



Employee engagement

Engaging for success

Getting the best from your people

How strongly are your managers building relationships, developing trust and delivering engagement?

There is overwhelming evidence that high levels of employee engagement have a significant, measurable and transformational impact on business performance – in fact, firms with a high level of engagement have revenue levels on average 4.5 times higher than those with the lowest.

Organisations that get employee engagement right will outperform their peers by remaining competitive, agile and relevant in these unstable times. That makes creating authentic and lasting employee engagement one of the key levers for building business performance.

We believe businesses need to think about engagement differently – to create a truly engaging employee experience and measure it in ways that go well beyond annual employee satisfaction surveys. We work with our

clients to look at how their leaders and managers can build employee engagement into their day-to-day lives as part of their corporate DNA.

From our innovative 5 *Conversations* programme to short courses on topics like managing change and maximising your impact, we will partner with you to increase and sustain engagement.

Feeling safe at work

Psychological safety is intrinsically linked to employee engagement, but why is it so important for all organisations? Creativity, innovation and problem-solving are all qualities that businesses need their employees to bring to work to thrive in volatile times but these are also amongst the first things lost when employees don't feel psychologically safe.

Our recent research with 1000 managers in global organisations showed that 52% of employees have felt psychologically unsafe at work. We also found a corresponding

lack of clarity over whose role within the organisation it is to improve psychological safety. More than 2/5^{ths} of senior managers expect HR to tackle it whereas 56% of employees believe line managers and senior management should take the lead.

We have the tools and skills your business needs to unlock the potential that comes when people feel psychologically safe at work. In our experience, true employee engagement can only be achieved through a leadership style where the focus is on building and maintaining genuinely trusting relationships at all levels in the organisation. This way you will engage and mobilise others to get behind challenging and moving strategic priorities.

We believe that trust, engagement and strong relationships can only be built through the power of authentic two-way human conversations, something that it is all too easy to lose with the increasing reliance on digital communications.

The benefits to businesses of strong employee engagement

- **High customer advocacy**
Your customers will not believe in you if the people they interact with don't – frontline teams who are passionate about your organisation and the success of your customers will do wonders for customer retention, brand loyalty and spend.
- **Greater productivity**
Employees who are engaged with your organisation will voluntarily go the extra mile when the occasion demands it just to make sure that the business is a success.
- **Better staff retention**
People who feel connected to an organisation's purpose will stay around longer because they want to help deliver it.
- **Increased creativity**
Good ideas rarely come from stressed or disinterested employees. A positive, psychologically safe workplace culture sparks new thinking.
- **Innovative problem-solving**
A culture where every employee's voice matters and is heard ensures that ideas do not just flow down from the top but also cascade upwards too, bringing new perspectives to everyday problems.
- **Successful remote/distributed working**
Remote working can decrease overheads and bring together high-functioning teams spread across multiple locations. But successful collaboration in a dispersed workforce relies on strong employee engagement at its core to work.
- **Improved diversity and inclusion**
A diverse workforce can only come together when everyone feels included and united by a common passion for your organisation and your customers.



5 Conversations

How to build trust, engagement and performance at work

“
The principles behind 5 Conversations are exactly the same as those applied in the British Olympic Rowing Team to help us build strong teams and win Olympic Gold medals.
”

Steve Williams OBE, double Olympic Gold medallist

Are you confident your people will go the extra mile?

Are your managers having the conversations that they need to have with their team and peers to manage performance and, ultimately, employee engagement?

Just have a conversation. It sounds so simple, but experience shows that a lot of people struggle to do this in the work context and will actively avoid the more awkward conversations. Not addressing issues or ignoring achievements not only has an impact on the individual employee but also on the morale and productivity of the wider team.

Our *5 Conversations* programme distils 30 years of workplace insight and experience into five essential conversations that all managers and leaders need to have with their teams to build relationships, trust and engagement at work. It's also supported by a best-selling book of the same name by The Oxford Group's Nick Cowley and Nigel Purse.

The programme is run by expert facilitators who take participants through the latest theory and neuroscience behind employee engagement before introducing the conversations.

Participants will be given a simple and powerful framework to use and will have the opportunity to practice the conversations using current examples from their own professional life. Our focus on practical application means that your managers will return to work ready to hit the ground running.



The five conversations are:

1. Establishing a trusting relationship

Build strong individual relationships with each member of your team and understand what makes each other tick - drivers, preferences, motivators and demotivators for high performance at work.

2. Agreeing mutual expectations

Discuss not only what you are both trying to achieve at work, but also why it matters to the organisation, and the expectations you can have of support needed and offered in achieving these outcomes. This conversation can also help your people to feel stretched and developed.

3. Showing genuine appreciation

Use appreciative enquiry to help a team member focus on where they are being successful and why, to say how much you appreciate their contribution and to find further ways in which they can deploy their skills and talents to benefit both themselves and the organisation.

4. Challenging unhelpful behaviour

Examine and challenge in a non-confrontational manner what a team member or colleague is saying or doing if it is getting in the way of team performance. This is then followed by agreeing a new, more effective set of behaviours.

5. Building for the future

Explore the future career aspirations of a team member. This conversation leaves people feeling coached and developed – having a sense of a genuine future career path with your organisation will encourage them to stay with you rather than look elsewhere.

Our *5 Conversations* is a blended programme that includes either a one-day face-to-face workshop or five two-hour virtual classroom sessions. Both these options are run by our expert facilitators. We also offer a licensed option where we can train up people from your organisation as accredited *5 Conversations* facilitators so that you can then deliver the programme in-house.



Making the difference

How 5 Conversations has helped one of our clients

Are your managers using conversations effectively with their teams to manage performance?

Teleflex Incorporated is a US-based provider of medical technology products that enhance clinical benefits, improve patient and provider safety and reduce total procedural costs. They have annual revenues of \$2.1 billion, operations in 40 countries, and more than 13,000 employees.

The company has been through a number of successful changes over the past few years including active acquisitions and divestitures to enable them to focus purely on medical devices and the business continues to grow.

Their needs

Teleflex wanted to roll out a new approach to managing employee performance through their Worker Profiling and Reemployment Services (WPRS) system. This approach placed more emphasis on regular discussions with direct reports that look back, focus on priorities for coming

weeks and check in on personal development plans.

Our solution

Our 5 Conversations programme was the perfect fit for their needs - Teleflex could see right away how the concepts and underpinning tools and techniques would be the ideal support for their new approach to performance management.

As Cam Hicks, Vice President, Global Human Resources & Employee Communications, commented at the time "the reason we are having these conversations with each of our people is to ensure goal alignment throughout all levels of the company, and to strengthen both employee engagement and development"

They started with their senior leadership team and then rolled 5 Conversations out to the rest of the organisation.

We also trained Teleflex's senior HR BP's to be accredited 5 Conversations facilitators to allow Teleflex to cost-effectively train hundreds of managers across the business.

Outcomes

Our 5 Conversations programme has been very enthusiastically received across the organisation. The introduction of the programme coincided with a codification of the organisational values using SAP Success Factors and enabled managers to bring to life how those values were playing out at work in their discussions with their teams.



We now have more regular focused conversations between line managers and reports. Conversations on talent management and talent development are now a signature quality of Teleflex.



Monika Vikander Hegarty,
Vice President, HR International & Global Talent Development

Additional employee engagement solutions

As well as our flagship 5 Conversations programme, we also offer a number of short courses and masterclasses which all support employee engagement:

• Leading multicultural & virtual teams

Technology has allowed businesses to operate internationally with teams spread out geographically but this can lead to isolation and a lack of team identity or cohesion, all of which impact performance. This course introduces the frameworks and tools your leaders need to overcome these challenges and create high-functioning remote teams.

• Managing change

Change is a fact of working life and how managers deal with this has never been more important. This course will give your managers the skills and tools they need to effectively manage change and deliver business goals.

• Executive presence and impact

This masterclass breaks down the key elements of 'executive presence' such as demonstrating gravitas and self-confidence in day-to-day informal and formal situations, dealing with difficult or unpredictable situations, and making a positive impact on others whilst being yourself.

• Storytelling for leaders

The power of storytelling as a tool to communicate business and personal messages that inspire commitment and provoke intelligent action should not be underestimated. This masterclass looks at the different kinds of stories and basic structures your leaders can use with a focus on inspiring action, shaping culture and building credibility.

13%

Of the global workforce are engaged at work
Gallup 2018



Let's start the conversation

Our employee engagement offering drives trust, engagement and, ultimately, organisational performance. From our ground-breaking *5 Conversations* programme used by global organisations to our short courses and masterclasses, we can help you create a more engaged organisation.

Employee engagement is part of a wider range of inspirational solutions that also covers:

- Transformational leadership
- Talent management
- Management capability
- Executive coaching

More than 88% of our work comes from referrals or repeat business from satisfied clients. If you're ready to take employee engagement to a whole new level, please get in touch and let us show you why our clients keep coming back.

enquiries@oxford-group.com
+44 (0)845 250 8448

City & Guilds Group

The Oxford Group is one of the City & Guilds Group brands. Our shared purpose is to help people, organisations and economies develop their skills for growth. Together, our brands provide a broad and imaginative range of products and services that help people achieve their potential through work-based learning. From vocational qualifications, learning resources and assessments, through elearning and learning technologies, to training delivery and accreditation.

www.oxford-group.com/employee-engagement

Agriculture House | Oasis Park | Stanton Harcourt Road | Eynsham | Oxon | OX29 4TP

The xford Group
A City & Guilds Group Business