CIVILSERVICE

Engaging Managers

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Capability *Building* Programme

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Engaging to Deliver

- A Capability *Building* Programme project with the Ministry of Justice to look at engagement within the department and to gather examples of best practice from a range of organisations

- 12 volunteers from a selection of government departments coming together one day a week over a 12 week period

- Results mirrored the findings of David MacLeod and Nita Clarke's research on the enablers for engagement

What we found

Top tips from interviews with a range of organisations:

- **Recruit for engagement by recruiting for the right behaviours and attitudes that the organisation expect from their managers**

- **Managers are more likely to be engaged when have a clear understanding of how their role fits in with the aims of the organisation**

- **When they "get it", they can help their staff to do so too**

- **Two-way communication with employees is critical so listen to what they are saying**

What we found

- **One size does not fit all.** Treat every employee fairly and consistently but as an individual

- **Recognise (not necessarily reward)** good performance and behaviours

- Recognise that **little things make a difference** and are really appreciated by staff. Many staff said that a personal 'thank you' means a lot

- **Keep your promises.** To build trust and confidence, do what you say you are going to do. Only make promises that are realistic and achievable

What we found

- Managers who **involved staff** in decision making, implementing & managing change and job design where more likely to have an engaged team

- Speak to as many people as possible, **don't just rely on survey results** to tell you how your staff are feeling

- Making their management responsibilities **a priority**

- Having senior managers who were **visible** and who follow through on promised actions