

(RE)-ENGAGING YOUR PEOPLE

GEOFFREY MATTHEWS

FRIDAY, MAY 31ST, 2013

EBU

OPERATING EUROVISION AND EURORADIO

CONTENT

09.00 - (RE)-ENGAGING YOUR PEOPLE

- WHAT IS ENGAGEMENT?
- DOES ENGAGEMENT MATTER IN TOUGH TIMES?
- A NEW MODEL OF EMPLOYEE ENGAGEMENT

09.30 - BREAKOUT INTO GROUPS:

- MANAGING DOWNSIZING
- DEMOGRAPHY, DIVERSITY & GENERATION Y

10.20 – REPORT OUTS FROM EACH GROUP

10.50 – CONCLUSIONS AND KEY TAKE-AWAYS

WHAT IS ENGAGEMENT?

Being fully “**present**” in one’s work so leading to extra **discretionary effort** as a result



WHAT DOES ENGAGEMENT LOOK LIKE – AND WHY DOES IT MATTER?

WHAT IT LOOKS LIKE

Buy-in to organisational values and goals

Organisational **pride, loyalty and advocacy**

Proactive and **positive approach** to the job

Readiness to '**go the extra mile**'

WHY IT MATTERS

Better business performance

Greater competitive edge

Higher retention

Strong sense of identity

Attractive reputation

Energized, productive and innovative people

After Chartered Management Institute

TODAY WE FACE AN ENGAGEMENT CRISIS

Worldwide, only a minority of employees are highly engaged....

35%

....which is a significant cost to national economies....



...making it a top priority for the majority of HR professionals globally

55%

DOES ENGAGEMENT MATTER IN TOUGH TIMES?



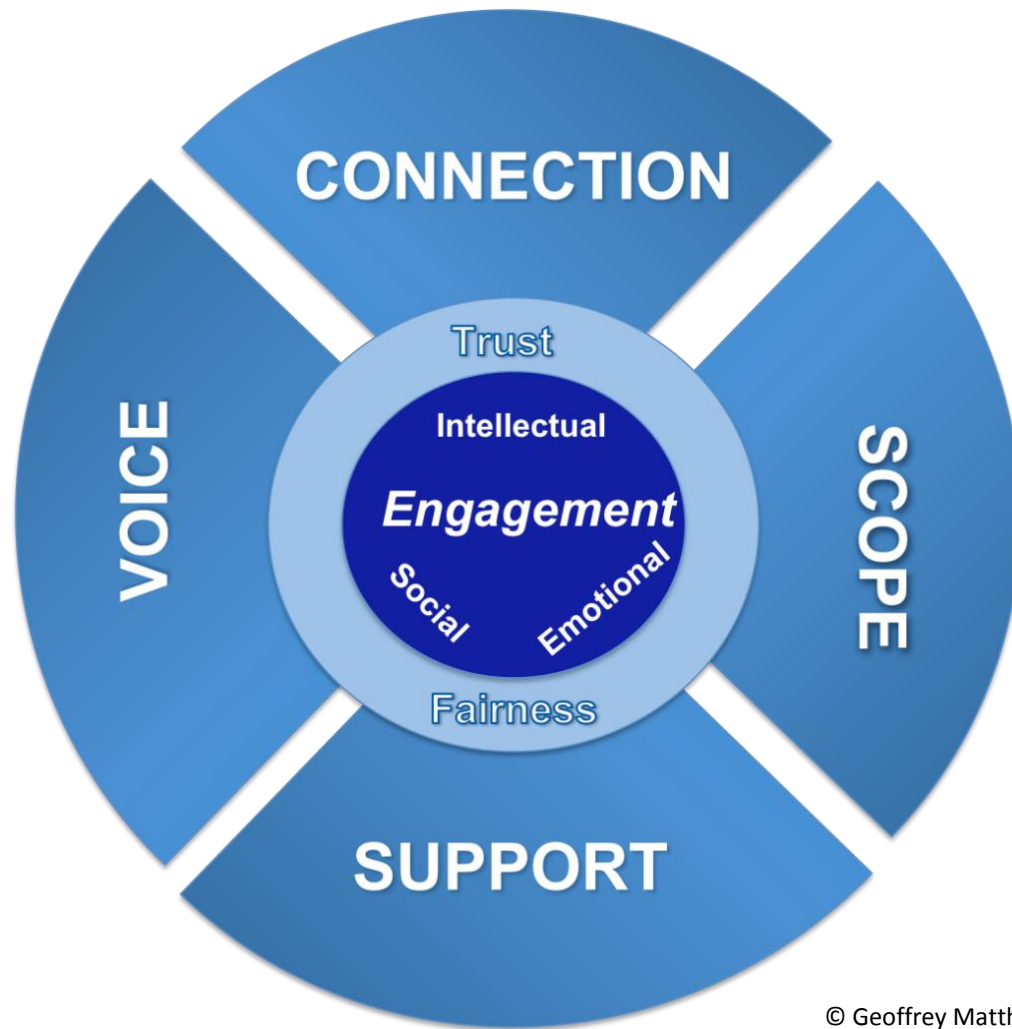
TOUGH TIMES ARE WHEN ENGAGEMENT IS NEEDED THE MOST...

- **It's when you need people's effort more than ever**
- **People will remember how they were treated**
- **Avoid the downward spiral of demotivation**
- **Disengagement today can lead longer-term to:**
 - Higher turnover
 - Skill shortages
 - Depleted talent pool
 - Weakened employer brand

SO HOW CAN YOU ENGAGE YOUR PEOPLE?

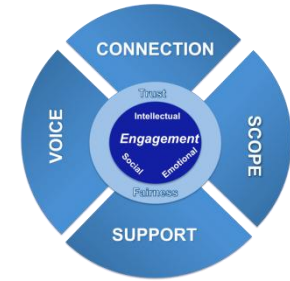


A NEW MODEL FOR ENGAGING EMPLOYEES



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CONNECTION



Sense of identification

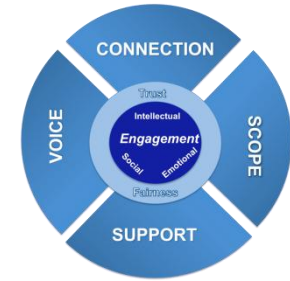
Pride in the organization

Common purpose

Shared values



SUPPORT



Treated as an individual

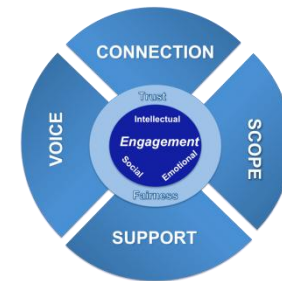
Feeling valued

Fair deal

Enabled to do the job

Well-being

VOICE



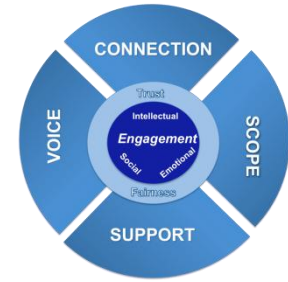
Informed

Heard

Involved



SCOPE



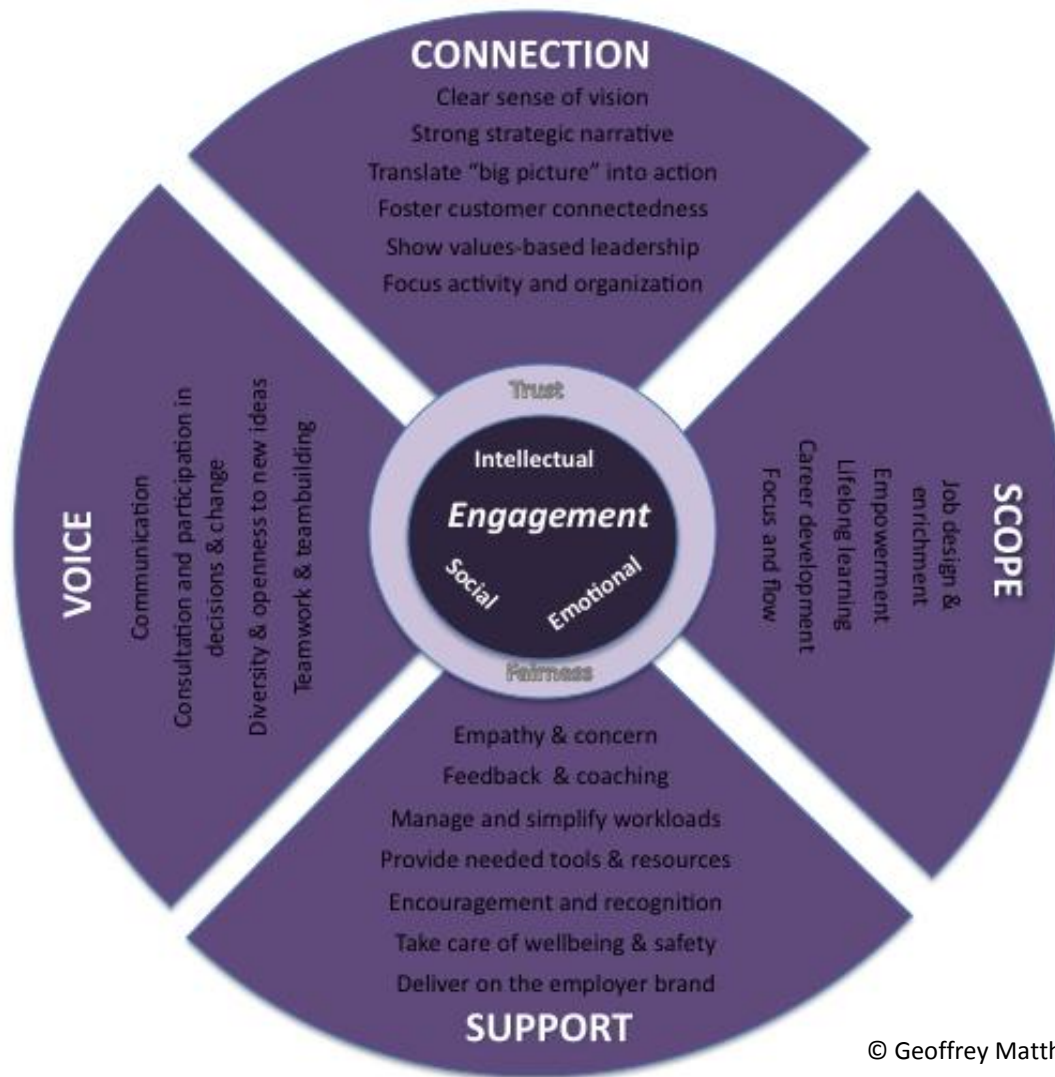
Autonomy

Empowerment

Growth

Meaning

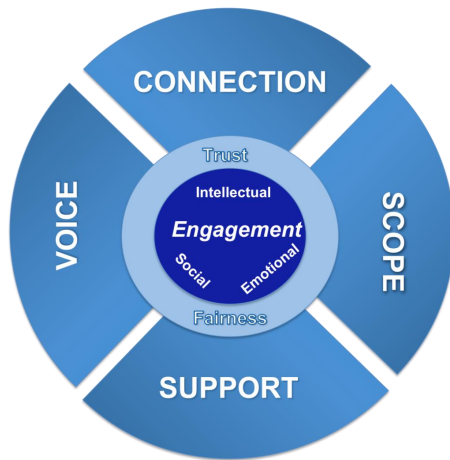
WHAT IT TAKES TO BE AN ENGAGING MANAGER



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BREAKOUT SESSIONS (50')

THINK ABOUT HOW YOU CAN APPLY THE ENGAGEMENT MODEL



4 GROUPS (1 TOPIC PER GROUP:
Downsize, ageing workforce, Y-Generation,
Diversity)



MAKE SURE YOU CHOOSE A “RAPPORTEUR”

BREAKOUT SESSIONS: YOUR BRIEF

- Assess the situation you want to tackle
- Formulate the challenge
- Apply the engagement model (Clear actions & ideas for each driver)
- With the completed model in mind, consider the questions
 1. What will you tell your boss to do?
 2. What will you implement in your HR processes?
 3. What immediate actions can you take/implement with staff?
 4. As part of the HR community: how can we work on for the future?

Objective of the exercise: To get as many concrete actionable items as possible (either drawn from your experience or through pure brainstorming), in order to put a toolkit together for you to use

RESULTS GROUP 1 - DOWNSIZING

	Downsizing
Challenge:	Downsize by 10%
boss	<ul style="list-style-type: none"> - Challenge the decision: Is it really necessary,?? and ask to explain the reason (will help when you need to explain to staff) - Involve top Management for ownership of the process. Have them make an analysis of the function which will be cancelled and why (why do we need to downsize).
Team – HR processes	<p>HR processes (Play role of experts & coaches):</p> <p>Legal aspects: process has to be fair & transparent</p> <p>Don't neglect the social aspects: Well-being, reassurance</p> <p>Involve trade unions</p> <p>Prepare communication plan and train the manager to communicate the downsize)</p>
staff	<p>Help managers to implement & communicate: what will happen, and present the different solutions (Have to be clear: plan, solutions, support staff: how?)</p> <p>Manager to have face to face meetings, Q&A on intranet, interactive space.</p>
Int'l	<p>To take care of the survivors: get trained for new functions, for better engagement</p> <p>Also share experiences.</p>

AFTER THE BREAKOUT SESSIONS:

	Ageing workforce
Challenge:	<p>Need to Recognize age as part of diversity and take it seriously (our workforce is getting older). Biggest Challenges are:</p> <ul style="list-style-type: none"> -Adapting to technical change -physical challenges (hearing, performance) -Relationship between generations (esp with managers of different generation): how to motivate older workforce.
boss	<ul style="list-style-type: none"> - Bring awareness to the challenges but also stress the benefits of an older workforce.
Team – HR processes	<ul style="list-style-type: none"> - Make it a natural part of the work (knowledge of breakup of age balance and link to actions)
staff	<ul style="list-style-type: none"> - Make sure they are valued, supported, recognition & training
Int'l	<p>Turn a challenge into an opportunity</p>

AFTER THE BREAKOUT SESSIONS:

	Y-generation (and younger)
Challenge:	(EN) group - How to better involve the Y generation into our professional environment – they will play a large role in the future.
boss	-Encourage quality & positive image of PSB with Y-Generation -Promote PSB credentials
Team – HR processes	Because Y generation are more mobile: give them the opportunity to move around internationally and within country = mobility schemes
staff	Because Y generation want good work/life balance & are happy to use new tech: Offer them flexible working opportunities (secondments, sabbaticals, remote work possibilities (because of increasing lack of space at workplace).
Int'l	Because they will handle tomorrow's world: Ensure that the Y-generation are more involved on the larger scene and are part of the big decisions: take advantage of their connectivity to Social media and the culture of «giving instant feedback to community »

AFTER THE BREAKOUT SESSIONS:

	Y-generation (and younger)
Challenge:	(FR) groupe – Mieux comprendre la génération Y et comment les motiver?
Le patron	<ul style="list-style-type: none"> - Les impliquer dans les différents projets actuels - Leur donner quelques avantages sociaux en nature qui leur permettront de mieux s'investir dans leur travail: par ex. création d'1 crèche d'entreprise
L'équipe – les processus RH	- Se rapprocher des employés de la Génération Y sur leur préoccupations et leur engagement – mieux comprendre leurs aspirations
Le personnel	- Agir par des actions concrètes (rotations de différentes activités, implications dans plusieurs projets; flexibilité dans les horaires de travail)
Les RH à l'international	- Se rapprocher des différentes organisations pour échanger les expériences & associer les meilleures pratiques

REPORT-OUTS

GROUP 1: MANAGING DOWNSIZING



GROUPS 2, 3 & 4: DEMOGRAPHY, DIVERSITY & GENERATION Y



SOME TAKE-AWAY TIPS (1)

MANAGING DOWNSIZING

Be as transparent as you can about the challenges ahead

Keep up the communication - and make it 2-way and honest

Make sure leaders are visible and accessible

Remember that this is when your values will be judged

Tap employees' ideas for how to reduce costs/increase productivity

Explore alternatives for cost saving e.g. cutting overtime or working hours

View redundancies as the last, not the first, step

Treat those affected with respect and dignity

Reassure your talents about the future

Look at low/no cost ways to improve the workplace e.g. encouraging diversity

DEMOGRAPHY & DIVERSITY

Think about how your workforce could be segmented and how their needs may vary in terms of attraction, retention and engagement

Develop managers in how to supervise a diverse, multi-generation workplace

Make talent management and learning a regular process, not a periodic event

Rethink existing career paths – consider more rotations, lateral moves, breaks, etc

Create more room for flexible and/or remote working, where possible

Explore opportunities for cross-functional and cross-border working

Use job design to craft roles that provide empowerment, meaning and challenge

Assess how credible your reputation is in terms of CSR and employer brand

SOME TAKE-AWAY TIPS (2)

WHAT HR CAN DO TO HELP FOSTER ENGAGEMENT

- Make engagement the basis for having “a seat at the table”
- Be an active “change agent” - but make sure management still “own” engagement
- Partner with Communications to make sure messages are aligned
- Use engagement data to help drive business decisions
- Work with Finance, etc. to see how engagement relates to other KPIs
- Supplement survey data with what you regularly hear from the workforce
- “Up your game” in marketing and project management
- Coach managers on how to engage their staff better
- Challenge leaders to make sure the real issues get addressed
- Get change (e.g. restructuring) managed in a smarter way
- Propose OD interventions that make a real difference

THANK YOU!

Geoffrey Matthews

- Consultant and speaker on Engagement, OD & Strategic HR
- Senior Associate at MCE
- Co-author of “Engaged”

Email:

engagedbook@gmail.com

Tel: +41 79 596 55 39

