

Employee Engagement

Engagement works, partial
engagement doesn't

Five Conditions for Employee Engagement

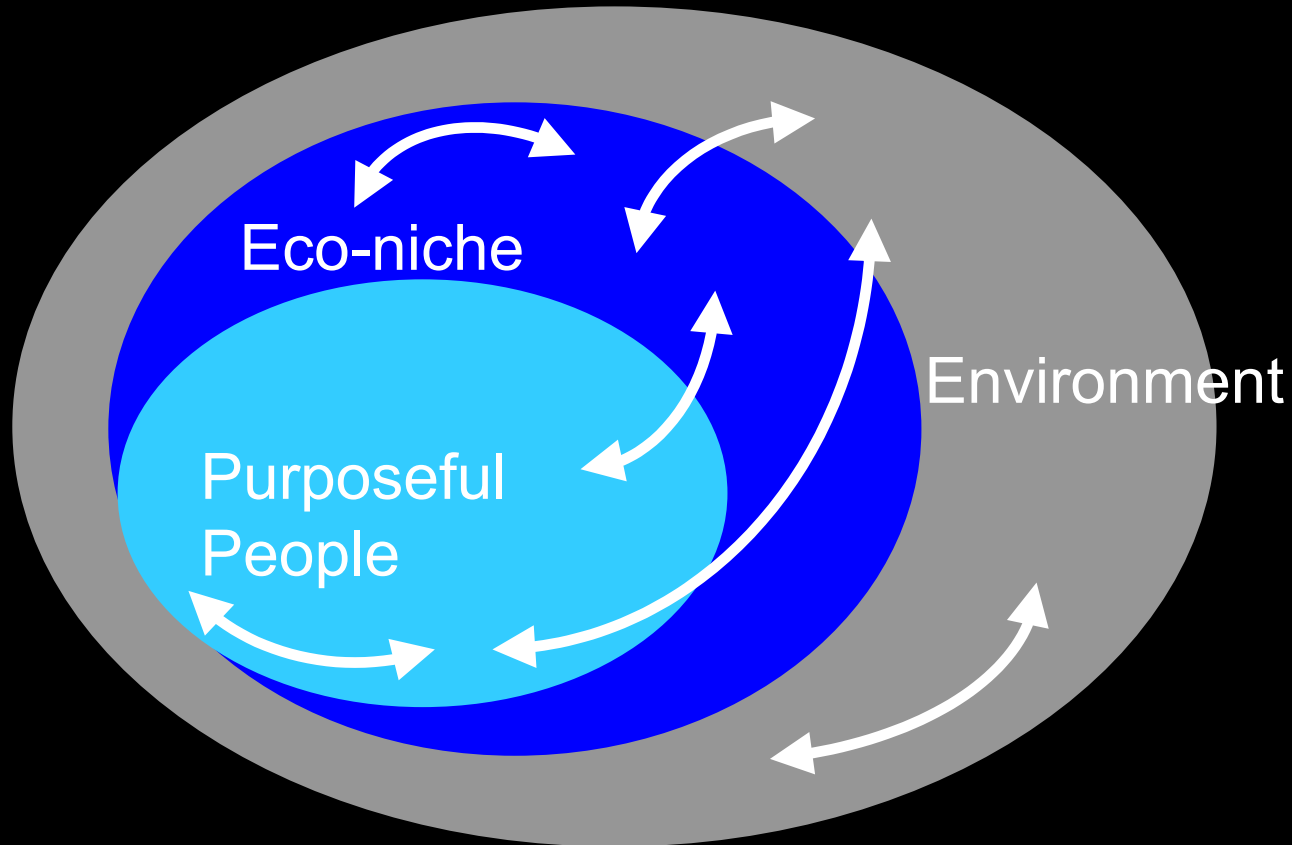
- Team based organization design
- A compelling direction
- An enabling team structure
- A supportive organizational context
- Expert leadership and team coaching

OPEN SYSTEMS THEORY

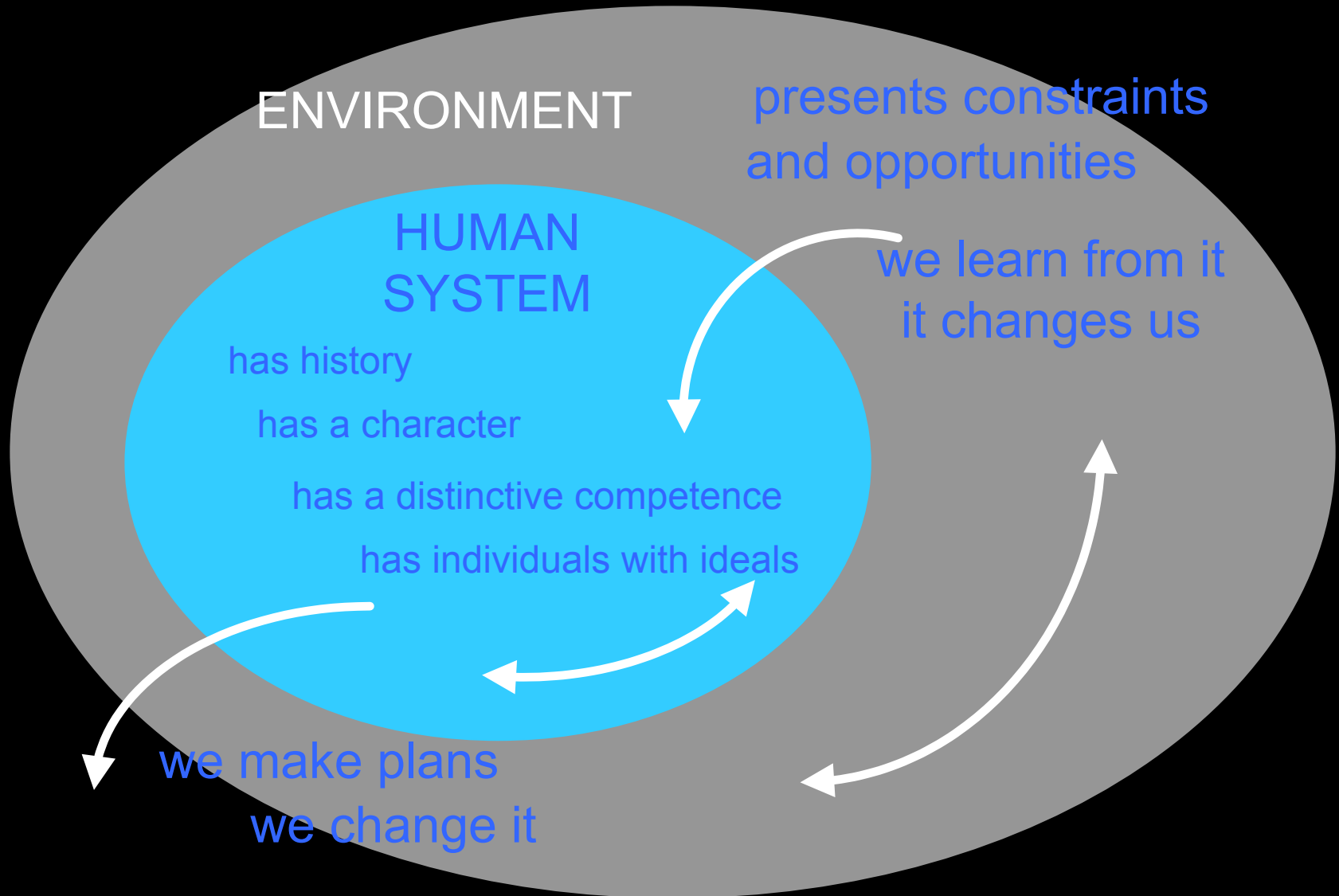


A simple truth with profound implications

The Multiple Relations of Open Systems



The Open Systems Picture



The Spiraling Maladaptive Effects of Bureaucracy

The 'Tele and Tinny' society

(widespread irresponsibility and 'ill health')

Family and community disruption, isolation
Physical, mental and psychosomatic disorders
Economic insecurity, anxiety

Decreased Productivity

Error rates, accidents
Absenteeism, workloads, hours of work
Apathy, fatigue
Communication problems

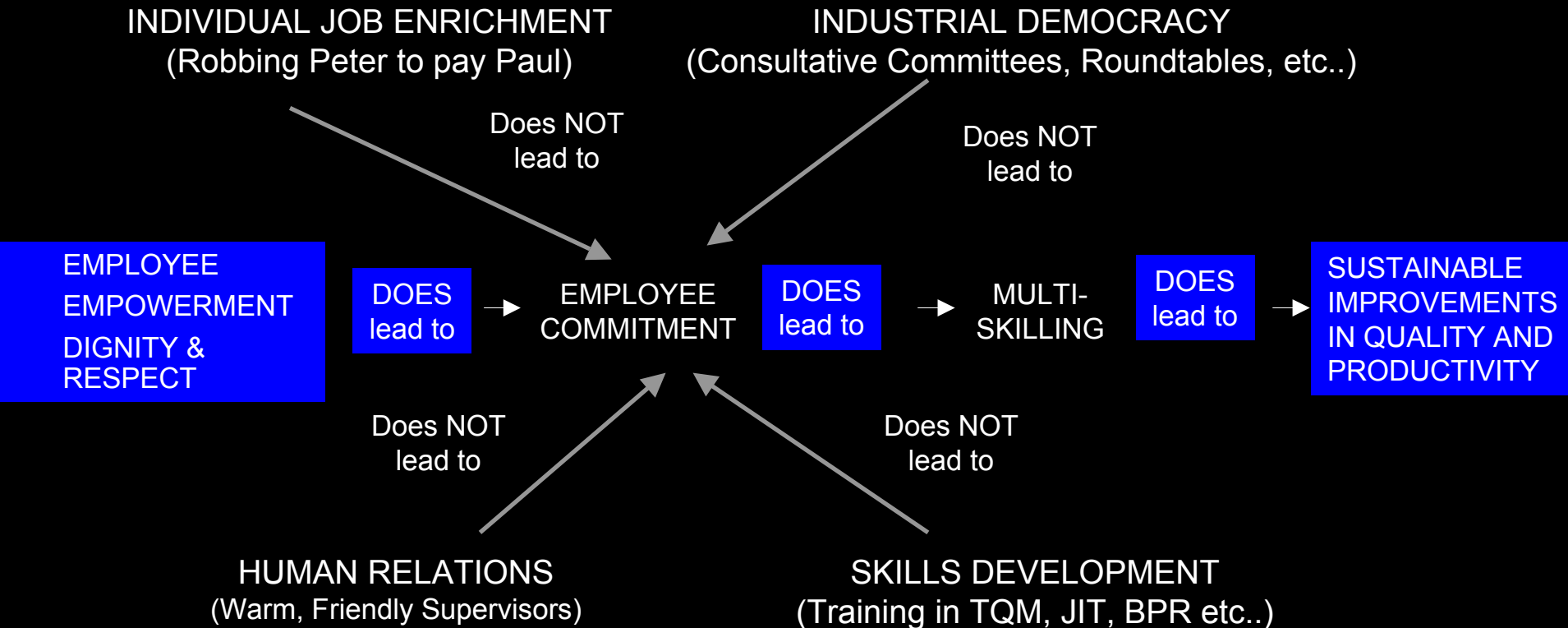
Defense Mechanisms: Cliques (informal organizations), competition, playing politics,
Passing the buck, withdrawal and dissociation

Emotional Tone: Negative feelings - Contempt, Humiliation,
guilt, shame, anger

Distress

Time

EMPLOYEE COMMITMENT FOR PRODUCTIVITY AND QUALITY



Six Criteria for Productive Human Activity

1. ELBOW ROOM

Autonomy in Decision Making

2. CONTINUAL LEARNING ON THE JOB

- a) Setting Goals
- b) Getting Feedback

3. VARIETY

4. MUTUAL SUPPORT and RESPECT

5. MEANINGFULNESS

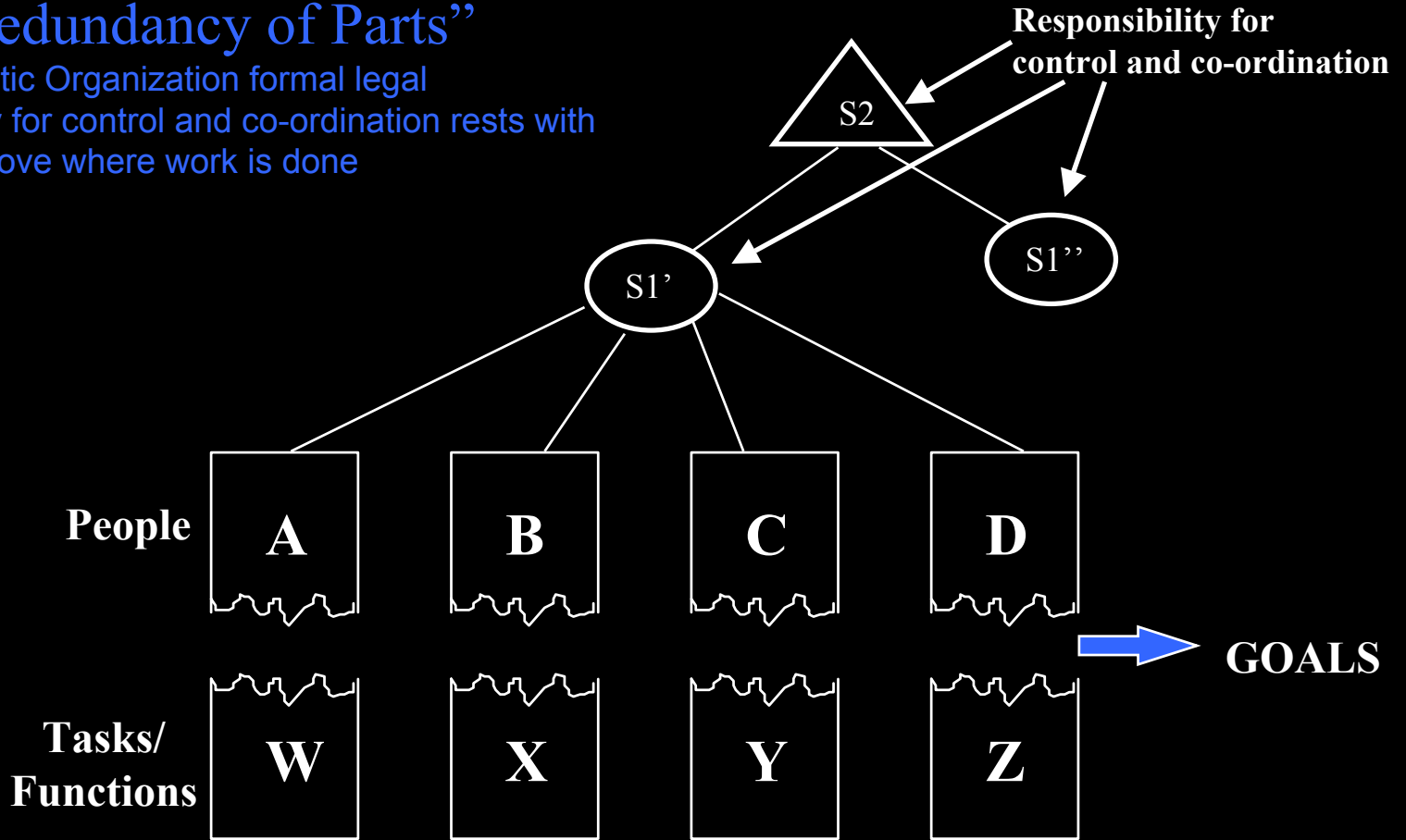
- a) Socially Useful
- b) Whole Task

6. DESIRABLE FUTURE

Bureaucratic Design Principle:

“Redundancy of Parts”

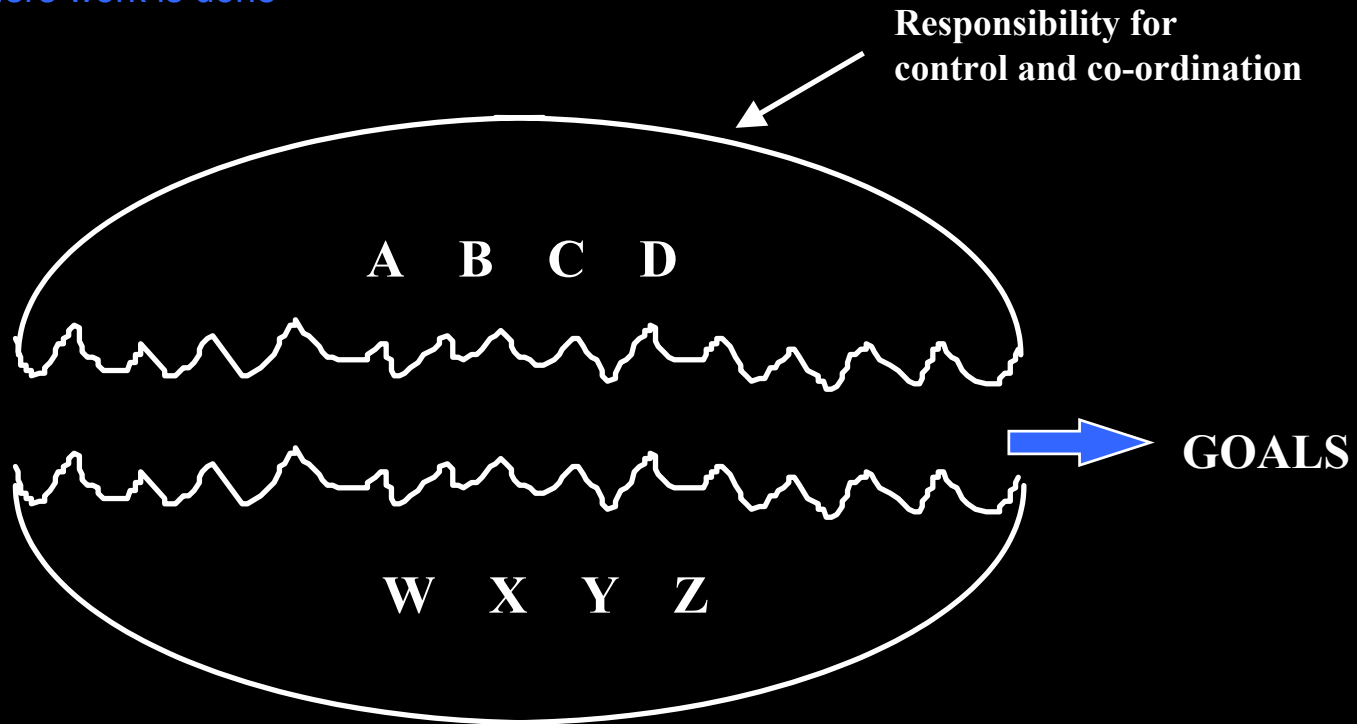
In Bureaucratic Organization formal legal responsibility for control and co-ordination rests with the levels above where work is done



Emery, M. 1993 p.103

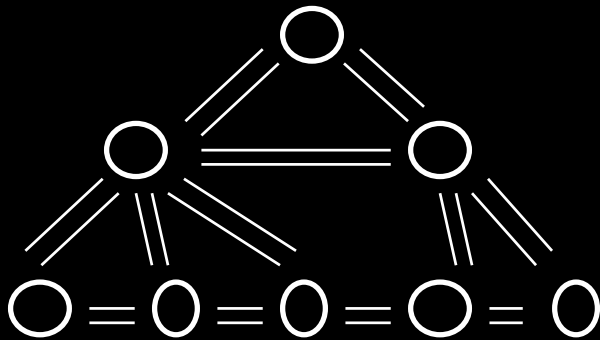
Democratic Design Principle: “Redundancy of Functions”

In Democratic Organization formal legal responsibility for control and co-ordination rests with the level where work is done

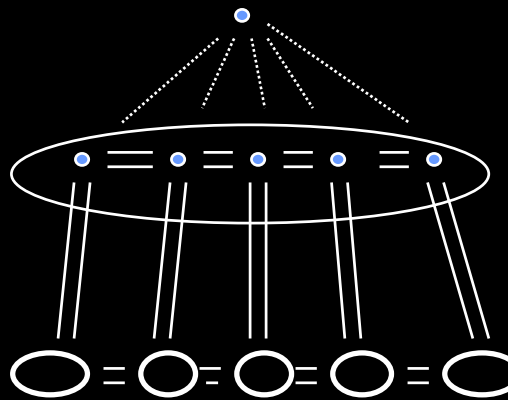


Emery, M. 1993 p.103

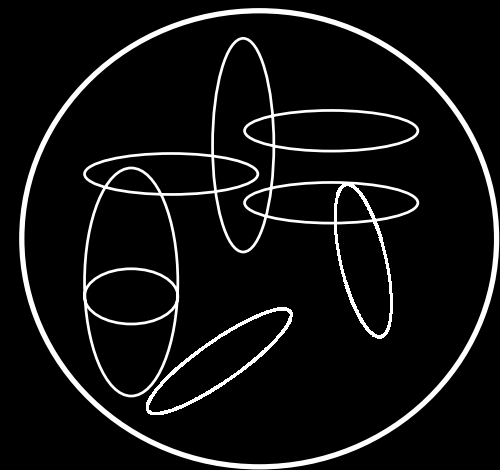
Variations in Democratic Organization Systems



Large org'n
with non-specialized people
at strategic level



Small to medium org'n
with specialized people
at strategic level. Also known
as "Democratic Modified"
where responsibility for control
is still one level above where
work is done, but responsibility
for co-ordination is in the group



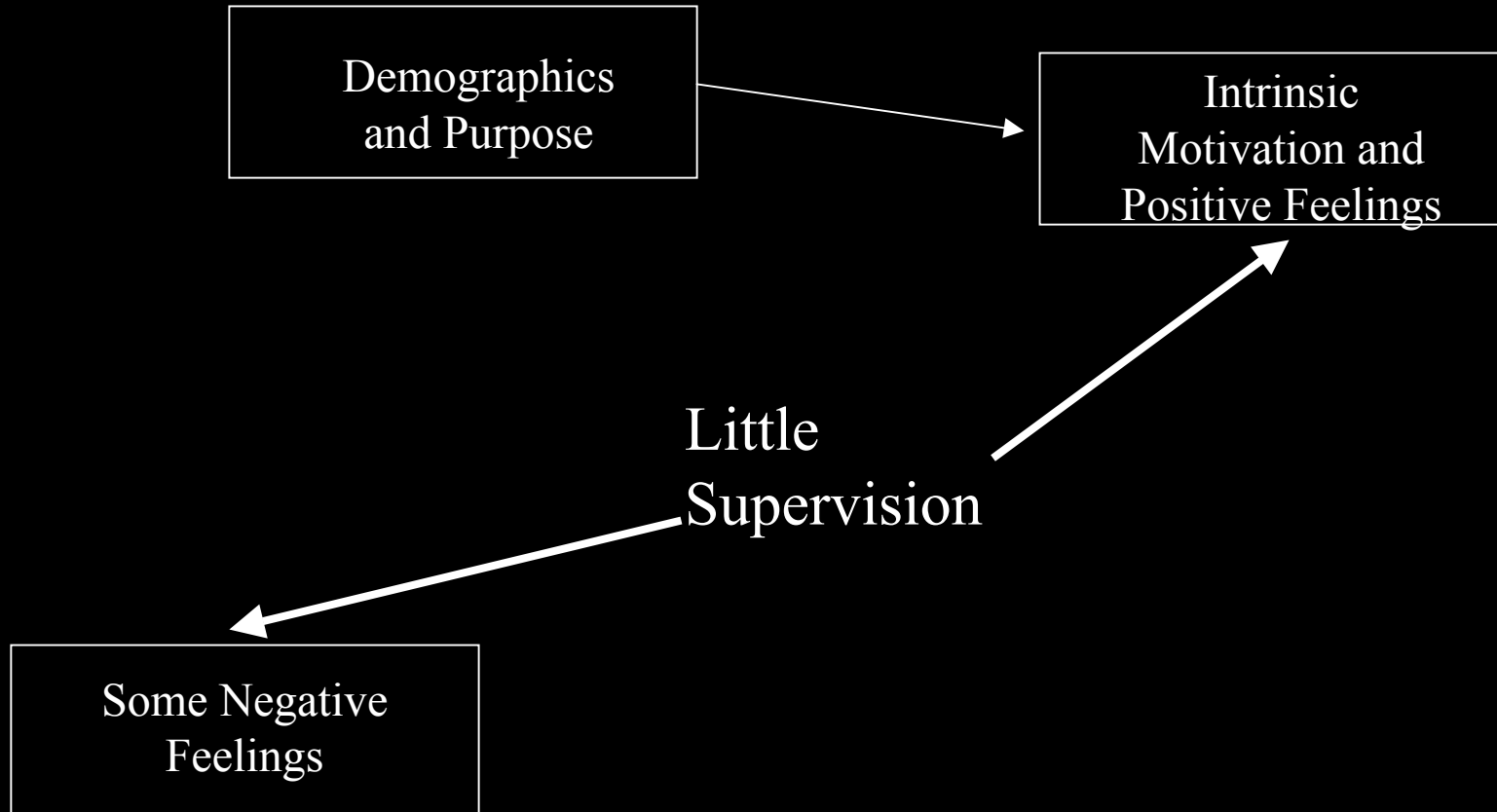
Small "knowledge work" org'n
One level org'n. Whole org'n is
decision making body composed
of temporary, overlapping project
teams

Emery M, 1993

CHANGE PROCESS: "A ROAD MAP"

1. The Exploring Meaning Stage
 - Learning, understanding, gaining commitment and planning
2. The Implementation Stage
 - Implementation depends on effective, participatory learning & planning
 - Education programs such as leadership coaching
3. Sustaining and Diffusing Stage
 - Adapting support systems such as reward, information, and education systems
 - Developing a participative governance system

The City of Brandon: Partially Engaged



The City of Brandon

- There are two factors contributing to “intrinsic motivation and positive feelings.”
- One of these is demographic and the picture shown is for older, higher status males.
- The second, “little supervision,” is also linked to “some negative feelings.”
- In other words, the relative lack of close supervision is the main workplace factor in this generally positive appraisal of the organization.

The City of Brandon

- Mutual support and respect links to the individual variables in the 6 criteria for productive human activity, particularly feedback from peers.
- The mean for mutual support and respect was 6.06 out of 10, and 42% said they get just the right amount of feedback from their peers.
- This would indicate that they are giving each other accurate and timely feedback but there is room for improvement.

The City of Brandon

- In total, this is a picture of a laissez-faire organization in which people have worked out ways to be positive together.
- The story for younger females is reverse. They would have fewer positive feelings and more negative feelings. They would be more tightly supervised.

Characteristics of Laissez-faire

- Little Supervision
- Some negative feelings
- Some intrinsic motivation
- Some positive feelings
- Employees are partially engaged or engaged some of the time
- Mediocre productivity and quality

Characteristics of Laissez-faire

- People do what they want until the formal bureaucracy kicks in
- People work out ways to feel positive about their work
- People feel negative about their organization or management when expectations are not met
- Supervision is in a double bind

Further Reading

- de Guerre, D. W. (2003). Variations on the Participative Design Workshop. In M. M. Beyerlein, G. Klein, & L. Broedling (Eds.), *The Collaborative Work Systems Fieldbook: Strategies for Building Successful Teams* (pp. 275-286). San Francisco: John Wiley & Sons.
- Emery, M. (Ed.). (1993). *Participative Design for Participative Democracy*. Canberra: ANU/CCE.
- Hackman, J. R. (2002). *Leading Teams: Setting The Stage for Great Performances*. Boston: Harvard Business School Press.
- Purser, R. E., & Cabana, S. (1998). *The Self Managing Organization: How leading companies are transforming the work of teams for real impact*. New York: The Free Press.