

Deze brochure wordt in NL aangeboden door

Willem E.A.J. Scheepers MBA
Investors in People Registered Specialist



Top 30

Employee Engagement Strategies for Modern Leaders

A guide from Investors in People



It's not the plans, products or capital resources that make an organisation great. It's the people. We believe organisations succeed by unlocking the potential of their people.

This guide brings together 30 top strategies for creating the conditions for great employee engagement. The reward? Discretionary effort that is directly aligned to results you need to see.

People that are ambassadors for your brand. And an organisation that can respond whatever the challenge.

The strategies in this guide cover a variety of areas:

- Creating purpose
- Supporting people
- Becoming a modern leader

Inside this eBook:

Top 30 Employee Engagement Strategies for Modern Leaders

Creating Purpose

Supporting People

Becoming a Modern Leader

The Investors In People Framework

Business Benchmarking Tools

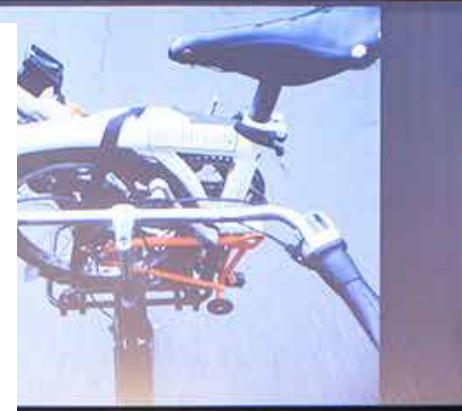
30 Strategies for Employee Engagement

Who is this guide for?

- **Leaders** of any type of organisation seeking to create environments that encourage positive change
- **HR managers** seeking guidance and support on strategies that deliver greater engagement
- **Managers** looking to develop and improve
- **People** responsible for engaging and motivating colleagues

We've drawn this guide together from our work with Investors in People accredited organisations from across the world. We've asked people what really matters to them and pulled together the results. We hope you find it practical, and easy to use. It's built on:

- The views of 5000 employees to understand which management behaviours they find motivating
- Examples of what works in high performing IIP Gold organisations
- Leading best practice and research from across the world.



30 Strategies for Employee Engagement

The demands of a modern leader

Building and sustaining a great team involves focusing on the people-orientated aspects of leading an organisation. Perhaps the most complex and unpredictable part of any organisation – there is no recipe for instant success and no secret formula for ‘Employee Engagement’. But excellence can be achieved by everyone, because it’s about creating engaging motivational workplaces, and that starts with modern leadership.

People are usually the greatest financial cost for an organisation – mistakes are costly but the opportunity for gains are tremendous.

70%

of change initiatives that fail do so as a result of unproductive management behaviour – negative attitudes and lack of staff engagement.

£19 bn

a year¹ estimated cost to the economy from time wasting by poor management.

64%

of employers think that a lack of leadership and management skills is holding back growth and 68% believe these deficiencies are preventing their employees from reaching their full potential².

Simply put, people are engaged by engaging places to work. Ambitious organisations, a clear vision, compelling communication are all essential ingredients. This guide contains strategies we have witnessed working in some of the very best Investors in People organisations. Some approaches will work for you. Some won't. It's all about your context and using techniques that are appropriate for you.

The 30 strategies in this guide are about highlighting the levers at your disposal, and giving you the tools to align your leadership style, to deliver the outcomes you need to achieve.

Top 30 employee Engagement Strategies for Modern Leaders

Creating Purpose



Top 30 Employee Engagement Strategies for Modern Leaders

Creating Purpose



1 Build a solid internal brand

Your people are the heart of your organisation and consequently should be fully informed and educated about your internal brand. Bring this in line with your HR policies and your internal communications, so your people learn to live and breathe a business-focused approach.



2 Communicate the vision

Having a vision is essential, as is sharing this with the entire organisation. Leaders need to make sure the organisation's purpose and vision is clearly set, supported by a strategy for improving its performance. People will need to understand their contribution to this, and how their work impacts on the business ambition. Share the vision, and keep it central to everything you do. It is the leader's job to form the emotional connection between the employee and the vision which drives them to do great things.



3 Start with your values

Successfully create a set of organisational values to communicate, guide and reward behaviour appropriate to team performance. People will be inspired if they experience total harmony between what their employer and managers are saying and what they can see them doing day-to-day. These values need to be shared by everyone, so getting them right is key.



Why not try: Making sure you find ways to check your values are embedded; a poster on the wall won't cut it.



Top 30 Employee Engagement Strategies for Modern Leaders

Supporting People

THIS IS FOR EVERYONE

© It's Your London / www.itsyourlondon.co.uk

4 Give your people air time
Let your people share their ideas, thoughts, opinions. Give them time to express what they think and feel. It's about ensuring an environment which people understand to be open and trusting; an environment where they feel empowered to speak up and offer their contribution.

i Why not try: Watching out for people who aren't contributing in meetings and asking their opinion

5 Take advantage of focus groups
Take advantage of informal "focus group" opportunities. A true business culture has both an inward and an outward impact. Look for opportunities to hear from people external to the business: competitors, customers, suppliers, and those in the community – what do they think your business culture is and says about you? What is the relevance and value of your culture?

6 Get your people involved
High performing organisations offer ways for their employees to get involved – so try some high employee involvement practices to encourage a greater level of trust and communication. Try:

- Sharing the business plan
- Circulating your organisation's performance and strategy information
- Using internal staff surveys
- Embedding cross-function teams
- Setting up Quality circles/Total Quality Management

7 Look after your people's health and wellbeing
The biggest asset your organisation has is its people; the biggest asset they have is their health and wellbeing – so it makes good business sense for you to look after it. Consider how your people's wellbeing relates to your HR policies and processes.

i Not sure how your health and wellbeing practices measure up? **Take our test** to find out how you compare.



8 Offer health and wellbeing benefits
According to IIP research,

80%

of people said they would feel more positive towards their employer if they offered better health and wellbeing benefits. It's not just about free fruit or a discounted gym membership, think about creating a safe and relaxing work environment, offering counselling or setting up social clubs.

Top 30 Employee Engagement Strategies for Modern Leaders

Supporting People

9 Make flexible working easy

Flexi-working arrangements (hours, locations, job-share etc.) may enhance both employee involvement as well as commitment to the organisation. Giving people the freedom to work around family commitments, personal circumstance and lifestyle gives your people ownership of what they do, and in turn, their engagement. Leaders are to ensure rapport-building, communication and performance management is water tight to ensure teams are not disadvantaged.

i **Why not try:** reading our [guide for 'flexi-leaders'](#) which includes our flexible working application template to get you started.

10 Define the job role

When people know what is expected of them, and how to deliver success, they'll feel happier to get the job done. Be careful to define job roles, regularly review whether these are still appropriate and empower your people by considering what scope there is to increase individual control. Incorporate work re-design to remove hierarchy, and encourage participation, creativity, communication and collaborative teamwork.

i **Why not try:** Asking people to define their own role and outlining the detail together.

11 Cross-train and offer job rotation

Job rotation is a means to increase the employee's knowledge, development opportunities and is increasingly being recognised as a way of encouraging long-term commitment to the organisation. It is a practice that increases work involvement and at the same time increases the employee's skill levels and reputedly the level of employee satisfaction.

12 Recognise and encourage innovation

Reward your people with time and space to think, while providing them with a structure they need. If you've successfully embedded a culture of open communication, effective teamwork, and inspired innovation, then take the time to recognise and reward where new ideas have paid off and benefited the business.

13 Provide training

The provision of learning and development opportunities is crucial to engaging your people. Identify areas for improvement and offer people the chance to go on a course, shadow a senior member, or take some time out to study. Find out what learning style best suits the individual and tailor to their preference.

i Find development planning support [here](#) with useful activity templates.

14 Create a learning culture

The transmission and development of skills shouldn't just lie with HR and training departments, but with managers themselves. It's about fostering a work environment in which people can learn all the time as part of their regular, normal work and where they can take advantage of the system for performance and innovation. Facilitate employee training to allow your people to internalise their learning – making it more exciting and a part of what they do and how they behave in the workplace.

i **Why not try:** identifying ambassadors to share learning on particular topic areas.

15 Open doors for your people

Only one in 20 people (5%) believe their boss or manager is invested in their career progression. Many high performing organisations offer life-long continuous improvement and strong internal career development. Opening doors for development is a high source of employee motivation. Think about advertising positions internally in the first instance, implementing personal development plans for everyone or group coaching to nurture future talent.



“Tell me and I forget.
Teach me and I remember.
Involve me and I learn”

Benjamin Franklin



Because
good people
make a great
business

13-09-2014

tel.: +31 (0) 651 176 097

mail: willems@willemscheepers.nl

Uitgever: <http://willemscheepers.wordpress.com/>

16 Flatten hierarchy

Almost a third of people (30%) most associate being hierarchical with being an old-fashioned boss – do you want to modernise working practices? A flatter hierarchy can encourage unity and the emergence of inspiring leaders and leadership. This doesn't mean compromising on behaviour or respect, but opening up communication and honesty.

i Why not try: Having a meeting with your staff where you invite everyone to be critical on a project – this will build a culture of shared responsibility

17 Embed a positive working culture

A successful working culture promotes social responsibility and trust – with the common interests of the people and the organisation in mind. Move continually – Having a strong culture is also about changing the rules, practices and procedures continually to ensure that all staff are fully motivated to give their best.

18 Ensure reward is fair

Leaders and managers need to link rewards to fairness, hard work and performance. Organisational competitiveness is not unhealthy if this is linked to deserving recognition which people recognise as fair.

i Why not try: Asking your people whether they perceive the reward programme is fair

19 Balance financial with non-financial reward

Reward and commitment practices come in all shapes and sizes. Try various financial rewards, but combine with other benefits like family friendly policies, job rotation, flexi-hours.

i View more articles and templates for rewarding your employees [here](#).

Top 30 Employee Engagement Strategies for Modern Leaders

Becoming a Modern Leader

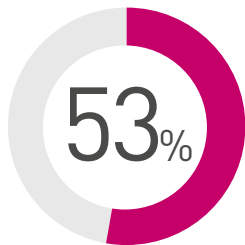


Top 30 Employee Engagement Strategies for Modern Leaders

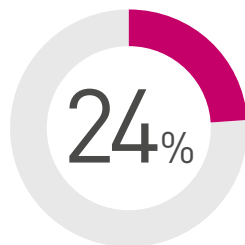
Becoming a Modern Leader

20 Build a constructive relationship with your team
Reward, provide feedback and communicate in a way which chimes with yours and your team's style. Building relationships is important, but in a way that feels authentic and connected to the leader's own personality. Ensure managers are building constructive relationships with their teams for higher levels of engagement.

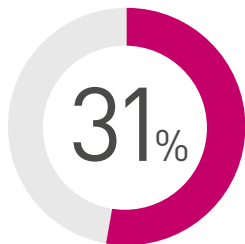
Those with a good relationship with their manager say it affects their overall job satisfaction in the following ways:



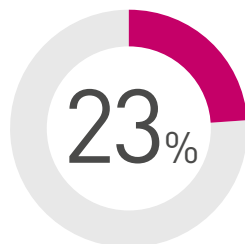
said they were happier



said it makes them want to work harder



said they're more motivated to do a good job



said they're more likely to stay longer at the company³

3. Investors in People Leadership Horizon Survey 2014



21 Be self-aware
Don't just consider the 'what do I know about myself?' but also 'how aware am I of the impact I have on others?'. When leaders grasp that, they are in a better position to encourage people to commit and not merely to comply.

i Why not try: Leaving 5 minutes for feedback at the end of your next one-to-one meeting.

22 Inspire and enable
It's all about establishing and maintaining relationships, inspiring and enabling people to do things because they want to, because they believe in it; not just because that's what they're expected to do.

23 Be a leader that listens on three levels
Listen for facts, for feeling and for meaning. Leadership today is about being an empowering leader, acting for all with emotional intelligence. It's about focusing on connecting and enabling.

24 Be a role model
Leaders need to be fully in sync with the organisation's values, culture and ambition. Everything they do should be in tune with the working culture, demonstrating leadership and management capabilities in line with the organisation's values.

i Why not try: asking staff whether they believe managers act as role models.

25 Be a visionary leader
As leaders, we should be co-creators. Management is here to encourage people to fulfil their potential, rather than just get tasks completed. We need our people to be flexible, creative and innovative. You can order people to complete a task, but you can't order them to be creative, or think differently. They need to be empowered to do that and engaged in the wider whole. It starts with a shared vision and identity.

26 Get to know your people

Leaders at every level will benefit from having a clearer understanding of team members strengths, weaknesses, interests and motivations. Your people will want to feel they know you too. Understand what motivates your people, and equally give them time to understand what drives you.

i **Why not try:** Making sure everyone takes a lunch break – use the opportunity to speak informally and get to know your colleagues.

27 Let your people own their decisions and experience

When a team member asks, “How do I do this?” the effective leader will turn the question around and say: “How do you think you should do it?”. It’s much better to encourage people to try something themselves, and then come back and share how they found the experience. The manager’s role is to guide, and to offer congratulations and reward for things done well. This approach gives people greater ownership and a greater sense of achievement than if they’re just told what to do.

i **Why not try:** Making sure you have formal time to catch up and meet with your people.

28 Be an approachable leader

32% of employees have identified being ‘approachable’ as the quality they most associate with being a modern leader, according to the IIP leadership horizon survey 2014.

29 Offer up responsibility

High performing leaders can show how they empower individuals at all levels to take responsibility and make decisions. Leaders should aim to empower their people to take ownership and responsibility which affect the performance of individuals, teams and the organisation, at a level that is appropriate to their role.

30 Credit where credit’s due

Celebrating both individual and team success is a key way to motivate your people to do a good job again. When people see value in your reward practices, you’ll start seeing a greater commitment to the business and a greater sense of belonging.

i **Why not try:** Recognising someone on behaviour instead of outcome.

“Listen, engage. Be less autocratic, be less of a dictator, get peoples’ ideas, let them run with them, empower them”

IIP Specialist, Valerie Walcott

“A leader isn’t good because they’re right; they’re good because they’re willing to learn and trust”

Stanley McChrystal

The Investors In People Framework

Welland Medical



Welland Medical have adopted the IIP Framework to become an employer of choice. Welland is an organisation that cares for its employees, supporting people in their careers by offering them opportunities to study and explore various development programmes, whilst also actively promoting an open and honest workplace. Through the development of their people and the review of management practices, they now have a much higher level of employee engagement and management effectiveness.

“It’s a journey of continuous improvement. It’s about taking the business forward”



An expert eye

Our independent assessment process offers valuable insight for leaders by pointing the way to improvements.

5* Landmark London Hotel



Landmark’s ultimate goal was to change the culture of the hotel from the directive approach to a more inclusive approach. Landmark has seen higher commitment from its people influencing on a greater guest experience and overall company performance. Employees at the Landmark feel pride to work for the organisation, and share an enthusiasm for the Investors in People ethos. Landmark London is an IIP Gold and Champion organisation.

“That’s what makes the difference here. People”



Proven methods, proven results

Our world-class methodology gives you access to best-practice people management tools and resources.

Lawson Civil Engineering & Utilities Ltd



Lawson are leading the way in their field. By improving employee engagement and closing the gap between management and the workforce, Lawson have found ways to effectively communicate with their people whilst maintaining a family feel. They have a leader who truly cares about their development; a leader that makes coming to work an enjoyable experience.

“We look after our staff, and communicate with them as they do with us”



Universal kudos

Our accreditation signals to customers and employees a commitment to investing in people.

How does your business compare to the very best?

The Investors in People Framework is used by high performing organisations across the world. Try our **free** benchmark tool to compare your people practices against the very best and see where you could improve.

Take 10 minutes to:

- Download your unique report against the Investors in People framework
- Benchmark yourself against businesses of a similar size
- Test your performance against 20 employee engagement questions

You will be able to download and print your free benchmarking report, save your answers, and return anytime. Using historic data we will show you how your practices stack up against similar businesses and our world recognised framework.

START NOW



The Investors In People Framework

It's the support mechanism to make your organisation great.

The Framework's 10 indicators cover:

- Business Strategy
- Learning & Development Strategy
- People Management Strategy
- Leadership and Management strategy
- Management Effectiveness
- Recognition and Reward
- Involvement and Empowerment
- Learning & Development
- Performance Measurement
- Continuous Improvement

Explore the Framework to see what best practice looks like, and how its structure could help you benchmark performance and drive improvements.

DOWNLOAD NOW



Deze brochure wordt in NL aangeboden door:

Willem E.A.J. Scheepers MBA
Investors in People Registered Specialist



Get in touch

Begin your partnership with Investors in People by arranging a no-obligation consultation.



Call **0300 303 3033** today



Follow us on twitter: **@IIPtweets**



Go online: **www.investorsinpeople.co.uk**



Investors in People is strategically owned by the UK Commission for Employment and Skills, Sanctuary Buildings, Great Smith Street, Westminster, London SW1P 3BT. ©2014 The Investors in People mark and logo are protected by copyright and international trademark law. Key Photography by Mike Drummond and used with permission. All other submitted Investors in People members photography used with permission, copyright remains with the individual. Individual image credits and permissions available on request from info@investorsinpeople.co.uk.