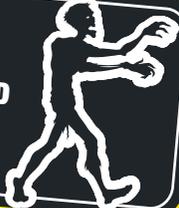




**ZOMBIES ARE
EMPLOYEES WHO
DON'T FEEL ENGAGED
OR CONNECTED TO
THE BUSINESS**

A white silhouette of a zombie-like figure with a hunched posture and outstretched arms, set against a black background within a rounded rectangular frame.

BEAT THE ZOMBIES

SEASON 2
WHAT EVERY ORGANISATION NEEDS TO
KNOW ABOUT EMPLOYEE ENGAGEMENT

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According to many survey results, employee engagement rates are regularly coming in at **70%** and above

BUT

THE CIPD 2015 EMPLOYEE OUTLOOK SURVEY INDICATED THAT THE EMPLOYEE ENGAGEMENT INDEX WITHIN THE UK IS AT JUST **39%**

SO WHAT'S THE SCORE?

Survey results are a good place to start but don't reveal the bigger picture. Smart organisations explore alternative metrics, examine other areas of the business and consider potential pitfalls.



MAJOR TRUST ISSUES

ONLY **42%** OF EMPLOYEES
BELIEVE POSITIVE CHANGE
WILL HAPPEN AS A RESULT
OF COMPLETING
ENGAGEMENT SURVEYS



THE COLD HARD FACTS

Only **55%** of organisations have an explicit employee engagement strategy...

86% of people managers know about it...

65% of senior leaders are familiar with it

...and only **38%** of employees are aware of it.





IT'S AN EPIDEMIC

**“ RAISING EMPLOYEE
ENGAGEMENT HAS NOW BECOME
ONE OF THE HIGHEST PRIORITIES
FOR ORGANISATIONS ALL
AROUND THE GLOBE ”**

THE STUFF OF NIGHTMARES

Poor engagement is often all about the basics

Leaders and managers:

- Failing to recognise achievements
- Not giving clear directions
- Not making time to meet
- Failing to talk to subordinates
- Taking credit for others' ideas
- Not offering constructive criticism
- Not knowing employee's names
- Refusing to talk to people on the phone/in person
- Not asking about lives outside of work

These issues are worsened by:

- Low quality training and few learning opportunities
- Little or no feedback given
- Limited career opportunities
- Poor remuneration
- Inflexible working environment
- Overwhelmed with work
- Trust issues

**A FRIGHTENING CASE OF POOR
BEHAVIOUR FROM LEADERSHIP**

**& A LACK OF GOOD
COMMUNICATION**



RAISING THE GAME -

ORGANISATIONS TAKING DEFINITIVE ACTION



70%

are working on
communications
effectiveness

74%

are focusing
on leadership
behaviours

HOW TO IDENTIFY YOUR ZOMBIES



VIRUS SPREADERS

Spreading negativity wherever they go, not only at work, but on social media too



MOOD HOOVERS

Communication is a challenge and what does manage to slip out tends to be gloomy and cynical



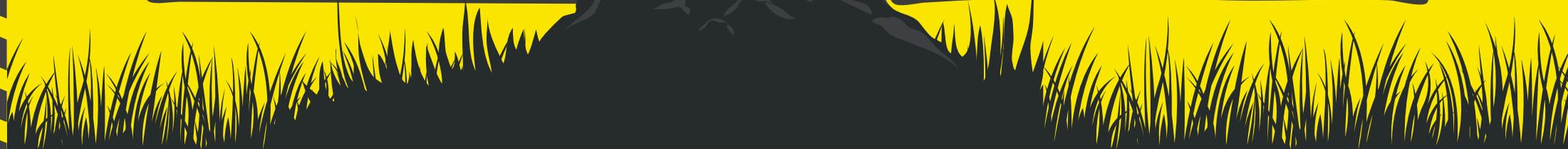
LIFE SUCKERS

Slow moving and seriously lacking enthusiasm, these guys are like decaying anchors



FLATLINERS

Biding their time with no purpose, no goals and no plan. The 'mentally checked-out'



HOW DO YOUR EMPLOYEES RATE ON THE ZOMBIE SCALE?

GREEN - THE ALIVE AND ENGAGED

HIGH CONTRIBUTION AND HIGH SATISFACTION

A critical group, these employees are among the high performers and are satisfied with their job. They contribute fully to the success of the organisation and find great satisfaction in their work. They are known for their discretionary effort and commitment.

AMBER - SIGNS OF LIFE OR WONDERING AWAY

HIGH SATISFACTION BUT LOW CONTRIBUTION

The people showing signs of life are often new to the organisation or their role – and happy to be there. They have yet to find their stride or clearly understand how they can best contribute. The ones that are wondering away may be working hard, but are drifting, working on non-essential tasks, contributing little to the success of the organisation.

RED - THE FULL ON ZOMBIE

LOW CONTRIBUTION AND SATISFACTION

Most disengaged employees didn't start out as bad apples. They still may not be. They are the most disconnected from organisational priorities, often feel underutilised and are clearly not getting what they need from work. They are the moaners and groaners and not pulling their weight.

CONNECTING WORLDS: THE POWER OF SOCIAL AS AN ENGAGEMENT STRATEGY

56% of employers use various social media tools as part of their internal communication initiatives to build community— creating a sense that employees and leaders are in it together, and sharing both the challenges and rewards of work.

Truly *social* organisations with actively engaged employees:

- × Embrace communication tools and mobile-friendly technology.
- × Build an employee-driven, social culture of open dialogue and free-flowing conversations.
- × Provide a place where ideas can grow.
- × Adopt a people-powered, people-matter approach.



THE TECHNOSTRESS VIRUS

Technostress is “a modern disease of adaptation caused by an inability to cope with the new Computerworld technologies in a healthy manner”

According to research, **58%** of employees always check their phone the instant they get an alert for an incoming text or email, and **38%** almost always feel anxious when they do not have their mobile phone on their person.

TECHNOSTRESS HAS A DECAYING EFFECT ON ENGAGEMENT

HOW TO REDUCE TECHNOSTRESS:

- × Ask: 'Is this message really **necessary**?'
- × **Simplify** and **shorten** complex messages
- × Give *employees* **space** – steer clear of 'private and personal channels'
- × Use the right **channel** for each message and the right **tone** for each channel
- × Don't forget the power of *face-to-face*
- × *Support* structured **social** strategies, **adopting** the right technology



DEFINE THE WHY

73% of employees who say they work at a 'purpose-driven' company are engaged, compared to just **23%** of those who don't.

A purpose-driven company has '*an important objective that creates meaningful impact for stakeholders.*'

It is essential for companies to make their purpose clear to employees, and to establish systems that reflect that broader purpose.



STAYING ALIVE

Edelman's 5 actions to take

1 Make engagement just as much about your customers, your brand and your business as it is about 'HR issues'

2 Get tough on measuring engagement – don't fool yourself with easy-to-get high scores that offer little actionable insight, instead focus on employees who are fully engaged

3 Be specific – identify the factors that impact engagement the most and equip managers to take focused actions in those areas

4 Don't get distracted away from tackling leadership behaviours and communications effectiveness. Those will solve the greater part of your engagement puzzle

5 Build trust by getting employees actively involved in planning engagement for the future



DOOM & GLOOM OR HEALTH & HAPPINESS?

1 IN 3 WORKERS WOULD CONSIDER LEAVING THEIR JOB DUE TO POOR WORKPLACE WELLBEING

- × Look for easy ways to incorporate wellbeing activities into the day-to-day routine at work.
- × Make sure employees themselves have a say in what determines their wellbeing.

IT'S TIME TO PUT WELLBEING AT THE CORE OF BUSINESS



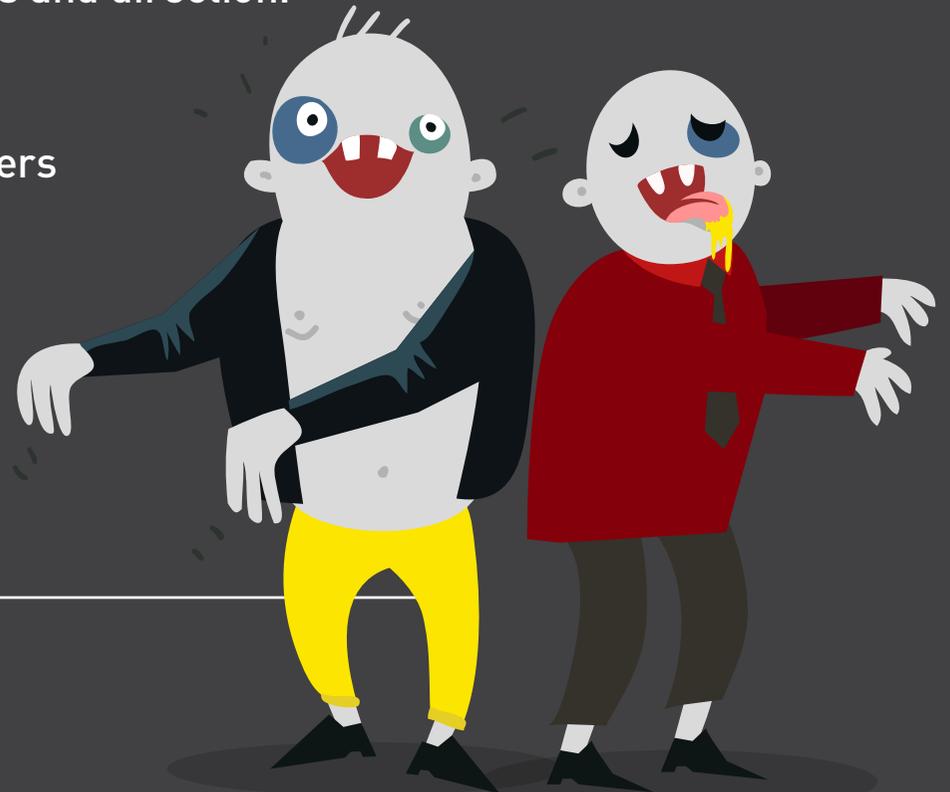
TNTS

RATHER THAN EXPLODING ZOMBIES WE'RE TALKING TINY NOTICEABLE THINGS - THAT MAKE A MASSIVE DIFFERENCE

Engagement can start with small gestures and genuine demonstrations of appreciation. It's easy to dive in with big campaigns and strategic messages but we need to create a broader sense of togetherness and direction.

SMALL THINGS GO A LONG WAY...

- × Turn on your people before you turn on your computers
- × Make contact to congratulate
- × Make time for fun
- × Notice and know everyone
- × Encourage 'what's right' thinking rather than 'what's wrong' thinking
- × Demonstrate kindness/thoughtfulness in all actions
- × 'Ask for my opinion, involve me, keep me informed.'



TRANSACTIONAL

Transactional engagement
= survey = results =
action plan = limited success

VS

TRANSFORMATIONAL ENGAGEMENT

Transformational engagement
= harness employee insight =
engagement is part of the DNA

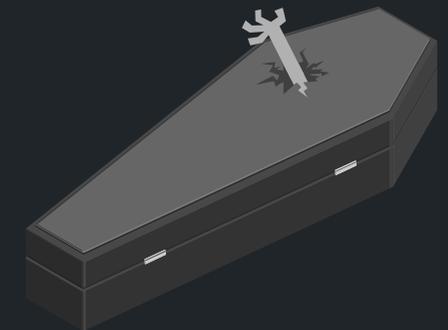
Successful organisations are taking a **proactive**
rather than reactive approach

Redefining engagement **beyond** the annual survey

Engagement becomes a **continuous**, holistic
part of the business strategy

Embracing a **new** breed of pulse surveys, using
regular **multi-channel** communication and employee
sentiment gauging **tools** with real-time platforms

Managers can **rapidly** assess when engagement
is high and when problems are arising



ADVICE FROM THE EXPERTS - THE FOUR ENABLERS OF ENGAGEMENT



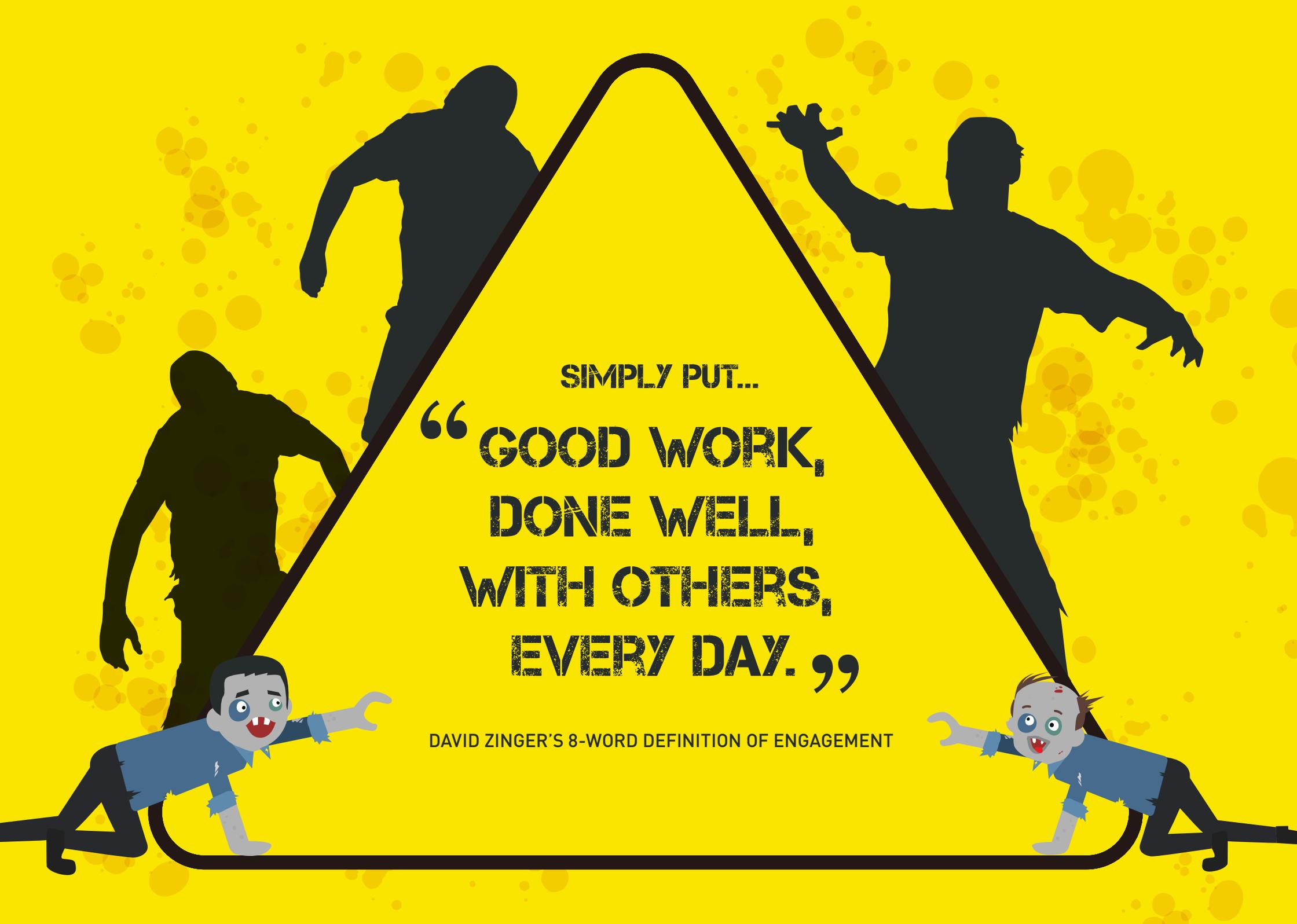
According to the **Engaging for Success** report, there are four themes to focus on for successful engagement:

1. VISIBLE, EMPOWERING LEADERSHIP providing a strong strategic narrative about the organisation, where it's come from and where it's going.

2. ENGAGING MANAGERS who focus their people and give them scope, treat them as individuals and coach and stretch them.

3. THERE IS EMPLOYEE VOICE throughout the organisation, for reinforcing and challenging views, between functions and externally, employees are seen as central to the solution.

4. THERE IS ORGANISATIONAL INTEGRITY – the values on the wall are reflected in day to day behaviours. There is no 'say – do' gap.

A large black triangle is centered on a yellow background filled with small, semi-transparent yellow circles. Four black silhouettes of people are positioned around the triangle: one at the top left, one at the top right, one on the left side, and one at the bottom left. Two cartoon characters, one on the bottom left and one on the bottom right, are crawling towards the triangle. The text is centered within the triangle.

SIMPLY PUT...

“GOOD WORK,
DONE WELL,
WITH OTHERS,
EVERY DAY.”

DAVID ZINGER'S 8-WORD DEFINITION OF ENGAGEMENT

ZOMBIE INFECTION DOESN'T HAVE TO BE FATAL



There's no need to decapitate, set on fire or wield stakes.

WE HAVE THE ANTIDOTE TO KEEP YOUR COLLEAGUES ALIVE AND FREE FROM ZOMBIE INFECTION. GREAT IDEAS TO SUPPORT YOUR STRATEGY, COMMUNICATING AND ENGAGING

Zombies are won and lost internally – keep their hearts and minds safe and focused on the business at hand. Give them understanding of strategy, let them have their say and input, help them share experiences and learn. Keep them Alive!

Sources

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