

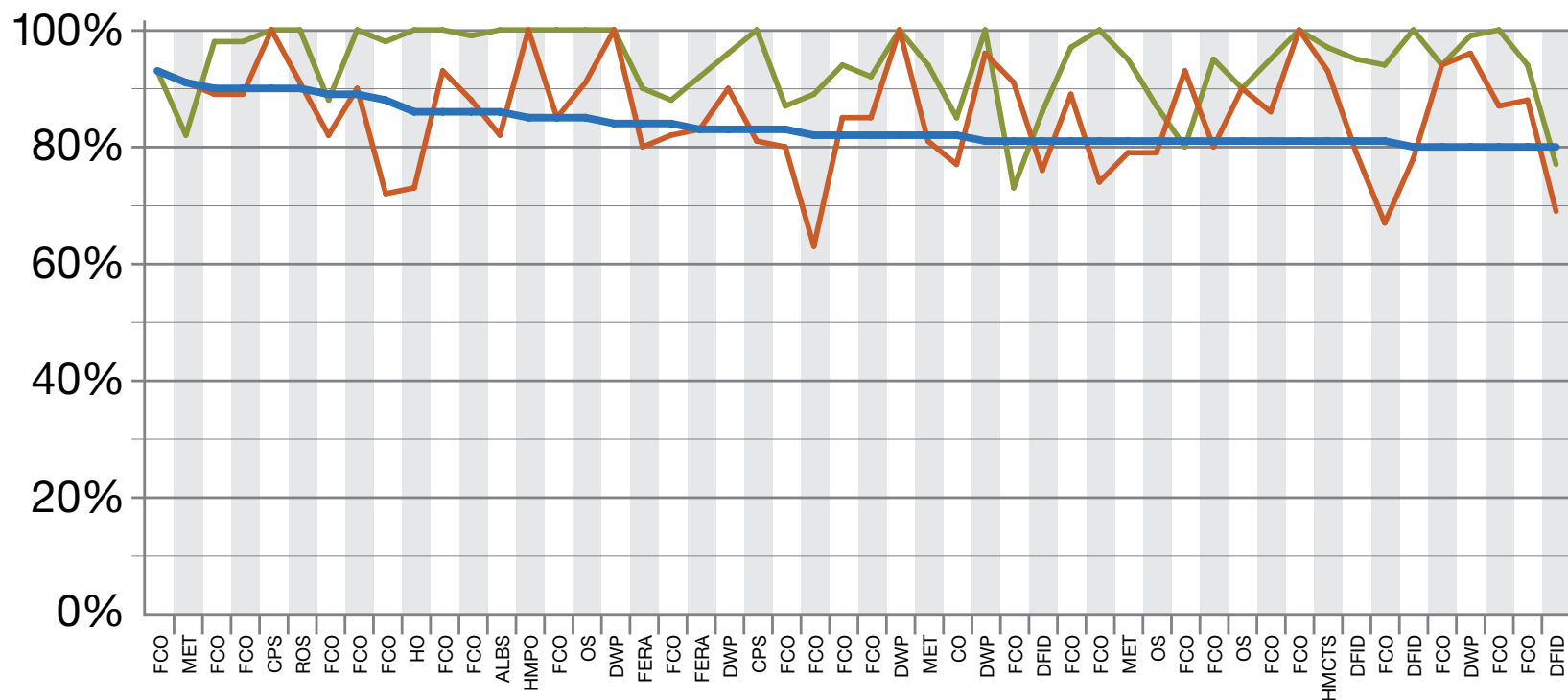
# Strong narrative plays a part

## Top 50 teams by engagement

Series 1: engagement index

Series 2: My manager helps me understand how I contribute to the organisation's objectives **+20% correlation**

Series 3: In my job, I am clear about what's expected of me **+18% correlation**



Teams are more engaged when they are clear on their role in achieving the organisation's goals although this has less impact on engagement than the other three Engaging for Success enablers of engagement.

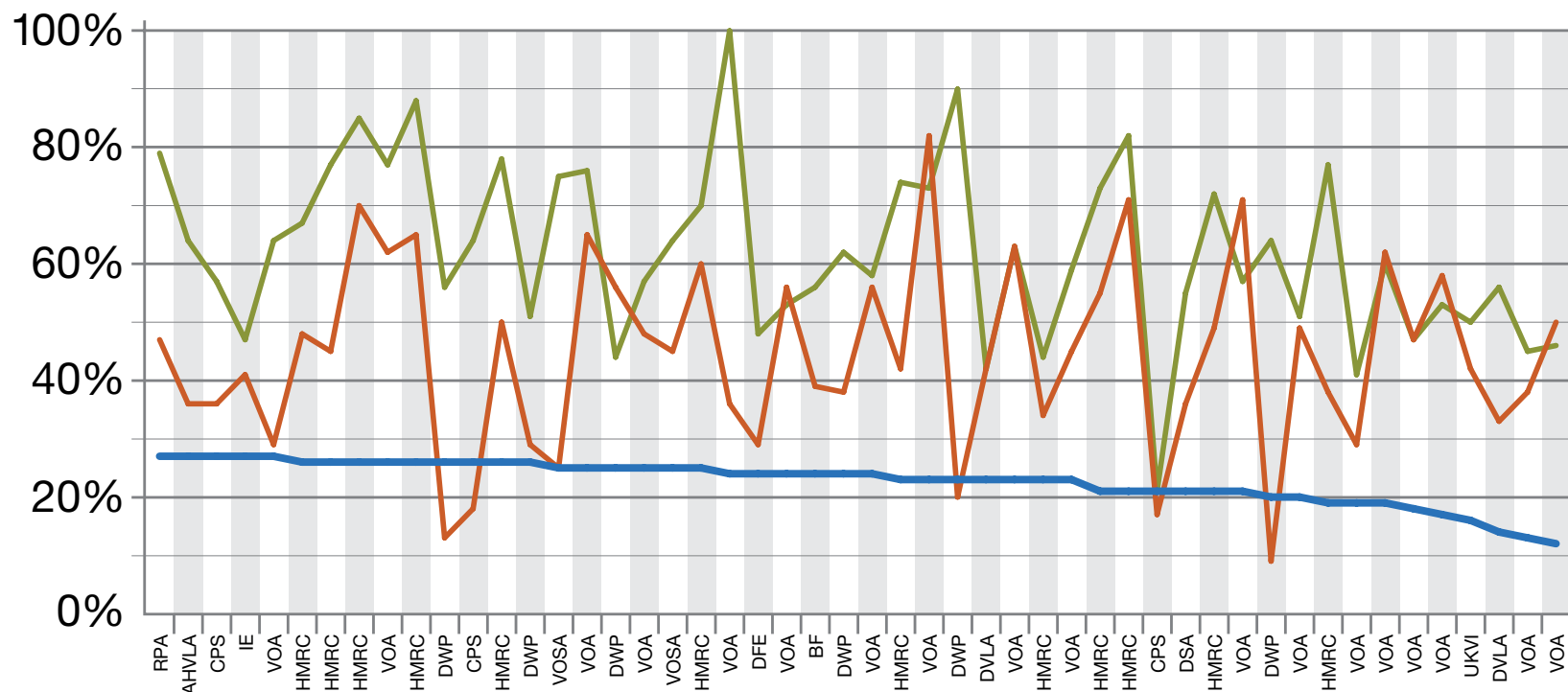
# Strong narrative plays a part

## Lowest performing 50 teams by engagement

Series 1: engagement index

Series 2: My manager helps me understand how I contribute to the organisation's objectives **+6% correlation**

Series 3: In my job, I am clear about what's expected of me **+38% correlation**



Team engagement is low even when leaders score relatively well on communicating corporate goals and setting expectations. Scores are again wildly erratic (9% to 82% and 20% to 100% respectively).

# Engaging managers set the tone

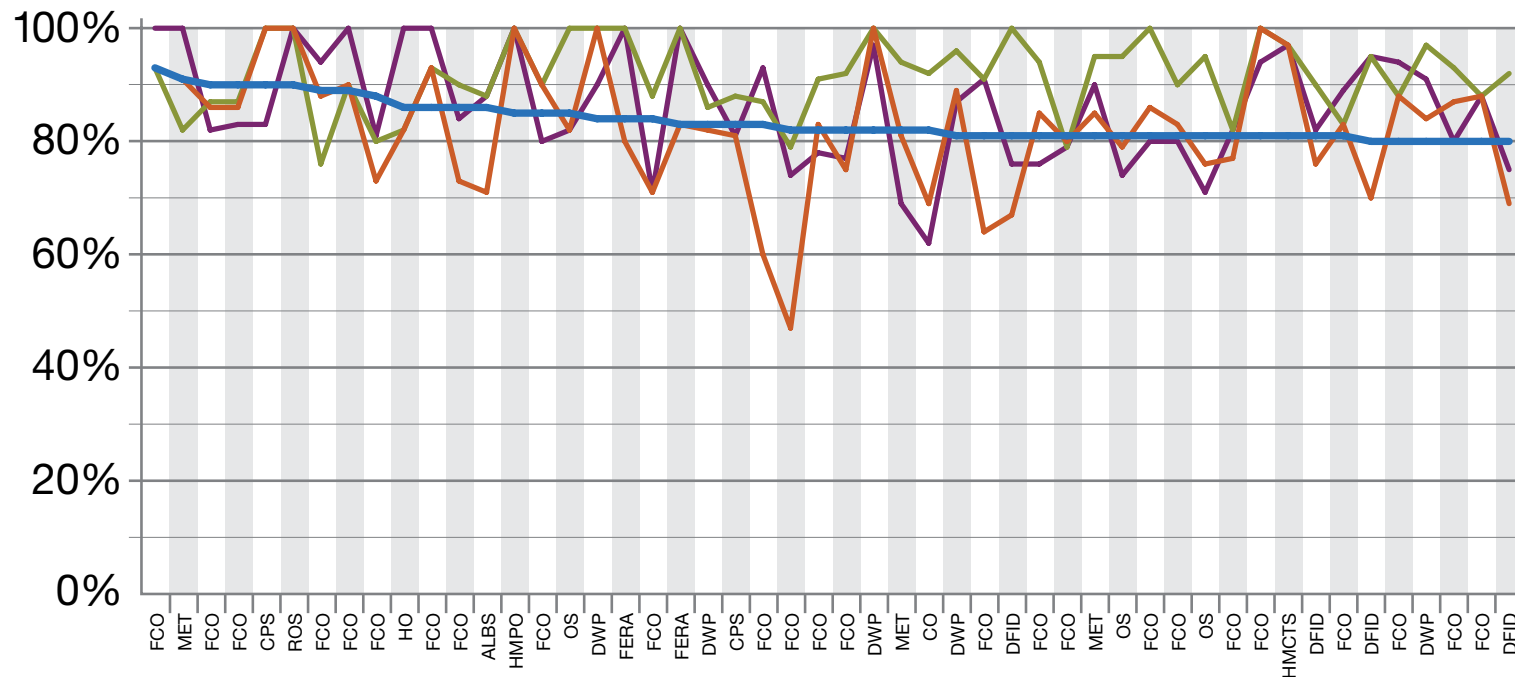
## Top 50 teams by engagement

Series 1: engagement index

Series 2: I feel involved in the decisions that affect me **+31.2% correlation**

Series 3: My manager is open to my ideas **-18.2% correlation**

Series 4: Organisation keeps me informed about matters that affect me **+36.7% correlation**



Higher engagement is evident in teams where managers keep their teams informed and involved although this has less impact than employees having a voice and managers living the values.

# Engaging managers inform teams

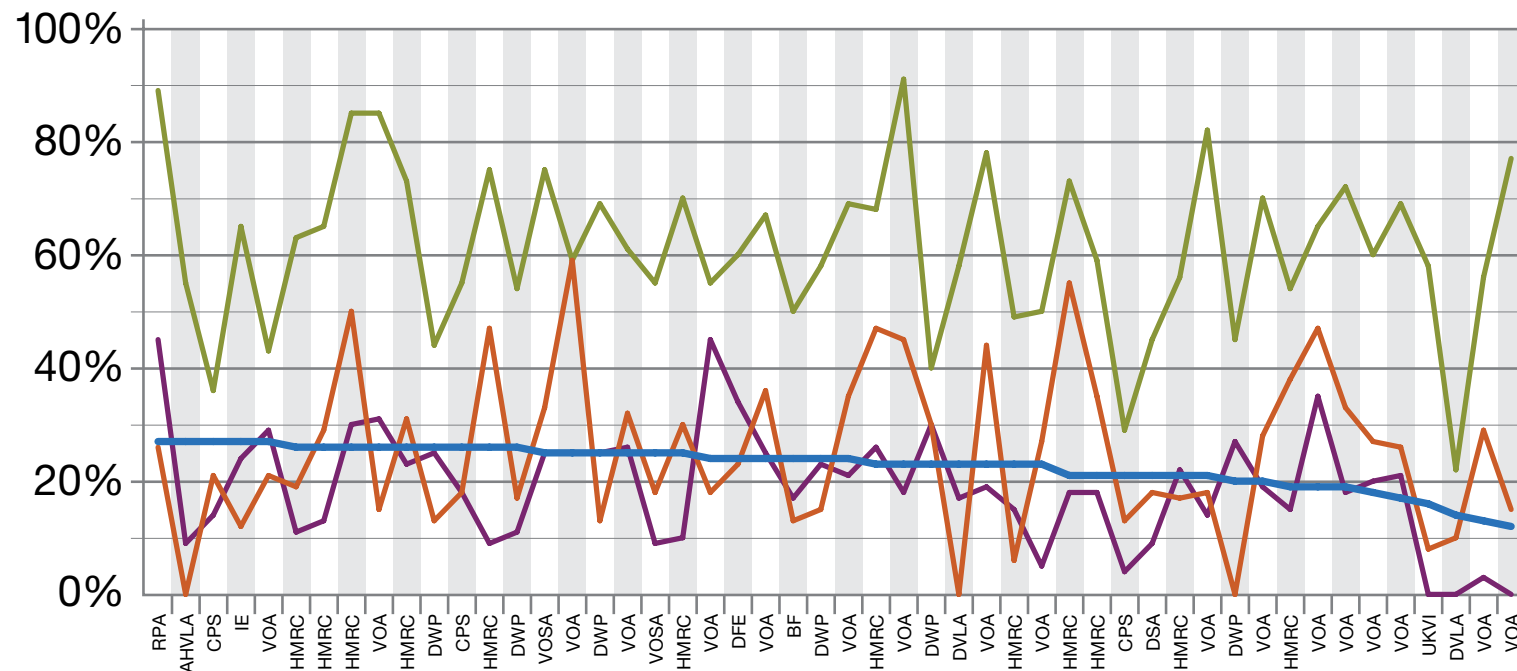
## Lowest performing 50 teams by engagement

Series 1: engagement index

Series 2: I feel involved in the decisions that affect me **+5.9% correlation**

Series 3: My manager is open to my ideas **+15.1% correlation**

Series 4: Organisation keeps me informed about matters that affect me **+44% correlation**



Low engagement goes hand in hand in lowest-scoring units with a failure to keep staff informed. Practice in being open to ideas is relatively high but wildly erratic (22% to 91% range).



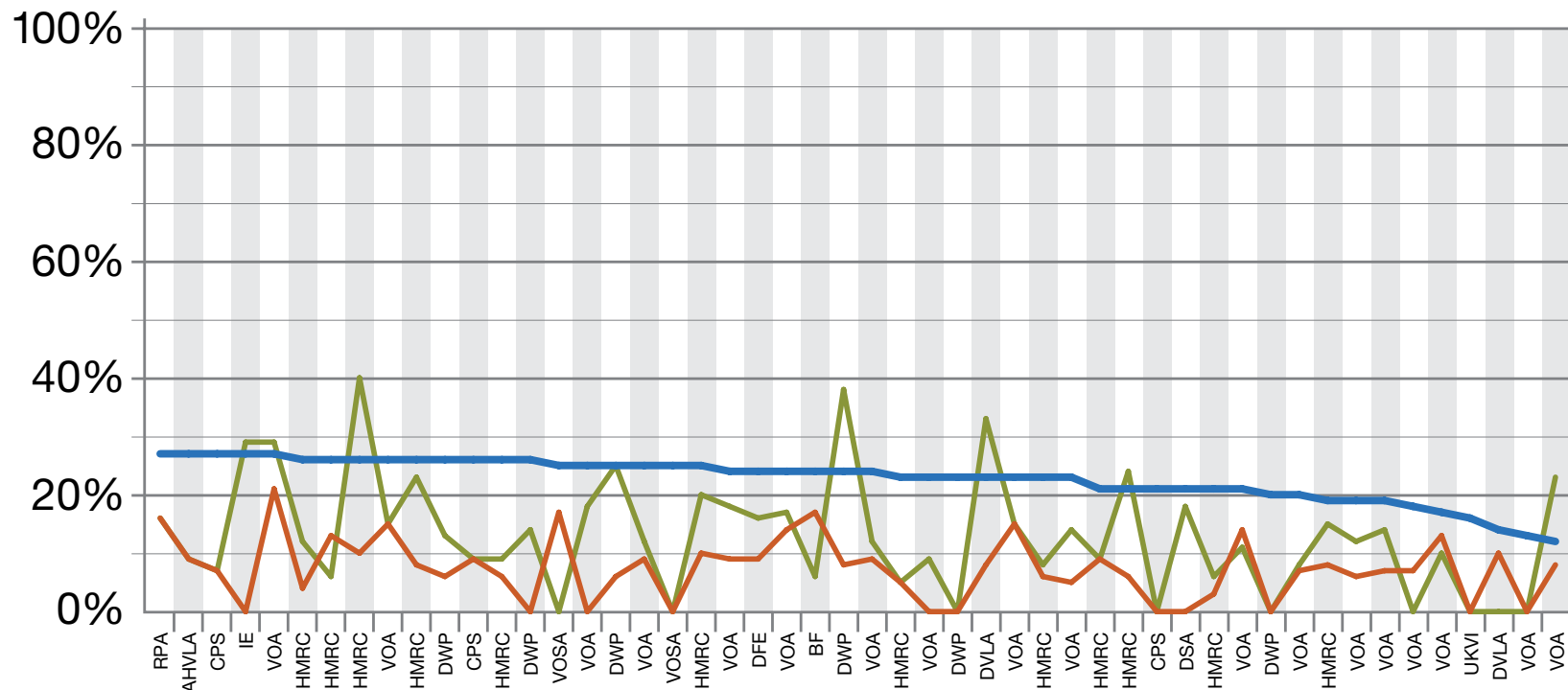
# Employees want to be heard

## Lowest performing 50 teams by engagement

Series 1: engagement index

Series 2: I have the opportunity to contribute my views **+22.3% correlation**

Series 3: I think it's safe to challenge the way things are done **+30.7% correlation**



In the lowest-scoring teams, lack of voice shows once more its close relationship with engagement, with not only correlations of the trend reasonably strong but the numeric values too.

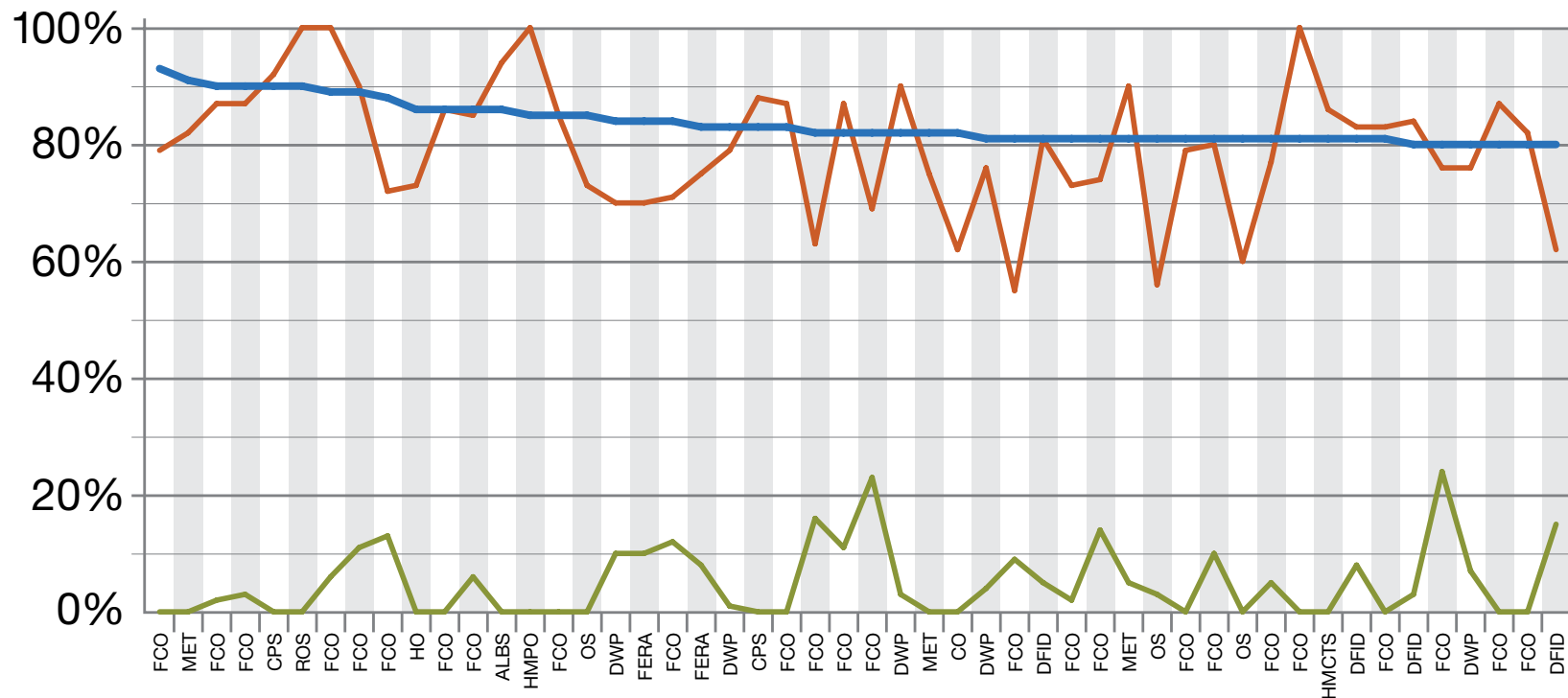
# Integrity really matters

## Top 50 teams by engagement

Series 1: engagement index

Series 2: I believe the actions of senior managers are consistent with our values **+34.6% correlation**

Series 3: Have you been bullied or harassed in last 12 months **-18.3% correlation**



Managers living the values score 2nd highest of the four Engaging for Success drivers in the most engaged units of all. The score is strongly inversely proportional to incidents of bullying and harassment.

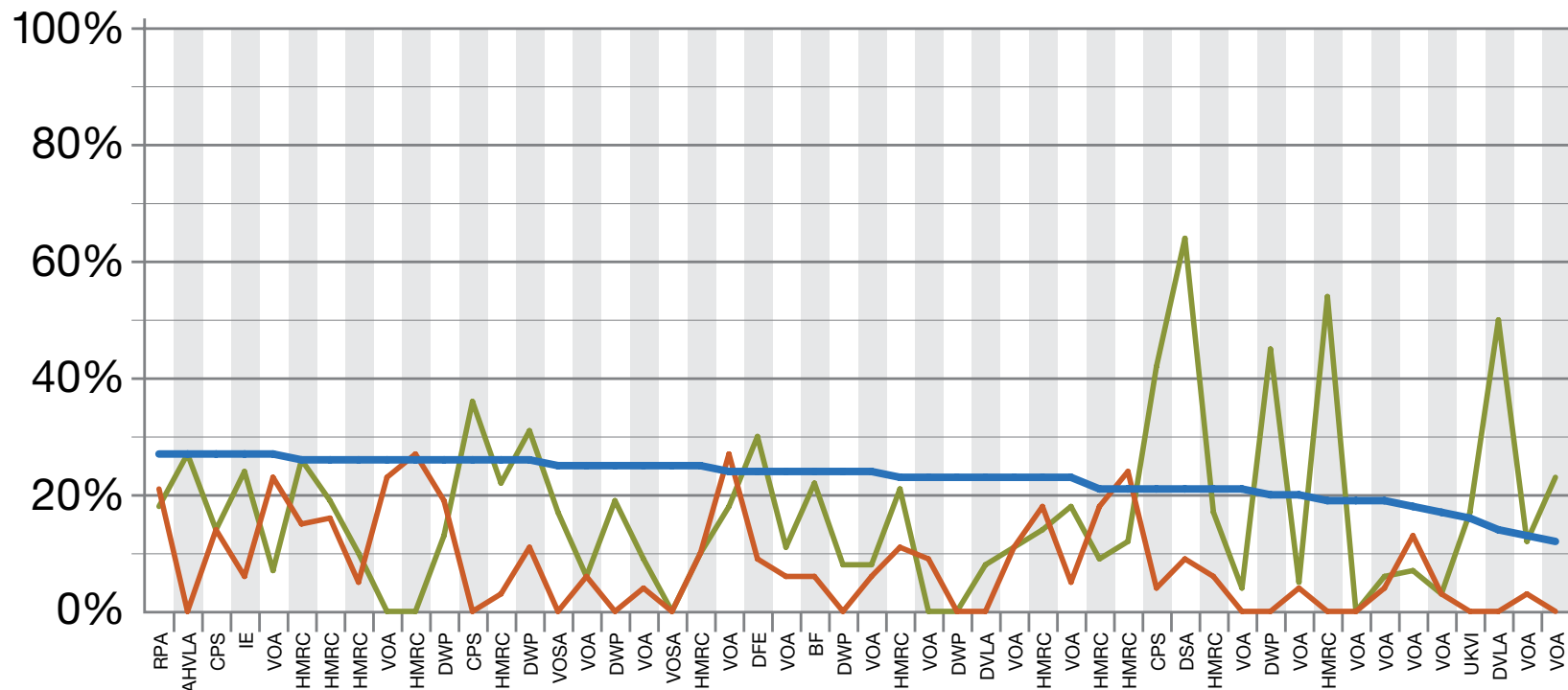
# Integrity really matters

## Lowest performing 50 teams by engagement

Series 1: engagement index

Series 2: I believe the actions of senior managers are consistent with our values **+37.8% correlation**

Series 3: Have you been bullied or harassed in last 12 months **-14.6% correlation**



Values and behaviours have the most significant impact on engagement in the lowest scoring teams with the highest incidence of bullying harassment all occurring in the 15 units with the very weakest engagement rating.