



Take a fresh look at training

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Employee Engagement

The tangible benefits of employee engagement have been well documented and are well worth the investment.... providing it works!!

It is from the discretionary behaviour of the employees that the benefits are usually generated:

- Intellectual engagement (thinking hard about the job and doing it better)
- Effective engagement (feeling positive about doing a good job)
- Social engagement (actively taking opportunities to discuss work-related improvements with others at work).

An ultimate measure of employee engagement (apart from the commercial metric of profits, efficiency etc) is **“flow”** - a term used by the American Psychological Association to describe the state of mind where people become completely involved and thereby so immersed in an activity that they lose track of time.

How can this be achieved?

By the right balance between how a person is managed and that individual's attitude which results in them having a sense of feeling valued and involved.

The debate quickly engulfs huge subjects such as culture, leadership and management development, belief systems, reward and recognition and all in the context of whatever the current economic climate throws at us.

So here are some ideas to ponder:

1. Avoid undertaking an employee engagement or satisfaction survey if the results are not to be published and there is to be no follow-up.
2. Structure any activity following the survey so that quick wins can be easily achieved and published.
3. Generate creative and enjoyable forms of communication.
4. Weed out complacency and any management behaviour that restricts candour.
5. Relentlessly search for mini projects that demonstrate the very thing you are trying to promote.

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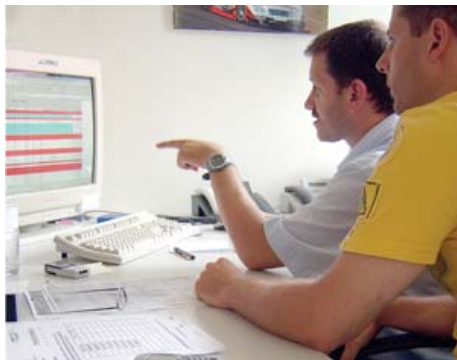
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Employee Engagement *Continued*



6. Identify, communicate and recognise people's efforts as well as their results.
7. Eliminate "watch this space" feedback (what could be less interesting and less motivational?)
8. Re-evaluate leadership skills within the management team and identify it in non-management positions.
9. Create Champions.
10. Create specialists.
11. Throw down challenges.
12. Eliminate as much bureaucracy in the process as possible.
13. Be mindful of the unofficial filters in the food chain. Cascade communication is fine but, when robust unofficial filters are in place it culminates in a sanitised version of reality, only emphasising the disengagement at the extremities of the food chain.
14. Understand the skills necessary to achieve all this and prioritise the training to suit.
15. Anchor the new sense of engagement and involvement within the culture of the organisation.

Without doubt creativity, vigilance and tenacity are the watchwords for such an endeavour.

PTS have the experience to add value to your employee engagement programme – please contact us for more information.

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Progressive Training Services Ltd

PTS has a wealth of expertise spanning 25 years.

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