

London Engagement Sessions:

8th October
The Power of Effective Communication

12th November
Engaging Your Employees...Strategies that Really Work!

To find out more or to secure your place on one or more of these sessions, please contact Sweta Patel at sxp@hda.co.uk or on 020 7484 5065

A recent report commissioned by Secretary of State for Business, Innovation and Skills highlighted the fact that 'organisations that truly engage and inspire their employees produce world class levels of innovation, productivity and performance'. With CIPD (2009) estimating that only one third of all British workers are fully engaged at work; strategies to measure and enhance employee engagement must be developed. With this in mind, HDA are launching a series of Autumn HR Sessions focused on the theme of employee engagement.

The HDA Autumn Sessions will provide HR with a toolkit of practical skills and strategies to take back to the workplace to enable even greater engagement success now and in the future!

HDA has delivered world class human capital consultancy services across all sectors for over 30 years. We deliver a broad range of human capital consultancy projects and services. including consultancy in:

Talent Management, Executive Coaching and Engagement

See more here - www.hda.co.uk/corporate/our-services/talent-management.asp

Career Transition / Outplacement

See more here - www.hda.co.uk/corporate/our-services/career-transition.asp

For more information on our news, events and articles visit www.hda.co.uk

DELIVERING BUSINESS SUCCESS THROUGH PEOPLE SOLUTIONS

Employee Engagement in Recessionary Times... what organisations need to do differently to attract, retain and develop the next generation of talent!

Organisations are increasingly focusing on what they need to do differently to retain not only talented employees, but all employees. In this climate what else will employees be looking for?

One significant factor will be integrity and a sense of being in control; the ability to survive a crisis. With an almost unprecedented number of mergers and acquisitions, maintaining stability in a career almost becomes like a board game - land on this square, take a card and describe how you will deal with this situation! From an employee's perspective they need to be able to demonstrate flexibility, resilience, an entrepreneurial spirit and an ability to jump in and make a contribution in challenging and changing circumstances.

From the employer's perspective they need to be able to demonstrate that they can provide stability in a shifting marketplace. They need to be able to respond to challenging questions from prospective employees about their job security.

However a pragmatic approach would suggest that in reality there can be no certainty from the employer or the employee's perspective. With the level of change brought about by economic uncertainty, both sides need to recognise that operating in the here and now is about as permanent as it may get; but operating at optimum pace and capacity is as good a recipe for success as anything else.

Most employees are loyal, and will only be tempted to move organisations if they are unhappy, one of the reasons for this can be as a result of a break down in relations between them and their line manager. Managers who enable people to do their best; who coach and mentor with enthusiasm; and who provide developmental opportunities are a critical factor in employee loyalty and engagement. Managers can reinforce an individual's feelings that they are working for a great employer.

Commitment to employee wellbeing
Increasingly organisations are recognising the importance of the working environment to their employees. Some organisations have gone beyond the immediate environment to look at the lifestyle facilities that exist for their employees in the broader location of their organisation. As well as health and safety issues, the working environment needs to be well designed and conducive to creating good working conditions.

Organisations are also being challenged by their employees, customers and governments to radically overhaul their approach to the carbon footprint, and every aspect of their supply chain.

As well as focusing on what employers can offer it is important to identify what employees want. As part of my research with Generation Y employees I have found the following to be amongst their desires:

Most employees want a clear career path; receiving positive feedback and having senior people showing an interest in their ideas and personal development is a very important factor in why talented people stay with an organisation.

'Opportunities for travel, outside social activities, flexibility, multi-cultural environment, good team environment, something beyond a graduate programme, entrepreneurial spirit.'

'Opportunity to see where I can make a contribution, I want to feel good about what I do.' Money is important because of student debt, and many are concerned about wanting to get on the property ladder, but it is only one factor in a number of others. They are definitely concerned about work/life balance perhaps more than any other generation.'

There are some commonsense ways of engaging employees:

- Think very carefully about the messages that you are sending out to potential new employees through your recruitment advertising
- Some organisations use the term 'onboarding' to describe a process of support for the new employee, which starts pre-employment, continues through induction and the first few months of employment
- Following this period maintain an employee's loyalty through supportive management and on-going constructive feedback
- Provide real opportunities for progression, new responsibilities, new teams, cross-functional working
- Demonstrate clear and visible leadership, showing each and every employee that they are valued in the overall delivery to the customer
- Clear communication, using all forms of media, to ensure the employee really feels knowledgeable about company performance
- Play an active role in the community, being recognised for your corporate and social responsibility
- Working and playing together, having fun, recognising achievements, celebrating personal, family and company success

Extract from the forthcoming new book: **Employee Engagement in Recessionary Times** - what organizations need to do differently to attract, retain and develop the next generation of talent by Kaye Thorne, HDA Associate Consultant.