

# Focused, engaged and resilient staff

*Build a solid business case for, and ensure ROI on staff engagement and wellness initiatives...*

In the private sector, reeling from the impact of recession, instability across the world's largest and most formidable organisations, high volume redundancies at all levels, and black holes in pension fund balance sheets; a sense of staff dislocation and disengagement with corporate objectives is acute within many private sector organisations which have been fortunate to have survived the recession. In addition to diminished staff engagement, the recession will have strongly impacted the resiliency and ultimately wellness of staff in these organisations.

In the public sector (arguably bolstered by additional spending on public works to kick start the economy) one in five Britons now already works for the state; with one in 19 within the NHS alone. This is a crucial economic population which Britain needs to have stay focused, engaged and resilient.

The government's 'prioritise and economise' message at the TUC on 15th September provides a clear picture of what is likely to follow: an increasing and significant number of state assets and jobs are likely to come under scrutiny over the coming months and years, with potential for large-scale restructuring and job loss.

Clayton Glen, Director at HDA Associates, explains: "The positive effects of any organisational transition always go hand in hand with a degree of fear for the future within an organisation, resistance to change where that change is not well understood, or not considered valid, and possible disengagement with the objectives of the organisation, with scope for the development of staff wellness issues. This has potential to impact team morale, team and individual performance, workplace behaviours and subscription to/engagement with organisational values and forward strategy."

Glen adds: "The implications of this breakdown from an employer's perspective is that both private and public sector

leaders need to work harder at maintaining relationships with key talent, work harder at enhancing levels of engagement, and work harder at maintaining their corporate reputation; in particular their actively or unconsciously cultivated 'employer brand', which will impact the quality of key talent attracted to the organisation and retained in the next decade. All of these are long-term strategic business continuity imperatives for organisations in both the private and public sectors."

## **A solid business case and strong leadership for ROI on engagement and wellness investments**

In a post-recession economy, the vital objectives are: staff awareness; staff commitment; staff productivity; resiliency and change coping skills; effective workplace behaviours; employer reputation, and the attractiveness of the organisation to key talent in the future.

Strong leaders in both the private and public sectors are able to articulate a clear business case for engagement and wellness enhancement initiatives that:

- Provide an internal agenda ("burning platform") for staff engagement/morale/wellness – subscribed to by all stakeholders;
- Communicate the objectives, commitments and commercial limits of an appropriate measurement and management initiative;
- Source a specialist external delivery partner to accurately measure staff engagement in a structured way that enhances how staff engagement/morale/wellness is later prioritised and managed;
- Effectively prioritise and manage staff engagement issues once these have been measured.

According to Melissa Gallagher, Client Partner at HDA: "Engagement and wellness initiatives should never be about simply

measuring opinion (without clearly communicating an expected leadership response up-front), or about external benchmarking without a strong focus on internal engagement exemplars, and internal wellness promotion initiatives which can be adopted across the organisation.

"Simply setting out to benchmark your organisation's engagement and wellness position against other similar organisations is a sterile exercise with little scope for commercial (private sector) or service/efficiency (public sector) returns. Strong leaders need to put 'clout' behind these initiatives."

With its 30 years of consultancy experience, HDA has delivered comprehensive, creative and outcomes-focused staff engagement, staff wellness/resiliency and employer reputation solutions across all sectors for 10 years – working in partnership with a range of world class organisations. HDA's unique four stage, 9-Box Engagement Model© is aimed at achieving clear commercial and behavioural outcomes that enhance staff engagement and wellness; and in turn the organisation's reputation.

For more information, please use the contact information below.



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