

Berkshire Consultancy's approach to employee engagement



The Devil is in the Detail

There should never be a sheep dip approach to employee engagement - the recipe for each organisation is unique. That's why we tailor our approach, making sure that we:

- Don't treat staff as a homogeneous group, but recognise differences and acknowledge exceptions
- Understand the different motivators of Gen X,Y,Z, and employees in different states of engagement
- See engagement as a way of being rather than an initiative



We use a proven framework

The Macleod Engagement Model identifies 4 important aspects to ensuring employee engagement.

- Visible, empowering leadership
- Engaging managers
- Employee voice
- Organisational integrity

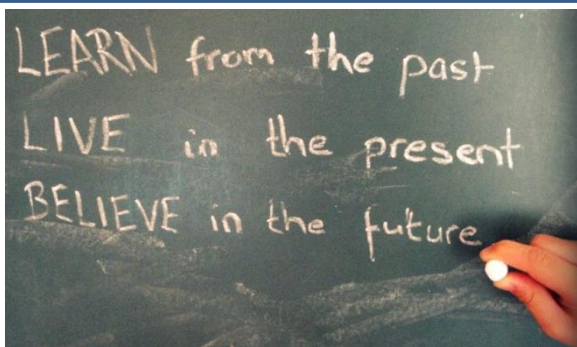
Within each of these, we look at 3 key areas to its application. This helps us get the right shape and fit for your organisation.



1. Visible, empowering leadership

....providing a strong strategic narrative about the organisation, where it's come from and where it's going.





Creating a Narrative

Your employees need to feel more than just clear and confident about the strategy and direction, but also excited and invigorated about the potential of the organisation and their specific future in it. This is why it is important to create a strong strategic narrative about the organisation, where it has come from, where it is now and where it's going.



Walk the Talk

Telling staff to be committed, loyal and passionate about their work, to be open and honest and act in the best interests of the organisation is easy. Living this yourself as a leader is another matter. This is where many leaders fall short. If employees do not see their leaders walk the talk and lead by example, they will not follow.



Recognise the importance of Middle Managers in engagement

Middle managers have the opportunity to influence an organisation's strategic activities and act as the 'translator' of strategy to their team. Being closer to the markets and to customers than more senior managers, middle managers have the knowledge to assess the viability of proposed strategies and the influence to create an alignment between external market demands and the value of strategic initiatives.

Leaders can mistake visibility for authentic interactions, communication is about quality not quantity



2. Engaging managers

...who focus their people and give them scope, treat them as individuals and provide coaching and stretch.



Recognise people as individuals

Sector / Company
Specific
(Values/ Ethics/Change)

Generation Specific
(Baby Boomers, X, Y, Z)

Personality/
Preference Specific
(Belbin/ MBTI)

Engagement
Where staff 'are' –
4 A's of Engagement



If you treat staff as a homogeneous group you can create disengagement, when trying to engage your staff you need to recognise differences and acknowledge exceptions .

Focus their staff and give them scope

It is the job of the middle manager to break down business objectives into achievable targets that relate to the day-to-day work of employees. Managers need to ensure employees know what is expected of them and need to translate how this feeds into the overall organisational strategy.



Coach and stretch people

Managers need to find ways to open up dialogue with their employees and to create the trust and rapport needed for honest and fruitful conversations. Unless managers encourage regular 2-way communication, talent cannot be tapped into. It's about being curious and providing both support and challenge to help employees operate at their best.



Everyone's journey to becoming and remaining engaged is different, it takes a skilled manager to recognise how best to engage with each of his team.

3. There is employee voice

...throughout the organisation, for reinforcing and challenging views, between functions and externally - employees are seen as central to the solution.





Employees are well-informed

Where staff aren't given the information they need to be properly involved, they tend to focus on non strategic or non business-important issues. The organisation needs to be open about the challenges that the organisation faces and the options it has, and involve staff in problem solving and decision making.



Reducing Fear and Increasing Trust

One of the barriers to developing employee voice is fear – fear amongst staff of retribution and fear amongst managers of giving employees some say. An organisation must build authenticity and trust in to the leadership and culture. Employees will only speak up when they feel safe and when they know their opinions are both valued and will be acted up on where possible.



Releasing employees voice

Unleashing and releasing employee voice is essential in gathering information, understanding the customer, and pin pointing improvements and easy wins. An organisation needs to let its front line staff know what important responsibilities they have in not just delivering a service or product but solving problems and shaping the future strategies.

Leaders need to make a long term investment in encouraging and sustaining employee opinion



4. There is organisational integrity

...the values on the wall are reflected in the day to day behaviours. There is no 'say – do' gap.





Application of ethical values

This takes the form of policies and procedures that prohibit and restrict discriminatory, corrupt, and self-interested behaviour. This makes sure there is no 'say – do' gap, it provides consistency of approach and makes sure the organisation is not focused on individual achievements or monetary success.



Moral conduct

Moral conduct differs to ethical values in so much as they are less tangible and is a cultural issue rather than controlled by process and procedures. It includes individuals, teams and organisations being trustworthy, honest, transparent, respectful, fair, genuine and sincere. This provides the cultural glue of the organisation and needs to be driven from both top and bottom creating a common culture and organisational personality.



CSR integrity

CSR involves the protection and restoration of Earth's ecological systems and supporting the society and world we live in. It is becoming more and more important to both customers and employees that they buy from or work for organisations that take an active role in the protection of the environment and society. Active involvement in CSR can be used to drive consistency in moral conduct and values as well as provide a stronger culture that will bond your employees together.

The risk of underestimating the importance on organisational integrity can not only effect engagement but have a negative impact on brand & customers perceptions.



A structured approach

For every specific organisational engagement stream, our rigorous method uncovers the best approach for specific groups

- **Define;** what do we mean by engagement?
- **Measure;** which metrics will tell us we have improved?
- **Analyse;** where are the gaps, what needs to change?
- **Improve;** how do we deliver detailed, tailored improvement actions?
- **Control;** how will we check for ongoing improvement?



About Us

Berkshire Consultancy has been transforming peoples' experience of work for 20 years and offers a wide range of business consultancy and development programmes including change management, management training, leadership development and performance improvement.

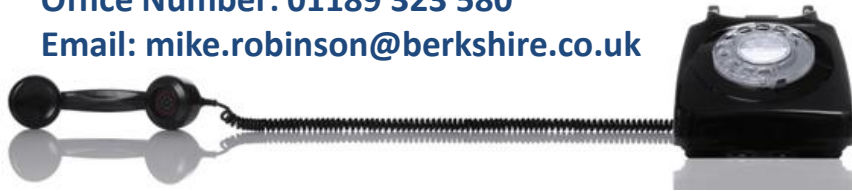
Business Consultancy Clients



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Case Study



Project Title: ENGAGE

We were the winner of the 'Supplier of the year' award, as well as the award for 'Best Collaboration on a project' at the Home Office awards.

The ENGAGE project looked at delivering a business plan through the:

- development of individual and team capability
- consistency in management approach and behaviours,
- engaging staff at all levels of the business to take personal responsibility for meeting and exceeding targets.

As a result of this project efficiencies savings of £2.179 million per annum were endorsed by the SMT. BCL have used an innovative workplace based approach to engage, challenge, motivate and involve staff at all levels. This project has been successful because it has been a collaborative project at all levels. Not only did we worked with key individuals and teams but all staff have been involved and was only possible to achieve results with a sizeable shift in the attitudes and behaviour of the whole region.

"The biggest success of BCL's involvement is in the on-site involvement with the operational managers and SMT members, working 1-2-1 or in small groups. BCL robustly checked and challenged business objectives and suggested where improvements could be made. L and D have now set up a NW consultancy team to continue this approach and to work with the SMT members and operational managers."
NW L & D