

# Engaging People

## The Case for and Application of Employee Engagement

An Emenex Point of View



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# **Engaging People**

## **The Case for and Application of Employee Engagement**

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## Introduction

Consider for a minute your most valuable employee and the impact that they have on your organisation today. Now consider an employee within your organisation who would seem to be struggling with their performance and the impact that they have on your organisation. What is the difference between the two?

If you think back to when these employees were hired into your organisation, was there such a large difference in their attitude and approach to their work? Most likely not, or you would probably not have hired them. However, something has happened to your low performer along their journey within your organisation that has resulted in their current performance being below your expectations.

If we can better understand why they feel the way they do and what has happened to them in their work-related journey, then perhaps we can better influence how they feel about the future, tap into their discretionary effort and release their potential for the benefit of both them and the organisation.

The engagement of an employee has a significant impact not only on their own contribution and performance, but also the on the performance and well-being of others around them. All the evidence suggests that the cumulative effect of each employee's engagement has a significant impact on the contribution and performance of the organisation as a whole. In summary, we believe that Employee Engagement is one of the most important factors influencing the current and future success of any organisation, and one that is often paid less attention than it deserves.

This white paper sets out the Emenex point of view on what Employee Engagement is, what the factors are that influence it, the data that sits behind it and what organisations need to do to create an environment where Employee Engagement can flourish and therefore, positively impact performance.

## What is Employee Engagement?

The term "Employee Engagement" has become widely used as a "catch all" for people and workplace related performance issues and challenges. Academics find it hard to agree on a definition and, due to the nebulous and complex nature of the subject, employee engagement can easily be dismissed as a human resources fad, or something that can be ignored or avoided.

What can be said is that Employee Engagement is not a single activity: a survey, an away-day, or a newsletter, but it is a product of the alignment of employees to the culture of their organisation that results in a certain level of performance.

All organisations have an intent to create a business environment that connects individuals to tasks to reach some goal; however, organisations that are successful at harnessing the true potential of their workforce are able to connect these tasks to a bigger, more meaningful goal, to make individuals feel valued for their effort - to help people, employees, partners and customers feel part of something great.

The word “feel” is important here. Employee Engagement is an emotional, as well as a physical, connection of the employee with the work and purpose of the organisation.

Think about something you love doing - a hobby or sport. Do you get paid for it? Probably not! Do you invest time, energy and money in getting better at it? Almost certainly! When you enjoy doing something, and you have an emotional as well as a physical connection with it you go out of your way to be the best you can be. The online dictionary Wikipedia and charity events like Sports Relief are great examples of causes that people willingly engage in because of motives other than financial gain. Employee Engagement is the same. It’s not a single activity, it’s a state of mind concerning your relationship with your organisation that facilitates your level of participation at work.

There are many definitions of Employee Engagement that you will find if you google the term today including:

*A workplace approach designed to ensure that employees are committed to their organisation’s goals and values, motivated to contribute to organisational success, and are able at the same time to enhance their own sense of well-being.”*

**Engage For Success**

*“Employee engagement encompasses three dimensions: rational (how well employees understand their roles and responsibilities), emotional (how much passion they bring to their work and their organisations), and motivational (how willing they are to invest discretionary effort to perform their roles well)”*

**Towers Watson**

From our own research and experience, there are two perspectives that work together to create the engagement of an employee with their organisation, giving rise to two different but connected perspectives. Like ying and yang, both are equally important:

- The **Organisation Perspective**: the alignment of people with the priorities of the organisation for improved performance
- The **Employee Perspective**: An individual's emotional connection with their employer and its purpose that releases increased levels of performance and fulfilment.

It is the alignment of these two perspectives - namely the individual's emotional connection with their employer and its purpose - that creates a level of contribution and performance that bring mutual satisfaction to both the employer and the employee. Aligning these two perspectives together gives rise to our definition of employee engagement:

**“The degree of alignment between an individual employee's personal brand and the culture and expectations of the organisation”.**

The alignment of people with organisational needs, alongside giving employees a reason to feel connected to their work beyond a pay cheque, is what lies behind Employee Engagement. The concept is simple but the application can be quite complex. So is the reward worth the effort?

## **The Business Case for Employee Engagement**

Do high levels of Employee Engagement improve performance or, does high performance create higher levels of engagement?

While the two are inextricably linked, research clearly indicates that it is engagement that drives performance. This evidence comes from organisations' own evaluations of their employee engagement levels and wider research that shows:

Studies by the Gallup Organisation and Aon Hewitt both found that a disengaged employee costs the employer up to \$10,000 per year.

The MacLeod Report and Gallup have both established that organisations with employee engagement scores in the top quartile relative to those in the bottom quartile deliver:

- ❖ Double net profit
- ❖ 18% higher productivity
- ❖ 12% higher customer satisfaction levels
- ❖ 40% lower employee turnover rates

Other employer led studies and industry research have found similar results:

In short, both formal research and empirical evidence show that levels of Employee Engagement within an organisation have a direct impact on the key indicators of performance. In effect, engaged employees work smarter, deliver more and stay longer.

Evidence also points to there being a huge potential for increasing engagement in organisations. For example, research suggests that only around one third of UK employees are actively engaged. That equates to over 20 million people who are not

- 85% of the World's Most Admired Companies believed their efforts to engage employees have reduced employee performance problems.
- Sainsbury's attribute 15% of a store's annual growth to their high levels of employee engagement.
- B&Q staff have been encouraged to get involved in sustainability efforts through volunteering and fundraising. This has had a knock on effect with the company in reducing their carbon emissions by 29% over the last 6 years.

- The NHS has identified a clear correlation between levels of employee engagement and positive clinical outcomes.
- Organisations with high levels of employee engagement report on average fewer (7) absence days as opposed to the average of 14, in addition to having significantly lower levels of stress.
- One retail banking organisation found that an increase in their employee engagement levels led to a 6% increase in annual branch sales.

working to their full potential. They may be working hard, but there's a difference between working hard and working smart and being engaged in their work. With 64% of people believing that their skills and talents are being under utilised at work, we know that employees have a lot more to offer that organisations can tap into.



An interesting finding from the whole body of research around motivation indicates that higher levels of engagement and performance are not generated from higher financial rewards. Employees want to be paid fairly, but beyond that, non-financial incentives and rewards work more effectively than money. In fact, financial rewards, especially in complex roles, lead to poorer performance. This phenomenon has been replicated over and over again in research studies and, as Fred Herzberg observed decades ago, intrinsic motivation works far better. It makes people feel good about themselves and their work, and they do a better job.

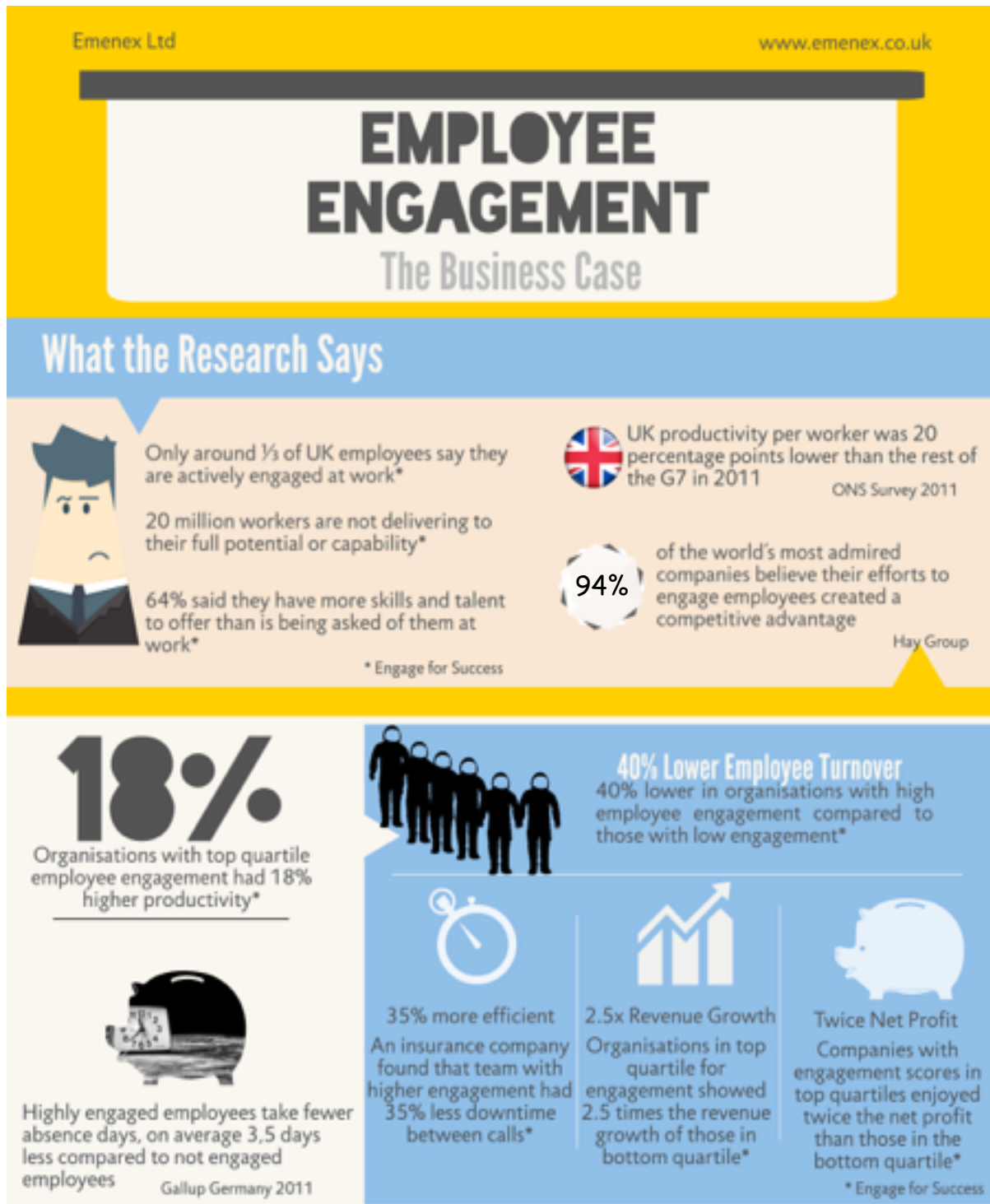
## The Key Barriers to Employee Engagement

Engaging employees doesn't have to be a mystery, but organisations and their leaders can - and sometimes do - make it difficult. Opaque decisions, ineffective managers, unethical behaviour and more, all contribute to creating a climate where people don't do more than absolutely necessary. Recent studies have identified some of the top barriers, that if addressed, would unlock the discretionary effort that Employee Engagement brings:

- Only 50% of employees know their company's mission and vision.
- Nearly two-thirds of all employees feel that their organisation lacks a strong work culture.
- 20% of employees believe that their manager has not clearly outlined their role and responsibilities.
- Only 21% of employees feel highly valued by their employer.
- Line managers do not have adequate people management skills.
- Two thirds of employees do not see opportunities for career development.
- Around a quarter of employees do not have the resources they need to be successful.
- Lack of transparency at senior management level.

Over the last few years a new type of employee has emerged, one whose needs are different from previous generations. As the numbers of millennials in organisations increase, the pressure on firms to change and adapt will increase. Employers who are most able to meet the needs of this highly tech-savvy, socially-mobile group will secure and retain the best talent and the competitive edge that goes with it:

- New age employees have a new approach to employment. They need more interaction with their managers whom they see more as partners than masters.
- In a more complex world, it takes longer for employees to reach full productivity.



- Engaged employees stay longer, reducing the cost of staff turnover.
- Work experience is more important than the career ladder.
- Employees want involvement and to see their contributions in the company's products and services.
- Involvement is more important than job security.

The whole world of work is changing rapidly. Disruptive technology, demographics and global markets affect every business one way or another; developing high levels of employee engagement will help organisations get - and stay - ahead of the curve.

# Key Elements of Employee Engagement

There are two key elements needed to build Employee Engagement:

- Firstly, it is important to recognise that the responsibility falls to the organisation to create an environment and climate that fosters employee engagement.
- Secondly, engagement lies with the individual. It is not possible to make someone engaged, it's something they do for themselves. However it cannot happen in isolation.

If Employee Engagement is a recipe, then here are the key ingredients:

## **Shared purpose**

Profit is not a purpose, it's a result. Purpose is at the core of an organisation's existence and communicates both to staff and customers why the organisation exists. Clarity of purpose is more than having a mission and vision statement on the wall or website, it is a guiding light in decision making, strategy development and employer brand.

## **Clearly expressed values**

Hand in hand with purpose, values underpin the culture and ethos of an organisation and dictate how people are expected to behave. Purpose without integrity can lead to very dark places. Equally, values that are not lived by every manager at every level destroys trust and engagement.

## **Clear expectations of performance**

Many people don't like being told what to do, but they do appreciate knowing what is expected from them. Clear guidelines and objectives, discussed and agreed in a clear, professional manner, create an opportunity for people to perform at their best.

## **Engaging leadership**

Leaders and managers who fail to live up to the organisation's values quickly lose respect and trust. Leaders at every level must live and breathe their organisation's values. Importantly, those with supervisory and first line management responsibilities have more influence than senior managers on employee engagement.

Engaging leaders empower their team members and employees more widely in the organisation by:

- **Informing:** Sharing knowledge and examples with employees to help them understand the organisation's purpose, vision and values.
- **Inspiring:** Connecting with employees and take a personal interest in them. Linking the organisation's purpose, vision and values with individual objectives and tasks.
- **Developing:** Supporting employees with the development, coaching, and feedback they need to successfully deliver the organisation's vision.
- **Involving:** Creating opportunities for employees to design their jobs, improve work processes, and solve problems.
- **Recognising:** Showing regular and sincere appreciation of individual and team efforts. The personal touch is far more powerful than financial rewards in the long term.

### **Opportunities for career and professional development**

The career ladder is becoming a thing of the past. What people want is to grow and develop as a person. They also want to make a difference. Formal training need only be 10% of someone's development. Coaching and stretching job assignments keep employees interested and motivated.

### **Fair and Equitable salary**

The elephant in the room; money doesn't motivate, but it does have a negative impact when employees don't feel fairly rewarded. Financial incentives can also have a negative impact. It's better to pay people enough so that money never becomes an issue. Check out your industry's salary surveys and set your levels accordingly.

### **Work/life balance**

Mental well-being is equally as important as physical well-being. Stress from overwork, lack of appropriate resources and poor management is a key factor in poor performance, absenteeism and staff turnover. Engaged and stress free staff perform better, take less time off work and stay longer.

### **Ongoing leadership development**

Sustaining a culture that fosters engagement requires constant attention. Development is needed for existing leaders to keep them motivated, as well as for new and emerging leaders to reinforce the values that made the organisation great. A formal and informal

programme of events and interventions helps create the glue that binds the organisation together.

### **Effective on-boarding for new recruits and existing employees in new roles**

Today's workplace is becoming increasingly complex. It isn't a surprise that new employees need longer to find their feet and begin performing. A good induction programme supports the emergence of new skills and effective behaviours more quickly, giving a faster return on investment. The employee also feels that they are appreciated and valued, reducing the likelihood of an early and costly exit.

The same applies to existing staff. There is often an assumption that high performance in an existing role automatically leads to high performance in the next one. Without support, this is much less likely to happen.

## Building a Culture of High Employee Engagement

Organisations want higher performance and better results. Employees want job satisfaction and career development. But how can you bring the organisational and individual paradigms together, delivering a win-win for both?

Having worked in this field for many years, what we have learned is that employees contribute more when their talents and motivations are aligned with their organisation's vision, values and priorities. The organisation for its part, builds an environment that fosters a culture and ethos of development, challenging and supporting individuals to fulfil their potential.

To simplify this complex relationship without stripping away the depth, we developed the extraMILE™ model. The extraMILE™ model offers a framework, language and set of tools to help individuals successfully navigate their careers and to help organisations establish the conditions in which their employees can thrive. The Emenex extraMILE™ model was developed as a result of our experience in researching, consulting, delivering and coaching in this field over the last two decades and aligns the individual and organisational paradigms.

The extraMILE™ model identifies eight factors that create engagement, both from the employee's and the employer's perspectives. It demonstrates the importance of alignment between the two and what needs to be in place for the organisation and employee to get the best from this symbiotic relationship.

At its heart, the extraMILE™ model begins with four factors that form the basis of employee engagement.

<ul style="list-style-type: none"><li>• <b>Motives</b></li></ul>	<p>The personal values and beliefs that drive action</p> <p>Values are part of your inner make up, rooted deeply in who you are, so they can help you take action in situations that are new to you.</p> <p>Beliefs develop through (and are influenced by) our environment and personal history, so they can help you take action based on previous experience.</p>
<ul style="list-style-type: none"><li>• <b>Efficacy</b></li></ul>	<p>The strengths, skills and competencies that enable action</p> <p>Strengths are our natural, inbuilt abilities; building on those, our skills and competencies are learned and develop over time, with appropriate experience and development opportunities.</p>

<ul style="list-style-type: none"> <li>• <b>Leadership</b></li> </ul>	<p>The organisational vision, values and priorities that drive action</p> <p>The wise King Solomon once said "Where there is no vision, the people perish." A clear organisational vision is essential if people are going give of their best and achieve what the organisation strives for.</p> <p>The organisation's shared values (when aligned with those of the individual employees) enable everyone to work together to deliver results according to the priorities the organisation has set.</p>
<ul style="list-style-type: none"> <li>• <b>Infrastructure</b></li> </ul>	<p>The organisational processes, structures and resources that enable action</p> <p>These are the foundations on which a successful organisation is built. They must be built to help, not hinder, every employee in their endeavours.</p>

At the intersections of these four quadrants, four additional factors emerge that influence individual and organisational performance:



<ul style="list-style-type: none"> <li>• <b>Motives + Efficacy = Personal Brand</b></li> </ul>	<p>What makes you, you</p> <p>A strong, positive Personal Brand is a critical factor in being successful; it is what marks each employee out as being different. It encapsulates the uniqueness of each person.</p>
<ul style="list-style-type: none"> <li>• <b>Infrastructure + Leadership = Organisational Culture</b></li> </ul>	<p>What makes us, us</p> <p>Organisational Culture is a critical factor in how effectively individual and organisational values and priorities are aligned. Every organisation has a culture; it is vital that action is taken to ensure that the culture is 'fit for purpose.'</p>
<ul style="list-style-type: none"> <li>• <b>Leadership + Motives = Alignment</b></li> </ul>	<p>...of the relationship between individuals and the organisation</p> <p>Successful organisations understand the importance of aligning individuals and organisations; good alignment between both leads to increased employee engagement, and arises from it too.</p>



<ul style="list-style-type: none"> <li>• <b>Efficacy + Infrastructure = Performance</b></li> </ul>	<p>...and delivery against expectations</p> <p>Ultimately, every organisation exists to achieve some over-arching purpose. Whether it is measured in terms of finance, profit, service delivered or altruistic objectives met, every organisation that wants to survive and grow has to deliver results. To do so, it must have a clear focus on its performance objectives and measures.</p>
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These eight factors create a powerful map that enables organisations to identify key issues and implement appropriate strategies to increase engagement and bottom line results.

## The extraMILE™ Employee Engagement Cycle

### Embedding Employee Engagement within Organisations

The Emenex Employee Engagement Cycle is a practical approach to creating and sustaining high levels of employee engagement within organisations, delivering all of the well documented benefits as a result.

Developed through empirical research with client organisations, the Employee Engagement Cycle is a rigorous approach that addresses the challenge that many organisations face - how to influence and sustain high levels of employee engagement at an every-day level.

The Cycle sets out the practical steps that organisations with high levels of employee engagement take to building a sustainable culture of high performance and engagement. What is encouraging is that many organisations have individual parts of this Cycle in place already; however, the cumulative benefit that is gained from bringing the individual steps together into a complete Cycle is an opportunity that most organisations are missing today. The optimal benefits come when the Cycle is implemented, in full, as a strategic and continuous organisational development process and therefore embedded into the organisation's day to day business.

### Prepare to Engage

“Where there is no vision, the people perish” (Proverbs 29:18). Priorities that are not clearly articulated or adequately resourced de-motivate employees as they struggle to understand what is expected of them or how they can achieve them. Where the values of the organisation are not articulated clearly, the end becomes more important than the means, with people getting hurt along the way. Processes and structures that are not aligned with the vision, priorities, values and expectations of the organisation create barriers to performance.

The Organisational Readiness Assessment identifies gaps in the articulation and alignment of the vision, values, organisational priorities, goals with its systems, structures and resources.



## Take the Pulse

The starting point for the engagement journey begins with understanding the current situation - how employees feel about the support they receive from the organisation and how this, in turn, supports the expectations placed upon them.

The extraMILE™ Employee Engagement assessment tool provides a visual summary of the levels of engagement across all eight factors defined within the extraMILE™ model, providing

a starting point from which higher levels of engagement can be built.

## Build Strategic Intent

The foundation stones of employee engagement are the vision, values and priorities of the organisation. The responsibility for establishing these foundations lies firmly with the senior leadership team. Engaging the senior leadership team in clarifying and communicating the organisation's vision, values and priorities is an important step that is often overlooked.

Emenex consultants have worked with senior leadership teams of several organisations in the technology, international development and marketing sectors in order to help them clarify and articulate their perspective of the priorities on road ahead. As one of these business leaders put it:

*“The investment of our time into clarifying and communicating our priorities has not only helped us work together more effectively as a leadership team, but also been key in aligning the efforts of all of our employees in a common direction”*

*At Twogether Creative Limited, a creative agency based in Marlow, Buckinghamshire, the organisational readiness assessment identified that while they had been spoken about previously, the vision, values and priorities of the organisation had not been agreed. Emenex worked with the senior leadership team to help them articulate their vision, mission, values and priorities. This work helped identify how to set and communicate clear expectations for departments and individuals.*

## **Create Organisational Alignment**

An effective performance management framework complements and reflects the organisation's vision and values. Systems, structures and resources, built around the organisation's vision and values, create the opportunity for high levels of organisational alignment through clearly articulating the conditions in which high levels of engagement and therefore performance can flourish.

Building clear role-profiles, based around the expected skills, competencies and values for each role, sets out the expectations that each employee can understand and follow for their role within the organisation. Performance assessment and career development processes, aligned to a clear set of corporate standards and expectations, provide a clear line of sight for each employee to the vision and priorities of the organisation. With a clear operational framework in place, employees

*At Twogether Creative Limited, Emenex established the baseline using the extraMILE™ Employee Engagement survey and repeating it following the work with the leadership team to clarify their vision values and priorities and the deployment the extraMILE foundation workshops.*

*The results in the first year saw a 7.5% increase in Employee Engagement scores with Kirsty Gilchrest MD commenting that twogether had "become an even more energised and exciting place in which to work"*

can then be empowered to manage their own performance and development in line with their talents and aspirations.

## Involve and Align Employees

Once the priorities and expectations of the organisation are set, the focus for engagement shifts from a top-down 'leadership empowerment' to a bottom-up 'employee ownership' approach. Individuals embark upon a journey of self-awareness of their values, natural strengths, learned skills and behaviours, motivations and aspirations. On the journey, they seek to align these with the organisational priorities and expectations for their specific role. Empowering employees to take charge of their development and aligning this to the needs and expectations of the organisation is central to establishing high levels of employee engagement.

The extraMILE™ Foundation Workshop provides employees with a common language and set of tools to help them understand what engagement looks like in practise and align their personal brand with the culture of the organisation.

This journey of self-discovery is recorded within a high quality Personal Development Plan (PDP), and each employee gains the skills necessary to lead and drive a productive development discussion with their line-manager. This development discussion becomes the bedrock of all employees' ongoing development and performance journey.

Emenex consultants have developed similar programmes with the majority of our clients, the extraMILE™ Foundation workshop forming the central point in empowering their employees with the priorities of their organisations.

*Working closely with the senior leadership team of a large telecomms infrastructure provider, Emenex developed role profiles for each of the top 15 roles that were deemed to be critical to the future delivery of the company strategy in the next 5 years. These role-profiles were used as benchmarks against which employees in role were assessed for current capabilities, as well as forming the basis as the succession plans.*

*Working with the twogether senior leadership team, Emenex developed a values-based approach to performance management. The development of a competency framework and role descriptions that linked into performance appraisal and professional development processes, gave a new clarity of purpose and expectation, with everyone 'singing from the same sheet'.*

## Embed The Culture

Once all of this preparation work is done, managers and employees are now much better placed to work together in order to deliver on the objectives of the organisation. Employees begin to unleash their potential, bringing higher levels of involvement and innovation. The deployment of skills and behaviours are now more closely aligned to current expectations. This reveals a clear path for career development, maintaining motivation and sustaining commitment on both sides. Training and development budgets can be freed up and used for initiatives more focused upon closing gaps between expectations and current capabilities. The result is higher levels of performance in keeping with expectations and priorities.

The development of relevant management soft-skills becomes a critical issue as managers' roles become more supportive rather than directive in nature. Skills such as coaching, communication and team leadership become increasingly important as the organisation begins to perform at these higher levels.

Collating the development needs of individuals as expressed within their PDPs, establishes an organisation-level development plan. This plan is much more focused on aligning the personal, professional and technical needs of each employee with the priorities and expectations of the business. This strategic level development plan becomes a focal point for the organisation, offering an opportunity to blend formal and work-based development, in order to stretch individuals to higher levels of performance and motivation.

*Molson Coors (UK) partnered with Emenex to assist in increasing the focus on empowering their people to take charge of their personal development and careers. Emenex partnered with the Learning and Development team at Molson Coors in the UK to develop a Career Development intervention (now the ExtraMILE Foundation) initially focused on MC's group of 150 'promotables'.*

*Employee Engagement levels at Molson Coors (UK) increased to 89% from 86% over the period; with comments specifically referring to the value and success of the career extraMILE foundation workshops. The programme was extended beyond the initial 150 participants and opened up to all managers within the UK. Subsequently it was extended to similar groups within Molson Coors Canada and USA.*

This approach to development is called the 10:70:20 model. It places the emphasis on applying formal learning (10%), through work-based development (70%), supported through coaching (20%) as the glue that binds the two together. The percentages reflect the focus, not the importance of each element.

*"When we first engaged with Emenex we were optimistic that the training would help the sales team to be more effective in their roles; however I was blown away by the impact that it made to the team in the first month". - Rob Perry, Sales Manger, Keyzone*

The benefits of implementing the 10/70/20 model of development are recognised within a very short time period. Whereas much traditional, classroom based training has failed to deliver the anticipated results in the past, the placement of additional effort and support focused around embedding learning immediately into the practice of each employee through coaching support delivers significant results.

## **Review and Renew**

This final step in this development cycle elevates the process into a continuous cycle of improvement. It maintains employee involvement and demonstrates that the organisation does indeed value individual contributions. Through on-going benchmarking and individual coaching , the organisation can better understand how employees are feeling about their engagement as a result of the improvements that they have been making. As communication, trust and commitment elevate to higher levels, issues are spotted sooner and actions taken earlier and quicker. This further strengthens the bond between each employee and the organisation and embeds the cycle of performance and engagement for the long term.

*Keyzone approached Emenex to provide consulting and training support for the sales team. Following an initial training needs analysis, a series of short focus training interventions were developed to share best practice and apply new learning through practical exercises. Sales executives then moved back to the sales floor where one-one coaching was provided to assist in embedding learning into the work environment.*

*Over a twelve month period profitability grew by 25% year-on-year and the confidence of the sales team grew significantly. This has resulted in solid sales executive retention, higher levels of employee engagement and most importantly the growth of the number of customers who are spending a larger share of their budget with Keyzone.*

## Summary

The research on employee engagement stands for itself. Employee Engagement is an important factor in "sweating the corporate assets" by helping organisations get the best from and for its people. As an employer your investment is already made; your challenge and opportunity now is to make the most of what you are investing in.

The Emenex extraMILE™ Model and Employee Engagement Cycle is a tried and trusted approach that can support you in getting the most out of your employees, while supporting them in their role and career aspirations. It is based on over a decade of experience in helping organisations get the

*"We chose Emenex because they listened to our aspirations for our workplace and were willing to tailor their extraMILE™ Programme to meet our needs. We were impressed by the robustness and completeness of the whole extraMILE™ programme and have been delighted with the impact the programme has had on our business and people.*

*Overall employee engagement levels have increased by over 7.5% during the past 12 months. More than that, twogether has become an even more energised and exciting place in which to work. The extraMILE™ programme has unleashed the potential of our workforce by empowering them to take responsibility for their own development and is also helping us identify future leaders for the organisation.*

*We are now even more confident that we employ truly great people who are doing truly great work. **"Kirsty Gilchrist, Managing Director, twogether***

best out of their people.

The results from Molson Coors, Twogether Creative, Keyzone and many other organisations in the technology, telecommunications, retail, FMCG, healthcare and international development sectors demonstrate that squaring this engagement circle leads to impressive bottom-line results that can be attributed directly to building a culture of engagement through empowering individuals to take charge of their own careers.

To find out more about how you could benefit from our help, please contact us on [info@emenex.co.uk](mailto:info@emenex.co.uk) or visit our website at [www.emenex.co.uk](http://www.emenex.co.uk)

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*Emenex consultants are currently working with clients in the retail, healthcare, technology, marketing and creative sectors conducting various activities centred around reviewing organisational and individual progress and fine tuning including: bi-annual Employee Engagement Surveys , 18 months 360 feedback re-measurements and regular Personal Development Plan (PDP) coaching reviews. Each of these measures provide insights into both progress and on-going development needs and are critical to the success of future investments.*

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