

## A STRATEGIC APPROACH TO MANAGING YOUR TEAM: UNDERSTANDING AND ENHANCING THEIR POTENTIAL – CAROLYNE CROWE

Your workforce are the most important resource that your practice has, ensuring your team are engaged in their work is key to the practice's success.

Engaged employees bring greater productivity to their work and feel more personally and professionally fulfilled. If the values of the team are being met in terms of their needs and motivators, they will be more 'engaged', and productivity will increase.

The Chartered Institute of Personnel and Development (CIPD) describes employee engagement as 'being positively present during the performance of work by willingly contributing intellectual effort, experiencing positive emotions and meaningful connection to others' (CIPD 2013).

In the UK only a third of UK employees are actively engaged at work, and 20 million workers are not delivering their full capability or realising their full potential at work (CIPD). This provides huge scope for an increase in productivity and satisfaction if engagement is enhanced, similar figures are likely to be true for your practice too.

Values are at the heart of successful employee engagement. Here are some of the areas that are linked to employee engagement that you can have a positive influence on.

Key Considerations	What do I need to do as a manager?
<p>Visible, empowering leadership provides a strong strategic narrative about the business, where it's come from and where it's going.</p> <p>Use your values to motivate and tell a story, both internally and to the outside world.</p>	<p>Translate the narrative into what's important for your business and how your team contribute to this. It's not a one-off job. You need to keep asking how this is reflected in what we do and why, and how we deliver our services. Collect feedback and constantly review how this fits with your strategy and performance at every level of the business, from top downloads. How is it reflected in your values and behaviour and what people say about these?</p>
<p>Engaging managers, focus their people and give them scope, treat their people as individuals and coach and stretch their people.</p> <p>Understand what is important to each member of your team – what they need, what they aspire to and how they perform best.</p>	<p>Managing is more than giving out instructions and deadlines. Explain how &amp; what is important to the practice and you as a manager links to the work of the team and how you do it together. Understand how to meet the different individual needs of your team members within what is important to the practice.</p>
<p>There is employee voice throughout the business, for reinforcing and challenging views, between functions and externally, and employees are seen as central to the solution.</p> <p>Show in your personal and business values and in the systems that you adopt, that the team are listened to and their views matter.</p>	<p>Talk to your team at every level and at every opportunity, both through formal channels and informally, to find out what they think is important and whether it is being met. Use focus groups and other opportunities to engage the team in what values are important, how this is being demonstrated and what is getting in the way. Use employee surveys and other feedback mechanisms to find out if they think the values are being met. Follow up on negative feedback and engage</p>

	the team on ideas for improvement and solutions.
<p>There is business integrity – the values on the wall are reflected in day-to-day behaviours.</p> <p>There is no ‘say-do’ gap.</p> <p>Hold managers to account, not only for results, but how these are delivered.</p>	<p>Lead by example. Behave in accordance with your values as a manager and in an appropriate way that promotes the values of the business. Be visible. Ask for personal feedback and act on it. Recognise and reward/promote examples of behaviour which match the values you are seeking. Act when you see behaviours that do not reflect the values that are important to your business and you as a manager in it. Be accountable.</p>

Meaningful employee engagement needs to reflect the needs of the team and what is most important to them, not just the needs of the practice. Leaders and managers need to be seen to take this seriously and, as happens with customer satisfaction surveys, to measure and follow up on the findings.

By listening to what is most important to your team in other words, their values, and the extent to which these are met - action can then be focused on the areas that will make the biggest difference to individual and business engagement, productivity and effectiveness.

**Employee Engagement - The Evidence**

Buisnesses in the bottom quartile for engagement scores average 42% more accidents than those in the top quartile. Those in the top quartile have twice the annual new profit, 2.5 times revenue growth, 18% higher productivity, 40% lower employee turnover, 12% greater customer advocacy than those bottom quartile for employee in the engagement.

So whether you are focused on the economics, the clinical standards or the team impact, focusing on and enhancing your teams engagement needs to be top priority for 2017.

## Wanting to engage and motivate your team?

Remember the 3 things that motivate others is:

1. **Purpose** - ensure you have a business vision and communicate it to your team, live and run your business by your values and ensure your team values are aligned.
2. **Autonomy** - A sense of control within their work, will engage and motivate your team. Find out what they want from their job and how you can help them achieve this.

**Development and Mastery** - What training and development do they want and need, we all want to get better at what we do, in doing so we feel a sense of achievement and fulfillment in our work.