

**ENGAGE FOR SUCCESS TOOLKIT**

USING CHAMPIONS TO COMMUNICATE

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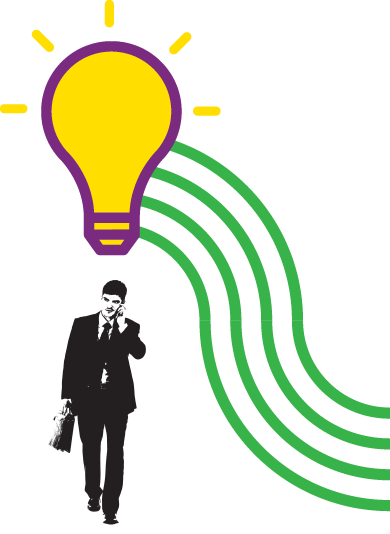
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PURPOSE OF THIS TOOLKIT

This toolkit provides an introduction to the role of engagement champions and their use within organisations to drive employee engagement and improve the employee experience.

In this document, we will highlight the role of the champion, how to select them and ways in which champions can drive change throughout your organisation. We also share some ideas about ways to establish champions in their role and consider the support they may need.

This toolkit will also include some best practice examples and top tips on how to utilise champions in your workplace and look at how to use the power of using influencers as part of your champion network.

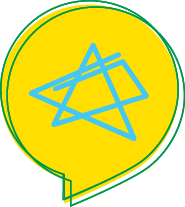
INTRODUCTION

## The role of champions

There are many different definitions of champions and several academic studies including Cook (2008), Sullivan (2017) and Bridger (2015) which debate the usefulness and impact of using champions to help drive employee engagement levels. For the purpose of this toolkit the definition we are using is, ‘a champion is considered to be someone who is an advocate for either a specific programme of work or an organisation more generally’.

Typically, champions are well known and natural communicators and are a great asset to an organisation, particularly when connecting with a remote or dispersed workforce. It is important to note that a champion doesn’t need to know the answer to everything, but there may be significant advantages of providing them with advance information ahead of an initiative launch, additional information and signposting or ‘called-out’ as a ‘go to’ person for the latest news, facts and updates.

Champions play a key role in sharing information and intelligence with employees and leaders, and can help identify the key issues and help resolve these top down, bottom up and across your organisations. The use of champions can be situational in that they can be put in place to support a specific project or area of work, but this toolkit will focus on the generic role of champions.



Organisations use many different names for the role of a champion, but the principles behind using champions to drive engagement are generally similar.

Some commonly known alternatives include:

* Change agents/facilitators
* Ambassadors
* Advocates
* Evangelists
* Trailblazers
* Pathfinders

And of course, there is often the opportunity to think creatively and give them a name relevant to the programme they are championing – e.g. Culture Club!

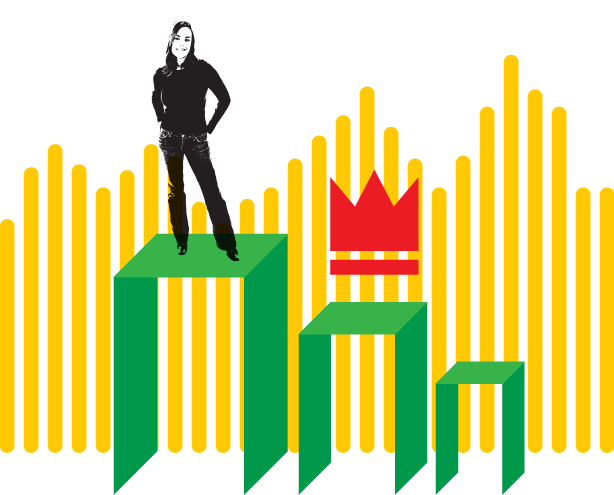
SELECTING CHAMPIONS

Champions can be selected in many different ways, and this often depends on the culture of an organisation, its complexities and geographical spread. What is important, regardless of which organisation you work for, is that champions are representative of employee views and available across all services and teams, locations as well as the different levels in the organisation.

Before deciding on your champion’s recruitment and selection strategy, it is important to consider a number of factors including:

* Nature of the champions role - will any specialist skills, experience or expertise be necessary?
* What expectation do you have of the champion role?
* What outcome do you want to achieve with the support of champions?
* What has previously worked well/not so well within your organisation and how can you learn from this?
* How can you promote and encourage others to be champions?
* How can you recognise the champions for their work?

Some approaches you may choose to select champions are outlined in the table overleaf.

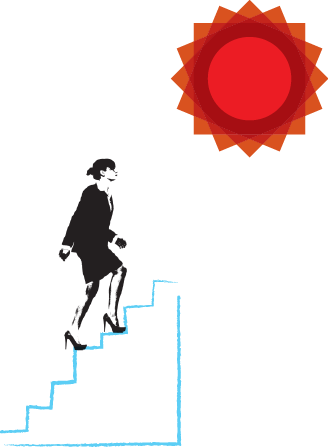


## Champion selection: Approach matrix

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| --- | --- | --- | --- |
| THEME/AREA/ PROJECT | DESCRIPTION | ADVANTAGES | DISADVANTAGES |
| Reward | Champions are selected or a one-off or on-going piece of work or to support a specific project or work stream in which they are highly skilled. | Can support an organisations holistic learning and development offering.  Opportunity to share and develop employees’ strengths and assets and share these with other employees.  Becoming a champion is recognised as something other employees should and could aspire to. | May enable champions from certain teams and services, rather than across an organisation.  Recruitment is based on certain skills rather than generally good employee advocacy.  There may be other reasons teams are disengaged and it’s important to have employee champions from all employee groups and work bases not just a few. |
| Self-selection/ self-nominated/ volunteers | Employees nominate themselves / express an interest in becoming a champion/  volunteer. | Employees are generally already motivated and engaged.  Inclusive approach, which empowers employees to take ownership and get involved.  Employee-led approach with colleagues not feeling forced to become a champion.  Forms a good platform from which to drive bottom up messages and feedback for leadership. | Champions are typically within pockets of an organisation and not representative of the whole.  It’s typically harder to recruit remote/mobile workers as champions using this strategy.  Less engaged employees may not put themselves forward and it is often these whom you need to reach. |
| Utilising existing networks/  connections | Some organisations may already have advocates or champions or have had these previously and want to build on this network and have a broader range of employees becoming employee champions. | If you are working in a communications or HR role, utilising your existing networks and contacts across the organisation can help encourage colleagues to become champions.  Research shows that typically employees trust what their colleagues say more than senior managers hence peers could encourage others to become champions.  Helps facilitate a more structured recruitment process that could be beneficial in large, complex or multi-national organisations. | The champions whom you recruit may not be representative of your full organisation.  You may have potential champions who are outside of these areas who you don’t recruit.  Your existing groups may have preconceptions e.g. highly engaged/disengaged which may affect your recruitment. |

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| THEME/AREA/ PROJECT | DESCRIPTION | ADVANTAGES | DISADVANTAGES |
| Senior management selection | Champions are nominated and selected by senior managers within your organisation. | Really useful way to start recruiting champions.  Helps ensure the champions are visible with senior managers and to facilitate feedback/ideas being listened to.  Involves senior managers in the recruitment process who can be appointed as sponsors and therefore have an investment in the success of the initiative. | Can’t be used in isolation, as senior managers can’t realistically know all employees, particularly in a dispersed, complex organisation.  Senior managers may selectively choose champions in specific areas.  Champions selected by senior managers may have a different mind-set to those recruited in other ways. For example, they may feel generally more engaged or be reluctant to share honest feedback if expectations are not made clear to champions at the outset.  May undermine the credibility and trust in the champion is they are perceived to be favoured by senior leaders. |

You can use some or a mix of the above approaches when recruiting however it is important to recruit the right champions for your organisation. To help you with this, consider the following:

* How will you get to know potential champions, understand more about them and the skills and talents they bring to the champion’s role?
* What can you do to help ensure potential champions understand their role and what is expected of them?
* How will other employees learn about their local champions and get in touch with them?
* What benefits does the role of champion have and how can you promote these as part of your champion recruitment strategy?
* Can you secure the sponsorship of Senior Managers/Leaders within your organisation and encourage them to use champions to support their own work too?
* What tactics/strategies do you need to put into place to manage champions in the longer term i.e. is it ethical to have a champion who has been through your organisation’s disciplinary process, what happens when champions move jobs and roles?
* Are there already ambassadors/advocates within your organisation and how can you avoid champion overload?
* Once recruited, getting to know your champions and their personal motivations for becoming a champion is vital.

**Answering the above questions is extremely important when recruiting champions to make sure your champion network achieves the intended outcome within your organisation.**

HOW DO CHAMPIONS ADD VALUE?

## When connecting with a remote workforce

Champions deliver particular value when driving engagement levels and connections within a complex organisation. This is because large, complex organisations usually:

* Have employees based at different sites and sometimes based in different countries
* Have employees working in a wide range of different roles
* Find it difficult for their HR or OD function or management team to secure feedback from all employees at any one time
* Can use champions as trusted voices in different areas of a business to represent what is happening and how employees are feeling, as well as a key trusted voice to cascade and share key updates with.

## When connecting a small organisation

Champions also have benefits for smaller organisations where employees may be geographically dispersed, making connections and contact more challenging. In such cases champions can help colleagues understand what is happening in other areas of the organisation and if and how this may link to individuals and services. An example of this in practice is utilising champions to advocate a new initiative such as the introduction of a new employee benefits platform or launch of a staff survey.

## When connecting leaders to their people

Champions can also be the vital connection between leadership teams and the front line, helping colleagues understand what strategic decisions are being made and the potential input this could have on them and their role and how they can feedback their queries, questions or ideas around this.

## The two-way trusted voice

Champions can also act as a key two-way employee voice conduit, relaying back ideas, suggestions or feedback to management and other senior leaders within an organisation. Champions have the potential, if selected well, to be a trusted voice and help provide insight into climate, morale and engagement along with further areas to develop or review.

Some organisations are taking this one stage further and utilising the influence of trusted advocates to support their champion/ambassador network, i.e. using employees to share messages with other staff. The reason behind this shift is that trust in senior leadership across all workplaces is currently fairly low, (There is a significant gap between the extents to which people respond to senior leaders versus their own peers.  [Edelman Trust Barometer](http://www.edelman.com/global-results/)\* for 2017 puts peer credibility at 60%+ versus trust in CEOs below 38%!). Employees are also more likely to believe what they hear from someone they can relate to such as a colleague, or someone within their own team.

In addition, your champion group when used in this way can also be useful to gain feedback from as they have a good understanding of current issues as well as what needs improving further to help drive engagement levels. When utilising the power of trusted advocates, it is important that your relationship with them is also built on trust to ensure an accurate and honest culture is developed and maintained.

## When engaging hard to reach employees

It is important to note that to help drive engagement with heard to reach workers; champions should not be relied upon as a sole voice mechanism. Leadership visibility is key and although regular feedback and sharing of key updates can be channelled through champions all workers generally want to be recognised and appreciated for a job well done. Authentic leadership should support champions by being visible and genuine. There are several ways of supporting this including regular communication, back to the floor sessions, employee listening sessions and round tables.

## When driving specific projects or initiatives

A network of champions can be used generically whenever you need to step-up engagement on a particular topic or initiative. Alternatively, you may decide to have specific groups of champions for a finite purpose or topic in which case you can consider regional/ location specific champions, campaign or topic specific or even audience specific e.g. language or function. In this case it follows that champions may only have a limited time in role, i.e. for the duration of a campaign.

Use champions as your eyes, ears and voice on the ground. They will add the human touch and an extra personal interaction to any other communication channels you are using. They are ‘one of us’ and as such can improve engagement, as they will not be seen as a management mouthpiece. Peer-to-peer communication, or managed ‘water-cooler’ moments can be powerful.

## Using champions to supplement messages via other channels:

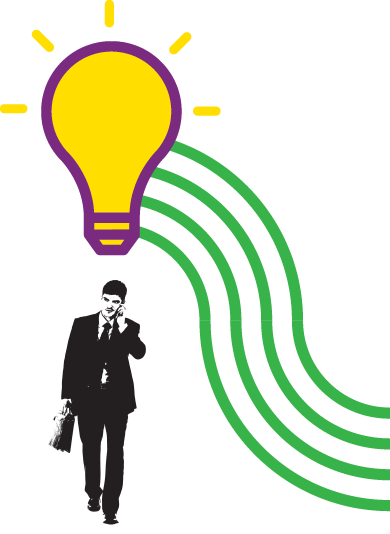
* Reinforce consistency of messages
* Translate or interpret, for example your strategic narrative or brand story, to make it authentic and relevant to a specific audience. Champions with local or functional knowledge can really help bring things to life and make stories real and relevant, so driving engagement
* Literally provide translation if an audience is disengaged due to language issues
* Allow you to leverage the power of face-to-face communication without having leadership teams on a permanent road show.

## Using champions as a conduit for two-way feedback:

* Take questions from employees and feedback these back up the line – this is an important demonstration that the employee voice is heard and seen to be heard
* Brief them effectively and they’ll be able to handle Q&As locally as well as potentially diffuse challenges by being equipped and confident in providing honest and open answers
* Capture stories and best practice to share and reinforce the topic. This also has the potential to feed into reward and recognition activities, helping to further drive employee engagement levels.

## Using champions to gain commitment:

* Role modelling the change/behaviours or actions needed, your champions will demonstrate what is achievable. This is key to delivering understanding of and commitment to the programme/change among your wider audience.



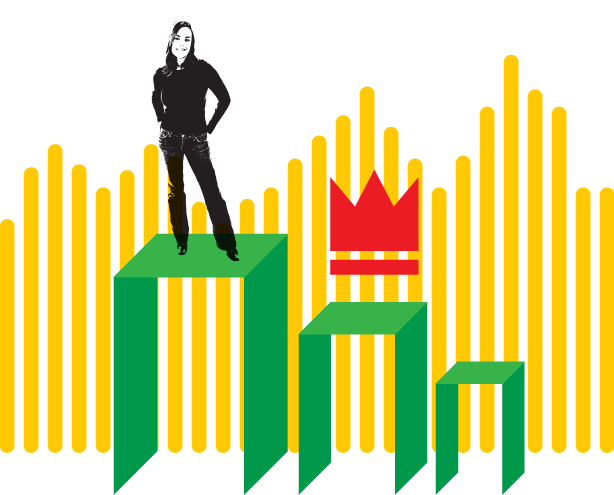
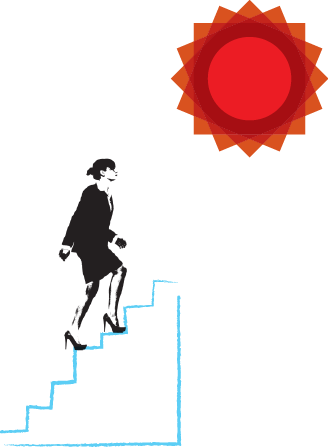
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| CASE STUDY:  C:\Users\h_bery\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.Word\Bidfood Logo.jpgBIDFOOD UK |
| One of the UK’s leading foodservice providers, Bidfood works behind the scenes, delivering food, drink, catering supplies and equipment to a varied range of customers - from hotels, hospitals, schools, restaurants and care homes, to theme parks, pubs and many more in-between. Our business is made up of around 4,500 employees - many of whom are drivers, warehouse workers, telesales or field sales employees - working out of 25+ sites around the UK.  We value partnerships with customers, suppliers and colleagues across the foodservice industry, and over the last few years, we’ve been working with our employees and managers to develop and embed a service excellence culture, including new company values.  One such partnership is with the Global Growth Institute, who we’ve been working with and talking to for a number of years. They suggested using cultural champions on the ground to help embed our values.  However, after an internal communication audit identified a need for more consistent messaging across the business, we introduced a new leadership feedback initiative, which we informally called “street teams”. These street teams were a network of specially formed representative groups to help us connect with our front-line employees.  As part of this approach, each member of our board partnered with one of our depots and spent time, over a number of months, with a small group of people from that site. These street teams included a cross-section of key roles from different operational and customer-facing departments, as well as different generations, to provide a range of views and feedback, including sticking points in our operation.  The leaders scheduled a number of visits, allowing them to build trust, as well as being able to feedback on what they’d done or found out since their last visit. The network provided the board with valuable insight and a refreshed appreciation of our teams’ everyday challenges, particularly for those in the business support functions. On top of giving our people direct access to our most senior leaders, this allowed us to ask for feedback, answer questions and share information, as well as identify any common themes.  To help this process run more smoothly, the People and Sustainability team created a guide to setting up and running a street team meeting (encourage conversation, create an informal environment, importance of listening) as well as providing recommended topics and questions. Experiences were then shared at subsequent board meetings, and the leaders rotated their partner sites over time to make sure each depot was covered.  As a result of this network, we were able to identify a number of problematic processes and take action to improve them, as well as improving our leadership communication through this and quarterly update videos. |

ENGAGING CHAMPIONS

As stated in the MacLeod and Clarke 2009 report, *Engaging for Success*, the employee voice is one of the key enablers of employee engagement, so be prepared to listen to your champions – they have their fingers on the pulse in a way that senior leaders and communication and employee engagement specialists across any organisation cannot. It is important to ensure champions are valued and feel valued for their support. We’ll explain more on how to do this in the next section.

## The fundamentals for successful champions

Much like any role, there are a number of basic requirements any champion will need in order to be effective:

* **Clarity of role** – The most important support to provide is to make sure individuals clearly understand the role of a champion. This includes the purpose and objectives of the role within your organisation, what is and isn’t expected as part of it, who the champion will be representing or acting on behalf of, and why the role is of benefit to the business and the champion themselves. This clarity can allow individuals to take a proactive approach to their role with the confidence of understanding what’s in and outside of their remit.  *Top tip: Consider creating a role profile, which clearly outlines these details up-front for everyone so that they know what they are signing up to and what the organisation can expect*.
* **Clarity of direction** - It’s imperative that your champion network understands how their role is helping the organisation to achieve its goals. FitzPatrick and Valskov (2014) tell us groups without a clear focus can degenerate and lose value, while Seashore (1954) says a cohesive group may even result in members working to meet their own needs, rather than those of the company, if not managed. *Top tip: regular meetings with your network can be a good opportunity to refocus them on the organisation’s priorities or the group’s goals.*
* **Management sponsorship and backing** - If the role of the champions is not supported by your managers - in particular, an individual champion’s line manager - they may struggle to fulfil their commitments and as a result feel undervalued or disengaged by the role. If the champion role is intended to act as a conduit for two-way feedback, champions will need easy and regular access to managers.  Managers should be sure to demonstrate that they have listened and acted as a result of working with their champions, explaining reasons for not acting on feedback, wherever possible. This is important, as Rees et al (2013) suggest that where employers deliver on their commitments, this builds feelings of trust, fairness and a desire for employees to reciprocate. It also builds credibility in the process and in the individual *Top tip: secure management buy-in early on to make sure they understand the benefits a champion will bring to their team and are committed to sponsoring and engaging in the process.*
* **Time** – Inevitably, any add-on role or responsibilities will require the investment of extra time outside of an individual’s contracted role. To empower champions, they should be allowed time to carry out their extra commitments, possibly away from their day job. How much time will depend on the purpose and objectives of the role. In some organisations, this is recognised as ‘Give Back’ to the organisation.  *Top tip: Consider creating a shared timetable, with the champion and their line manager, which schedules regular timeslots for champion responsibilities to be carried out. This can help by providing visibility for managers, easing resource planning and building trust.*
* **Tools** - Although it is possible to carry out a champion role on the strength of face-to-face communication alone, most champions will take advantage of some communication tools or channels to help share messages and gather feedback from their colleagues, and/or each other. *Top tip: champions may benefit from best practice sharing across their network, including ideas on how to carry out the role and any lessons they have learned with their audiences.*
* **Feedback** **and recognition** - Like any role, champions should be given regular feedback on how they are doing. This may come from their own line-manager, or another manager may be appointed elsewhere in the business to oversee the champion network and the tasks they are set. Visible recognition of contributions made by champions can strengthen the view that the role champion of a champion is worthwhile and encourages others to adopt. *Top tip: set out some key success measures (e.g. number of questions gathered, meetings held, presentations delivered, etc.) up-front could aid feedback conversations and provide an objective basis for managing champions, if appropriate. However, where champions are being used less formally, be careful not to disengage individuals through excessive performance management.*

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| CASE STUDY: HANSON UK  By Karen Wright, Talent & Development Manager |
| Hanson is one of the UK’s leading suppliers of heavy building materials. Their products are basic but essential. They are used to build roads, bridges, tunnels, shops and offices, as well homes, schools and hospitals. They have a widespread and diverse employee-base of 3,500 at over 300 sites, ranging from drivers and plant operators to accountants, surveyors and sales specialists.  Their UK employee forum was established in 2008 to provide a formal, company-wide platform for communication and consultation following a merger of our building products, cement and aggregates businesses.  When they decided to run an engagement survey for all employees for the first time in 2017 using Smith + Henderson as providers, it was clear that there would be challenges preventing everyone from participating. These challenges ranged from the lack of access to work email, laptops or mobiles - even the internet at some sites - to concerns about the confidentiality of the survey.  The employee forum was used to build trust and confidence in the process through a bottom-up approach. As representatives of individual constituencies, forum members were able to allay concerns from their colleagues, reinforce the confidential nature of the survey and stress the importance for everyone to have their say. Forum members also highlighted the various ways in which the survey could be completed and explained how the results would be reported – helping people see the full process and how their feedback would be used.  As a result, they had a brilliant response rate of 67%, comfortably beating our ambition of capturing the views of half the workforce.  The employee forum continues to work alongside our HR and communications teams to promote and improve employee engagement. The forum meets formally twice a year but is consulted regularly on a range of employee-related issues from restructuring and disposals to pay and pensions. |

SUPPORTING CHAMPIONS

Once you’ve decided on the purpose of your champions and you’ve successfully recruited your network, it’s important to provide them with on-going support. This support may vary dependent upon the communication strategy and objectives you have chosen, however, there are some key areas that cover most champion roles, regardless of their focus.

## Developing your champions

Typically, an employee champion should be selected because they are an excellent communicator, listener and/or influencer within his or her team.  However, as you get feedback from your champion network and more widely from across your organisation, you may recognise areas for improvement. In this instance, it may be appropriate to provide some, or all, of your network with further support, by identifying and offering development opportunities.

Again, these will depend on the purpose and objectives of your champions and the geographic spread of the workforce, but some potential areas identified for up-skilling could include:

* Listening skills (listening and respecting being at the heart of dialogue)
* Coaching skills
* Data gathering and presentation
* Understanding confidentiality/GDPR requirements, particularly if discussing personal or commercial matters
* Delivering feedback
* Dealing with difficult questions, handling challenging situations
* Running and chairing meetings
* Presentation skills
* Running focus or listening groups
* Influencing skills, stakeholder management and relationship building skills
* Business acumen, i.e. understanding the business context (e.g. performance, the market, etc.) to help translate goals and decisions into “their own words”
* Brand awareness
* Unpacking organisational messages

Additionally, some organisation specific training can be provided to champions including for example learning hours or spotlights on upcoming topics, clarity of expectations and the role as well as identifying a go to person or mentor who can support them.

## Tools

The culture, structure and geographic spread of an organisation will dictate the approach champions take to communicating with their teams and each other. However, some examples of popular tools include:

**Office based teams**

* Noticeboards or a dedicated “communication area”
* Forum groups
* Regular slots on team meeting agendas
* Open-door/walk-in sessions
* Question boards
* Suggestion or question boxes
* Newsletter templates
* Poster templates

**Remote working teams**

* Email addresses and distribution lists
* Online forums and boards
* Intranet areas and blogs, social media
* Enterprise software (e.g. Yammer, Facebook Workplace, Slack), desktop or app
* collaborative software e.g. Trello, Mural
* Conference calls, webinars and pre-recorded messages
* Survey tools (e.g. Survey Monkey, Survey Gizmo, polls on intranet, Slack etc.)
* Posted or online newsletters and magazines

## Activities and initiatives

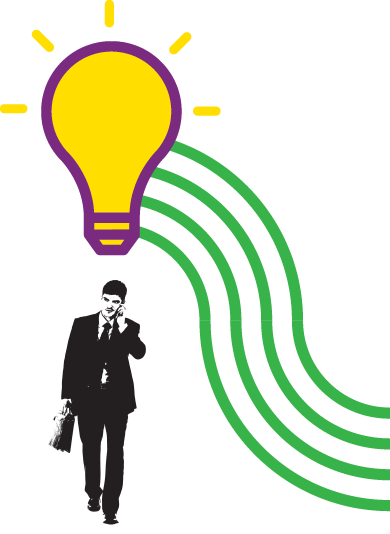
Running special activities across the business may also help champions carry out their role or develop their reputation further by demonstrating their benefit. Potential ideas for these include:

* A recruitment or promotional campaign to raise awareness of the champion role
* Champion networking opportunities, such as a champions conference or meeting
* Using champions to promote high-profile initiatives, such as a charity drive or launch events
* Building processes into working life, such as “quarterly questions for the Board” or company communication cascades

## Alternative roles to support the delivery of change

Mike Klein, a veteran internal communicator with a previous political background, is a persuasive advocate of the importance of informal ‘hidden-influencers’ as opposed to champions or ambassadors.

Influencers and champions or ambassadors are not the same thing. Influencers are the people in organizations that their peers turn to for support, knowledge or sense making. They aren’t nominated by anyone as they become influential by generating respect, sharing knowledge and putting things into context for peers who ask them to do so.

Klein argues that 3% of employees are key influencers who drive organisational conversations with 90% of the other employees. Managers and HR usually have little idea about who is actually influential. The challenge is finding the 3% who are! Leaving managers to select who they perceive as influencers or having HR and communications staff brainstorm names in workshops will likely miss the target. It’s not a necessarily complicated process to do the research into finding the people your employees trust, rather than pushing forward the people you trust (your line managers and departmental favourites) and hoping that no one will notice the difference.

Once you have identified your real hidden influencers offer them enhanced news flows, detailed explanations and rationales for major decisions, even preferential access to senior management so they are able to contextualise in more detail what is happening and why. They need to be able to share your story credibly using their own language, and even if they disagree, they will have access to the facts and realities that outline the case for change which they won’t be able to ignore and will have to acknowledge their legitimacy. If a coherent, cohesive narrative isn’t being conveyed by credible sources, rumour and “fake news” will fill the void.

Klein argues that ambassador programmes can coexist effectively alongside the identified influencer group and that the effectiveness of champions and ambassadors can be improved by connecting them with the hidden influencers and seeking their informal guidance, and if absolutely necessary, their overt support.

For more information see:

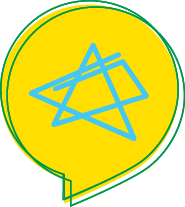
<https://www.ickollectif.com/single-post/2017/04/11/Internal-Influencers-actionable-and-no-longer-optional>

<https://www.ickollectif.com/single-post/2017/04/18/Ambassadors-and-Influencers>

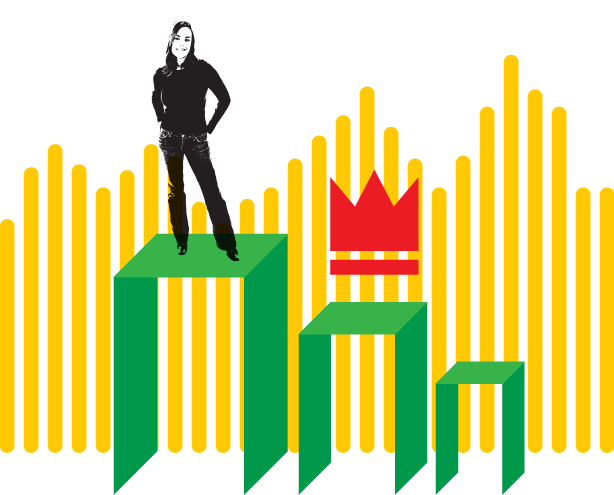
<https://www.mckinsey.com/business-functions/organization/our-insights/tapping-the-power-of-hidden-influencers>

## Avoiding champion overload

In some organisations, there is a danger of having a champion overload, where lots of specific groups of employees are named as champions for different engagement initiatives or areas. The danger of having too many champions means that they could lose their impact and confuse employees about who to contact for what. To help ensure this doesn’t happen in your organisation consider:

* Getting ‘buy in’ from senior managers for your champion programme and giving your champions access to senior managers on a regular basis
* Having a bank of champions which you can utilise generically for key engagement initiatives while having some specialist skills/expertise you can promote through a champion profile e.g. presentation skills, mental health expert, IT specialist
* Challenging requests for new champion groups
* Providing up-skilling and development opportunities for champions to broaden their skills and knowledge and ensure champions continued to feel valued

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| Merlin Entertainments is a global organisation, with different attractions (e.g. Chessington, Legoland, Alton Towers, Madame Tussauds, London Eye in the UK) and very different employee audiences across our worldwide team. This means they need to have local ownership and support in place, in order to roll out global campaigns, engagement surveys and such like.  In recent years, the way they have achieved this is through a network of local champions. The best example to give is with their global employee survey: The Wizard Wants to Know (WWTK), which goes to our 27,000 employees once a year, in 15 languages, and they achieve a consistent 95% response rate.  In each of their attractions, they have self-selected WWTK champions. These people are responsible for organising and preparing the survey, as well as driving interest and response rates within their teams. Merlin let them self-select, as they want people who are really driven and interested in the subject – and they are not always the obvious HR team members. They found that the people who are on the ground in their local teams are the people who know their teams the best.  When centrally driving the WWTK survey, they communicate through these champions and they have project plans, email groups, SharePoint hubs and timelines to keep them on track and encourage conversation between them. Many of the champions from across the globe speak to each other to share ideas and best practice. They also encourage champions to give feedback and drive change.  Merlin try their best to recognise the impact these champions have – from making sure that they get global exposure to new contacts and networks, to giving them champions pop badges and email footer logos.  The results prove it works – 95% response rate and a survey, which has become a part of our DNA – something hard to achieve in such a big, globally diverse organisation. Merlin now apply the same champions network approach to their recognition schemes, charity projects and more. |

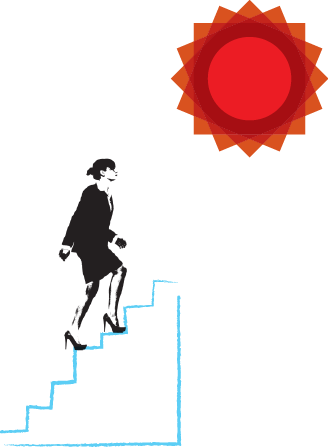


CONCLUSION

This toolkit has explained how champions can play a hugely important role in helping to drive employee engagement levels across organisations, particularly those with lots of front line employees or who have dispersed employee bases across the country and even internationally. Based on key academic studies and first-hand experiences in a range of organisations, we’ve shared ideas and top tips about how you can help other people see the benefits of champions for your organisation as well as how to best select and retain champions. As the world of work continues to evolve and the pace quickens the role of employee champions will too.

In summary:

* Align your champion recruitment strategy to your organisations culture and the purpose you want your champions to have.
* Ensure that any champions you recruit are big enough to be representative of all your employees or the desired employee group.
* Look after your champions – ensure they have regular access to senior managers, provide them with opportunities and help them to grow trust in you – the more you put into your champion programme the more you will get out.
* Don’t fall down the pitfalls – ensure your organisation is not a victim of champion overload or select employee groups – they must represent and paint an honest picture about what’s working well and what needs to be improved further.
* Remember the value of diverse groups in your champion’s recruitment and retention – if you get on board the more ‘difficult’ employees, and include and listen to them, they will be the biggest advocates of your programme.



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