

The 2010 Customer Service and Employee Engagement Conference

"A specific key driver of achieving customer satisfaction is employee satisfaction" - Denis Leonard, PhD

A CALL TO ACTION

Venue:
GICC

Date:
18th October 2010

Time:
07:30 - 16:30


Reap the rewards of employee engagement today!

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Employee Engagement - The Missing Link in Service Excellence

Moses Ngorima
Principal Consultant PPB Africa
18 October 2010



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Employee Engagement

"...no company, small or large, can win over the long run without energized employees who believe in the mission and understand how to achieve it... That's why you need to take the measure of employee engagement at least once a year ..."

(Jack Welch)


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Presentation Overview

- ▶ What is employee engagement?
- ▶ The employee engagement business case
- ▶ The link between service quality and employee engagement
- ▶ Key drivers of employee engagement
- ▶ Assessment of employee engagement
- ▶ Building sustainable employee engagement
- ▶ Championing employee engagement

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What is Employee Engagement?

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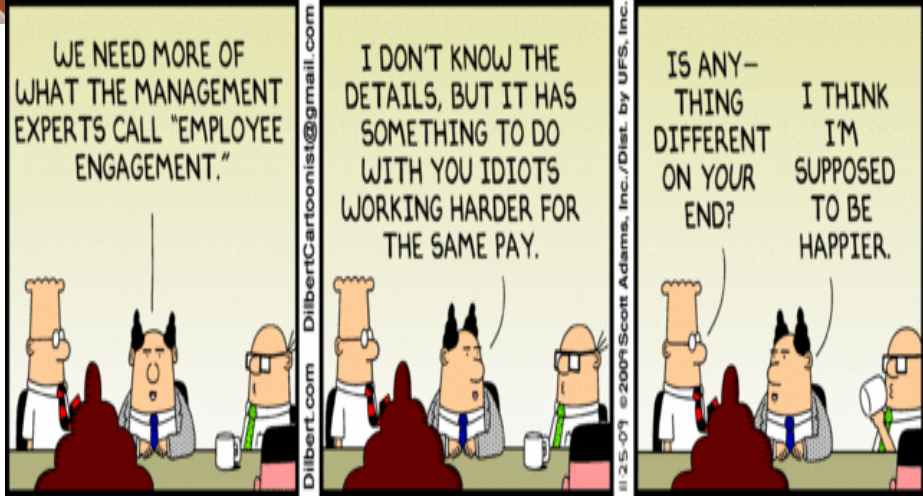
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What Employee Engagement is Not



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Employee Engagement

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Harnessing of organizational members' selves to their work roles – employment and expression of self during role performance:



- ▶ Emotionally (*Heart*)
- ▶ Cognitively (*Head*)
- ▶ Physically (*Hand*)




WA Kahn 1990

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Employee Engagement

A positive, fulfilling, work related state of mind characterized by:

- ▶ **Vigor** - *high levels of energy, mental resilience willingness to invest effort in one's work and persistence*
- ▶ **Dedication** - *being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge*
- ▶ **Absorption** - *being fully concentrated and happily engrossed in one's work*

Schaufeli et al 2002


The broad and deep connections employees have with their organization

Towers Watson 2010



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Related Concepts – Flow


- ▶ Holistic sensation that people feel when they act with total involvement
- ▶ Effortless action people feel in moments that stand out as the best in their lives – Examples:
 - ▶ Athletes - *being in the zone*
 - ▶ Mystics – *ecstasy*
 - ▶ Artists and musicians - *aesthetic rapture*


Csikszentmihalyi M 1997






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The Business Case for Employee Engagement




Importance of Employee Engagement

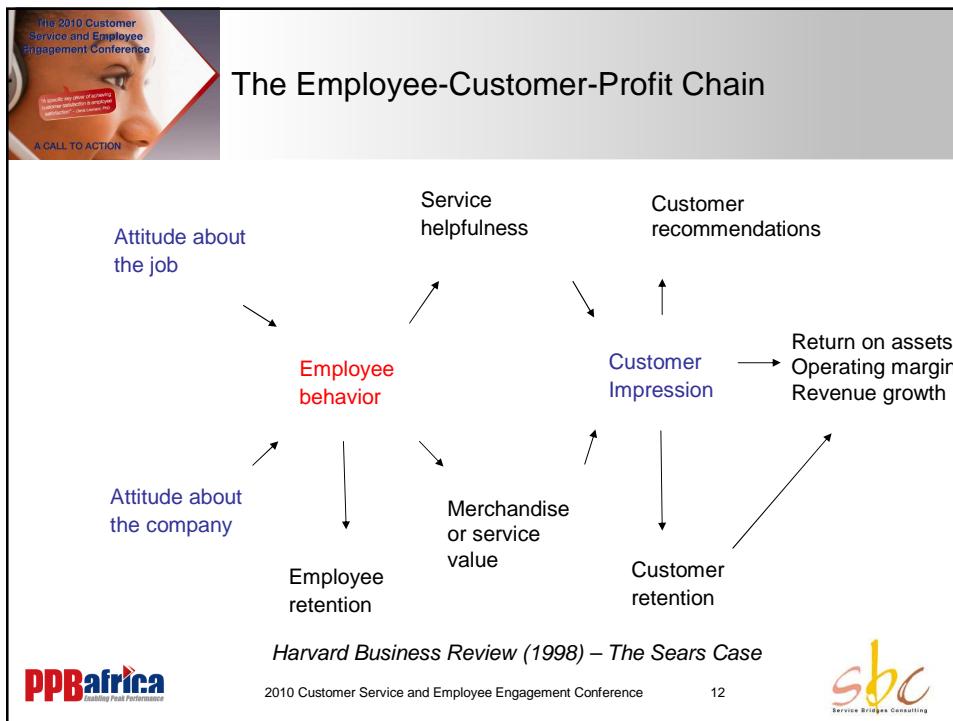
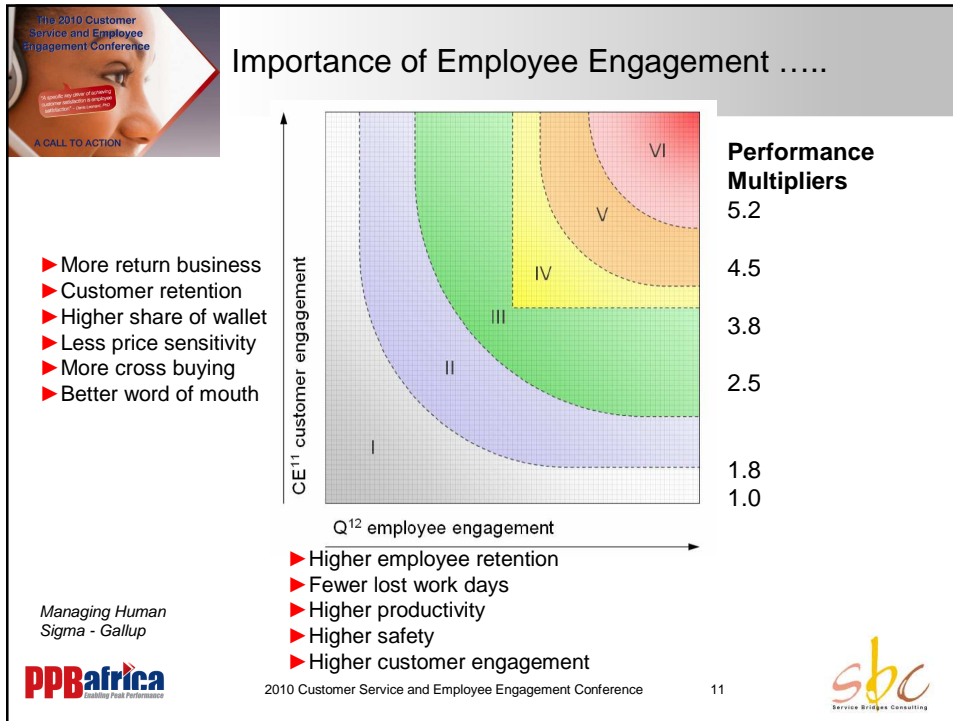
Hay Group Insights	Corporate Leadership Council
<p>Top scores on both engagement and enablement result in:</p> <ul style="list-style-type: none">▶ Revenue growth 4.5 times greater than industry peers▶ 40% lower turnover rates▶ 10% more likelihood to exceed performance expectations	<p>Highly committed employees:</p> <ul style="list-style-type: none">▶ Try 57% harder▶ Perform 20% better▶ Are 87% less likely to leave

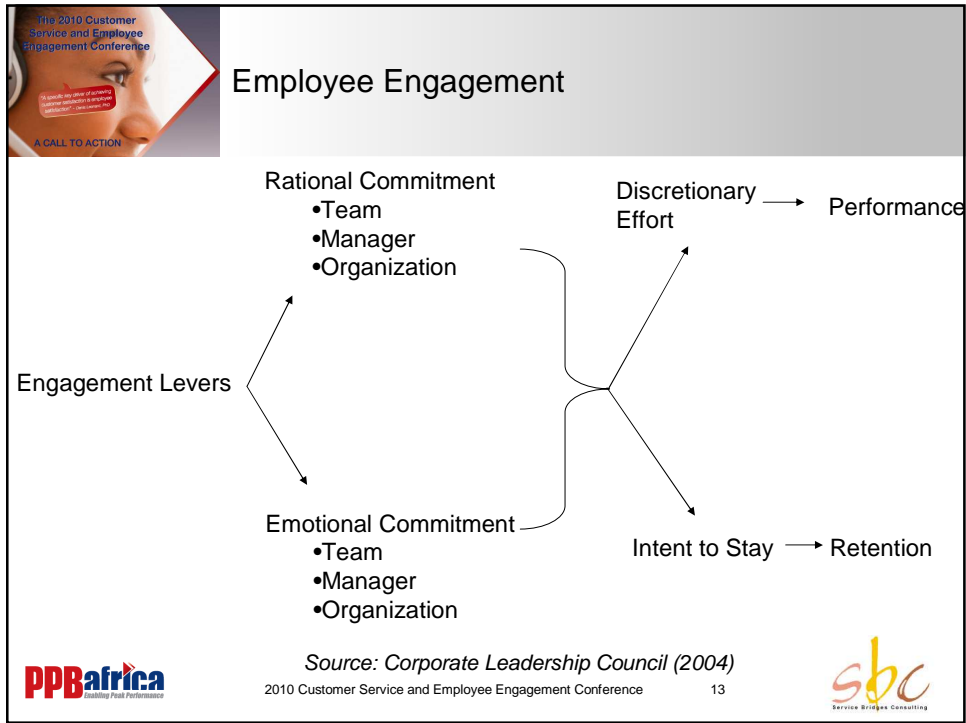


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The Link Between Service Quality and Employee Engagement

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Service Quality Dimensions

- ▶ **Tangibles** – physical facilities, equipment and appearance of personnel
- ▶ **Reliability** – ability to perform the promised service dependably and accurately
- ▶ **Responsiveness** – willingness to help customers and provide prompt service
- ▶ **Assurance** – knowledge and courtesy of employees and their ability to inspire trust and confidence
- ▶ **Empathy** – caring, individualized attention the firm provides its customers


Parasuraman, Zeithal and Berry 1985



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Tangibles


	Low engagement	High engagement
Handling of physical facilities and equipment	Indifferent	Careful
Appearance of personnel	Casual	Business like



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Reliability


	Low engagement	High engagement
Ability to perform the promised service dependably	Unreliable	Consistent
Ability to perform the promised service accurately	Careless	Conscientious



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Responsiveness

	Low engagement	High engagement
Willingness to help customers	Reluctant	Enthusiastic
Willingness to provide prompt service	Lackadaisical	Sense of urgency




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Assurance



	Low engagement	High engagement
Knowledge and courtesy of employees	Ignorant and rude	Competent and courteous
Ability to inspire trust and confidence	Unconvincing	Credible


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Empathy

	Low engagement	High engagement
Caring	Inconsiderate	Considerate
Individualized attention provided to customers	Divided attention	Unwavering attention


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Top 3 Job Related Engagement Levers

1. Connection between work and organisational strategy
2. Importance of job to organisational success
3. Understanding of how to complete work projects

Corporate Leadership Council Employee Engagement Survey 2004

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Top 10 Engagement Levers – Manager Characteristics



1. Demonstration of strong **commitment to diversity**
2. Demonstration of **honesty and integrity**
3. Ability to **adapt to changing circumstances**
4. Clear **articulation of organizational goals**
5. Possession of **job skills**
6. Ability to **set realistic targets**
7. Ability to put the **right people in the right roles at the right time**
8. Assisting staff to find solutions to problems (**coaching and mentoring**)
9. Ability to **break down projects into manageable components**
10. **Acceptance of responsibility** for successes and failures



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Comparative Engagement Levers



USA	UK/China/Brazil
<ol style="list-style-type: none"> 1. Confident can achieve career objectives 2. Sense of personal accomplishment 3. Confident organization will be successful 4. Quality is a high priority 5. Opportunities for growth and development 6. Information/assistance to manage career 7. The ability to provide good customer service 	<ol style="list-style-type: none"> 1. Sense of accomplishment 2. Confidence in senior management 3. Opportunity for training 4. Paid fairly, given performance 5. Good reputation for customer service 6. Comparable benefits to industry



Mercer Employee Survey Global Report 2007




Comparative Engagement Levers


Towers Watson	Mercer
<ol style="list-style-type: none"> 1. Really care about the future of my company 2. Proud to work for my company 3. Sense of accomplishment from my job 4. Would say my company is a good place to work 5. Company inspires me to do my best work 6. Understanding how my role relates to company goals and objectives 7. Am personally motivated to help my company to succeed 8. Am willing to put in a great deal of effort beyond what is normally expected 	<ol style="list-style-type: none"> 1. I feel a strong sense of connection to this company 2. I am proud to work for this company 3. I would recommend my organization to others as a good place to work 4. I am not considering leaving this company in the next 12 months 5. I am willing to go "above and beyond" in my job to help the company be successful




Gallup Q¹²


1. I know what is expected of me at work
2. I have materials and equipment I need to do my work right
3. At work I have the opportunity to do what I do best every day
4. In the last 7 days I have received recognition and praise for doing good work
5. My supervisor or someone at work seems to care about me as a person
6. There is someone at work who encourages my development



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Gallup Q¹²

7. At work my opinion seems to count
8. The mission/purpose of my company makes me feel my job is important
9. My associates (fellow employees) are committed to doing quality work
10. I have a best friend at work
11. In the last 6 months, someone at work has talked to me about my progress
12. This last year, I have had opportunities at work to learn and grow

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Factors Affecting Employee Engagement

- ▶ Type of industry
- ▶ Market conditions
- ▶ Differences in culture
- ▶ Level of post/type of job
- ▶ State of economic development
- ▶ Relationship between the employee and their immediate supervisor

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Assessment of Employee Engagement

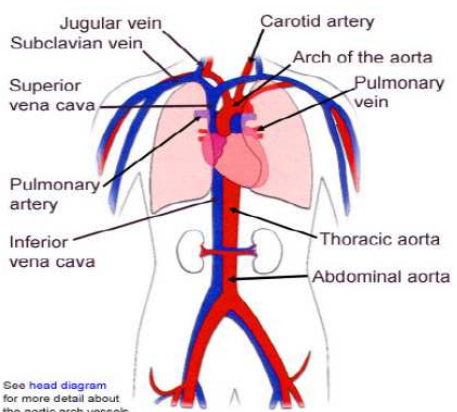
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Assessment of Organizational Vital Signs



See head diagram for more detail about the aortic arch vessels.

Heart rate = *employee engagement*

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Respiration = *customer engagement*

↓

BP = *financial performance*

Adapted from Gallup – *Managing Human Sigma*

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Engagement Assessment Tools

- ▶ Be spoke solutions
- ▶ Off the shelf solutions
 - ▶ Gallup Workplace Audit (Q¹²)
 - ▶ Towers Perrin (International Survey Research)
 - ▶ Mercer's (What's Working Study)

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Botswana Practice

- ▶ Off the shelf e.g. Q¹²
- ▶ Bespoke
 - ▶ Staff/employee satisfaction surveys
 - ▶ Climate surveys
 - ▶ Organisational Climate Review
 - ▶ Culture climate surveys
 - ▶ Leadership engagement index

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Botswana Experience

- ▶ Results questioned and withheld from staff
- ▶ Recommendations not acted upon
- ▶ Lack of consistency – frequent diagnostic changes
- ▶ Inadequate benchmarks and norms


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Tips for Design of a Customized Assessment Tool

- ▶ Set clear objectives
- ▶ Decide on provider (if using external consultant)
- ▶ Identify appropriate dimensions
 - ▶ Bespoke
 - ▶ Adapt existing diagnostic
- ▶ Develop data collection instrument
- ▶ Conduct pilot test, refine and finalize instrument
- ▶ Consider administration of instrument
 - ▶ Pencil and paper
 - ▶ Web based administration (computer literacy and internet connectivity)

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Guidelines for Choosing Off the Shelf Solution


- ▶ Set clear objectives
- ▶ Check for fit between solution and your needs
 - ▶ Assess cost
 - ▶ Consider cultural issues
 - ▶ Consider geographical representation (international companies)
 - ▶ Consider ease of application (internet connectivity, computer literacy etc)

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Tips for Optimizing Employee Engagement Results


- ▶ Give timely feedback to staff
- ▶ Develop initiatives for improvement and act on them

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Guidelines for Building Sustainable Engagement

- ▶ Contextualize engagement in terms of organizational strategy
 - ▶ Quantify the relationship between employee and customer behavior and financial outcomes
 - ▶ Identify levels of employee engagement and quantify the impact of different levels on a range of financial measures
- ▶ Identify and engage key contributors
- ▶ Build a high engagement culture

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Building a High Engagement Culture

- ▶ Remove cultural barriers to engagement
- ▶ Develop leadership credibility and capacity to connect with staff
- ▶ Agree shared values, reinforce and assess them
- ▶ Assess employee engagement and:
 - ▶ Provide feedback to stakeholders
 - ▶ Identify and execute initiatives for improvement

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Competency Portfolio for Engagement Champions

- ▶ Pays attention and responds to each unique individual
- ▶ Taps into employees inherent need to contribute to the organization
- ▶ Clarifies expectations
- ▶ Provides resources and support
- ▶ Ensures close matches between employees and jobs

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Competency Portfolio for Engagement Champions

....

- ▶ Identifies the unique motivational needs of employees
- ▶ Recognizes good performance frequently and immediately
- ▶ Seeks employee opinions and involves them in decision making
- ▶ Creates opportunities for people at work to get to know one another
- ▶ Provides opportunities to progress and learn continuously



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Useful Websites


- ▶ <http://www.gallup.com>
- ▶ <http://www.towerswatson.com>
- ▶ <http://www.conferenceboard.ca>
- ▶ <https://clc.executiveboard.com>
- ▶ <http://www.mercer.com>
- ▶ <http://www.cipd.co.uk>
- ▶ <http://www.shl.com>





Conclusion

“The way we treat our employees is how they treat one another
and our customers”



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