



What can HR do to support engaged employees?

A free guide from Citation's HR
& Employment Law experts.

Citation

The Core Foundations of Employee Engagement

Did you know?

Most businesses spend 80% of their time managing the bottom performing 20% of their employees.

Not only is that an exhausting way to spend your day, it's also frustrating and stifling to your business' growth. Maybe you've considered pay negotiations as a way to drum up more motivation and productivity. And you wouldn't be alone in thinking that.



BB But, if money is the immediate goal of working, and personal growth is the long-term ambition for many people's careers, which is more important?



If you're thinking pay is the only way forward, it's time to think again.

The key to boosting morale, performance and your bottom line... is employee engagement.

What is employee engagement?

A business is as strong as its people. So, if you notice that there's some slumping morale, reduced productivity and an overall sense of lethargy in your workplace, how can you solve that?

The answer is employee engagement. Put simply, employee engagement is the extent to which an employee's personal goals and interests align with the vision and goals of your business.

And it's not just about happiness and job satisfaction, it's about how those things translate

into personal involvement in the success of the business.

Engaged employees will go the extra mile because they feel a strong connection to the organisation, and they identify with the business' mission and values on a personal level.

If you're not even sure what your business' mission and values are, don't worry we'll be covering that later on in the guide!

Why does employee engagement matter?

For businesses that aren't able to offer higher salaries, investing in improving your employee engagement could be the key to not only helping your workforce feel more valued, but to also keep hold of the talent you've already got.

The state of recruitment

In January to March 2019, Labour Force statistics put UK employment at an estimated 76.1%; higher than the same period in 2018 and the joint highest figure on record.

This is great news for employees, but it presents a significant challenge for employers. It makes it harder to find skilled candidates for vacancies and retain the most talented employees.

So, how do you tackle a challenge like that? You need to get under the skin of what motivates your employees.



But isn't all this just 'nice to have'

You'd be forgiven for thinking that. We get it, it sounds like these are the sorts of things you get to do when you have a massive HR team behind you, and some extra time on your hands, right? Well, maybe not.

BB **Studies have show that there's a direct link between a business' profitability and satisfied, engaged employees.**

This is best expressed by what's known as the Service-Profit Chain.

First developed by researchers in Harvard, the Service-Profit Chain establishes a direct link between profitability, customer loyalty and employee satisfaction.



The theory states that if businesses create the conditions for satisfied and engaged employees, that will then inspire them to create loyalty-inspiring experiences for customers.

Of course, happy customers will ultimately drive profits. Clever business owners know that investing in engaged and productive colleagues is the most effective way to inspire innovation, improve customer care and grow their business.

Measuring engagement - getting to grips with Gallup

/// Employee Engagement

Employee engagement has been studied for years. The tried and tested way of measuring this comes in the shape of the Gallup Q12 employee engagement survey.

Developed using world-wide research over the course of 30 years, the Gallup Q12 survey has studied results from more than 35 million employees across the globe.

Researchers spent decades writing and testing hundreds of questions, because their wording

and order mean everything when it comes to accurately measuring engagement.

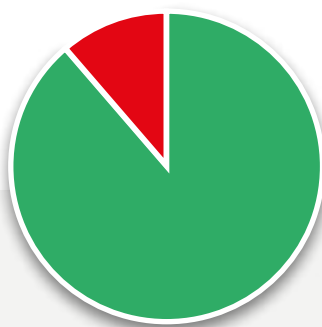
All that research was distilled down into 12 questions that are now widely considered to be the most accurate measure of employee engagement.

Employees then answer those questions in an online survey, and you get a set of results that look something like this:

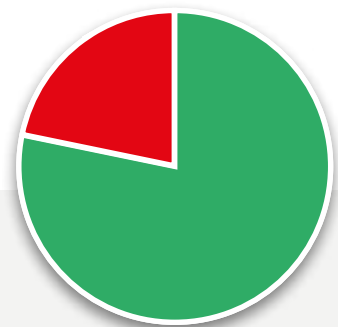
Citation Engagement Survey Results 2018



Overall Response Rate - 79.8%



Engagement Score - 81.6%



Positivity Score - 77.2%



The results are broken down into colour-coded responses. Green means positive, red negative and yellow falls in the middle as neutral. The Gallup Q12 results provide the ideal first step to gauging the 'mood in the room' when it comes to your employees and the culture of your workplace.

When you partner with Citation to take care of your HR processes, we don't just help you firefight when problems arise. We can help you proactively make your business a better on to work for.

We can facilitate the Gallup Q12 survey in your business, help you interpret the results and establish a meaningful action plan going forward, that aligns your business values to your employee values.

So, what do engaged employees want?

Each business' journey to improved employee engagement is entirely individual. Because it all depends on what your people prioritise and how that interacts to what your business prioritises.

But, in our years of working with businesses on

employee engagement, we think there are some main motivating factors when it comes to happy, engaged employees.

Here's the three main motivators, aside from money, that keep your most valued individuals engaged.

BB **People will support what they help build...**



Making a difference

No one wants to feel like all the time they spend at their jobs is just about making the company money. Everyone needs to feel a sense of purpose.

How do I help my employees achieve this?

It's all about establishing a goal for your business and helping people to see how their hard work directly contributes to that:

- Decide what overall goal your entire business is working towards
- Break that main goal down into smaller ones, aligned with the different functions or departments that make up your business.
- Give every employee a personal goal that directly contributes to that overall goal.

What's in it for my business?

Taking the time to align business goals with individual employee goals can reinvigorate your people and give them clarity and direction.

- Staff take a longer-term view of their job, looking for opportunities to perform and seek internal promotion.
- Job satisfaction increases when people can trace a direct line between their contribution and a business' success.

Using their talents

Keeping hold of great people is all about making sure they've got the opportunity to use their talents and skills, rather than feeling that they're doing a job just about anyone could do.

As a business owner, you're going to experience much better results matching people to jobs that are a good fit for their individual abilities.

That way you'll get noticeably positive outcomes.

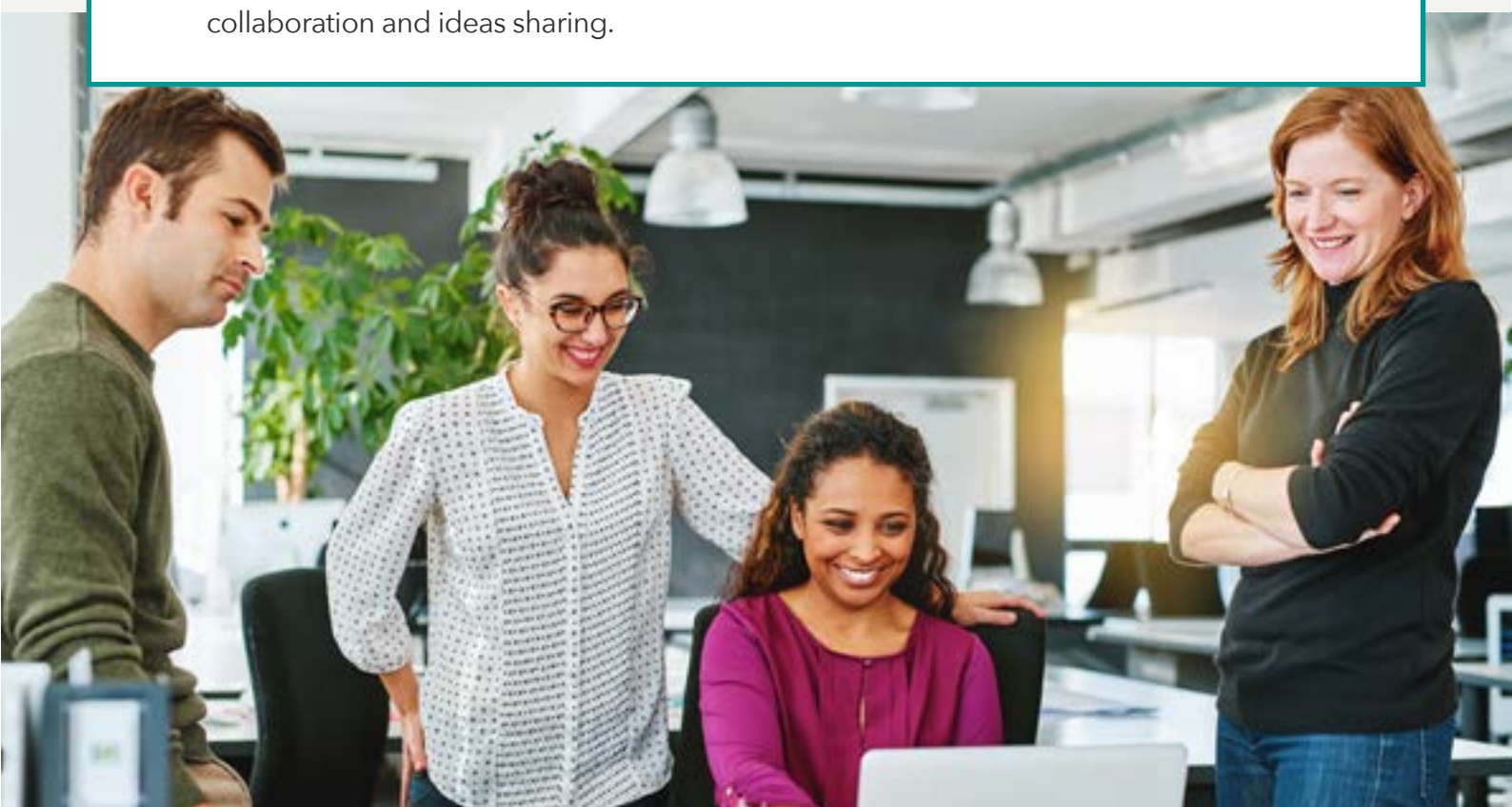
This is really important to bear in mind during recruitment. In employing someone based on their values and behaviours, you are hiring them for their individuality and unique talent, and you must continue to recognise and nurture these qualities throughout their employment.

Positive working environment

You've heard about 'the power of positive thought', right? Well, it applies just as much in the workplace. The atmosphere should be as positive and supportive as possible, if getting the most out of your people is your goal.

What does that look like for my employees?

- Effective communication that's consistent, multi-channel, inclusive and a two-way street.
- A positive relationship with management – a flatter structure allows people at all levels to contribute ideas to the business.
- The right tools and resources available to the best job
- An environment that supports collaboration. Great workplaces balance function with inspiration. Even if you're short on space, try dedicating a specific part of your premises to collaboration and ideas sharing.



Developing your business identity

If you want your employees to engage with your organisation you need to give them something to engage with. And that all boils down to creating a strong business identity.

By giving your business a higher purpose, and communicating it effectively to everyone, at all levels, you give them a vision to buy into. This alone can be enough to keep many people engaged with the mission for much longer.



1. Start with 'WHY'

Every business has their 'WHY' - the reason they exist. Simon Sinek explains it in his now famous [TED Talk video](#).

Your 'why' should be one of the biggest ideas you communicate to your people. It's the perfect way to establish how relevant what you're doing is to your employees, in a way that makes them care about the company and their role in it. It should be at the very centre of all your communications.

2. Create a mission statement

Your mission statement should be one or two sentences and should be based in your 'why' but also take what problems you're trying to solve as a business. Your 'why' and your mission statement are essential in giving your employees something to organise around.

3. Develop your business values

Your business values should be 5-10 short sentences that outline the ideals and practices everyone in your business can use to achieve your mission. It's really important to be authentic with your values. It's also a really valuable exercise to put the question to your employees 'what do you believe our values are?'

Putting it into practice

Once you've developed a positive business identity for people to engage with, you need to make sure those values are replicated throughout the organisation.

You might think you set a strong leadership example at the top of your company's management structure, but do you know what is happening further down the chain of command?

The old saying rings true;

BB **People don't leave companies;
they leave bad managers**

It only takes one poor relationship with a line manager to put a stop to an employee's motivation and encourage them to look elsewhere.

So how do you tackle this? You make sure that your management team are consistent with your vision

and values from the very top, right on down.

Just like you do with your employees, make sure your managers' working styles align with your values. That way, they'll make decisions based on your shared vision, not personal bias.

Together these positive influences can achieve multiple beneficial outcomes:

- Create a positive relationship among teams and with their line managers
- Remove negativity and distractions so staff can concentrate on work
- Allow managers to recognise achievements and contributions in their teams
- Enable employees to enjoy their impact on the business as a whole

So, you've recruited the right people; created a business identity that staff can engage with; and offered the right management support.

Now how do you nurture the talent of your workforce effectively?



Have a performance review process in place

Personal growth is a huge motivation for most people in the workplace. One of the best ways to encourage and engage is to guide personal development.

Continually reviewing the performance of individuals working for you will teach you about the people behind the job titles.

This kind of process will help you to identify a few things:

- Potential gaps in performance
- Figure out training needs
- Opportunities to give more responsibility
- Allow employees to have a voice about how the business is run

How you structure your performance reviews will depend on your business, your mission and the shared goals and objective everyone has.

Tip!

In an age of social media, people are used to getting immediate feedback on what they do or say.

An annual performance review is alien, and not to mention ineffective, to many.

Make sure you're scheduling performance review at least once a quarter.

But don't just leave it to the formal process. When someone does great work, give them immediate feedback. That way you're offering praise and publicly setting the bar for what good looks like.

Working together to create engaged employees...

Have you got questions about what it takes to create an engaged, productive and positive workplace? When it comes to getting proactive with your HR and company culture, we've got everything you need.

From help conducting and reviewing engagement surveys, to ramping up recruitment strategies, our HR & Employment Law specialists are here to back you up on everything. Our team is your team.



Sound like something your business could benefit from? Just give us a call on **0345 844 1111**. One of our team will be on hand to chat through what you need and will get the ball rolling.