

Definition	Indicators of High/Low Engagement	Strategies
Purposeful Work		
<p>Independence: Employees have the autonomy and capacity to make decisions for themselves</p>	<p>High: Employees take ownership and responsibility for decisions and actions, supported by leaders Low: Decisions are made by leaders only, tasks are not delegated Consequence: Learned helplessness in employees</p>	<p>Work with leaders to understand tasks that can be delegated easily to build trust between leaders and employees. Provide coaching and support to employees to stretch skills and experience.</p>
<p>Job fit: There is the perception that people have been selected to roles that are a strong fit for their skills</p>	<p>High: Clear job definitions; perception that knowledge, skills and temperament of employees are match with role Low: Job tasks and goals unclear; perception that wrong people are in wrong jobs Consequence: Ineffective and inefficient work, loss of productivity, turnover of talented employees</p>	<p>Ensure tasks and goals of roles are clear and defined, gain buy in of incumbent to these. Recruitment and selection processes must be linked to objective role requirements.</p>
<p>Empowered teams: Teams are small in size and have the capacity to take ownership of delivering outcomes</p>	<p>High: Small teams work together to deliver on shared goals and targets Low: Teams too large to accomplish goals; teams not held responsible for performance targets Consequence: Lack of productivity, in fighting, 'off brand' behaviour</p>	<p>Team size should encourage both ownership and collaboration. Support teams by providing resources and development required for successful performance.</p>
<p>Downtime: There is enough 'slack' in employees' week to enable them to recoup their energy and reflect on their effectiveness</p>	<p>High: There is time and space for employees to reflect on current performance and future goals Low: Wins are not celebrated; no time to recoup between tasks/projects Consequence: burnout, cynicism, fatigue, increase risk of safety incidents</p>	<p>Ensure project plans involve sufficient time for review and reflection. Celebrate wins in a way that is meaningful for the team.</p>

Definition	Indicators of High/Low Engagement	Strategies
Management and Performance		
<p>Clear goals: Objectives and targets are clearly communicated</p>	<p>High: Employee behaviour is in line with objectives and targets; the group self-moderates when individuals demonstrate behaviour that does not align</p> <p>Low: Employees are unclear what is required of them; behaviour that appears 'off target' not in the best interest of the team</p> <p><i>Consequence:</i> behaviour impacts customers or business reputation, lack of productivity</p>	<p>Objectives must be clearly defined and communicated in a way that is compelling and engaging.</p> <p>Understand what drives and motivates employees and link this to clear objectives.</p>
<p>Coaching: Managers work collaboratively with employees to enhance performance</p>	<p>High: Employee feel they are both supported and challenged; strong, trusting working relationships between employees and leaders</p> <p>Low: Employees feel they are left to 'fend for themselves'; leaders inaccessible <i>Consequence:</i> Helplessness, incorrect decisions made</p>	<p>Provide leaders with time to build relationships and understanding with employees.</p> <p>Develop leaders' coaching skills and understanding of the benefits of coaching.</p>
<p>Management development: There is the perception that managers invest in their own development</p>	<p>High: Employees see leaders taking time to develop their skills and see positive change as a result</p> <p>Low: Leaders not seen to invest in themselves or development activity does not lead to change</p> <p><i>Consequence:</i> Staff make ill-informed decisions, competitor organisations begin to take lead</p>	<p>Develop leaders through stretch projects, on the job learning and access to mentors.</p> <p>Encourage meaningful development and support leaders to bring new skills into their everyday work.</p>
<p>Performance management: Modern performance management practices are in place that focus on goal setting, development and achievement, not rankings.</p>	<p>High: Employees are engaged in ongoing coaching-style performance conversations</p> <p>Low: Performance only discussed during annual review, employee does not engage with leader to set and achieve their own goals</p> <p><i>Consequence:</i> Poor performance more difficult to manage the longer it goes unaddressed; impact on team and productivity</p>	<p>Ensure that development conversations occur on a regular basis (ie review of goals, progress to date, required change, reflection on successes); reward/recognise leaders and employees for doing so.</p> <p>Provide leaders with skills and resources to have regular performance conversations.</p>

Definition	Indicators of High/Low Engagement	Strategies
Working Environment		
<p>Flexibility: Working arrangements are flexible and allow employees to fulfil other roles in their lives</p>	<p>High: Employees have the trust of their leaders to work flexibly; work goals are met while employees are working flexibly</p> <p>Low: Employees feel that their job role is so all encompassing that they do not have the freedom to work flexibly</p> <p>Consequence: Overwork, fatigue, resentment, turnover of talented employees</p>	<p>Explore roles and tasks that can be performed flexibly.</p> <p>Clearly communicate senior executive support for flexible working arrangements.</p> <p>Ensure non-flexible working cultures and behaviours are not perpetuated.</p>
<p>Recognition: Good performance is seen to be recognised and rewarded</p>	<p>High: Employees feel that good work will be recognised and rewarded</p> <p>Low: Perception that recognition and reward is provided inconsistently or unfairly</p> <p>Consequence: Reduction in performance and/or rise in subversive behaviours</p>	<p>Clarify and communicate what constitutes good performance.</p> <p>Encourage leaders to get to understand what motivates/drives individuals in their team and assist them to strategise ways to reward/cognise accordingly.</p>
<p>Inclusion and diversity: The culture of the workplace embraces diversity and does not encourage exclusion of individuals or groups.</p>	<p>High: Employees feel part of 'something bigger' and individuals are involved in tasks, projects or decision making in line with their role</p> <p>Low: Individuals are inappropriately excluded from tasks, projects or decisions. Employees feel as if they do not belong through the words and actions of leaders and coworkers.</p> <p>Consequence: Reduced performance, turnover</p>	<p>Actively communicate the business' vision in terms of diversity and inclusion; swiftly deal with behaviour that does not support this vision.</p> <p>All the levels of the business must be invested in creating a feeling of belonging and can see the benefits of diversity of all kinds.</p>

Definition	Indicators of High/Low Engagement	Strategies
Development Culture		
<p>Training and support: Employees have access to development opportunities and the support to successfully undertake them.</p>	<p>High: Employees take part in development activities; leaders support employees to implement learning Low: Development activities are not available; leaders discourage the learning of new skills/do not provide the time and resources for learning <i>Consequence:</i> Turnover of talented employees, competitors begin to take the lead</p>	<p>Ensure that development activities are targeted and relevant to the objectives of the business as well as the individual learners. Activities should be a mix of stretch projects, on the job learning and mentoring, not simply reading or classroom-style learning.</p>
<p>Talent progression: There is mobility of talent and progression pathways within the company</p>	<p>High: Employees have a clear line of sight to roles and development opportunities that motivate them Low: Talent progression pathways do not exist or are not clear <i>Consequence:</i> Turnover of talented employees, resentment based on lack of progression</p>	<p>Take a creative approach to career progression so that it focusses on skills, experience and exposure rather than job titles. Encourage leaders to work to understand the future goals of employees and support them in providing development options for their teams.</p>
<p>Self-directed learning: Employees are encouraged to take responsibility for their own learning.</p>	<p>High: Employees take control of their own development and have the support of leaders to invest their time in development activities Low: Employees rely on leaders to drive their development. Skill development is not encouraged <i>Consequence:</i> Development does not occur, skills become outdated</p>	<p>Challenge the perception that leaders control the development of employees. Assist employees to identify future needs and current skill gaps.</p>
<p>Learning environment: There is a culture of ongoing learning, both on the job and in more formal settings</p>	<p>High: Employees actively meet their development goals, learning is viewed by all as ongoing; experts and less experienced alike stay in touch with changes in best practice Low: Learning is viewed as necessary only at lower levels of the business <i>Consequence:</i> Solutions are not in line with best practice or are ill-informed</p>	<p>Leaders and employees should be encouraged to set, reach and review development goals; no one should be seen as too experienced or advanced to benefit from learning and development in some form All held accountable for meeting development goals.</p>

Definition	Indicators of High/Low Engagement	Strategies
Leadership and Vision		
<p>Mission and purpose: The overarching mission and purpose of the organisation is clear and communicated in a compelling manner</p>	<p>High: Employees are committed to the vision of the organisation and their behaviour is aligned with this</p> <p>Low: No vision has been communicated; vision is unclear or not meaningful to employees</p> <p>Consequence: Turnover of talented employees, 'off brand' behaviour effects business reputation</p>	<p>Work to understand what the organisation exists to achieve; ensure that this is engaging and motivating for all staff.</p> <p>Assist leaders to communicate the vision in a clear and compelling way and reward aligned behaviours.</p>
<p>Transparency and honesty: Decisions are made and communicated in an ethical and authentic manner</p>	<p>High: Employees trust executives and leaders; decisions are made in consultation if possible, else communicated in an open and genuine manner</p> <p>Low: Lack of trust in executives and leaders; decisions often made at the exclusion of employees/not following ethical processes</p> <p>Consequences: Decisions ill-informed, norm of unethical behaviour develops</p>	<p>Empower leaders to include their teams in as many decision making processes as possible.</p> <p>Ensure credit is given where due.</p> <p>Unethical or disingenuous behaviour should be addressed immediately and transparently.</p>
<p>Investment in people: There is a genuine drive to grow people within the organisation by investing time and money into their development</p>	<p>High: Leaders support employees in their development through providing time away from normal role, access to stretch projects and resources to support learning.</p> <p>Low: Employees are not provided time and support they have been promised; leaders release employees for learning begrudgingly</p> <p>Consequence: Missed commercial opportunities due to lack of skills, lack of interest in development</p>	<p>Learning and development goals must be shared and agreed between leaders and employees to ensure maximum buy in from both parties.</p> <p>Reward leaders when they invest in the development of their team.</p>
<p>Inspiration: Employees are inspired to perform to their potential</p>	<p>High: Employees are internally driven to perform; employees feel they are working to their potential</p> <p>Low: Employees feel their skills are undervalued or not being utilised; external motivation required to have employees deliver results</p> <p>Consequence: Lack of productivity, missed commercial opportunities</p>	<p>Assist leaders to recognise internal vs external motivation in their teams.</p> <p>Encourage leaders to have regular coaching conversations with their team to ensure they pick up dips in motivation and their likely causes.</p>

Definition	Indicators of High/Low Engagement	Strategies
Efficiency		
There is a focus on doing things the simplest and most effective way.	<p>High: Suggestions provided and changes made to ensure tasks are carried out in the simplest possible way</p> <p>Low: Tasks are carried out in an inefficient/ineffective way because of status quo</p> <p>Consequence: Reduced profit, innovation stalls</p>	<p>Empower leaders to approve appropriate changes to processes and systems to ensure efficacy/effectiveness.</p> <p>Encourage employees to provide suggestions and reward ideas and solutions that lead to changes.</p>
Wellbeing		
Energy: Employees demonstrate mental resilience, willingness to invest in their work and persist in the face of challenges and obstacles	<p>High: Staff demonstrate tenacity and capacity to 'bounce back' after set backs</p> <p>Low: Staff ruminate over failures; unable to process and learn from setbacks</p> <p>Consequence: Mental health issues are not managed effectively, repetition of past mistakes</p>	<p>Support all staff to understand what resilience is and why it is important in their everyday work.</p> <p>Upskill leaders to assist their teams to work through setbacks and implement learnings.</p> <p>Assist leaders to recognise when individuals need emotional support and what resources are available.</p>
Commitment: Staff are involved in work, there is a sense of meaning, inspiration and pride	<p>High: Staff express a sense of pride in the results they deliver; staff feel that their work has an impact on the business, team and/or customers</p> <p>Low: Staff feel disconnected to why they perform their role; lack of pride in organisation, role or tasks performed</p> <p>Consequence: 'Off brand' behaviour, turnover of talented employees</p>	<p>Ensure leaders make the impact of employee work clear.</p> <p>Leaders must recognise when there is no investment in tasks/outcome and work to understand the cause.</p>
Immersion: Employees are fully concentrated and happily engrossed in their work	<p>High: Staff are excited to get started on a task/project and focus easily while carrying out the task.</p> <p>Low: Staff are distracted, prioritise tasks inappropriately or procrastinate</p> <p>Consequence: Lack of productivity, reduced profit</p>	<p>Support leaders to recognise the boundary between appropriate downtime and unhelpful distraction.</p> <p>Ensure that the meaning of work is clear, as is the outcome of successful and unsuccessful performance.</p>