Employee engagement: the importance of being heard

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Overview

1. Problems we faced with employee engagement.
2. Ideas we tried to improve engagement.
3. EOS.
4. Where we are now.

Where we were...

- Established school, good pay & conditions, Job security, paid CPD opportunities, long-standing teachers with varied teaching schedule.

BUT…

- Low trust and a strong sense of entitlement.
- Lots of discontent and suspicion of management decisions.
- A strong resistance to any change.
- Extremely varied engagement from staff.
- The discontent and suspicion outweighed the positive voices.

- **Why…??? Do you experience this?**

Employee engagement is about...

- .....***understanding one's role in an organisation***.....on where it fits in the organisation's purpose and objectives.
- ..... and ***being given a voice*** in its journey ***to offer ideas and express views that are taken account of as decisions are made.***
- .....***being included fully as a member of the team,*** focussed on clear goals, trusted and empowered.....

https://engageforsuccess.org/what-is-employee-engagement

Previous attempts to improve engagement

- Open-door policy.
- Open (company) meetings.
- Teachers' meetings.
- Focus groups.
- Inter-departmental meetings.
- Department meetings.
- TINYpulse®.
- Staff reps.
- Friday 'Good News' emails.

A few minutes…

1. Can you relate to our situation?
2. How do you encourage engagement?
3. How successful have you been?
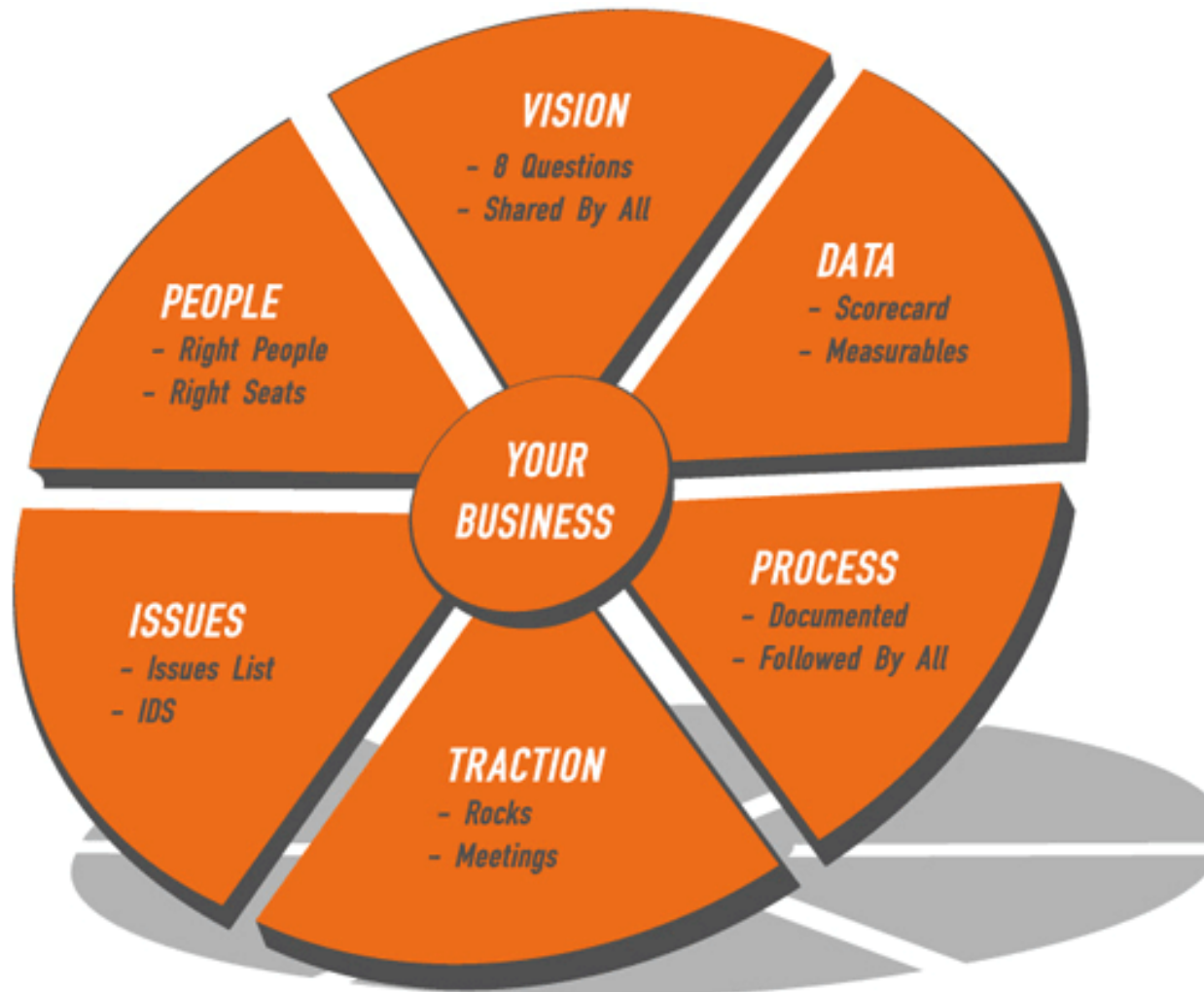4. What do you think the key to high engagement is?

EOS

Entrepreneurial Operating System
https://www.eosworldwide.com/

EOS - Model

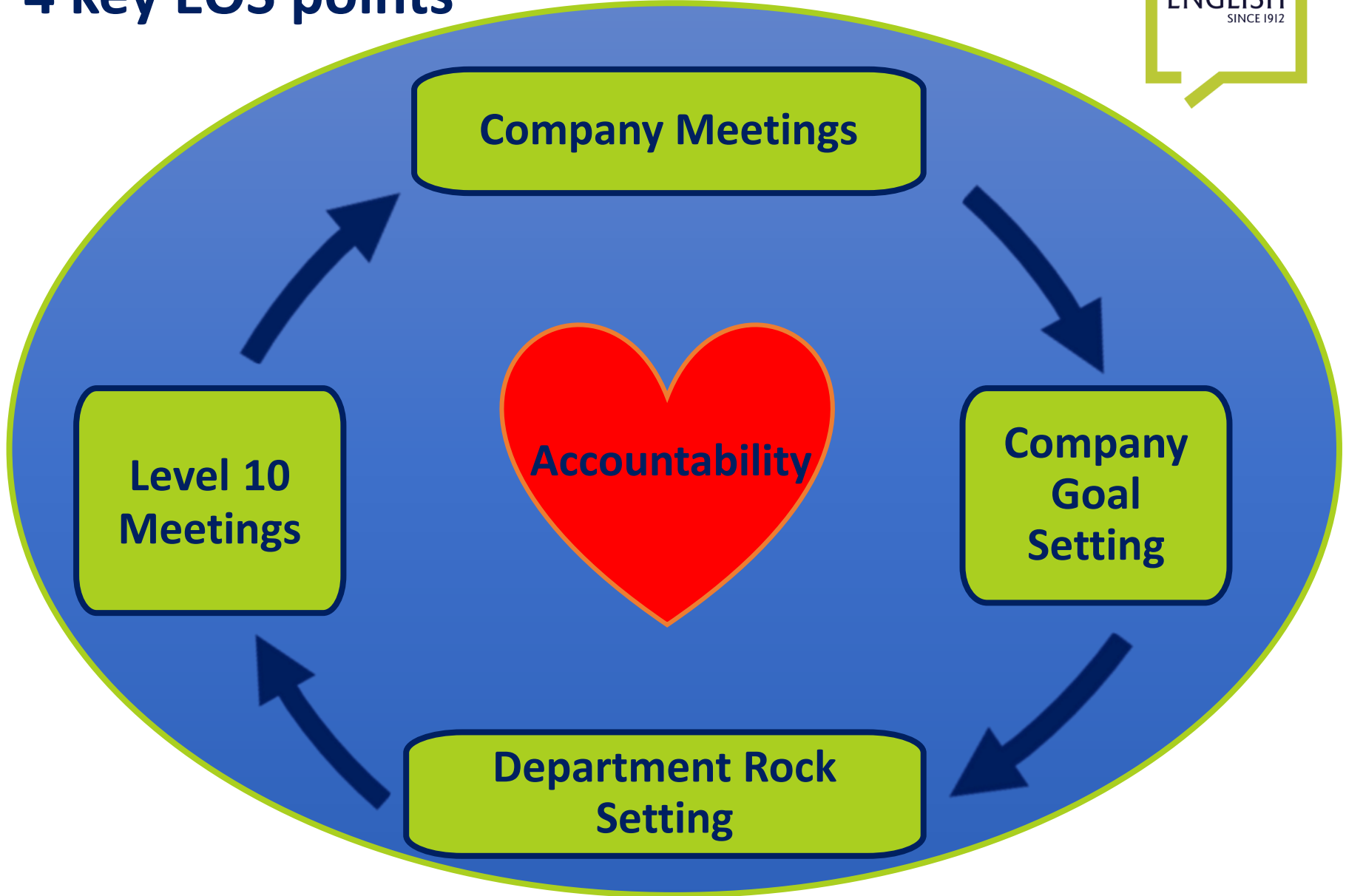https://www.eosworldwide.com/eos-model

Shared Vision & Values

- We are proud of what we do.
- We go the extra mile.
- We communicate honestly and openly.
- We innovate and improve.
- We are a team; we get things done together.

4 key EOS points

Company Meetings

Company Goal Setting

Department Rock Setting

Level 10 Meetings

Accountability

Level 10 Meetings - Engagement

- The L10 meetings are bottom-up in contrast to the Company Meetings.
- A forum for constructive discussion & problem solving.
- Captures concerns & suggestions for improvement. Nothing gets lost.
- Puts ideas in front of the relevant person at a dedicated time.
- Accountability is tracked through time-bound action points.

How the meetings work

LSE Trainer Issues List

Agenda

Date: XX/XX/XX **Time:** 1630-1715

Team: Trainers
Names:
Led by (Courses Manager): Ben

1. **Rock Review –** (Quarterly goals

All Courses & Operations documents and teams ready for BC inspection.
Customer experience at WS equal to HPG – specifically arrival, welcome drinks, food, social programme and last day.
Options for obtaining reliable levels at booking stage reviewed and plan to move forward agreed.

How the meetings work

2. To-Do list

Who	To-Do: List here everyone's actionable tasks. An item should not remain for more than 6 wks and must be updated crossed out when completed.
AM	~~Discuss the implications of having a save button re-introduced on Learner Plans.~~
AM	~~Investigate why handovers are not working as they should – it is not always showing past handover notes for returners.~~
BB	Cascade concerns over feedback to the Courses Management L10 meeting.
BB	Add PowerPoint in the classroom TD session to Autumn 2019 TD schedule.
EW	Contact the IT team to see if the PCs can be automatically shut down in the evenings.
MR	Cascade *'blog post about arrival experience and fears'* to Sales & Marketing L10.

How the meetings work

3. Issues List (Prioritise; Identify, Discuss, Solve)

Priority	Issue(s) - Please add your initials and a sentence explaining the issue to be discussed.
	AD: Can we have a clearer re-cycling policy Not clear how to separate rubbish from recycling.
1	AM: S'S sometimes complain about doing online feedback as they can't always get it to work. e.g. screen freezes, giving numbers is waste of time.
1	FG: There are some issues with language grading on feedback (esp. at WS low levels).
	HM: We need more training on using technology in the classroom.
3	EW: Would it be possible for computers to automatically shut down each evening? They're often left on overnight, and this slows them down.
2	HD: Could we have a TD session on using PowerPoint in the classroom, many trainers are interested?
	PW: How can we improve security at WS? Should we have key cards?
	FG: How can we improve communication between departments?

4. Cascading Messages

MR	Cascade *'blog post about arrival experience and fears'* to Sales & Marketing L10.
CMs	Discuss concerns around feedback in Courses Department L10.

EOS Roll Out

SMT first adopters – researched and trialled system

Courses Management – guinea pigs / champions

Rolled out to all admin teams

But what about the teachers?

A few minutes…

Step 1

What problems can you see with involving your teachers in a system like this?

Step 2

What solutions can you see?

Questions we had...

- When are the meetings?
- Are they compulsory?
- What can they put on the issues list?
- Who decides what to discuss?
- Do you pay them to come to the meetings?
- Who facilitates the meetings?
- Who does the action points?
- What if someone wants to discuss a point outside of the meeting?

Points to be aware of....

- Some people will resist accountability.
- You need a champion (or two).
- Action points / accountability takes a higher priority – after a while.
- Facilitate well or the loudest voice will still dominate.
- Don't cancel / reschedule.
- Feedback!

Where we are now…

Changes in the EFL industry mean that…

- There have been cutbacks to pay and conditions for some.

- Paid CPD opportunities have been reduced.

- Job security is still there but no longer a given.

- The teaching schedule is shared across everyone (rather than the chosen few) so overall, there is less variety.

Where we are now…

But…

- High(er) trust, lower entitlement.
- Open to change and why it is necessary.
- Better communication.
- Positive voices far outweigh the negative.
- Happier staff and nicer working environment.

"We are a team. We get things done together".

Thanks for listening!

Any questions?

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Further Reading

Tinypulse: https://www.tinypulse.com/

EOS: https://www.eosworldwide.com/eos-model

Employee engagement & EOS:

https://navigatethejourney.com/2018/06/05/drive-employee-engagement-with-eos-part-i-basic-needs-what-do-i-get/

https://engageforsuccess.org/what-is-employee-engagement

Get A Grip: How to Get Everything You Want from Your Entrepreneurial Business (Apr 2014) G. Wickman & M Paton

Traction: Get a Grip on Your Business (Apr 2012) G. Wickman

What the Heck Is EOS?: A Complete Guide for Employees in Companies Running on EOS (Sep 2017) G Wickman & T Bouwer

Good To Great (Oct 2001) J Collins

Fish!: A remarkable way to boost morale and improve results (Sep 2002)

S Lundin, H. Paul, J Christensen

Fish Tales: Real stories to help transform your workplace and your life (May 2003) S Lundin, H. Paul, J Christensen

The Five Dysfunctions of a Team: A Leadership Fable (Apr 2002) P Lencioni