

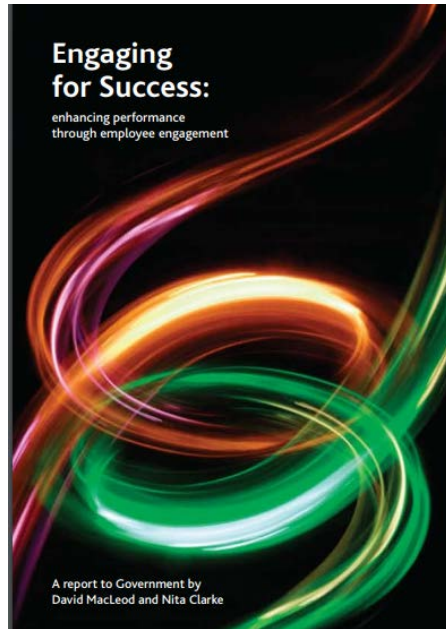


# Exploring Employee Engagement in Practice

HMRC  
Birmingham  
11<sup>th</sup> November 2019

Dr Sarah Pass

# FROM THE MACLEOD REVIEW (2009) TO A MOVEMENT



# THE FOUR ENABLERS OF ENGAGEMENT



Visible, empowering leadership, providing a strong **strategic narrative** about the organisation, where it has come from and where it is going. Their story is communicated clearly, consistently and constantly.



**Engaging managers** who:

- Focus their people and give them scope
- Treat their people as individuals
- Coach and stretch their people.



There is **employee voice** which permeates throughout the organisation, for reinforcing and challenging views, between functions and externally, employees are seen as central to the solutions.



There is **organisational integrity** - the values on the wall are reflected in day-to-day behaviours. They are explicit and bought into by staff. There is no 'say-do' gap. Staff see through corporate spin

# THOUGHT AND ACTION GROUPS (TAGS) - WHAT DO WE DO?



Thought and Action Groups -

Topic & Sector

Developing research through **Topic and Sector TAGs**

- Line Manager TAG
- Behavioural Science TAG

For more information, email: [sarah.pass@ntu.ac.uk](mailto:sarah.pass@ntu.ac.uk) or go to <https://engageforsuccess.org>

<https://engageforsuccess.org/line-manager-thought-action-group>



Thought and Action Groups -

Regional

Disseminating research and findings from **Regional TAGs**

- East Midlands TAG

<https://www.linkedin.com/in/east-midlands-engaged/>

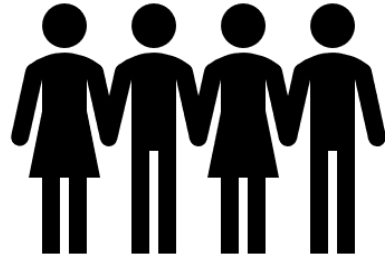
@EastMidsEngaged



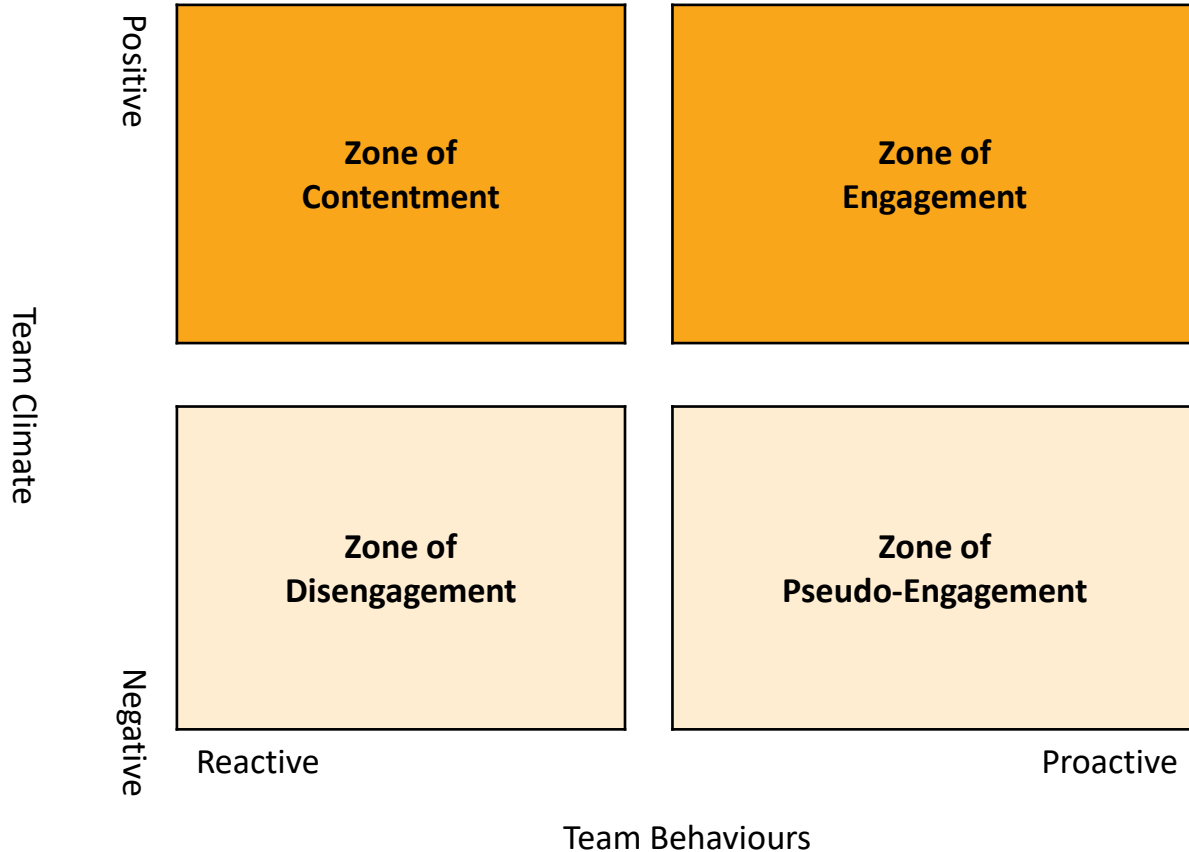
## AN EXAMPLE OF ACTIVE DISENGAGEMENT:



# WHAT DO WE MEAN BY DISENGAGED?



# BARRIERS TAG: ZONES OF ENGAGEMENT

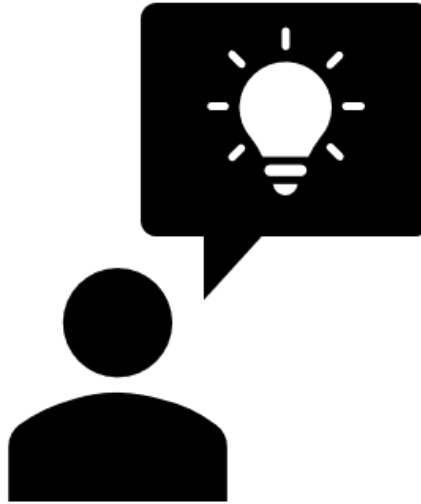


# WHAT DOES EMPLOYEE ENGAGEMENT MEAN TO YOU?





# WHAT ARE THE MAIN BARRIERS TO YOUR ENGAGEMENT?



# WHAT ARE THE MAIN BARRIERS IDENTIFIED BY YOUR GROUP?



# WHAT COULD BE DONE TO OVERCOME THESE BARRIERS?



# BREAKING DOWN THE PROBLEM





Thank you

**Research Team:**

Sarah Pass, [sarah.pass@ntu.ac.uk](mailto:sarah.pass@ntu.ac.uk)

Derek Watling, [derek.watling@ntu.ac.uk](mailto:derek.watling@ntu.ac.uk)

Nadia Kougiannou, [nadia.Kougiannou@ntu.ac.uk](mailto:nadia.Kougiannou@ntu.ac.uk)

Maranda Ridgway, [maranda.ridgway@ntu.ac.uk](mailto:maranda.ridgway@ntu.ac.uk)

Catherine Abe, [catherine.abe@ntu.ac.uk](mailto:catherine.abe@ntu.ac.uk)