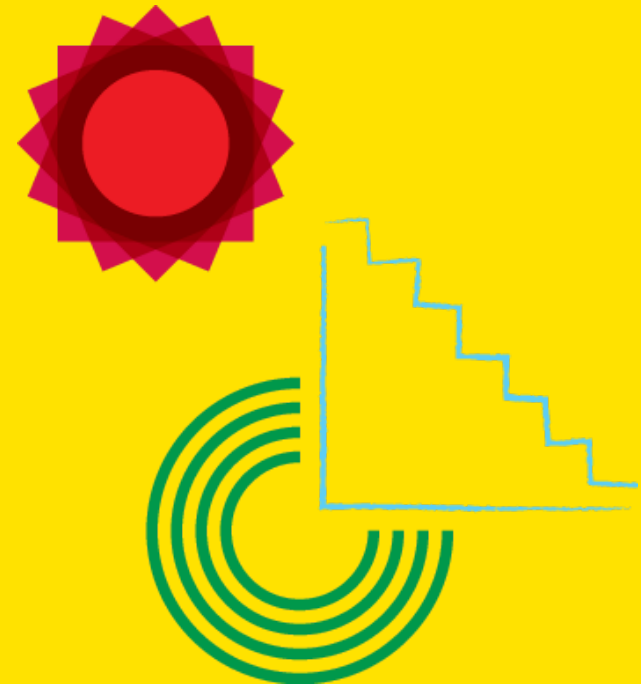




ENGAGE
FOR
SUCCESS

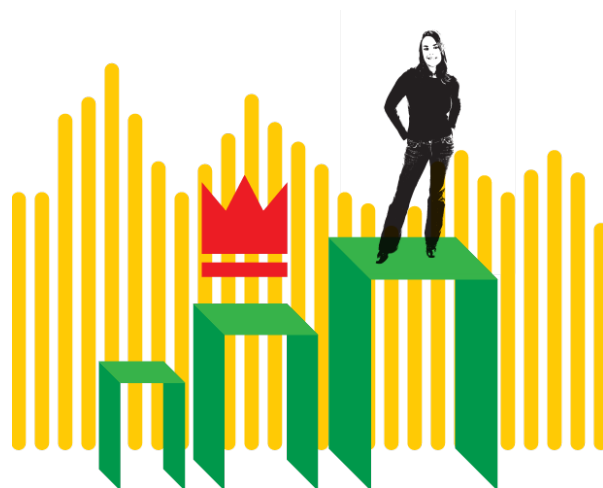
SUSTAINING EMPLOYEE ENGAGEMENT & PERFORMANCE

Why well-being matters



WELL-BEING MATTERS

- > Well-being means feeling good *and* functioning well
- > Employee psychological well-being is a **cause of success** not just an output from it
- > Employee well-being:
 - > Leads to **better performance**
 - > Can be a **source of competitive advantage, innovation and growth**
 - > Is growing in importance for **attracting talent**
- > Increasing employee well-being not only helps people work better, but live longer and happier lives!



EVIDENCE HIGHLIGHTS

Better psychological well-being



- Better customer service and performance

(Best Companies data shows that 95% of the 20 organisations with the highest level of wellbeing agree that the organisation provides great customer service compared to just 25% of the 20 with the lowest levels)

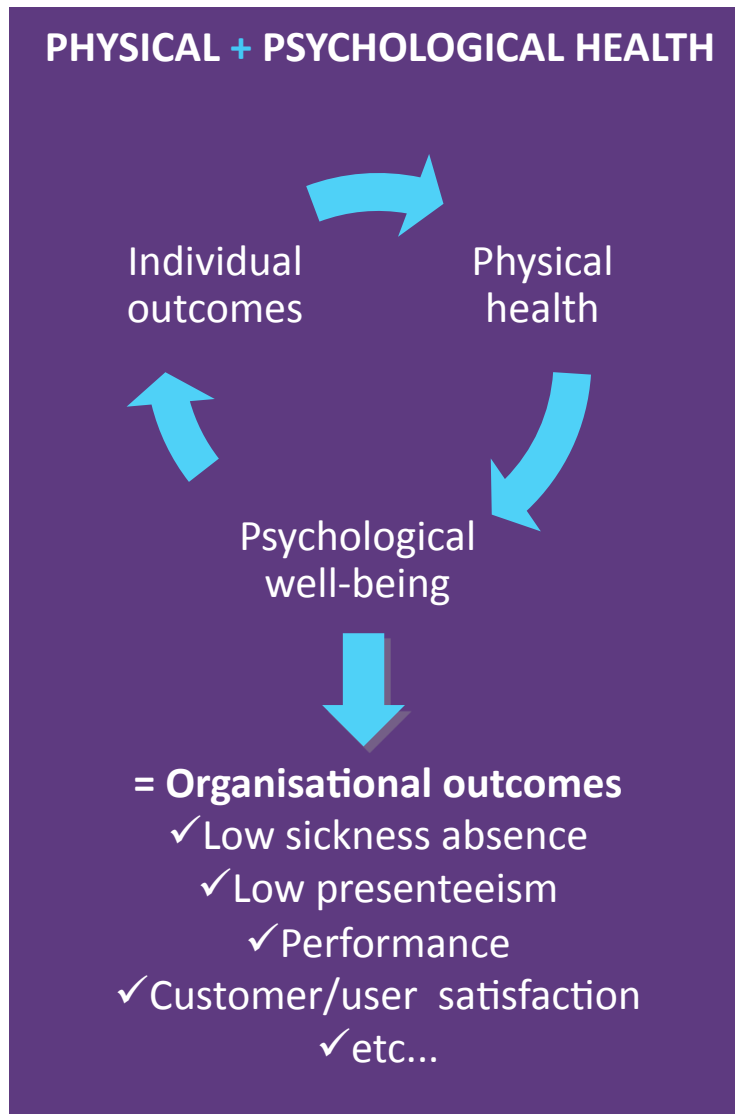
- Increases in productivity of between 3-11%

- Better attendance at work

(Best companies research shows that organisations with lower levels of wellbeing take more time off sick compared to those with the highest levels – over 50% more according to data from the 2012 Best Companies process)

Sources include: Huppert et al., 2009, Moliner et al., (2008); Harter et al., (2003); Trotter et al., (2009); Robertson et al., (2011); Diener & Chan (2011), Donald et al., (2005), Boorman review (2009), Lyubormirsky et al., 2005, Ford et al., (2011), Taris & Schreurs, (2009)

THINKING DIFFERENTLY ABOUT WELL-BEING



- > It's about our **minds** as well as our **bodies**
 - > Organisations typically understand and are doing more about physical rather than **psychological well-being**
- > Prevention is better than cure
 - > It's about **building resilience and preventing ill-health**, rather than only taking action when the damage is done
- > It can be measured
 - > Psychological well-being, and the impact of interventions to increase, it can be measured



Sources include: Huppert et al, 2009; Lyubormirsky et al 2005; World Health Organisation; 2004; Foresight Report on Mental Capital for the 21st Century, 2008; Cohen, 2003; Oswald et al 2012

SUSTAINED ENGAGEMENT DEPENDS ON WELL-BEING

- > **Sustainable** organisational performance isn't possible without positive levels of employee well-being
- > **Short term gain = Long term pain**
 - > Driving engagement in the short-term, without regard for well-being, can be detrimental to employees and over time performance (and the employer's reputation) will suffer
 - > High engagement without wellbeing = higher absence rates and higher turnover of employees
- > Improving well-being increases engagement and performance



9/10/13

EVIDENCE HIGHLIGHTS

- Stress is now the top cause of absenteeism
- Engaged employees with high well-being are (35%) more attached to the organisation than those with lower well-being
- A top driver of engagement is senior management demonstrating a sincere interest in employee well-being
- The best companies to work for frequently outperform the FTSE 100, in particular during the economic downturn from 2009 onwards

Sources include: Harter, Schmidt and Keyes (2003); Moliner et al., (2008); Harter et al., (2003); Trotter et al., (2009); Robertson et al., (2011); Diener and Chan (2011); Towers Watson, (2010); Towers Perrin 2008 Global Workforce Study; Cropanzano & Wright (1999)

THE DRIVERS OF WELL-BEING PROVIDE ENABLE AND ENHANCE THE DRIVERS OF ENGAGEMENT...

Key Evidence-based Drivers of Well-being:

> Provide support and enable good relationships:

- > Supportive and trusted workplace relationships
- > Individuals feel supported by managers, peers and the organisation
- > Positive behaviours to prevent unhelpful conflict and unacceptable behaviour – and deal with problems when they arise

> Ensure jobs and work environments are well-designed

- > Scope for challenge and development
- > Adequate resources
- > Roles that are clear and integrated
- > Productive, healthy working practices that allow good work-life balance
- > Healthy, safe environment
- > Well-managed change

> Enable control and autonomy

- > Individuals have a say over how they do their work
- > Individuals and teams are provided with autonomy

> Help employees find meaning and purpose at work

- > Help employees to make connections between organisation purpose, strategic narrative and goals and what is personally meaningful for them in their day-to-day work.

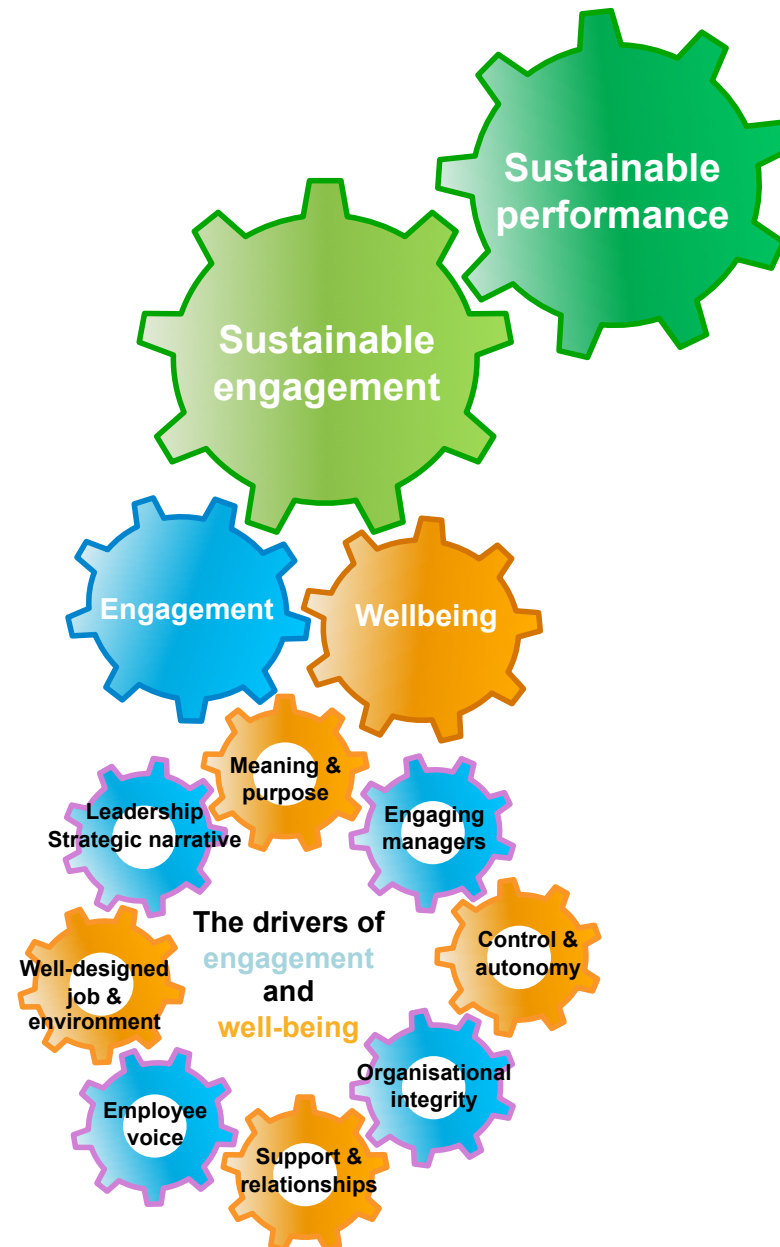
Drivers of Engagement:

- > Leadership/Strategic narrative
- > Engaging managers
- > Organisational integrity
- > Employee voice

Sources: MacLeod & Clarke; extensive review of job satisfaction, organisational psychology literature

SO TAKING AN INTEGRATED APPROACH ENABLES...

...sustainable
engagement
and
sustainable
performance



EVERYONE PLAYS A PART



EVERYONE PLAYS A PART - Example actions



CEOs

- Understand the business case for taking employee well-being and engagement seriously and show that they think it matters
- Place the drivers of well-being and engagement at the heart of organisation values, structure and processes
- Actively recognise and reward managers for building sustained engagement and well-being
- Actively listen to employees and show appreciation for their efforts



EVERYONE PLAYS A PART - Example actions



POLICIES & PROCESSES

- Processes for recruitment, performance and talent management, development and reward etc support and enable that employee well-being and engagement rather than act as a barrier to it
- Processes and programmes that inform and educate employees, managers and leaders on how to build and maintain engagement and psychological as well as physical well-being



EVERYONE PLAYS A PART - Example actions



MANAGERS

- Allow people a sense of control in the workplace
- Encourage and build good relationships within their teams and across them
- Make the links between organisational purpose/values and the day-to-day work of their team members, so people feel that what they do and how they do it matters
- Know their individual team members and what brings personal meaning in their work
- Listens to the ideas of their team members so so they feel they have a 'voice'
- Provide opportunities and support for employees to develop their skills and use their strengths and talents
- Regularly give clear, growth-minded feedback – what's gone well and what needs improving

EVERYONE PLAYS A PART - Example actions



EMPLOYEES

- Understand how they can get engaged at work and why that's good for them and the organisation
- Develop the skills to build and maintain their well-being and engagement
- Actively find ways to use their skills, strengths and talents
- Be aware of the impact their behaviour has on the well-being of others
- Actively work at relationships at work and help and support colleagues

EMPLOYEE WELLBEING AND ENGAGEMENT HAS A BROADER IMPACT

So there are links with CSR too...

- > Employees with higher well-being are more likely to volunteer, help others and engage in pro-environmental behaviour
- > Volunteering and helping others increases well-being
- > An organisation's CSR activities can be a source of pride, engagement and meaning for employees
- > Stress at work isn't left on the job – it impacts employees' lives outside work and the lives of the people around them



Sources include: Post, S. G. (2005); Lyubomirsky, S, Sheldon, K M, & Schkade, D. (2005);
Dunn, E.W., Aknin, L.B. & Norton, M.I. (2008); Grant, 2007; Grant 2008; Grant & Gino, 2010