Employee Engagement in Change Management

March 18th 2018

Reasons Not To Change
What is Employee Engagement?

Added Value of Employee Engagement to Change Management

Employee Engagement Concept

Integration with Change Management Model

What does Engagement look and feel like?

Case Study
**WHAT IS EMPLOYEE ENGAGEMENT?**

Ee = Emotional Commitment

Can Ee impact CM?

“Employee Engagement is the **emotional commitment** employees feel towards their organisation and the actions they take to ensure the organisation’s success; **engaged employees demonstrate care, dedication, enthusiasm, accountability and result focus.**”

*Source: Melanie Allen, Managing Director of People Results Ltd*

**Research Finding:** 70% of participants reported that applying change management had a positive impact on employee engagement. **Is the converse true?**

*Source: 2018 Best Practices in Change Management*
WHAT IS EMPLOYEE ENGAGEMENT?

Source: Careem
AGENDA

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Case Study
Tool / Catalyst

Increase the **rate** and **speed** of adoption, by making the **intangible tangible**

Engineering initiatives add value to the Change adoption process.

*Source: Elisabeth Kübler-Ross*
### Added Value of Employee Engagement to Change Management

<table>
<thead>
<tr>
<th>Methodology</th>
<th>No Change Management</th>
<th>Good Change Management</th>
<th>Change Management &amp; Engagement Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projects Success Rate</td>
<td>15%</td>
<td>77%</td>
<td>93%</td>
</tr>
</tbody>
</table>

Source: PROSCI © 2018
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Case Study
EMPLOYEE ENGAGEMENT CONCEPT

- Project Defined
- Purpose
- Particulars
- People

What is the project
Why are we changing
What are we Changing
Who will be Changing

HOW?

Source: PROSCI © 2018
EMPLOYEE ENGAGEMENT CONCEPT

Initial State   Transformation   Adoption

No Change Management

Good Change Management

Change Management & Engagement Initiatives

Employee  Company culture

Source: PKF The Consulting House

www.pkf-tch.com  Business Advisers
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Case Study
When translated into financial performance, successful CM results in improved ROI because of:

1) **Speed of adoption** – how quickly are people proficient in the new systems/processes/job roles?

2) **Ultimate utilisation** – how many employees “buy-in” to the new solution? (engagement)

3) **Proficiency** – how well are employees performing compared to the expected level?

Source: PROSCI © 2018
**INTEGRATION WITH CHANGE MANAGEMENT MODEL PROSCI ©**

Key Change Messages dissemination model

**Awareness**

**Desire**

**Knowledge**

**Ability**

**Reinforcement**

Visual & Interactive tools are particularly important with the cultural diversity companies in the UAE, to TRANSLATE personalised, relevant messages at the individual and group level.

Source: PKF The Consulting House
<table>
<thead>
<tr>
<th>Key Change Dimensions</th>
<th>Employee Engagement Initiatives</th>
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<tbody>
<tr>
<td><strong>Communication</strong></td>
<td>• Internal communications audit</td>
</tr>
<tr>
<td>Enable Leadership</td>
<td>• Employee engagement and communications strategy</td>
</tr>
<tr>
<td>Coaching</td>
<td>• Project branding</td>
</tr>
<tr>
<td></td>
<td>• Interactive workshops / Focus groups / Think tanks</td>
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<tr>
<td></td>
<td>• Gamification</td>
</tr>
<tr>
<td></td>
<td>• Visual language / Storytelling / Roleplay</td>
</tr>
<tr>
<td></td>
<td>• Creativity: posters, infographics, change journey</td>
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### Key Change Dimensions

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### Employee Engagement Initiatives

- Manager toolkits:
  - Roles and responsibilities
  - Key messaging and FAQs
  - Templates and posters
  - Sample meeting agendas
- Methodologies to unlock the full potential of people
- Pulse actions
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<th>Employee Engagement Initiatives</th>
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<tr>
<td>Communication</td>
<td>• Enabling creativity and fun</td>
</tr>
<tr>
<td></td>
<td>• Customer journey focus</td>
</tr>
<tr>
<td>Enable Leadership</td>
<td>• Inspiring and providing managers with inspirational tools</td>
</tr>
<tr>
<td>Coaching</td>
<td>• Expected behaviour</td>
</tr>
<tr>
<td></td>
<td>• Sense of purpose and passion</td>
</tr>
<tr>
<td></td>
<td>• Tone of voice</td>
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WHAT DOES ENGAGEMENT LOOK LIKE?

Simplified visual message

Team building and focus groups

Graphic Recording

Memorable experiences

Roleplay

Gamification

Source: Engage Me

www.pkf-tch.com
WHAT DOES ENGAGEMENT FEEL LIKE?
ENGAGEMENT ASSESSMENT

e.g. Gallop Approach: (with a 5 point Likert Scale)...neither agree nor disagree are ‘disengaged”, and below are actively disengaged

- I know **what is expected** of me at work.
- I feel **equipped** to deliver on...(Standards/Deliverables/Products and Services)
- We **take good care** of our customers.
- My **manager**, or someone at work, seems to **care about me** as a person.
- I have the opportunity to **do my best** at work every day.
- I feel **proud** to work where I do.
- I **believe** in my company’s Vision and Mission.
- I can **develop** new skills and talents in my current role.
- At work, **my opinion matters**.
- My manager has told me (recently) that I am **doing a good job**.
- My development **is encouraged** at work.
- **Would you recommend** X as a place to work? (Y/N)
- I am **planning to stay** with X for 2 or more years? *(depends on retention rates)*
AGENDA

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Case Study
CASE STUDY: KEY ENGAGEMENT DRIVERS
SIMPLIFIED BACK OF HOUSE POSTER

Profit and Growth
Brand Loyalty
Guests Behavior
Guests Engagement
Guests Experience
Associates Behavior
Associates Engagement
Associates Experience
Leadership

Source: PKF The Consulting House
CASE STUDY: ENGAGEMENT WITH VISION, MISSION & VALUES THROUGH PERSONALISATION

OUR VISION
TO BE KNOWN AS THE LEADING LIFESTYLE RESORT THAT CREATES MEMORABLE EXPERIENCES
Exactly like nothing else

MISSION STATEMENT
UNIFIED AS A TEAM TO CREATE EXPERIENCES FOR CUSTOMERS TO ENGAGE AND INSPIRE, DELIVER EXCEPTIONAL VALUES AND UPLIFT OUR COMMUNITY

“SUCCESS IS THE SMALL EFFORTS REPEATED DAILY”

Source: PKF The Consulting House
**CASE STUDY: ENGAGEMENT THROUGH SIMPLIFICATION & VISUAL TRANSLATION**

**KPIs for 2016**

**Key Performance Indicators for 2016:**

- **Wildly Important Goals**
  - Increase GOP to 2 Million by December 2016!
  - Increase OSAT to 55% (Jan-Jun’16) YTD and to 60% (Jul-Dec’16) YTD!
  - Associate Engagement Survey (Marriott) participation in June 2016!
  - Improve Trip Advisor Ranking to under <125 by Dec 2016!

**GOP (millions)**

- **January**: 51
- **February**: 56.3
- **March**: 45.3
- **April**: 50.3
- **May**: 59.3
- **June**: 48.9

**OSAT (Guest Voice)**

- **January**: 169
- **February**: 177
- **March**: 141
- **April**: 133
- **May**: 120
- **June**: 120

**TRIP ADVISOR RANKING**

- **January**: 169
- **February**: 177
- **March**: 141
- **April**: 133
- **May**: 120
- **June**: 120

**Source: PKF The Consulting House**

Additional ENGAGEMENT activities:

- Regular “town hall” meetings
- Front Office Check-in “Olympics”
- Staff Video (speaking in native tongues)
- Staff Party (after 4 years)
- Celebration of new Brand identity (one year)
- “GEMBA DAY”
- “Train the trainer” Certifications
- Technology training (iPad, Guest Voice system)
CASE STUDY: CELEBRATING SUCCESS!

Source: PKF The Consulting House
Case Study: Embedding Ethics and Compliance Change Behaviours in a Multinational Organisation

Compliance isn’t a topic that fills many of us with great excitement, but it’s an essential element of operations for many businesses. Faced with the challenge of conveying critical compliance information in a fun and engaging way, Danone Nutricia turned to Engage Me for help.

Leveraging game play elements, we developed a bespoke board-game for Danone - ‘DANopoly’ - and used it to convey complex concepts, promote learning and reinforce retention more effectively.

We also developed the RightWAY 5-step journey, inclusive of an e-learning platform, testing and an ongoing internal communications campaign.

Source: Engage Me
CASE STUDY: COMMUNICATING LEARNING AND CHANGE BEHAVIOURS IN A FUN AND EXCITING WAY

DANopoly proved to be a powerful employee engagement and change management tool, providing:

- Greater visibility
- High levels of engagement (fun delivery platform)
- Improved understanding (collaborative learning)
- Greater buy-in and commitment to compliance policies
- Flexibility – course content could be customised by audience group and region

Source: Engage Me
Our Message To You

- Change Management increases project success rates, (6X) by focusing on the elements so often ignored with technical project management alone.

- Employee engagement also increases PM and CM success.

- Effectiveness, not efficiency, is what brings about long-lasting success.

- 4 out of 7 Change Management’s Key Success Factors (Prosci©) involve engagement: employee engagement, engagement with projects, engagement with middle managers, frequent and open communication.

- Engagement activities are tools & catalysts, which inspire emotional commitment.

- They are not stand-alone elements but inspire employees to feel connected and motivated through a sense of purpose to act and embrace change.

- Employee engagement has been a top contributor to successful change management initiatives for 20 years.

- As Change Management experts, PKF and Engage Me understand and apply the impact of engagement practices and how they can produce synergy with CM efforts.
SPECIAL THANKS TO:

PKF The Consulting House

Business Advisers
Post: P.O. Box 502294 · Dubai · UAE
Location: Office 303 · Arjaan Office
Tower Dubai Media City, UAE
Tel: +971 4 391 55 06
Fax: +971 4 390 95 49
Web site: www.pkf-tch.com

Olivier Bachelier
Senior Consultant

Brett Smyth
The Big Chief

Engage Me
WORK WITH PURPOSE
Thank you for your attention, your questions are welcome.