



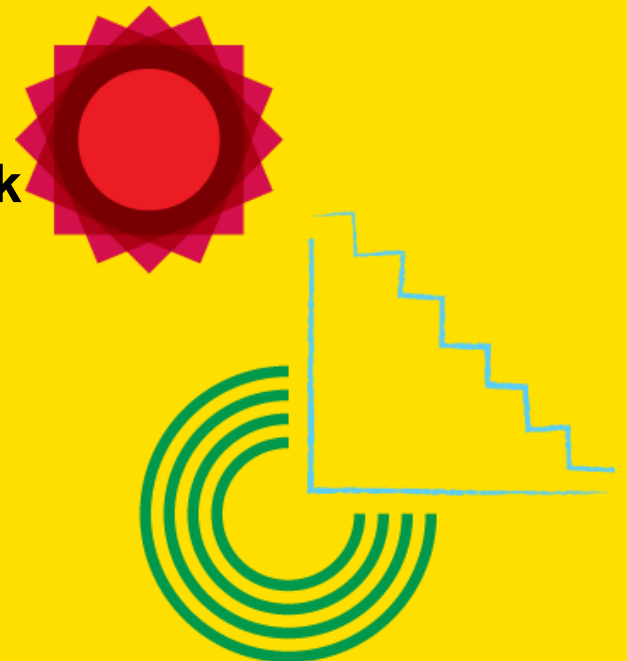
ENGAGE  
FOR  
SUCCESS

# Engage for Success

**Nita Clarke**

**CRESS/HMC Happiness & Wellbeing at work**

**21 June 2013**

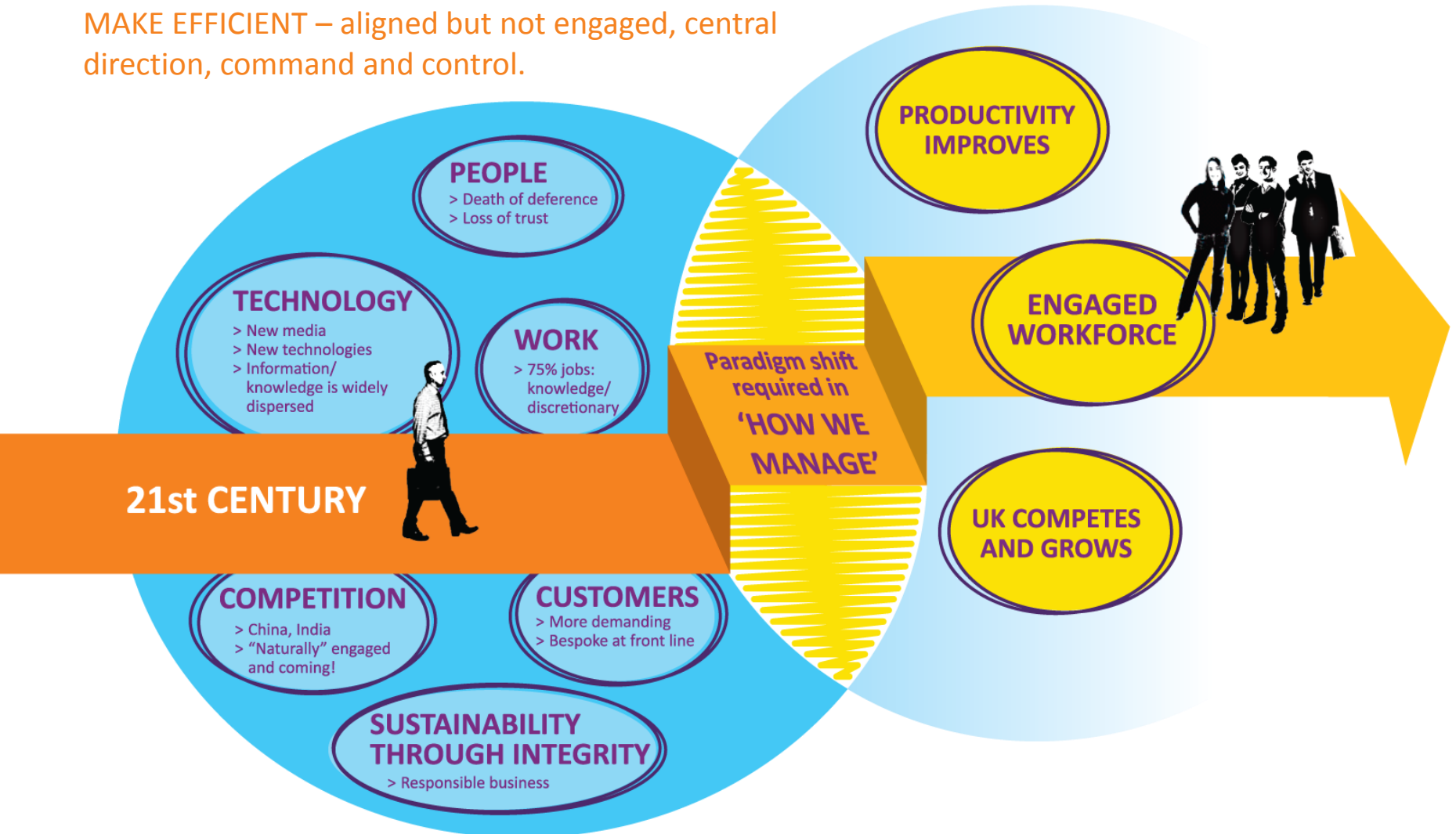


# THE BIGGER PICTURE

The context for WHY Employee Engagement is critical:

The 20<sup>th</sup> Century model was “Business as Usual”.

MAKE EFFICIENT – aligned but not engaged, central direction, command and control.



# ENGAGEMENT AND WELLBEING – NOT A NEW THOUGHT

Aristotle: eudaimonic/purposful happiness is 'doing what is worth doing'

Cary Cooper: 'there's a side of wellbeing that us just about doing things that make us feel good. But there's another side which is about feeling good about ourselves when we achieve difficult but meaningful goals or objectives.'

86 per cent of engaged employees say they often feel very happy at work as against 11 per cent of disengaged

45 per cent of the engaged say they get a great deal of their life happiness from work (8 per cent of the disengaged)

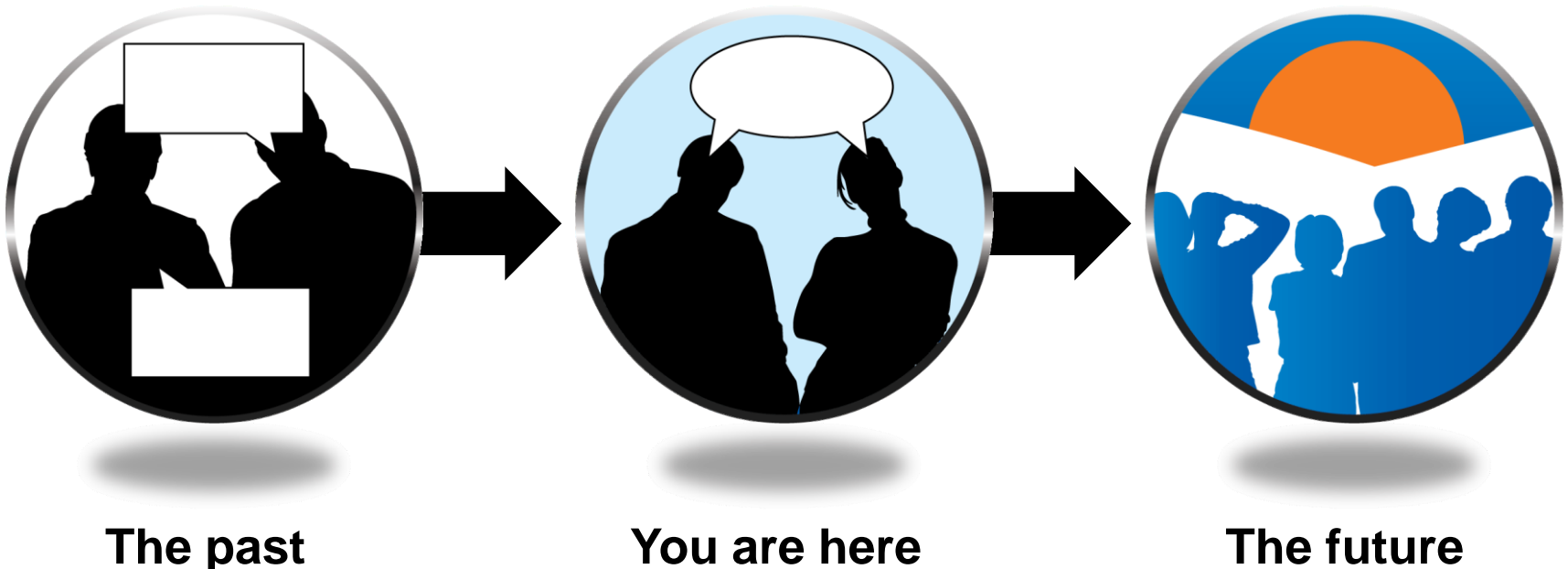
54 per cent of the actively disengaged say that work stress caused them to behave poorly with friends or family members in the previous three month (17 of the engaged)

54 per cent of the actively disengaged say their work lives are having a negative effect on their physical health (12 per cent of the engaged)

# KEY ENABLER 1: STRATEGIC NARRATIVE



Strong, visible, empowering leadership provides a strong **strategic narrative** about the organisation, where it's come from and where it's going.



This gives a line of sight between the job and the organisation's vision. The story is communicated clearly, consistently and constantly.

# KEY ENABLER 2: ENGAGING MANAGERS



*They:*



**focus their  
people, offer  
scope and enable  
the job to get  
done**



**treat their people  
as individuals**



**coach and stretch  
their people**

# KEY ENABLER 3: INTEGRITY



There is organisational *integrity* – the values on the wall are reflected in day to day behaviours.



These expected behaviours are explicit and bought into by staff.

Keep it real – staff see through corporate spin quicker than customers or the public.

Integrity enables trust: no engagement without trust

# KEY ENABLER 4: EMPLOYEE VOICE



There is **employee voice** throughout the organisation, for reinforcing and challenging views; between functions & externally; employees are really seen as your key asset – not the problem.





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Employee Engagement report & recommendations:  
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Engage for Success – [www.engageforsuccess.org](http://www.engageforsuccess.org)

