ENGLISH UK

Academic Leadership Conference

The Secret to Total Employee Engagement

Josh Round

LonDOSa
The London DOS association

LAMSIG

Academic Leadership Conference

- Why worry about employee engagement?
- How do we measure it?
- What drives engagement?

St Giles
LONDON CENTRAL

A Tale Of Two Teachers

- What is employee engagement?
- Why bother?

What is morale?

US military's 'Morale survey' – main interest was in the troops' willingness to fight (WW1)

Job satisfaction = good performance?

Concept of engagement: the degree to which people brought their 'full selves' and energy to the job.

Opposite of employee burnout?

What is engagement?

‘An employee’s willingness and ability to contribute to company success.’

‘The individual’s involvement and satisfaction with as well as enthusiasm for work.’

‘Pride, passion & enthusiasm for work.’

https://decision-wise.com/7-definitions-of-employee-engagement/

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Employee engagement

Head of Internal Communications & Engagement

Knight Frank ★★★★☆ 64 reviews

Baker Street

Job Summary

Based in our Global HQ at Baker Street, the Group Marketing & Communications team provides sup
both UK and International offices, formulating and implementing relevant strategies and Marcomms
campaigns. We are currently recruiting for a Head of Internal Communications & Engagement to own
corporate internal communication and engagement strategy. Overseeing the successful delivery of a
relevant activities.

The role will be responsible for executing all internal communication related activity, including scoping
overseeing the delivery of campaigns, change programmes, employee engagement strategies, key
announcements, employee communications and related events.

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Employee engagement

Internal Communications and Employee Engagement Officer

Hackney Borough Council ★★★★☆ 61 reviews

Hackney

£39,543 - £41,466 a year

Internal Communications and Employee Engagement Officer. Reporting to the Internal Communications and Employee Engagement Manager, this post will lead on...

on a key role in its award-winning Communications, Culture and Engagement service.

Reporting to the Internal Communications and Employee Engagement Manager, this post will le
delivering the internal communications strategy, corporate communications and associated proj
multiple portfolios. This role will also be integral to delivering our staff engagement strategy and

The successful candidate will be able to think strategically, have first class writing skills and have

Best UK company?

'The company's ultimate purpose is the happiness of all its members, through their worthwhile and satisfying employment in a successful business.'

John Lewis Partnership

Principle number 1

Why bother?

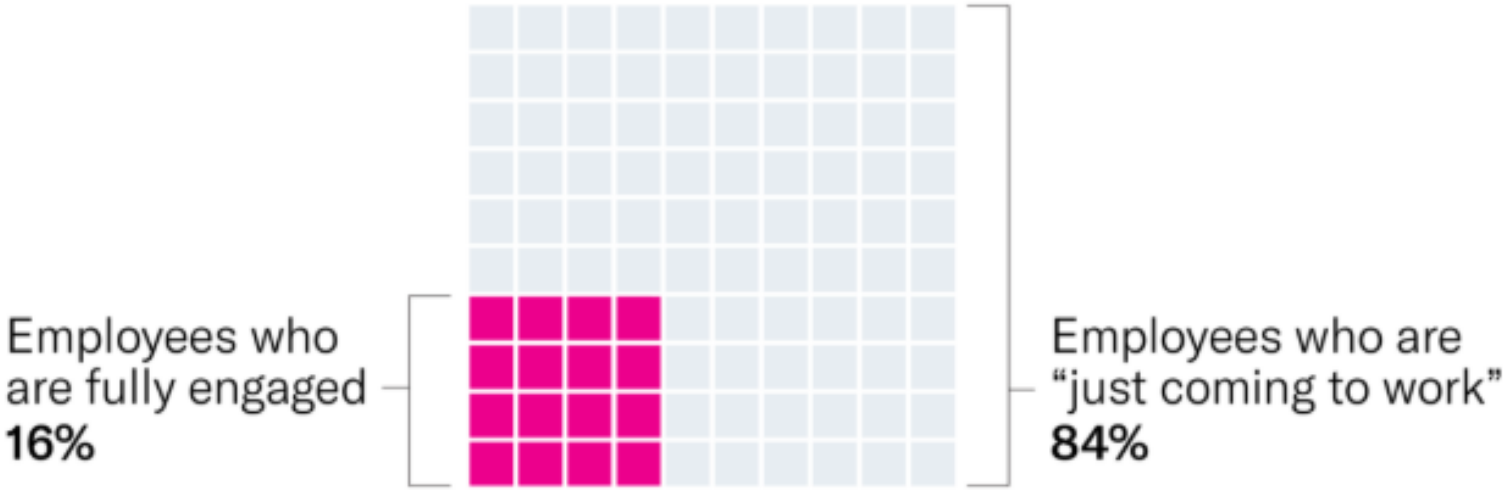
Good staff engagement results in:

- Better workplace atmosphere
- Low staff turnover
- Retention of top talent
- Flexible staff, receptive to new ideas
- Collaboration, innovation
- Better productivity
- More effective teaching
- Better learning outcomes
- Increased student satisfaction
- Greater customer loyalty

http://www.workcompprofessionals.com/advisory/2016L5/augustMetaAnalysis_Q12_ResearchPaper_0416_v5_sz.pdf

The Sad State of Employee Engagement

The vast majority of employees globally aren't fully engaged with their work.



Source: ADP Research Institute, 2019

HBR

How do you measure staff morale / employee engagement?

How do you measure it?

Rely on gut feeling?

Collect evidence:

- Staff surveys

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Staff surveys

2019 Staff Survey

At which St Giles do you work?

	Response percent	Response total
Brighton	0%	0
Cambridge	0%	0
Eastbourne	0%	0
London Central	100%	25
London Highgate	0%	0
New York	0%	0
San Francisco	0%	0
Vancouver	0%	0
Juniors	0%	0
Head Office	0%	0

Statistics based on **25** respondents;

Did you attend any internal or external training sessions in the past year?

Yes	
No	

Has the training you have attended been effective?

Yes	
No	

How can training be improved?

What kind of further training would you like to receive?

What did you think of the following?

	Excellent ☐	Good ☐	OK ☐	Not OK ☐	Poor ☐	Didn't use this facility ☐	Response total	Average score
The Self-Access Centre	27.78% (5)	50% (9)	22.22% (4)	0% (0)	0% (0)	0% (0)	**18**	**4.06**
Getting Access to the Internet	16% (4)	28% (7)	44% (11)	8% (2)	4% (1)	0% (0)	**25**	**3.44**
Getting Access to a Photocopier	28% (7)	40% (10)	12% (3)	16% (4)	4% (1)	0% (0)	**25**	**3.72**
Our Classrooms	12% (3)	24% (6)	60% (15)	4% (1)	0% (0)	0% (0)	**25**	**3.44**
Using Interactive Whiteboards	24% (6)	36% (9)	36% (9)	4% (1)	0% (0)	0% (0)	**25**	**3.80**
Our Social Programme	54.17% (13)	41.67% (10)	4.17% (1)	0% (0)	0% (0)	0% (0)	**24**	**4.50**
Our School Social Events	39.13% (9)	43.48% (10)	17.39% (4)	0% (0)	0% (0)	0% (0)	**23**	**4.22**
The Food in our Cafe	6.67% (1)	26.67% (4)	66.67% (10)	0% (0)	0% (0)	0% (0)	**15**	**3.40**
Our Cafe in General (Space, Decor, Staff etc...)	17.39% (4)	56.52% (13)	26.09% (6)	0% (0)	0% (0)	0% (0)	**23**	**3.91**
The Staffroom	8.7% (2)	30.44% (7)	52.17% (12)	8.7% (2)	0% (0)	0% (0)	**23**	**3.39**
Your Office	20% (2)	20% (2)	50% (5)	10% (1)	0% (0)	0% (0)	**10**	**3.50**
Cycle Storage	9.09% (1)	27.27% (3)	45.46% (5)	9.09% (1)	9.09% (1)	0% (0)	**11**	**3.18**
Teaching Resources	36% (9)	44% (11)	12% (3)	4% (1)	4% (1)	0% (0)	**25**	**4.04**
Central London ELT Library	30.44% (7)	47.83% (11)	17.39% (4)	4.35% (1)	0% (0)	0% (0)	**23**	**4.04**
Platinum Lounge	63.16% (12)	36.84% (7)	0% (0)	0% (0)	0% (0)	0% (0)	**19**	**4.63**
The Building	20% (5)	68% (17)	12% (3)	0% (0)	0% (0)	0% (0)	**25**	**4.08**

Staff surveys

Key questions:

- I am really enthusiastic about the mission of my company.
- At work, I clearly understand what is expected of me.
- In my team, I am surrounded by people who share my values.
- I have the chance to use my strengths every day at work.
- My teammates have my back.
- I know I will be recognized for excellent work.
- I have great confidence in my company's future.
- In my work, I am always challenged to grow.

Are you fully engaged?

Or merely ‘coming to work’?

What *actually* drives engagement?

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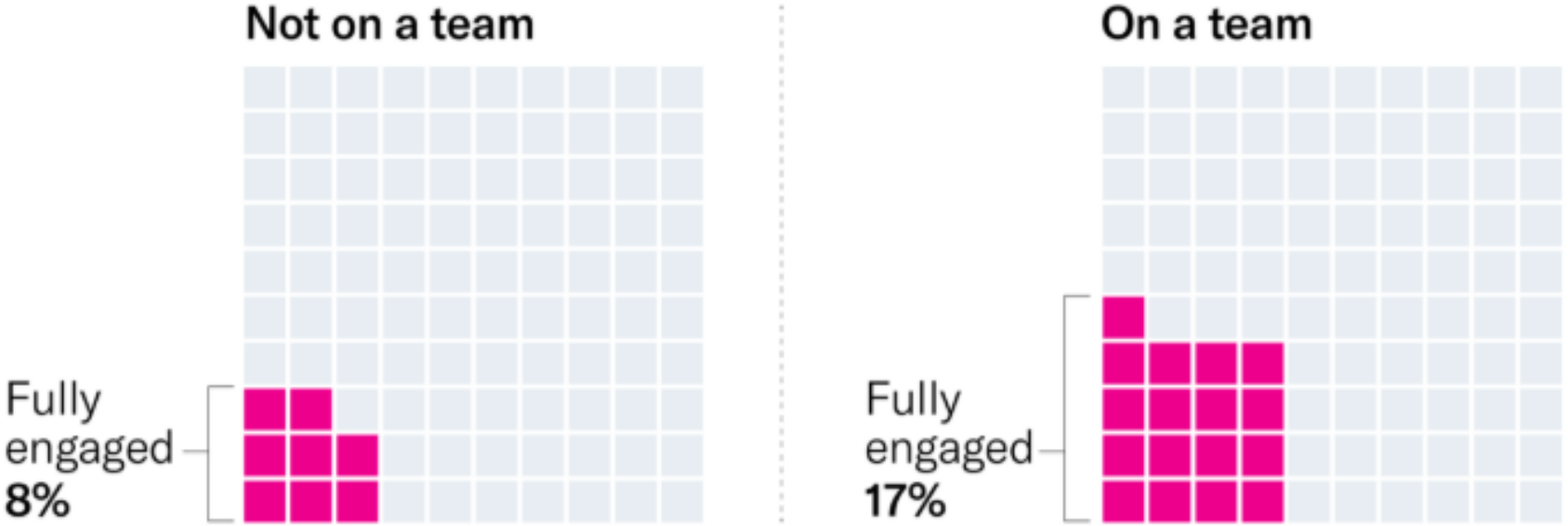
Nadia & Brett

The Power of Teams

The share of employees who are fully engaged more than doubles if they are on teams.



Source: ADP Research Institute, 2019

HBR

TEAMS

83% survey respondents said that most work is teamwork…

Is that true in our schools?

TEAMS

Teamwork is…

- Sharing responsibilities
- Sharing problems
- Solving problems
- Sharing ideas
- Sharing values
- Giving and receiving support

Staffroom teams

Co-teacher teams

AM or PM teacher teams

Specialist course teams

Specific level teams

Department teams

Senior teams

Newer teacher teams

Project teams

Management teams

CPD teams

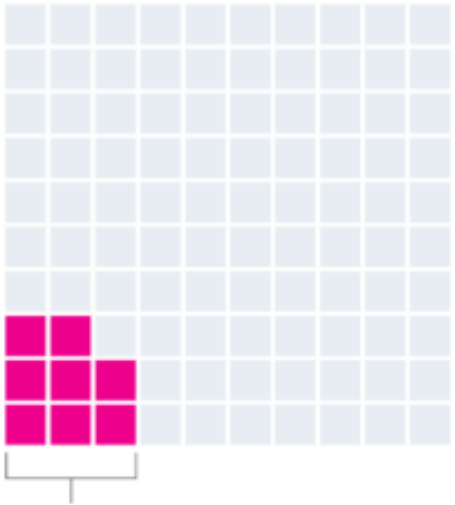
The quality of these
team experiences
=
the quality of your
work experience.

12
16
35
30

The Power of Trust

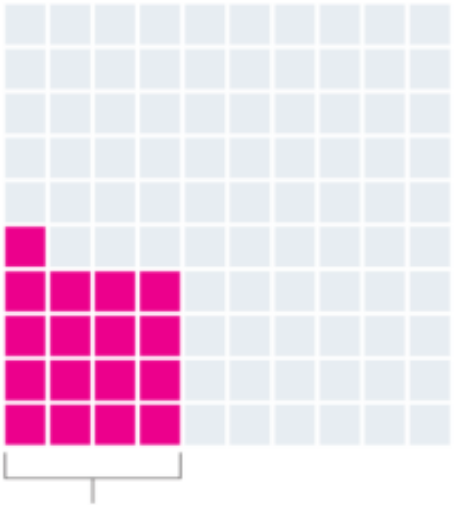
As noted, the share of employees who are fully engaged more than doubles if they are on a team. It *more than* doubles *again* if they strongly trust the team leader.

Employees who are not on a team



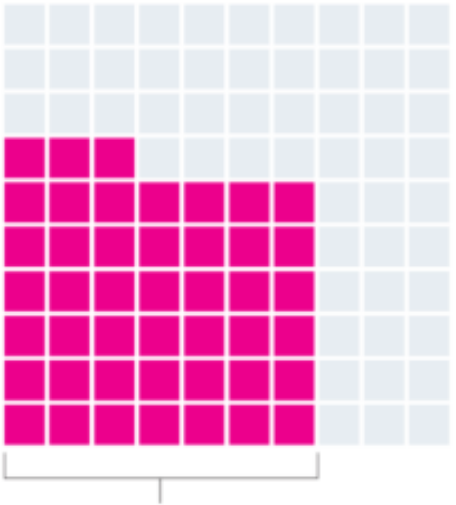
8% are fully engaged

Employees who are on a team



17% are fully engaged

On a team, and have deep trust in their team leader



45% are fully engaged

Source: ADP Research Institute, 2019

HBR

How do you build extreme trust?

Listen. Understand.

Join up the dots.

Match roles to talents and abilities.

Build in team work & collaboration.

Help create variety.

Provide challenge.

Opportunities for growth.

Give recognition.

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GIVE ATTENTION

Frequent, light-touch 'check-ins'

What are your priorities this week?

How can I help?

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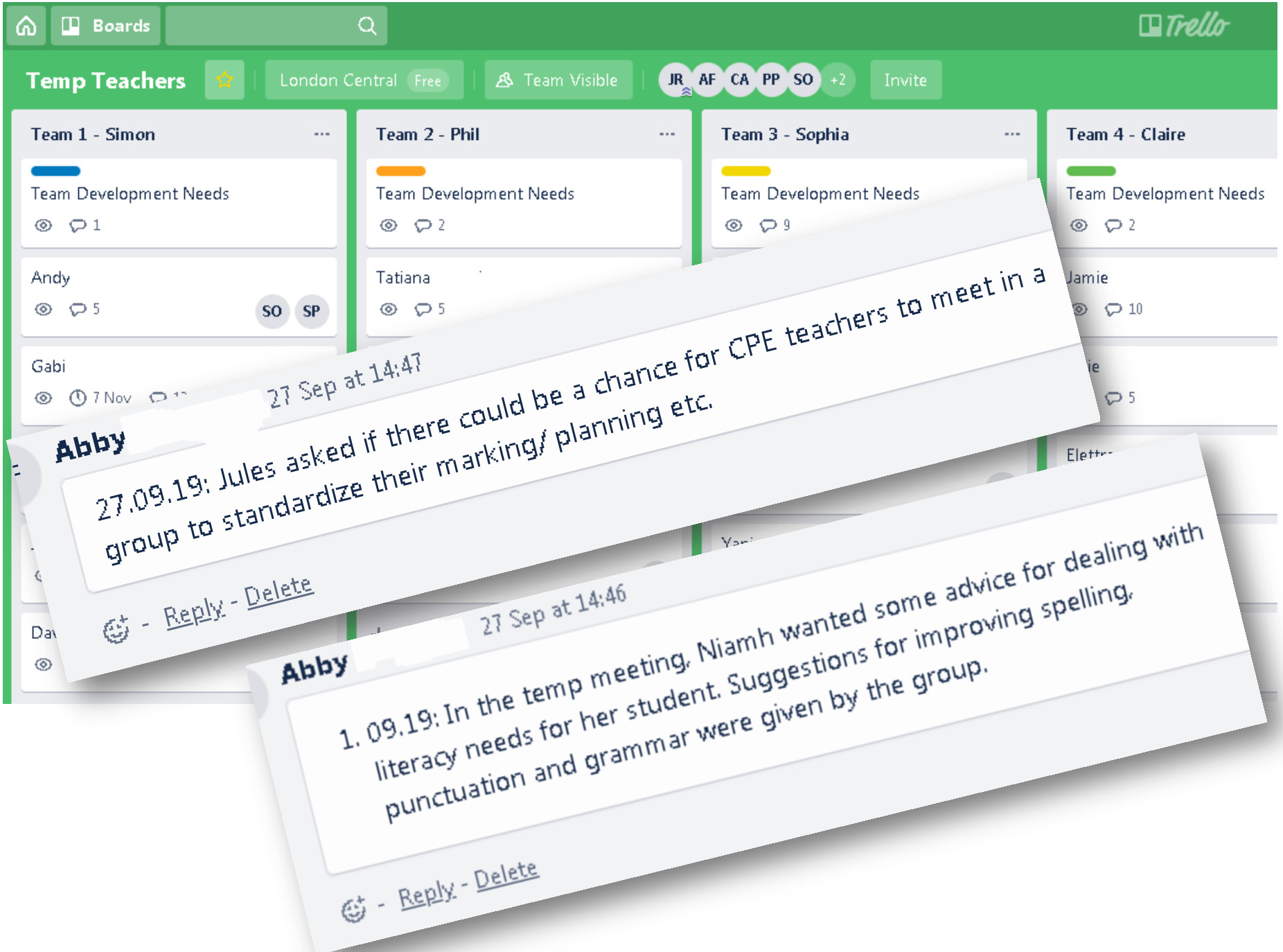
How do you record this?

- Team spreadsheet
- Individual goals / strengths / interests
- Notes from check-ins

Use an online platform (e.g. Trello) where team leaders can share insights


Boards
Trello
Temp Teachers
London Central
Free
Team Visible
JR AF CA PP SO +2
Invite
Team 1 - Simon
Team Development Needs
Andy
SO SP
Gabi
7 Nov
Team 2 - Phil
Team Development Needs
Tatiana
Team 3 - Sophia
Team Development Needs
Team 4 - Claire
Team Development Needs
Jamie
10
Abby
27 Sep at 14:47
27.09.19: Jules asked if there could be a chance for CPE teachers to meet in a group to standardize their marking/ planning etc.
Reply - Delete
Abby
27 Sep at 14:46
1. 09.19: In the temp meeting, Niamh wanted some advice for dealing with literacy needs for her student. Suggestions for improving spelling, punctuation and grammar were given by the group.
Reply - Delete

LEARN TOGETHER

Professional development activities emphasise collaboration and teamwork

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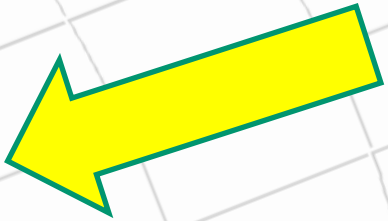
Effective CPD

Teacher development that works:

1. is concrete and classroom-based
2. involves teachers in choices of areas to develop and activities to undertake
3. brings in expertise from outside the school
4. is sustained over time
5. helps teachers to work **collaboratively** with peers
6. provides opportunities for mentoring and coaching
7. is supported by school leadership



Walter Briggs, 2012

Employee Engagement

When confronted with a performance problem, ask

‘How can we address this through our teams?’

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Employee Engagement

The team leader plays a key role
in creating the
best work experiences

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Employee Engagement

Build (extreme) trust

Give frequent, light-touch attention

Build in collaborative learning

WORLD
BEST
BOSS

Academic Leadership Conference

Thank You!

jround@stgiles.co.uk

LonDOSa
The London DOS association

LAMSIG

LAMSIG

LEADERSHIP & MANAGEMENT SIG

iatefl

MANCHESTER PCE 17 APRIL 2020

ENGAGEMENT

IATEFL Manchester 2020 is around the corner and LAMSIG is happy to announce our line-up and focus for our PCE: three plenary speakers with a 45-minute talk each, a guest speaker sharing practical experience, and lots of open discussion and experience sharing.

MARIE MOHAN

commonpurpose

How Cultural Intelligence leads to engaged, innovative and resilient teams

HUAN JAPES

ENGLISH UK

Engagement through quality assurance and training

MARTYN CLARKE

NILE

Engaging Appraisals - fostering staff engagement and well-being through appraisal design and managerial approach

Staff can't be engaged if management isn't engaged, so let's start with us!

JOIN US ON 17 APRIL 2020 FOR THE LAMSIG PCE AT MANCHESTER CENTRAL

https://conference.iatefl.org/pce_lam.html