretionary effort.

- A Champion puts in 17% more discretionary effort than a Loose Cannon.
- A Champion puts in 30% more discretionary effort than a Bystander.
- A Champion puts in 38% more discretionary effort than a Weak Link.

However, **less than half** of Australian employees are Champions. Or in other words, more than half of Australian employees either...

- Don't understand their organisation's strategy
- Don't care about the strategy
- Or worse yet, both of the above

We believe the Champions Analysis is an invaluable tool in evaluating employee engagement.

At the end of the day, the onus is on leaders to constantly and consistently 'Tell & Sell' their strategic direction to the employees. Don't just tell them once. Tell them again, and again. Relentlessly communicate the strategy and vision until it is firmly embedded.

It is about education and empowerment – let each individual know they can play a part in contributing to the success of their organisation's strategy.



SECRET #3

A PAT ON THE BACK



It is only human to want a pat on the back for a job well done.

So it is no surprise that Australian employees identify recognition of their accomplishments as a key driver of engagement.

Therefore, Secret #3 is to applaud the achievements of employees and embed this discipline into the very DNA of an organisation's culture. After all, your employee's achievements are something to be celebrated!

Take a look at Zappos – they are an online shoe store based in the US, renowned for having an incredible organisational culture.

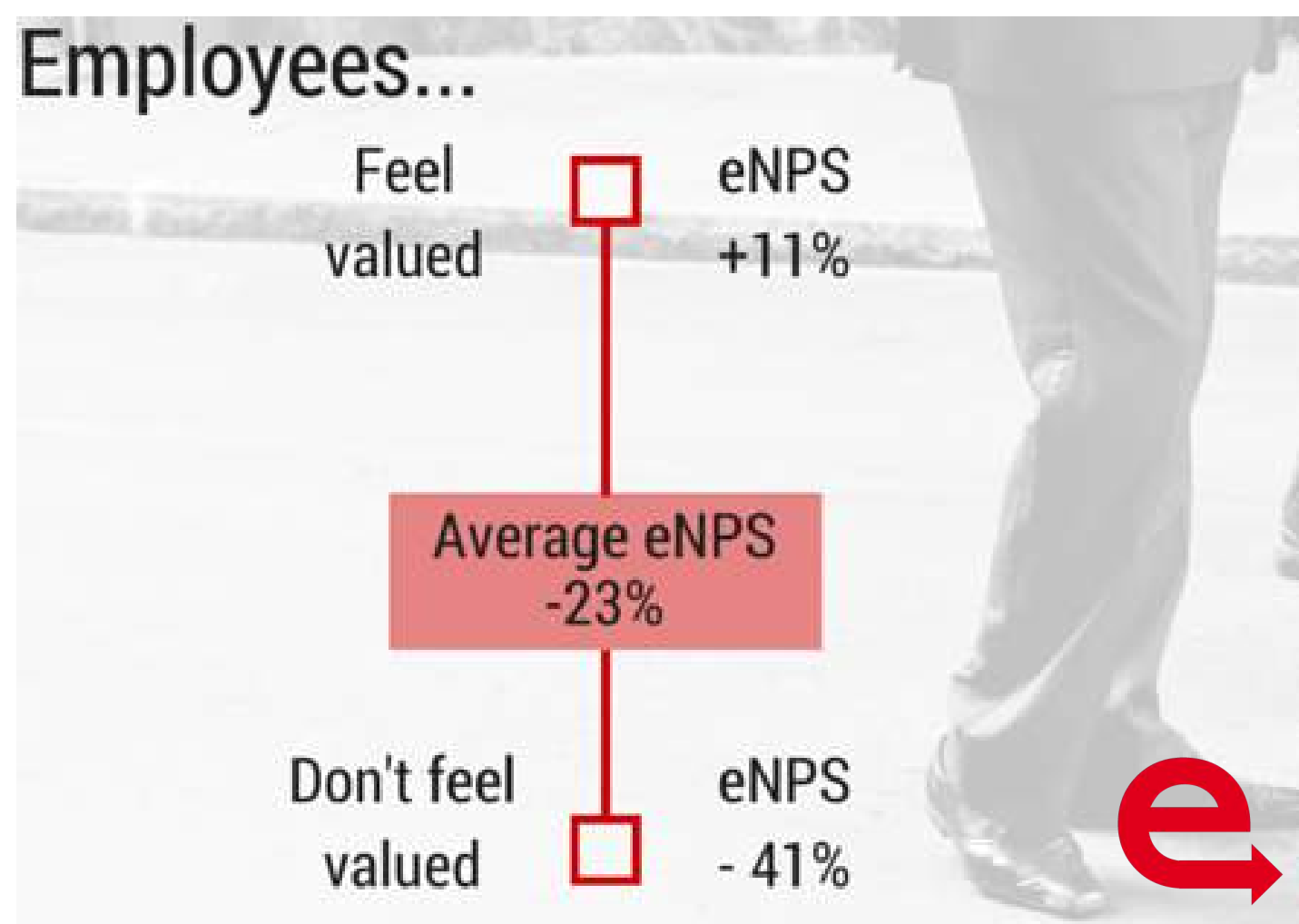
This is how one of the most engaged workplaces in the world ensure employees take real ownership and drive strategy.

How does your organisation recognise a job well done? Is recognition a regular discipline at your organisation?



SECRET #4

VALUE YOUR STAFF



An overwhelming 69% of Australian employees want to feel valued at work. But only 36% actually do.

Your employees are only human. If they don't feel as if others value their work, or that they are not adding value to the organisation, they wind up asking themselves: why bother?

Remember that a Promoter effectively equates to an engaged employee.

In our study, we asked participants to rate the degree to which staff are valued at their organisation. Promoters gave a mean score that was 2 X higher than Detractors.

What this says is that an engaged employee is one who believes staff are valued at their organisation.

Feeling 'valued' is then undoubtedly a key driver of employee engagement (just look at the difference in eNPS in the image above) but considering the discouraging average eNPS score in Australia, organisations are failing to act upon it across the board. Secret #4 is clear: value your staff!

All roads ultimately lead back to the leadership team. Leaders must squash out the 'pleb' mentality and build the mindset that everyone's work is important. This involves outlining the individual role each staff member has in delivering that customer experience worthy of recommendation.



SECRET #5

**BE THE
CHANGE YOU
WANT TO SEE**

In this eBook, and indeed within our employee engagement study, we've stressed the role of leaders in driving employee engagement in their organisation. And for good reason.

The role of leaders is, without a doubt, absolutely critical. Staff look to leaders for direction, to communicate that direction effectively and to be great role models. Leaders are judged by what they 'do' as opposed to what they 'say', so secret #5 comes in the form of the familiar saying: leaders must be the change they want to see.

The importance of selling strategy to employees cannot be overstated. The understanding of strategy is one aspect but personal commitment to the direction is something above and beyond, and is a vital ingredient in the making of an engaged employee.

Leaders should look to:

- Understand what already influences staff before learning how to influence them.
- Put in place disciplines and processes to ensure that employee contributions are recognised, and that they feel valued.
- Understand how to meet core human needs. The endgame is to make work a positive addiction.
- Be a strategic story teller. Use story-telling to effectively communicate to teams.
- Develop a set of standards, values and behaviours so that they understand what quality leadership entails and that they can be accountable for.
- Be the best leader they can be by shedding disempowering aspects that are holding them back and replacing them with an empowering mindset.

Selling strategy is not just a once-off. It must be repeated. Relentlessly.



ENGAGED STRATEGY

Leaders can do all of the above to drive employee engagement by shedding their limitations and replacing this with a sense of personal empowerment and accountability.

Guiding **leaders** through this process of '**stepping up**' is something we do at Engaged Strategy.

If you would like more information, please contact us.

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