

5 STEPS TO A HIGHLY ENGAGED TEAM



Introduction

Employee engagement happens when business goals align with the happiness of employees. Employees are bringing the best version of themselves to work and doing their best work when they get there.

On average, people and teams with high engagement outperform, those with low engagement by **202%**. There are enormous gains to be had from excelling at employee engagement and creating an incredible place to work.

Whether it's from bad to better, or good to great – to improve employee engagement in your business, you're going to need a plan. Luckily, we've done the hard work for you!

5 Steps to Higher Engagement

We've put together a 5 step plan to help you put your team first in helping you to achieve your goals.

In this guide you'll find;

Step 1 – How will a more engaged team help you achieve more?

Step 2 – Engagement Pillars – Connection & Leadership

Step 3 – Engagement Pillars – Fulfilment & Wellbeing

Step 4 – Turning your plan into action

Step 5 – Measuring success

Step 1

How will an engaged team help you achieve more?

Employee engagement touches everything you do in your business.

It's in the colour of the walls, it's in the type of coffee you provide, it's in each payslip and every word that comes out of your mouth.

It isn't a project, an initiative, or a short-term fix. Great employee engagement doesn't have a deadline and it's never finished or completed. High engagement today doesn't guarantee you high engagement tomorrow. You need to work at it every day and in every corner of your business.

Your Engagement Bank

Think of employee engagement as a bank account. You opened it on day one of your business and since then you've been adding to the balance.

The currency in your account has a value and it can help buy the business great things such as increased revenue, higher profitability, better talent, higher employee retention and increased creativity.

Every day in your business you are making deposits or withdrawals from your account. Making more deposits increases the level of employee engagement you have and gives you the opportunity to buy more.

Similarly, you'll naturally make withdrawals. These are unavoidable as an employer, but they matter less if the balance in your account is kept high. You simply need to put more in than you take out.

Your Business Goals

Most businesses start the year setting out goals they'd like to achieve.

There might be some specific goals such as entering new markets, building new products, offering new services or smashing higher sales targets.

Whatever they are, it's likely that some withdrawals will need to be made from the engagement bank along the way to meet these goals. You'll need to ask your team for their best performance.

Some examples could include;

- Goal 1: Work with bigger clients – So requiring your team to up-skill
- Goal 2: Ensure profitability – So communicating that pay-rises might not happen this year
- Goal 3: Increase revenue – So sales targets need be increased
- Goal 4: Streamline processes – Requires introducing a new piece of tech and re-training

Your Task!

- Document the goals for your business in the next weeks or months
- Consider what you will need from your team in order to achieve these goals.
- Have you got enough currency in Your Engagement Bank?
- What withdrawals are you likely to need to make to ensure your plan is a great success? (*This is the start of your plan!*)

202%

Difference in performance
between a team with low engagement and a
team with high engagement.

20%

Employees who are actively engaged in
the workplace
the remaining 80% are neutral or disengaged.

Step 2

Connection and Leadership

At Ten Space, we talk about the 4 pillars of engagement. These are the key areas, that matter most to employees and have the biggest impact on engagement.

Connection

Connection is about aligning your employees to your business and it's goals. It's about having a sense of purpose (like a mission or vision) and ensuring your people are bought into it. It's two way communication with employees having a voice and being able to contribute to the business's future.

On a practical level it's also about being informed and updated. If your people understand the part they play in the future of the company they can make a great contribution!

Thinking about your own business;

- Do you have a mission or vision that's clear and meaningful?
- Do your team know what it is and know how they can contribute?
- Do you have company values and are they brought to life in your business?
- Are your people processes well aligned to this? e.g, do you recruit with your mission in mind?
- Do you have a mechanism by which your team can give feedback / ideas / ask questions / contribute? Do you allow your employees to influence what happens in your business?
- How good is communication in your business? Are your team well informed and updated? Is it engaging? Topical? In the moment?

Leadership

The saying goes that people join a business and leave a manager. We've found this to be very true!

Without great leadership, you are always filling a leaky bucket when it comes to employee engagement.

Leadership is about how confident employees feel about their leaders and managers, how inspired they are by them, how much trust there is and what the relationship is like.

Thinking about your own business;

- Do the leaders in your business bring out the best in your teams?
- Have you got a high-performing team? If not, are you working towards it?
- Are your teams well recognised by leaders? Does it inspire your teams to do more?
- Do your leaders create great working environments for their teams? Are they good at bringing teams together and build their strengths?
- Is poor performance well managed? Is there a sense of fairness in your business?
- Is trust high amongst your leaders and their teams?

Thinking about yourself;

- What kind of leader are you?
- Where do your strengths lie?
- What are your weaknesses?
- Where do you need to focus personally?

Your Task!

- Consider what the above questions highlighted for you. Anything you'd like to tackle, add to you plan!

4.6x

Employees feel empowered to do their
best work
if they feel their voice is heard.

38%

Employees considering leaving their
employment
in the next 12 months – the "great resignation".

Step 3

Fulfilment and Wellbeing

This is where engagement gets really personal!

Fulfilment

Fulfilment is all about answering the employee's question "what's in it for me". It's about how well their role meets their personal and professional needs. This pillar recognises that the employment relationship is a two-way street and that employees are looking for much more than just a salary in return for their time and dedication.

Here's some of the questions to ask yourself in this area:

- Do the rewards I offer the team, match the contribution they make? Are they fair and motivating?
- Are rewards aligned to the right outcomes? Are they driving the right behaviours?
- How much focus do you place on personal and career engagement? Are people able to grow in your business? Is this a priority?
- Do you design roles and take an approach that allows work to compliment your team's lives? Are you thinking about flexible working? Part-time roles? Remote working?
- What would your teams say if you asked them if they felt challenged in their roles? Too much? Too little? Just enough? Is the work interesting for them?
- Are they proud of the work that they do?

Wellbeing

Wellbeing is about whether employees feeling safe, secure and supported in their role. This can be both emotionally and physically.

Employees will struggle to be engaged if they are worried that their job isn't safe; they are going through a difficult time and haven't got the support that they need, or they can't be truly authentic whilst at work.

Here's some of the questions to ask yourself in this area:

- Do my teams feel safe and secure in their roles? Are they worried about their position or their future in the business?
- Are there good support mechanisms in place if employees need it? Do policies and practices "do the right thing"? Do leaders know what support tools are available to them and are able to use them effectively?
- How diverse is your team? Are you proud of the diversity in your team? Have you got more work to do here?
- How inclusive is your business? Have you got more work to do here?
- Are your employees able to be authentic and truly themselves at work?
- Is there more you can be doing to support employee's emotional, physical and financial wellbeing?

Your Task!

- Add to your plan by considering is it a two-way street in your business? What else could you be doing?
- Do you provide a safe and secure place for your workforce? What else could you be doing in this area? Add to your plan!

Step 4

Action Your Plan!

By now you might have a huge wish list of things you'd like to implement. Or you might just have a few key initiatives that will help move you forward and build engagement. We're now going to look at how you can turn these into ACTION!

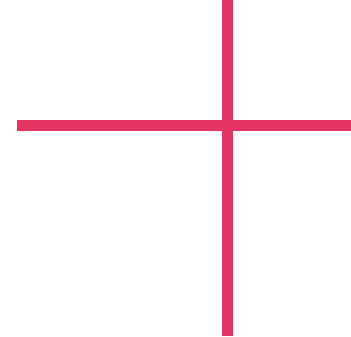
Make engagement your priority

We've seen plenty of engagement plans created and discarded when "the day job" gets in the way. But the "day job" gets so much easier if you have a motivated, empowered engaged team all pulling in the right direction. So don't put this off, make your engagement plan a priority.

Include everyone

If you have gaps in engagement you'd like to close, it can't just be a handful of people who are making this happen and it especially can't just be one leader or the HR Manager.

Share your vision with everyone and make sure your managers and leaders are sharing it too. Make it clear you'll be measuring success on employee engagement with a particular focus on what you're expecting from them.



Assemble your team

As a leader, your vision and your mindset are vital to making this spread BUT let your employees be involved in the process.

You may need to assemble a team of people who can tell you what is important, what's going to make a difference and help you make it happen. The key players you need in this team include:

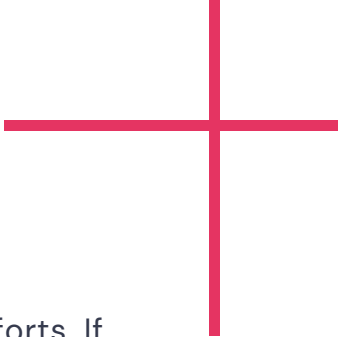
- The 'highly engaged' – the ones who love your business, love working there and can cheerlead for you
- The 'disengaged' – the ones who are vocally disengaged and will give you the feedback you might not want to hear
- The 'influencers' – those people who get things done and have great networks
- The 'quiet ones' – use this opportunity to engage those who aren't as ready to share their opinion.

You now have a team who are going to help you improve engagement. They are there to share your ideas and observations from the previous weeks bring their own contributions. You can identify priorities, actions, timeframes and review periods. This is where you breath life into your action plan and set about making it happen.

Get some quick wins in first, to gain traction and success. Identify what you can do that will visibly demonstrate something has changed.

If you get stuck

From time to time you will encounter roadblocks, but if addressed quickly, they can be overcome. If you can't, you need to explain why. Demonstrate that you've heard it, considered it and explain what you can do / have done / can't do. Use it as an opportunity to build trust and transparency.



Ignoring things that you can't do anything about will undermine your efforts. If you've taken time to listen to your team and asked for their contribution, ignoring their feedback can undo your good intentions.

Leading your team

In leading this team of change agents, you can use the principles of the engagement model to drive further engagement.

These include;

- Creating clear direction and leading by example
- Allowing people to be heard and making it easy for them to contribute
- Delivering inspirational leadership to bring out the best in them creating an environment where they can succeed
- Recognising (and rewarding if appropriate) achievements and success
- Providing challenges that stretch personal development
- Sharing success so your team become real ambassadors for your business
- Creating a safe environment where they can share their opinions, concerns and ideas
- Listening to what they need to support them and go make it happen.

Step 5

Measure Success

But how do you measure your success?

Employee engagement can be a success outcome on its own (a "lag" measure). A happy and engaged team should be considered a great success for a business. But engagement can also be a "lead" measure too – it can be used as an indicator for other success measures in your business.

Get clear and regular feedback from your team

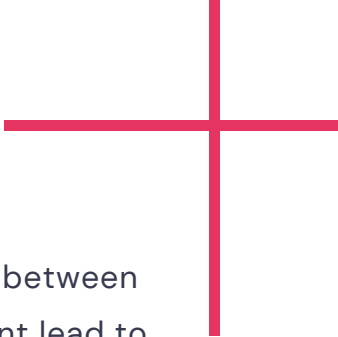
Regardless of whether you are using engagement as a lag or a lead measure, a great tracking tool is an anonymous employee feedback survey.

Whilst you can do surveys for free online, using a specialist platform can help you to build trust and credibility into the surveys you run.

Using this type of tech will help you to position engagement with your team, track your success and identify areas of focus.

Most engagement survey platforms will give you a score of engagement after a survey, such as eNPS – this can be used as your lag measure. Your engagement score can be tracked over time and you can see the impact that your activities are having on your overall engagement score.

Bake this measure into your success measures as a business. Sit it right alongside profit and sales and give it the importance that it deserves. This helps build a mindset of "engagement everywhere".



You can also use engagement as a lead measure too, to establish a link between engagement and business performance. Does an increase in engagement lead to an increase in sales in the following months, what do the trends tell you?

Establishing a cause and effect for your business can really keep the focus on engagement high in your business.

Here's some ideas on outputs of great employee engagement you might want to track so you can enjoy your success:

- Lower absenteeism
- Increased sales
- Increased revenue
- Increase profitability
- Improve employee retention
- Improved customer retention
- Improved customer NPS scores
- Improved productivity / efficiency / output
- Reduced time to hire
- Stronger internal talent moves
- Stronger diversity
- Increased retention of top talent

Don't get too stuck on the numbers

Whilst measuring success is helpful, don't get too caught up in the numbers and start to miss the point. Employee engagement is a mindset, it's a way of working and operating. If you find that you've got caught up in your engagement scores and you've stopped thinking about how it feels to work in your business then take a big step back from your reports!

Engagement every day

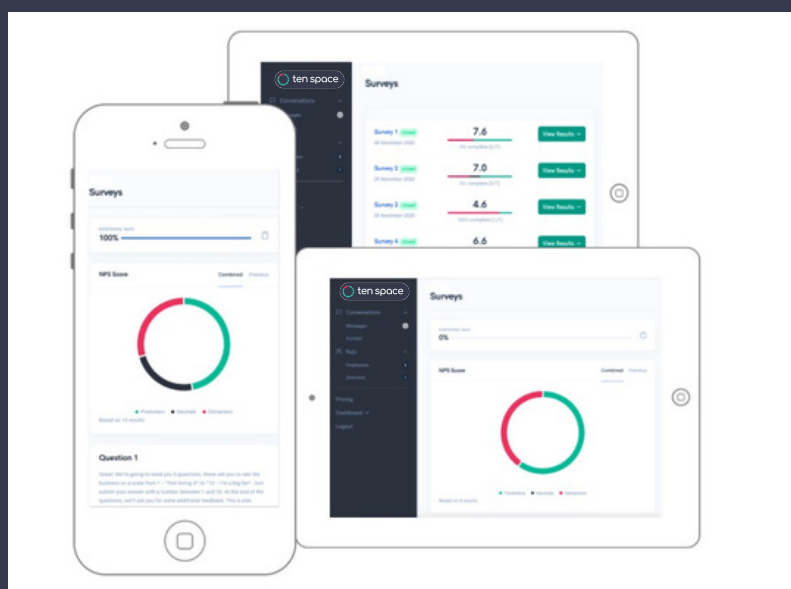
To drive success, employee engagement needs to be part of the fabric of your business.

Here's some ways to do this:

- Ask for engagement updates in your business updates. The quickest way to demonstrate that engagement matters is by asking about it. If you're calling your Sales Director, don't just ask about their sales figures, ask about employee engagement and what they've done to improve things
- Making a change, big or small? Ask yourself / your team what the impact will be on engagement, if it's negative, how can you lessen it or counteract it?
- Add engagement questions into your every-day conversations with your team, ask "how are you?" and really mean it.
- Make a focus on employee engagement a non-negotiable with your people leaders, poor engagement = poor performance
- Recruit people into your team who are going to make a positive contribution to engagement in your business – treat them as a culture contributor who will have an impact, so make sure it's going to be a positive one
- Publicly talk about employee engagement and how much it means to you, be THAT person on social media who talks about how proud they are of their team.

So that's it – 5 steps to a highly engaged team! Whether the steps you take are huge, or small – the important thing is to keep taking action. Every single day.

Ten Space can really help you make a difference in employee engagement levels. Whether you're looking for some personal coaching to make you an engagement hero, you're starting from scratch or you're looking for an extra 10% of engagement, we'd love to be part of your success: enquires@tenspace.co.uk / www.tenspace.co.uk.



Ten Space are tech centric,
employee engagement specialists.

Increasing performance through
highly engaged teams.

Employee engagement surveys via
WhatsApp.

