



# Making a start on engagement with the Engagement Bridge

Workshop Pack



## Key points of The Engagement Bridge™ Model

- **Every organization is different.** The model gives you the areas to look at, ideas and tools. Elements will vary in importance depending on your situation and context. It's not one-size-fits-all.
- **There is no fixed starting point.** Start where you can act fastest. Accept modest impact if you can start it earlier. The model requires a *bias for action*.
- **Don't worry about perfection - engagement is never “done”.** A very imperfect bridge can still make a positive difference.
- **Don't get hung up on words** - engagement, experience, organizational health - we're all singing the same song with different emphasis, just do it.

## Think about why you're doing this

Highly engaged companies...	Meaningful?
Outperform their stock market peers with returns of 2x	
Have about half the voluntary employee turnover	
Innovate more due to open and honest cultures	
Commit to leadership decisions better by understanding	

## Remember the goal :

Someone is engaged when they :

1. **Understand and believe in the direction the organization is going in** - it's purpose, mission and objectives, they feel part of something bigger than themselves.
2. **Understand how their role impacts and contributes** to the organization's purpose, mission and objectives.
3. **Genuinely want their organization to succeed** and feel shared success with the organization. They will often put the organization's needs ahead of their own.



### **Employee engagement and happiness are not the same.**

Happiness is a positive byproduct of employee engagement, but engagement is a much deeper more meaningful goal. Great cultures are not easy cultures, they have demanding, exciting jobs full of risk and reward.

## And why engaged employees are valuable

Engaged employees build better, stronger, more resilient organizations. They do this through three mechanisms :

1. **Engaged employees make better decisions**  
Because they understand more about the organization, their customers and the context they are operating in.
2. **Engaged employees are more productive**  
Because they like or love what they are doing - they waste less time and get less distracted by things that don't further the organization's mission or goals.
3. **Engaged employees innovate more**  
Because they deeply want their organization to succeed. Innovation is personally expensive, you're taking a risk and exposing your credibility if you are wrong. Disengaged people keep their heads down, they don't innovate.

# Unpacking The Bridge

## Open & Honest Communication

Creating a culture of open and honest communication is so important that we call it the foundation of The Engagement Bridge™. In fact in all of the 1,500 companies we've looked at when researching and developing The Bridge we haven't found one that has had success in employee engagement who hasn't made a significant effort in this area.

Priority (1-5)

## Questions to consider

- When you communicate company-wide decisions, do you explain the rationale and the “why” in enough detail to get really strong buy-in and understanding?
- What feedback routes do you have for employees to give feedback to leadership? Do you do enough to promote a culture of openness and transparency?
- Could you communicate more openly with your people?
- Are you using all communication channels to ensure you reach everyone?

## Your ideas and actions

## Your action rating

Opportunity / Impact	Your Control	Roadblocks

## Purpose, Mission & Values

This gives employees something bigger to work towards, understanding what your organization's contribution is to your industry and society. Well executed, they become a guiding force in your organization, helping with strategy, decision making and developing the right behaviours.

**Priority**

### Questions to consider

- How many of your people could recall and explain your mission and any values you have?
- Where in your organization's structures and processes are your values used? Do they drive the design and delivery of strategy and programs.
- Do you think your people feel they come to work to achieve something together that is meaningful?

### Your ideas and actions

### Your action rating

Opportunity / Impact	Your Control	Roadblocks

## Leadership & Management

These are separate elements on The Bridge, but we show them together on a single line to emphasize the intrinsic link between them. To a significant extent, Leadership is what the company says it will do while Management is what the company actually does.

**Priority**

### Questions to consider

- How would you describe the leadership team in your organization? How would other people describe them?
- Do your staff know the leaders in your organization as people? Do they know what they stand for and what they each value personally?
- Would you describe your leaders and managers as visible, accountable and adding value to the front line staff? Do they role model your values?
- Think about the way your business operates - its policies, procedures, contracts, terms of reference - are they in line with what leadership says and your values?

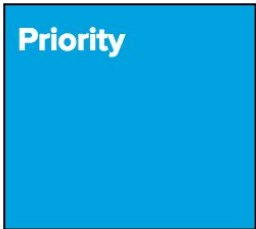
### Your ideas and actions

### Your action rating

Opportunity / Impact	Your Control	Roadblocks

# Job Design, Learning & Recognition

The best designed jobs we see have recognition (and visibility) and learning (and development) built in. They're millennial-friendly jobs that have purpose, meaning, excitement, risk, progression, learning and constant feedback and visibility of results built in.



## Questions to consider

- How many of your people would describe their role as challenging? Do your culture and your processes make enough space for failure and growth?
- How do people feel about performance and visibility? Is that visible on a daily and weekly basis or less often?
- How well defined and structured is the “learning journey” at your company?
- What more could you do to share successes and wins internally?
- How far are you in building a continuous recognition culture?

## Your ideas and actions

## Your action rating

Opportunity / Impact	Your Control	Roadblocks

## Pay & Benefits, Workplace, Wellbeing

These are Important underpinning elements of The Bridge. The absence of them can destabilize your bridge (and engagement) or prevent it from forming at all. Look for inexpensive quick wins as well as long-term strategies.

**Priority**

### Questions to consider

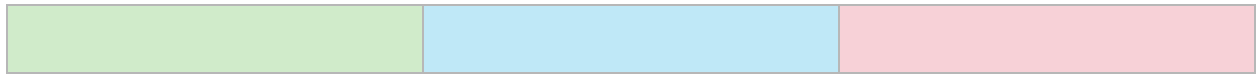
- How would your people rate pay fairness? How could you make pay more open?
- Do you use your benefits as a cultural differentiator, using them to show your people and candidates your personality?
- Do you talk about your benefits openly, ensuring they are understood and valued?  
How does the workplace help people to do their best work, including space, technology but also behaviours - dress code, personalization, flexibility?
- Do you think your staff on the whole believe the company cares about their wellbeing? Is that care visible in your culture?

### Your ideas and actions

### Your action rating

Opportunity / Impact	Your Control	Roadblocks





# Your Plan

**What are you committing to do on Monday?**

A large, empty rectangular box with a light green background, intended for the user to write their commitment for Monday.

**Who will you need as an ally?**

A large, empty rectangular box with a light green background, intended for the user to write the names of their allies.

**What could be live and implemented in 45 days?**

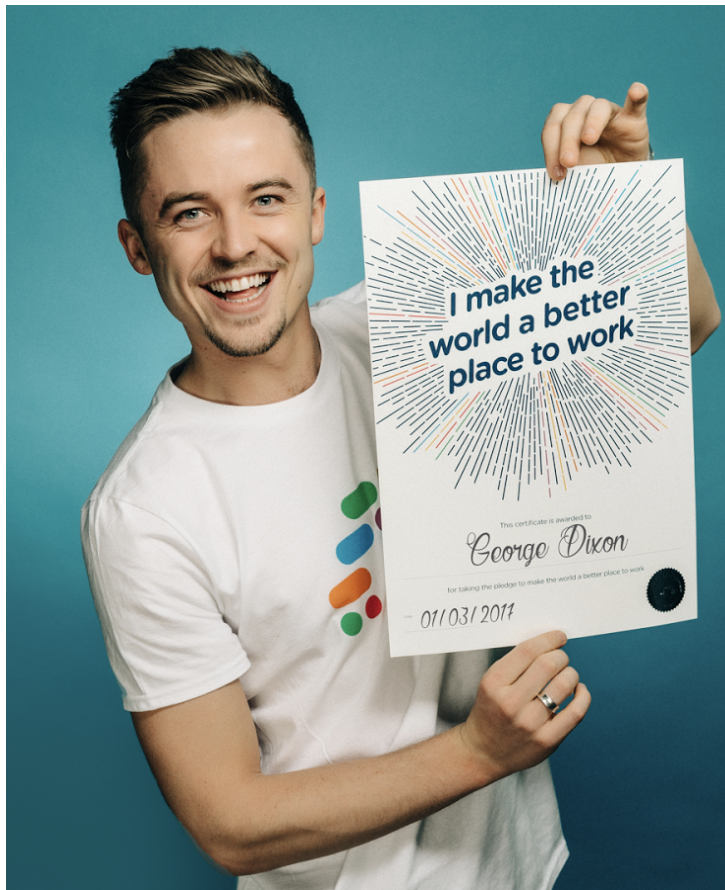
A large, empty rectangular box with a light green background, intended for the user to write what could be implemented within 45 days.

# Notes

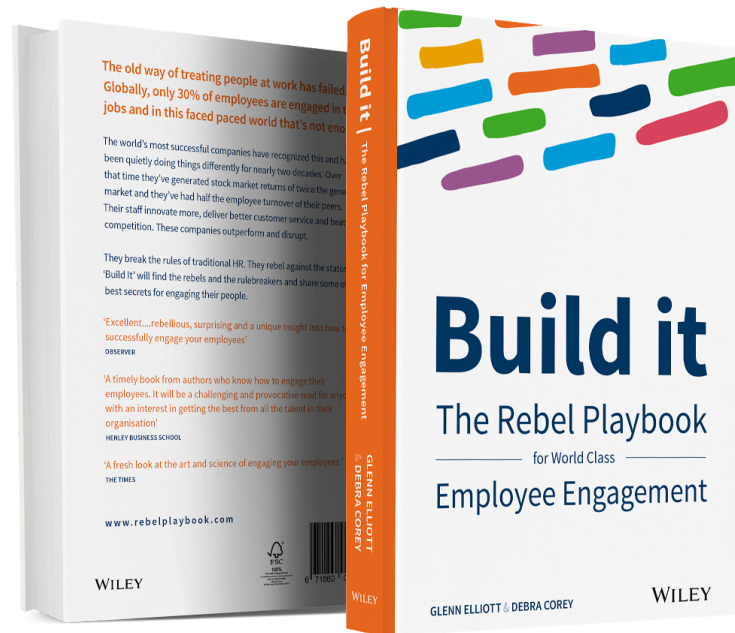
# Join the movement!

Now that you've completed The Engagement Bridge™ Workshop you're in an amazing position to take employee engagement to the next level at your organization and make a real difference to your bottom line.

The whole RG team is here to help so don't ever feel like you're alone. You can download graphics for The Bridge™, videos and other resources from **rg.co/bridge**. And if you need help, ask anyone in our consulting team in Boston, London, Sydney or Melbourne.



Visit **rg.co/innovationatwork** and we will send you a personalized “I make the world a better place to work” poster for your office wall.



**Available February 2018**

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