

HR Analytics and AI Club

Employee Engagement in Shades of Grey

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- Introduction **Yazad Dalal Oracle**
- Shades of Grey **Cathy Brown Capability Brown**
- Break Out Session 1 **All**
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Shades of Grey: An exploratory study of engagement in work teams

Cathy Brown - Engage for Success/Capability Brown





Houston, we have a problem...

- Only 13% of employees across 142 countries are engaged in their work.
- Worldwide, actively disengaged workers outnumber engaged workers at a rate of 2 to 1.
- Raising productivity is critical to economic growth as well as business growth.

	ENGAGED	NOT ENGAGED	ACTIVELY DISENGAGED
Denmark	21%	69%	10%
Malta	19%	61%	20%
Portugal	19%	65%	16%
Spain	18%	62%	20%
United Kingdom	17%	57%	26%
Iceland	16%	75%	10%
Ireland	16%	65%	20%
Norway	16%	77%	7%
Sweden	16%	73%	12%
Switzerland	16%	76%	8%
Germany	15%	61%	24%
Slovenia	15%	70%	16%
Austria	14%	74%	12%
Italy	14%	68%	18%
Luxembourg	14%	72%	14%
Belgium	12%	66%	22%
Finland	11%	76%	14%
France	9%	65%	26%
Netherlands	9%	80%	11%

For results listed in this table, the margin of sampling error ranges from ±1 to ±6 percentage points. See the appendix for a full listing of margin-of-error estimates by country.

Source: Gallup (2013)



“Fulfilling your potential”

“Feeling valued”

“Energised workforce”

Being fulfilled at work”

“Being listened to”

“Head and heart commitment”

“Leading by example”

What is employee engagement?

Caring for each other”

“Going the extra mile”

“Feeling involved”

“Being empowered”

“Shared values”



Our study

- 195 people - 28 teams – 7 Sectors.
- Teams selected based on engagement scores over time.
- In each organisation, we compared up to four ‘in tact’ work teams.
- Teams were comparable (i.e. size; level; nature of work)
- Data collected via observations; face-to-face interviews; focus groups and self-report questionnaires.
- Engage for Success unique approach



What we found

- ‘Shades of grey’ when it comes to team engagement.
- Engagement surveys may not present the whole picture when it comes to team engagement.
- Team Climate and Team Behaviours are the two overarching factors that affect team engagement.
- Four zones of team engagement.



POSITIVE

21%

Zone of
Contentment

25%

Zone of Engagement

Team
Climate

32%

Zone of
Disengagement

21%

Zone of Pseudo--
Engagement

NEGATIVE

REACTIVE

Team Behaviour

PROACTIVE





Top Tips to Improve your Teams Engagement

1. Explore potential for higher engagement.
2. Reserve for support functions.
3. Tackle complacency.
4. Hire new recruits.

1. Find reasons and take action.
2. Recruit leader for strong people skills.
3. Give autonomy, feedback and recognition.
4. Foster care and concern.

1. Encourage team churn.
2. Rotate leadership on specific KPIs.
3. Ensure regular feedback for growth.
4. Celebrate successes.

1. Set individual and team targets.
2. Explicitly reward teamwork.
3. Co-develop shared purpose
4. Build team social ties.

ZONE OF CONTENTMENT

- TEAM LIKES SET WAYS OF WORKING.
- LONGER-SERVING TEAM MEMBERS CAN BE RESISTANT TO CHANGE.
- PROBLEMS ARE ESCALATED TO TEAM LEADER TO SOLVE.
- TRAINING AND DEVELOPMENT IS OVERLOOKED.
- TEAM MEMBERS NOT ENCOURAGED TO STEP-UP OR TAKE ON NEW CHALLENGES.
- TEAM LACKS ENERGY AND ENTHUSIASM.
- SOME TEAM MEMBERS ARE HOLDING OUT FOR RETIREMENT.
- MOST PEOPLE ARE THERE JUST TO EARN A WAGE.
- LITTLE APPETITE TO DO MORE THAN THE JOB REQUIRES.
- TEAM MEMBERS ARE NOT CLOSE TO EACH OTHER.
- TEAM MEMBERS COMPLAIN IF ASKED TO WORK OUTSIDE OF CONTRACTED HOURS.
- TEAM DOES COME UP WITH NEW WAYS OF DOING THINGS.
- TEAM LEADER FINDS IT DIFFICULT TO STEP-BACK AND DELEGATE.

ZONE OF ENGAGEMENT

- WORK TOGETHER TO SOLVE PROBLEMS.
- ACTIVELY LOOK FOR SOLUTIONS.
- CHALLENGED AND STRETCHED IN OUR TEAM.
- TEAM DIVERSITY
- POSITIVE ROLE MODELS TO LEARN FROM .
- MISTAKES ARE SEEN AS POSITIVE OPPORTUNITIES FOR LEARNING.
- TEAM MEMBERS FEEL EMPOWERED, VALUED AND SUPPORTED
- TIGHTLY-KNIT TEAM THAT HAVE EACH OTHERS BACKS.
- GO ABOVE AND BEYOND WHAT IS EXPECTED.
- FUN ATMOSPHERE.
- RESPECT DISAGREEMENT AND DIFFERENCE.
- SHARED BELIEF THAT TOGETHER TEAM CAN ACHIEVE ANYTHING.
- SEE THE BIGGER PICTURE SO KNOW WHERE THEY FIT IN

ZONE OF DISENGAGEMENT

- CLIQUES AND GOSSIP ARE RIFE.
- BLAME CULTURE
- LOW LEVELS OF TRUST AMONG TEAM MEMBERS
- THERE IS TENSION AND FRICTION AMONG TEAM MEMBERS.
- TEAM LEADER IS NOT RESPECTED.
- TEAM MEMBERS FEEL UNAPPRECIATED.
- WORK IS BORING (MONOTONOUS).
- TEAM LEADER IS TOO CONTROLLING AND DOES NOT LEAD BY EXAMPLE.
- TEAM MEMBERS DO NOT FEEL LISTENED TO AND FEEL UNABLE TO INFLUENCE.
- SOME PEOPLE ARE TREATED DIFFERENTLY THAN OTHERS.
- WE DO NOT ALWAYS GET GIVEN INFORMATION.
- MEMBERS DO NOT FEEL THEY CAN BE HONEST ABOUT EACH OTHER.

ZONE OF PSEUDO-ENGAGEMENT

- COLLECTION OF INDIVIDUALS WHO HAPPEN TO WORK TOGETHER.
- INDIVIDUALS SERVE OWN NEEDS RATHER THAN THOSE OF THE TEAM.
- INDIVIDUALS DO NOT GO OUT OF THEIR WAY TO HELP EACH OTHER.
- LITTLE 'TOGETHERNESS' (COLLEGIALITY).
- IN FEEDBACK THE NEGATIVES ARE STRESSED MORE THAN THE POSITIVES.
- TEAM MEMBERS CAN BE PLAYED OFF AGAINST ONE ANOTHER.
- POOR PERFORMANCE IS TOLERATED.
- WORK IS SO BUSY, THERE IS NO TIME TO BUILD RELATIONSHIPS
- INDIVIDUALS SAY AND DO THE RIGHT THINGS TO GET INTO THE MANAGER'S 'GOOD BOOKS' .
- TEAM LEADER IS MORE INTERESTED IN ENGRATIATING THEMSELVES TO SENIOR MANAGEMENT THAN CARING ABOUT US.

REACTIVE

TEAM BEHAVIOURS

PROACTIVE

Break Out Session 1

Analysing team engagement and optimizing results

What we did



European Bank
for Reconstruction and Development

What we did

Moved away from long employee opinion surveys focusing specifically on gaining insights on employee engagement.



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Moved away from long employee opinion surveys focusing specifically on gaining insights on employee engagement.



Encouraged manager accountability by sharing engagement reports at the line manager level.

The illustration shows a hand holding a tablet displaying a dashboard with a bar chart and a pie chart. Above the tablet, a central figure is connected by dashed lines to four other figures (two men and two women) in circular frames, representing a reporting structure. Icons of gears and a lightbulb are also present, symbolizing strategy and ideas.

What we did



European Bank
for Reconstruction and Development

Moved away from long employee opinion surveys focusing specifically on gaining insights on employee engagement.



Encouraged manager accountability by sharing engagement reports at the line manager level.

Action planning at the team and bank-wide level



Break Out Session 2

Retaining talent in light of disruption and Brexit

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