



**Denise Hartley-Wilkins**  
Shine People Consulting

- Professionally qualified HR specialist
- Investors in People Assessor & Advisor
- Business coach & mentor
- Vice President HRINZ Nelson Committee
- MHRINZ – Professional Member of Human Resources Institute of New Zealand
- MCIPD – Full Chartered member of Chartered Inst. of Personnel and Development
- Lominger certified

## Going the Extra Mile

- The case for employee engagement

Research undertaken in New Zealand revealed that employees felt that line managers were less effective in motivating and engaging their staff. This seems to be supported by Gallups' 2009 engagement survey results which showed that only 29% of staff were engaged in their work.

Yet when I work with people leaders at all levels it is clear that they are actively working to motivate their staff.

We have a gap between what our people leaders are trying to do and what the employee is experiencing in the workplace

Increasingly organisations around the world are turning to the principles of employee engagement to build high performing workplaces, drive productivity and business results.

## What is Employee Engagement?

There are a range of definitions out there.

Employee engagement is best described as *“a positive emotional connection to an employee’s work”* the outcomes of which are *“additional effort over and above requirements of a job description..... The difference between how well people **actually** perform and how well they are **capable** of performing”*. Or, put more simply, ‘going **the extra mile**’

Research suggests the difference between how well people **actually perform** and how well they are **capable of performing** is between **20% - 40%** above actual performance

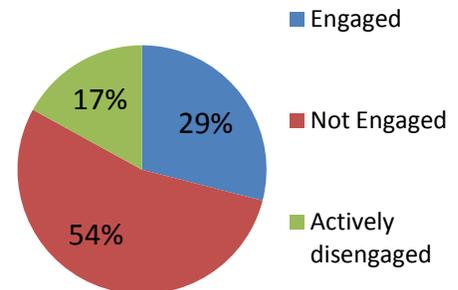
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*Helping your people, your workplace and your business to ...*

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## Employee Engagement in NZ



Source: Gallup 2009

## The business case stuff.....

Is employee engagement yet another fad? Why follow the pack unless there's a WIFM (**What's In It For Me**) factor?

Here goes with some of the statistics.

- Engaged employees are more productive and stay longer. When compared with their disengaged counterparts, engaged **teams** on average have:
  - 27% fewer unscheduled absences.
  - Between 31% and 51% less turnover
  - 18% higher productivity
- Research has also shown a direct line of sight between engaged staff and engaged customers. Customers who deal with highly engaged staff are:
  - 12% more loyal or engaged than those who deal with disengaged staff.
  - Fully engaged customers deliver a **23%** premium over the average customer in terms of spend and relationship growth. The key to achieving this is engaged staff

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## Employee Engagement – what does it look like in the workplace?

### Signs of Engaged Employees



- Being pleasant to customers
- Showing initiative
- Do it right
- High performance
- Loyal to organisation, team and role
- Build supportive relationships
- Innovative and drive for efficiency
- Positive and enthusiastic
- Go the extra mile
- Good attendance and timekeeping

### Signs of Disengaged Employees



- “Physically present, psychologically absent”
- Poor customer focus
- What can I take rather than what can I give
- Do the minimum
- Careless
- Not productive but always have excuses
- Normal reaction starts with resistance
- Negative about organisation, team and role
- Might sabotage or manipulate situations
- Somebody else’s problem
- Clock-watcher
- Takes ‘sickies’
- Poor timekeeping

### Does any of this look familiar?



## How Shine People Consulting can help you. Services offered:

- Business improvement using the international Investors in People framework
- In house or outsourced Human Resources support
- Recruitment and selection support
- Change management support – change planning & communications; upskilling your people leaders to lead and manage change; *Working with Change* workshops to help transition your staff from A to B
- Employer of Choice strategies – transform your business into one with a strong employer brand, enabling you to attract, recruit, engage & retain high performers that deliver on your business goals
- Employee engagement strategies – how to get the best out of your people resulting in improved productivity and business results
- Helping you resolve those tricky people problems that keep you awake at night!
- Recruitment and selection support
- Project management –from project inception and design to execution and review
- Strategic and operational planning – from facilitation of, to writing of plans and development of reporting frameworks
- Management skills training (change management, managing diversity, recruitment & selection, appraisal, managing performance)
- Staff development – from training needs analysis to personal development plans and development frameworks
- Coaching and mentoring (inc. leadership, performance management, delegation, communication, time management, career and interview skills)
- Employment policy, procedures, process and systems development and implementation – including staff handbook, job descriptions, performance management frameworks and practical guidance on their application in the workplace.
- Internal communication strategies and planning

## Engaging your staff • what matters to them?

Find out in my next newsletter about what you need to do to get the best out of your team



### HRINZ Nelson Branch : November Networking event

#### The Key Drivers of Employee Engagement

19 November 2010, 12.00 – 2pm  
Nelson City Council Chambers

What really engages your employees in their work? What are the 'hot buttons' that every people leader should know to help them get the best out of their team? After running the JRA Best Workplaces Survey for the past 11 years, the team at JRA (NZ) Ltd know what sort of things you should be thinking about when trying to build a great workplace. JRA Senior Consultant Leighton Abbot will share some of their data-driven insights into the drivers of employee engagement, linking the deceptively simple employee survey to bottom-line performance metrics.

Erika Svarc from Nelson City Council will then describe their own recent experiences in responding to their own survey feedback – a process that has resulted in improved engagement scores over the past year and renewed confidence from their Leadership Team in the benefits of committing to the survey process.

For more information or to register go the [HRINZ website](#) or contact Denise Hartley-Wilkins direct, details below.

**“Rhetoric is not important, actions are”**

- Nelson Mandela

#### CONTACT

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