

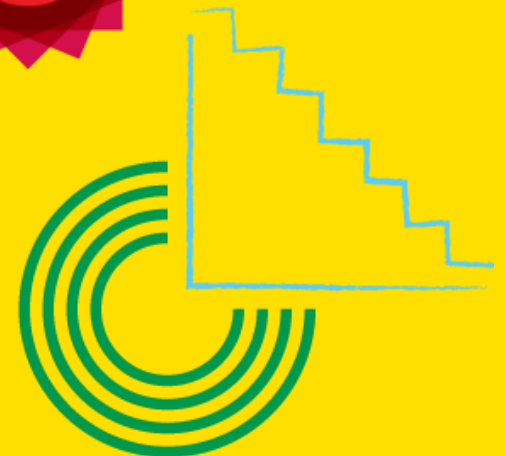
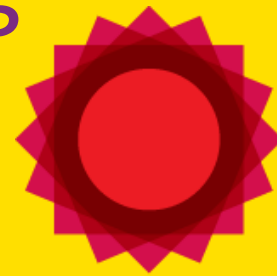


ENGAGE  
FOR  
SUCCESS

# How to manage people in increasingly demanding times

Customer Engagement Summit

8<sup>th</sup> November 2016



# THE PRESSURES ON WORKPLACES

Short  
Termism  
and  
Cost  
Pressures

Customers  
and  
Citizens  
more  
Demanding

Rapid  
Changes in  
Technologies

Competition

- Global
- Access

**V**olatile

**U**ncertain

**C**omplex

**A**mbiguous

# THE PRESSURES FROM PEOPLE AT WORK



Fairness  
And  
To Trust  
And  
Be Trusted



Meaning  
And  
Purpose,  
Driven By  
Values  
And  
Ethics



To Be  
Empowered



An  
**Increasingly**  
Diverse  
And  
**Decreasingly**  
Deferential  
Workforce  
Which  
Demands  
A Voice

# PRESSURES BEARING DOWN ON WORKPLACES

TOO OFTEN:

**Taylorism, Command and Control  
Work Intensification**

## A CULTURE COLLISION

People want to be:

- Respected
- Valued
- Heard

For too many  
people,

# THE OUTCOME is...



**POOR PRODUCTIVITY AND WELLBEING**

# AN EXAMPLE OF ACTIVE DISENGAGEMENT:



# WE HAVE A CHOICE

SQUEEZE  
CONTROL  
MONITOR

INSPIRE  
RESPECT  
TRUST

PEOPLE ARE  
THE PROBLEM

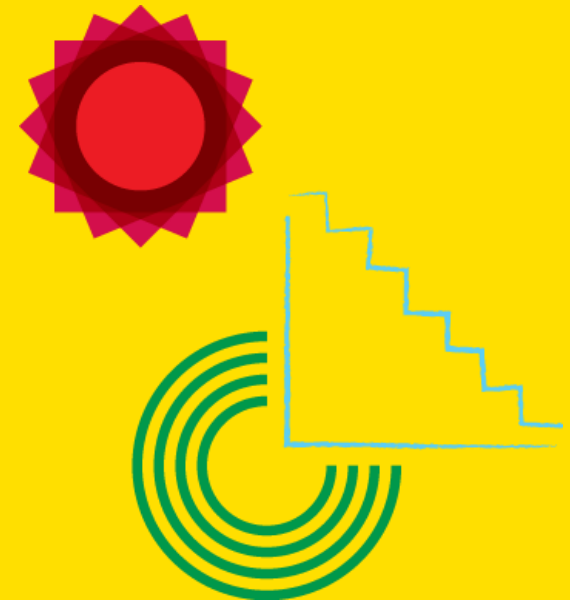
PEOPLE ARE  
THE SOLUTION

INSPIRING EXAMPLES!



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# THE FOUR KEY ENABLERS





# THE FOUR ENABLERS OF ENGAGEMENT



Visible, empowering leadership, providing a strong ***strategic narrative*** about the organisation, where it has come from and where it is going.



***Engaging managers*** who:

- Focus their people and give them scope
- Treat their people as individuals
- Coach and stretch their people.



There is ***employee voice*** throughout the organisation, for reinforcing and challenging views, between functions and externally, employees are seen as central to the solutions.



There is ***organisational integrity*** - the values on the wall are reflected in day-to-day behaviours. There is no 'say-do' gap.



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# How to manage people in increasingly demanding times

