

How To Improve Employee Engagement

Kinetik Solutions

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What this document is about

This is a discussion document explaining how to encourage the engagement of employees in order to enhance the success of individuals, teams, and the company as a whole.

Monetary rewards are not a driver of employee engagement, but act as a foundation.

Employees given the right framework will act in a way that creates high satisfaction to all.

Management's role is in creating a framework based on creativity and problem solving.



Why are some jobs more satisfying than others?

Most Gratifying Jobs (% = no. of workers satisfied)¹

- Clergy - 87%
- Fire-fighters – 80%
- Physical therapists – 78%
- Authors – 74%
- Special education teacher – 70%

Least Gratifying Jobs (% = no. of workers dissatisfied)¹

- Labourers, except construction – 21%
- Apparel clothing salespersons – 24%
- Hand-packers and packagers - 24%
- Food preparers – 24%
- Roofers – 25%

1. Live Science: 17/04/2014: <http://www.livescience.com/1431-survey-reveals-satisfying-jobs.html>



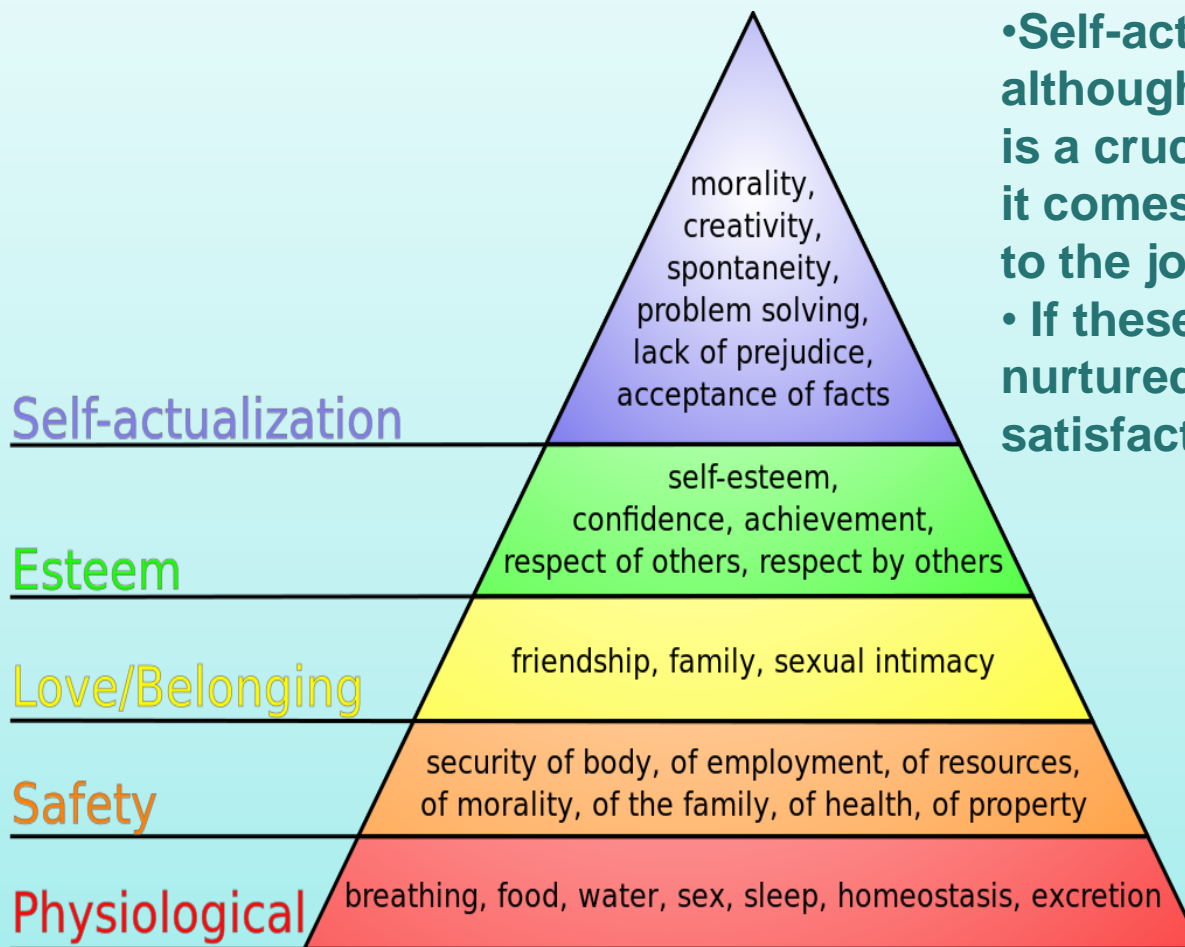
Job satisfaction and motivation extends beyond material needs

- **Once a person has enough money to survive motivation shifts away from a monetary reward**
 - The achievement of financial stability results in a complex situation wherein further financial driven motivation is counterproductive. Due to this, new motivation methods must be found.
- **Job satisfaction emerges when the role is either enriching to yourself or others**

Dissatisfaction seems to stem from 'bottom end' jobs where money is the only motivator to work.
- **Maslow identifies a Hierarchy of Needs regarding every day life; this can be transposed onto a business environment**
 - The values of: morality, creativity, spontaneity, problem solving, lack of prejudice, and acceptance of facts need to be embedded into an organisation.
 - Providing the framework and/or mechanism to allow employees to engage in workplace change is a key way to do this.



Recap: The Maslow's Hierarchy of Needs



- **Self-actualisation, although hard to achieve, is a crucial aspect when it comes to adding value to the job role.**
- **If these aspects are nurtured, employee satisfaction will increase.**

Human Beings can be at different stages in their development.



Self-Actualisation and its role in employee engagement

- **An effective working environment can support an individual on their path to self-actualisation, helping to increase their job satisfaction**
 - A work structure must be created that allows the continuous development of employees.
 - Employees are given the opportunity to be creative and innovative in an environment that is entrepreneurial and recognition oriented.
- **Create a work environment that is encouraging rather than threatening**
 - A lack of prejudice creates an all inclusive environment, allowing ideas to come freely from unlikely sources.



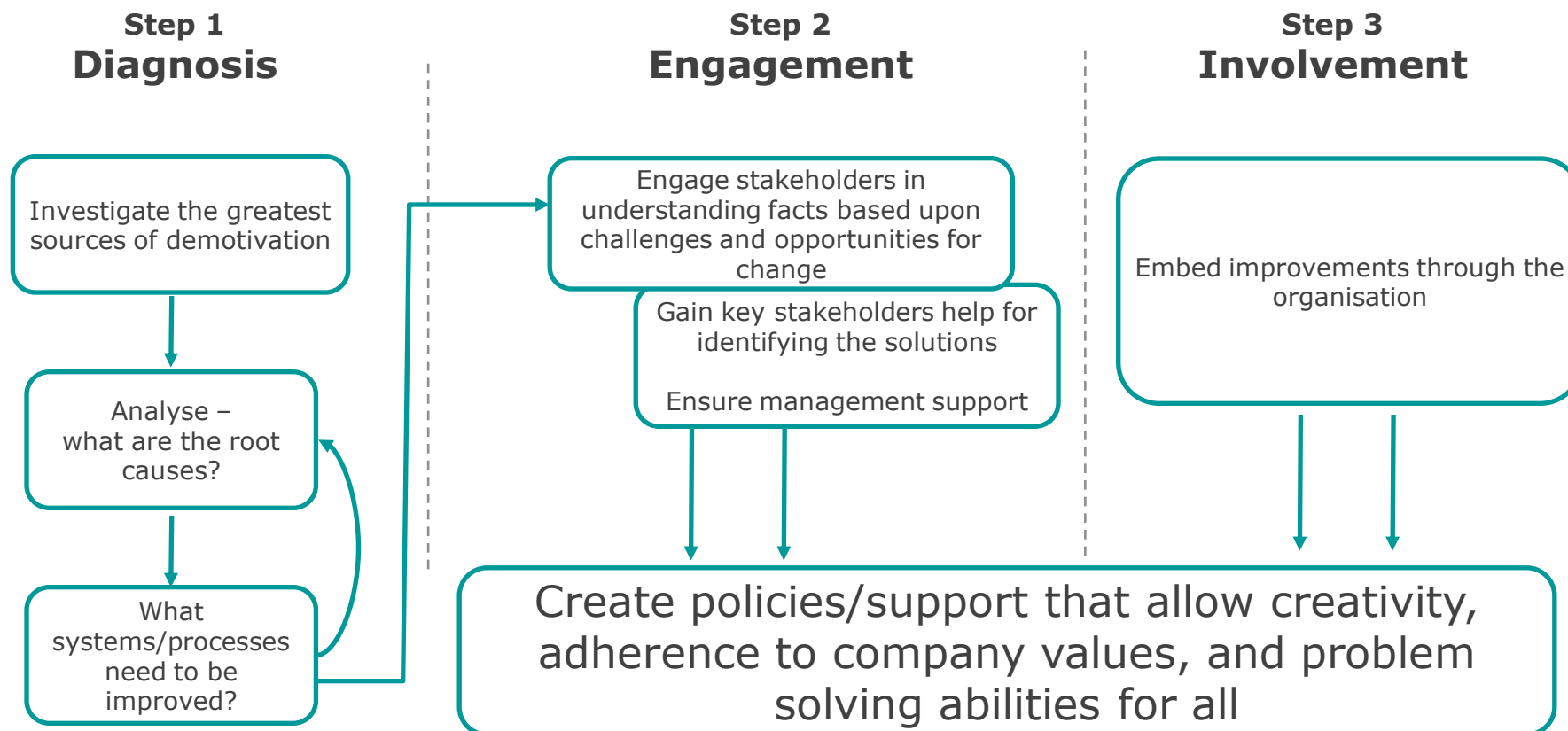
Management's role in employee engagement is crucial

- **Work published by HBR shows that individual managers influence motivation as much as any organisational policy¹**
 - An environment that supports the possibility of self-actualisation is affected by the style of management.
- **Systematic management methods are crucial in employee engagement**
 - It is important to strike the balance between control and creativity.
 - Managers need to be coaches rather than authority figures.
- **Allowing employees to engage in the change of business processes is important**
 - Change can intimidate employees.
 - A manager's role is to nurture company change whilst supporting their employees throughout the process.


1. Harvard Business Review, July 2008, Nitin Nohria, Boris Groysberg, and Linda-Eling Lee, <http://hbr.org/2008/07/employee-motivation-a-powerful-new-model/ar/1>




A plan to improve employee engagement in order to create operational excellence

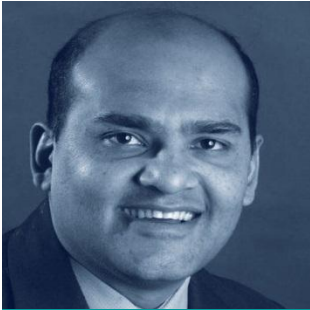


Consultancy profile

- Established in 2007, kinetik solutions delivers complex change for large organisations in the public and private sectors.
 - Our team consists of highly experienced consultants, each with over 10 years change management experience in blue-chip organisations or a 'big 4' management consultancy.
 - We continually invest in learning to offer the latest thinking in transformational change to our clients. We run regular public events on Lean learning for our public sector clients, and are members of:
 - Lean Enterprise Group
 - Deming Alliance
 - Operational Excellence Group
 - Enterprise Thinking Group
- 

Our solution areas

- **Complex Transformation Programmes**
We make change happen in a sustainable way
 - **Systems Implementation**
Integrating process and IT change to achieve operational effectiveness
 - **Operational Design and Improvement**
Strategic design for complex processes and their implementation
 - **Collaborative Workshops**
Fast, informed decision making, from strategy to continuous improvement
 - **High Performance Teams**
Creating shared purpose and commitment for superior outcomes
- 



Ketan Varia

Operational Strategy,
Transformative Change



Herald Voorneveld

Process Excellence, Lean, Six
Sigma



Rob Worth

Process Improvement,
Lean, Technology



David Thomson

Change Management,
Organisation Learning



Paul Frobisher

Process Innovation, TRIZ, Six
Sigma



Alan Clark

Process Improvement,
Systems Thinking, Training



Ian Robertson

Lean, Six Sigma, Training and
Coaching



Maria Gilgeous

Operations Design, Supply
Chain, Lean

We work with a range of clients

