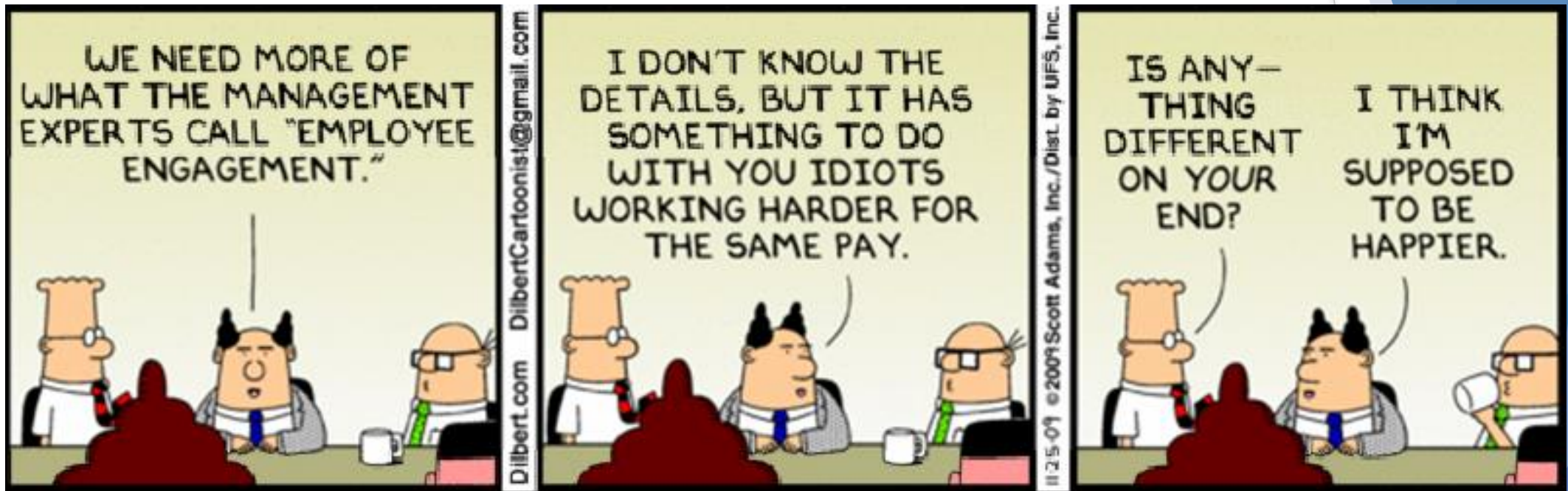


The background features abstract, overlapping geometric shapes in various shades of blue, primarily on the left and right sides, framing a central white area.

# Employee Engagement in turbulent times

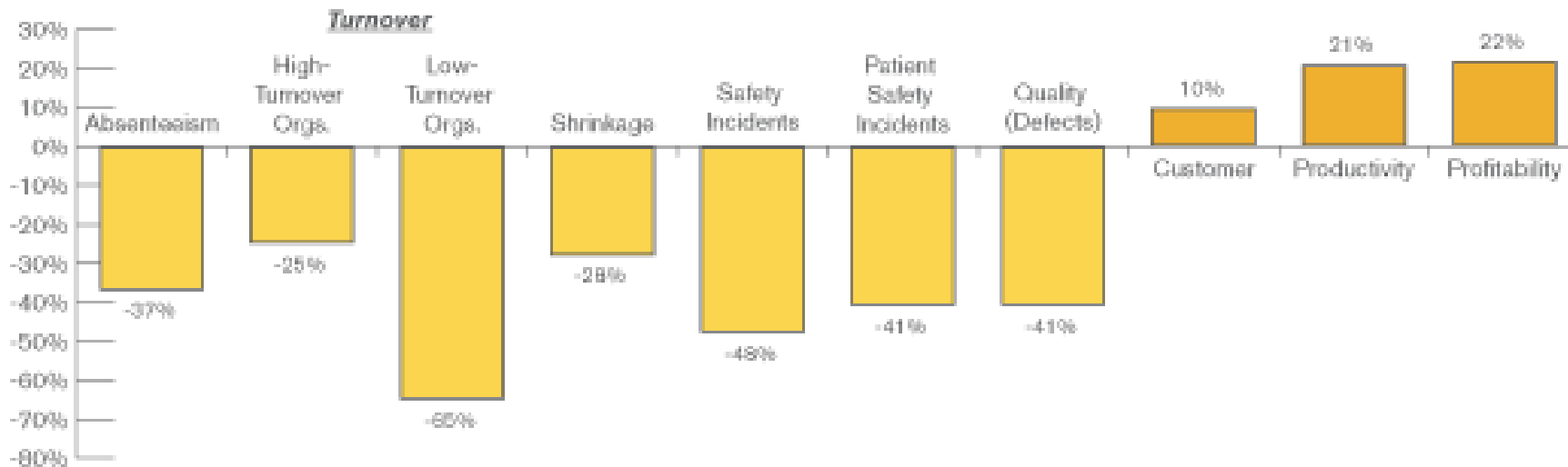
Jo Roger  
Head of Colleague Services

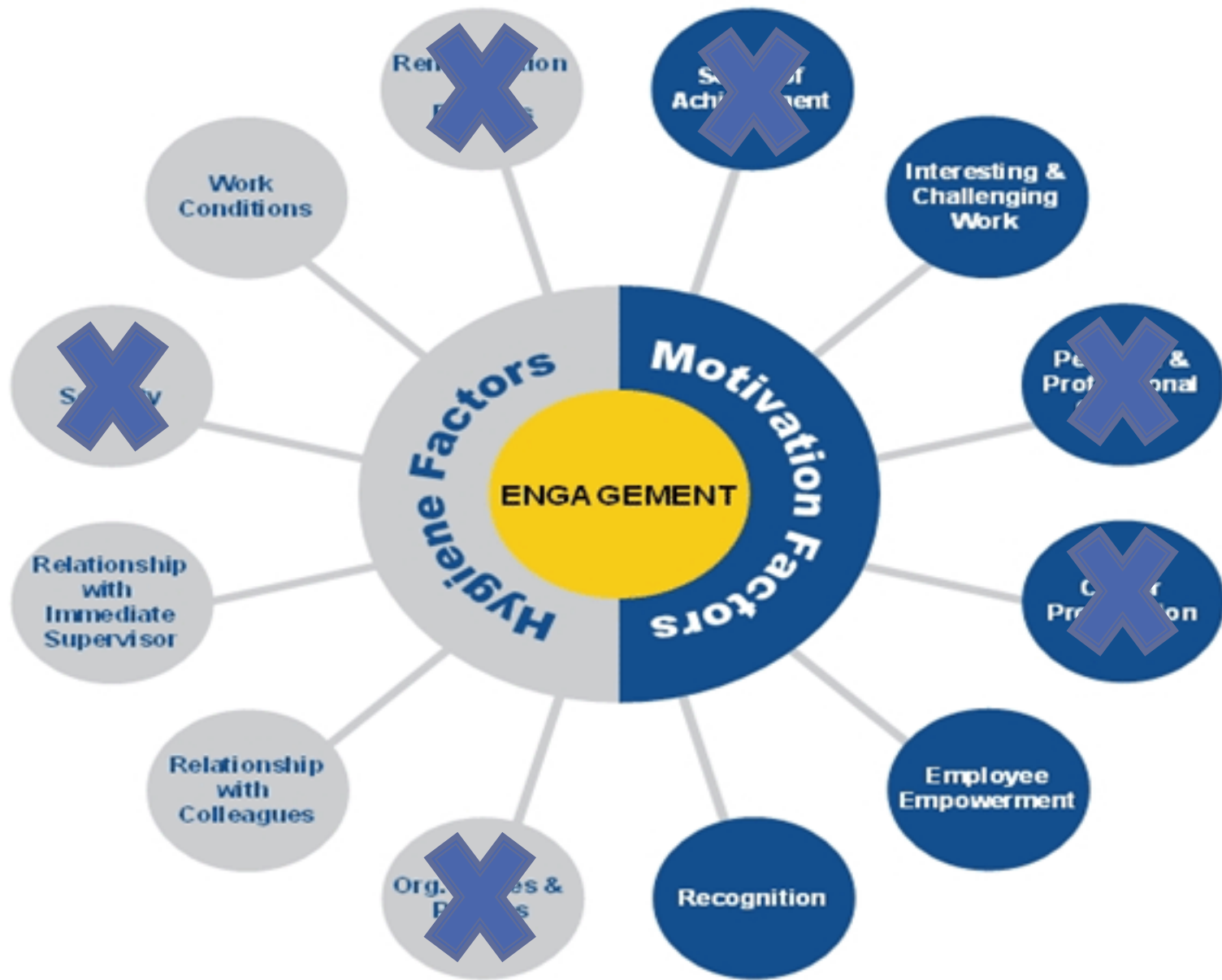
# Engagement – why bother?



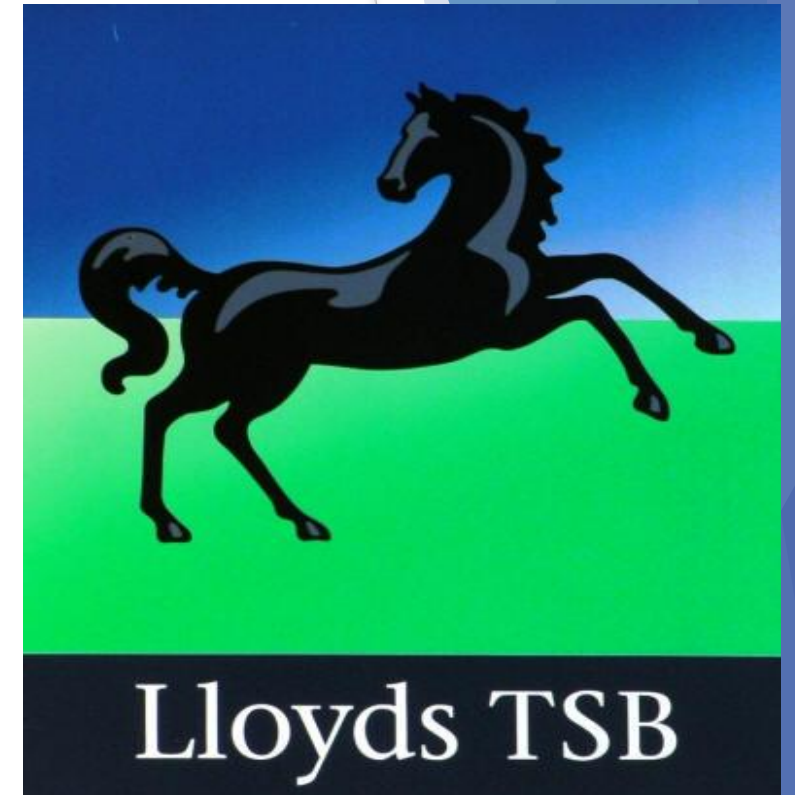
## EMPLOYEE ENGAGEMENT AFFECTS KEY BUSINESS OUTCOMES

Work units in the top quartile in employee engagement outperform bottom-quartile units by 10% on customer ratings, 21% in productivity, and 22% in profitability. Work units in the top quartile also saw significantly lower absenteeism (37%), turnover (25% in high-turnover organizations, 65% in low-turnover organizations), and shrinkage (28%) and fewer safety incidents (48%), patient safety incidents (41%), quality defects (41%), and quality defects (41%).





# 2008 – my turbulent time



# "BANKER" CULTURE

## INDUSTRIAL SNOBBERY

Low confidence

Low self esteem

Survivor guilt

Fear

## EXPERIENCED IN ONE INDUSTRY

**Reward  
strategies for  
retailer**

**Financial  
challenges**

**Network  
hiring**

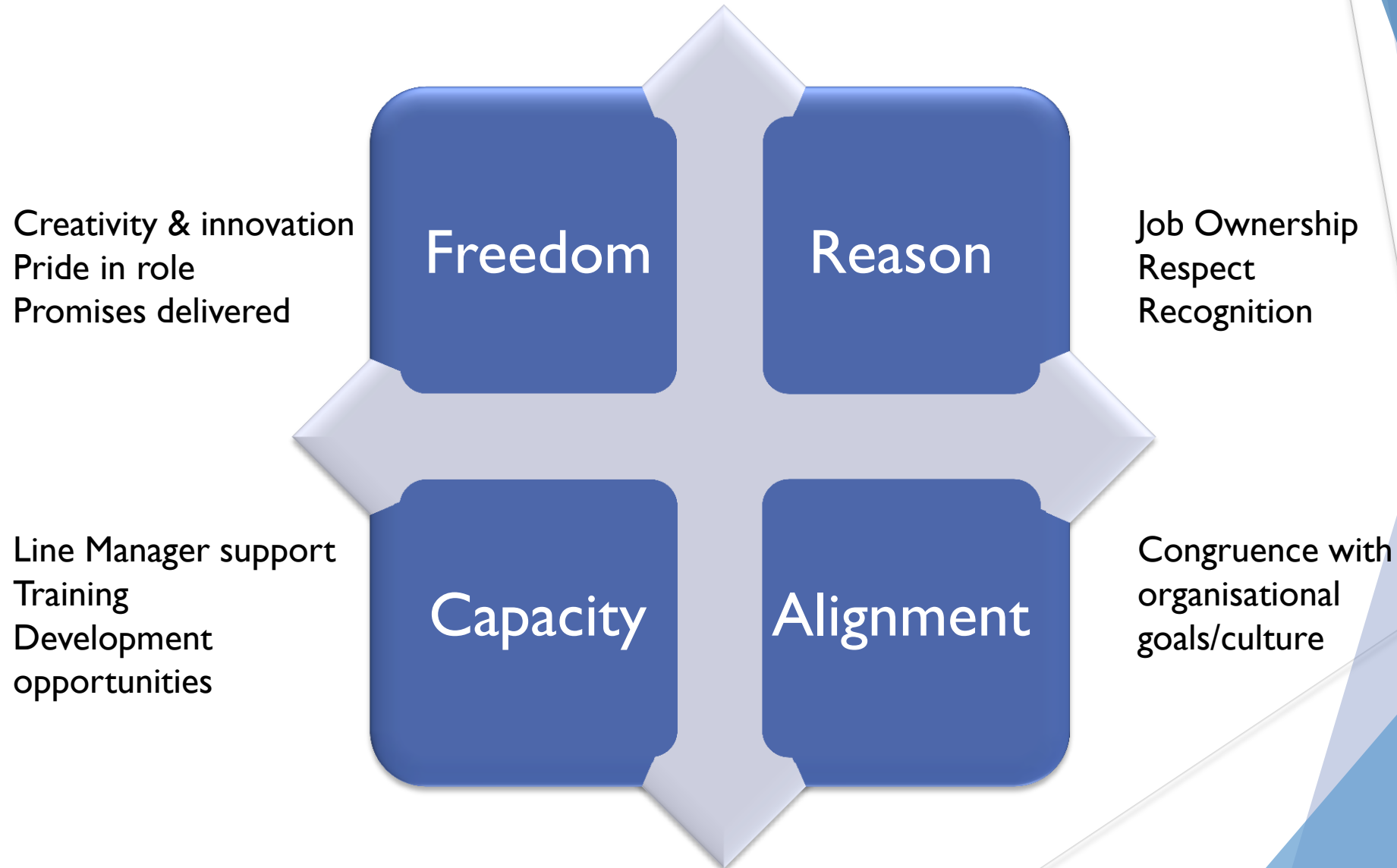
**Flooded  
talent  
market**

**Supplier  
behaviours**

**Whole region  
impacted**

# Reimara Valk, Sandra Hannon 2016

“Engaged and energized in the energy industry”



Over to you...

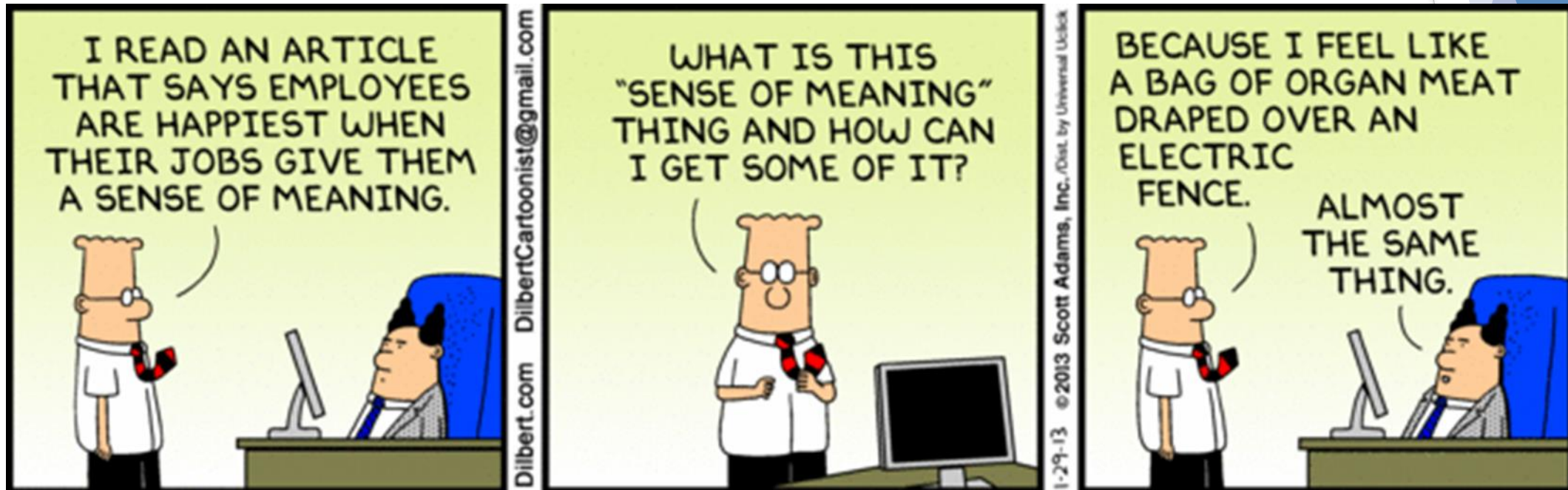
What is your single biggest engagement challenge today?

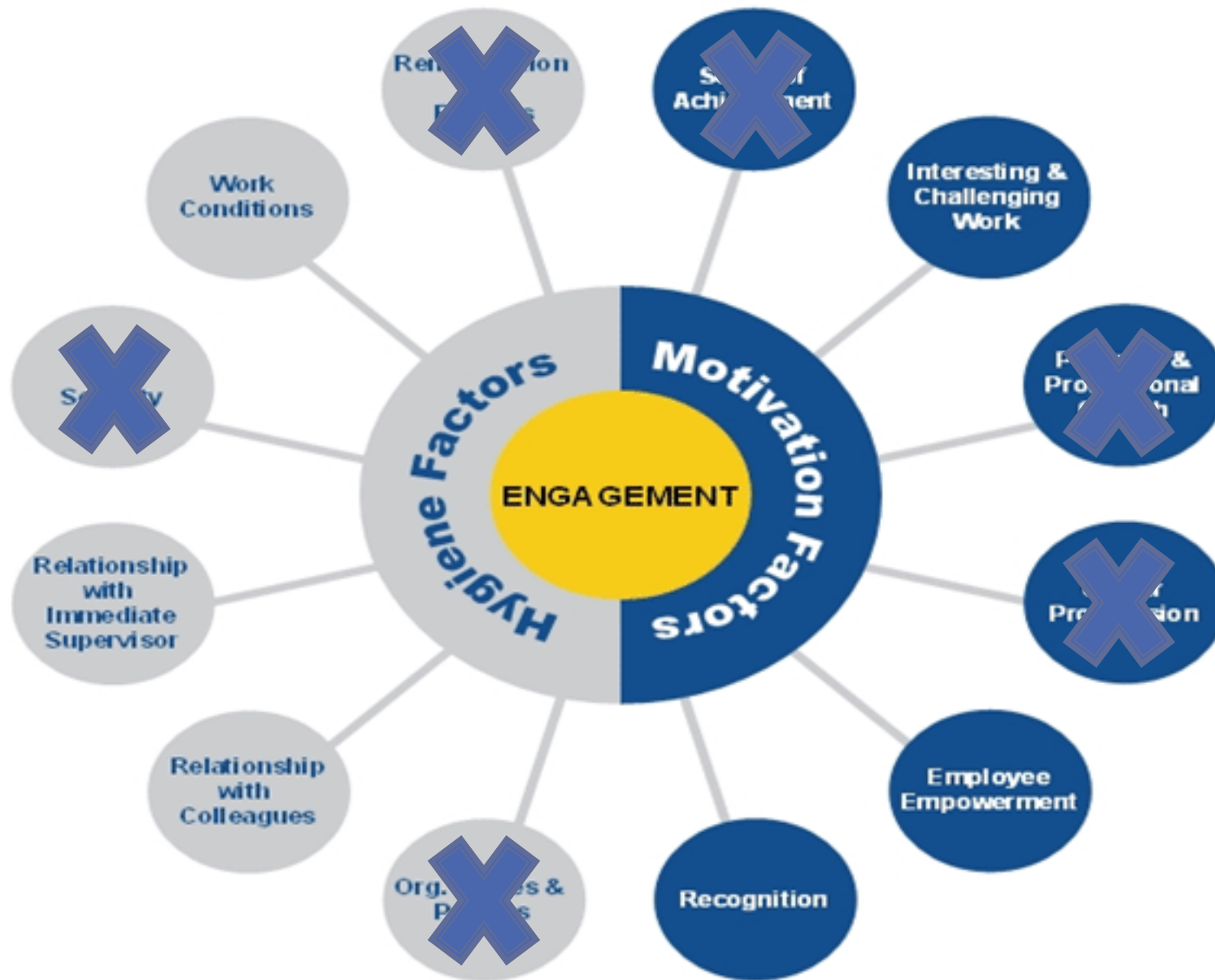


\* the rumour mill + perceived lack of communication  
 Lack of trust in the company + the leadership  
 As a business we don't know what's coming  
 what's the point in engagement when I'm more worried about myself?  
 A lot of people are doing a lot more of the mundane stuff  
 motivating people to deliver when the incentives are disappearing  
 Engaging with residual workforce  
 Managing different messages to different groups  
 Reinventing individual development  
 The Future  
 How long do I have in job for?  
 People can't process speed / scale of change

TRUST  
 SURVIVOR GUILT  
 WHEN DOES THE BAD NEWS STOP?  
 EROSION OF TRUST  
 When will the last round be?  
 TRUST SCUNNERED\*  
 OVERWHELMED  
 DO MORE WORK  
 HELPLESSNESS  
 DISAPPOINTMENT

# Part two: So what can employers do?





# Case studies – Work Conditions

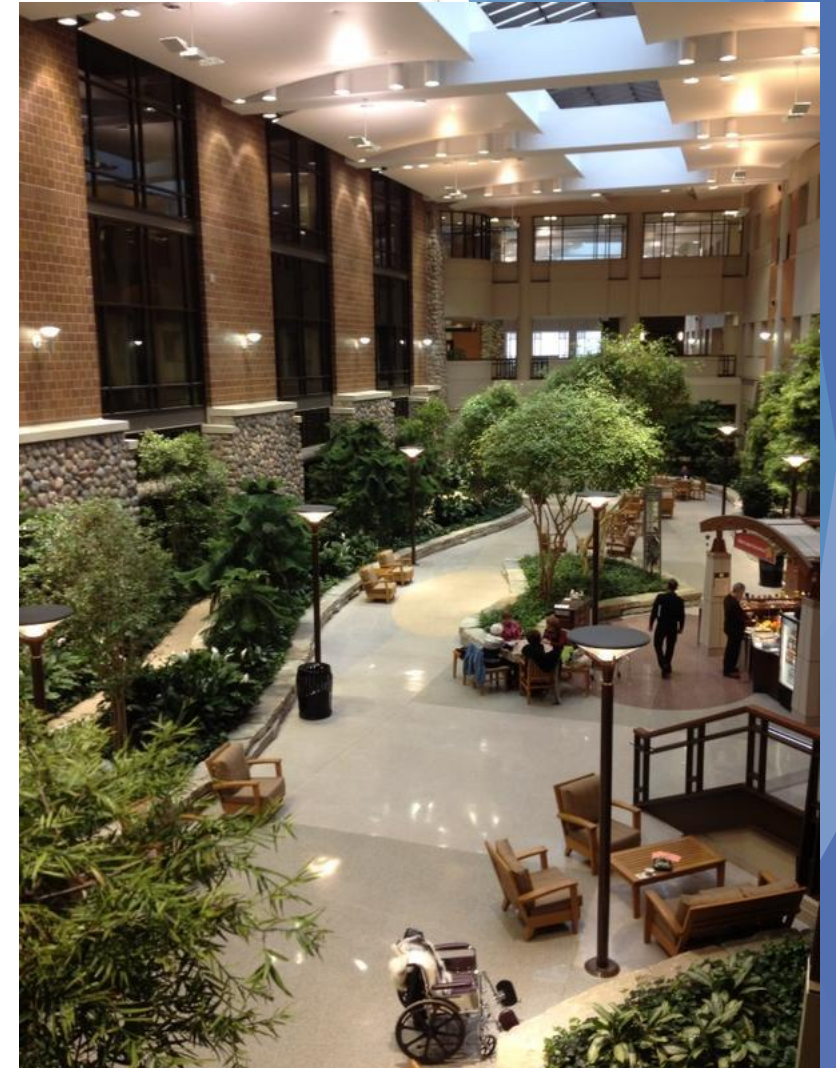
## Henry Ford West Bloomfield Hospital, Detroit

### A Hospital Designed for Wellness, Not Illness

- Ritz-Carlton inspired customer service and facilities
- Entrance Mall as opposed to scary medical terms
- Food cooked fresh, no freezers
- Staff **MUST** have an interest in people
- Focus on health, prevention and wellness

### Results

- Patients get better faster – shorter post-op stays
- Hospital is part of the community not a place of fear and anxiety



# Case studies – Culture, empowerment and engagement

## Zappos

The online shoe, clothing and accessories company that actively encourages employees to tweet about work.

- Employees are trained on Twitter when they join
- Employees are encouraged to tweet about work and share resources that customers might like – on and off the Zappos site
- The company's dedication to customer service and great culture are visible to all through employees' social media activities
- This high level of trust in employees is a strong part of the company culture

## Results

Zappos not only attracts customers who appreciate how well they treat employees, but also draws in potential candidates who might want to work for the company.



Over to you again...

What options can you come up with to start to address these challenges?

Which stand out as an immediate option?

What stops you implementing them?

# My one top tip...



Thank you for listening...

any questions?

Jo Roger

07545 717170

Jo.Roger@Tescobank.com