

Investors in People Knowledge Network
- Glasgow 5th November 2009

Great Aunt Matilda's Bequest

You have just been informed that a great aunt in Bolivia whom you have never heard of has just died - which is sad. However, she left you one million pounds to set up your own company – which is good. All she asks is that you manage this company in such a way that you get engaged people who get great satisfaction from working with you.

You have a meeting with her lawyers in 20 minutes and they want to test you on your ideas for getting an engaged and motivated workforce. You need to tell them:

- **What your vision of an engaged workforce is**
- **How you will achieve this in your new organisation**
- **What benefits your business will accrue if you have an engaged workforce**
- **Would there be any potential barriers to stop you doing this**

Group 1:

1. What your vision of an engaged workforce is

- Skilled
- Motivated and enthusiastic
- Leadership skills
- Management skills
- Working towards common goal
- Team work
- Sense of humour

2. How you will achieve this in your new organisation

- Successful recruitment
 - Annual development
 - Job description
 - Pay structure
 - Complimentary skills
 - Experience and knowledge
 - Also 'new' blood
 - Tracking (ongoing)
- } getting these right, and remuneration package



3. What benefits your business will accrue if you have an engaged workforce

- Performance and profit
- Stability of staff
- 'Happy' staff and 'happy' customers
- Stability and recognition in the market place

4. Would are the potential barriers to stop you doing this

- Lack of skills
- Lack of knowledge
- ? Niche in the market place to take off
- Credit crunch
- Legislation

Group 2:

1. What your vision of an engaged workforce is

- Believe
- Shared goals
- Involvement

2. How you will achieve this in your new organisation

- People feel valued
- People contribute to goals
- Rewards

3. What benefits your business will accrue if you have an engaged workforce

- Profit
- Job security
- Motivated workforce
- Satisfied customers/ clients

4. Would are the potential barriers to stop you doing this

- Insecurity due to change
- Communication flow/listen/feedback
- Them/us
- Complacency
- Treatment/ job conditions



Group 3:

1. What your vision of an engaged workforce is

- Aware
- Motivated and committed
- Participative
- Skilled
- Feel valued - rewarded appropriately

2. How you will achieve this in your new organisation

- Communication- clearly and regularly
- Consultation
- Feedback (both at individual and organisation level)
- Investing in people learning and development

3. What benefits your business will accrue if you have an engaged workforce

- Improved performance – successful
- Achieve targets
- Job satisfaction
- Improvements in systems and processes
- Sustainability

4. Would are the potential barriers to stop you doing this

- Resistance to change (based on previous experience)
- Red tape
- Competition/ pressures
- Internal inconsistencies e.g. to management and practices

Group 4:

1. What your vision of an engaged workforce is

- Set out clear aims/objectives
- Happy workforce

2. How you will achieve this in your new organisation

- Recruitment
- Training of communication
- Support/ recognition



3. What benefits your business will accrue if you have an engaged workforce

- Discretionary
- Effort/extra mile
- Empowerment
- Staff retention
- Feel good factor

4. Would are the potential barriers to stop you doing this

- Controlling managers
- Recession/finance

Group 5:

1. What your vision of an engaged workforce is

- Motivated, committed
- Involved in decision making/planning
- Customer focussed/ enthusiastic
- Opportunity to contribute

2. How you will achieve this in your new organisation

- IIP framework
- 2 way communication
- People development training
- Award strategy

3. What benefits your business will accrue if you have an engaged workforce

- Good performance and production
- Enthusiastic workforce
- Employee retention
- Profitability
- Learning, ideas
- Good environment

4. Would are the potential barriers to stop you doing this

- Time, resources
- Reluctance to change
- Poor leadership/managers



Group 6:

1. What your vision of an engaged workforce is

- Contribution valued
- Involvement in the vision

2. How you will achieve this in your new organisation

- Support
- Commitment to training development facilities
- Cultural approach – reflective learning
- Clearly defining roles (framework)- culture of being flexible within the framework
- Engagement-
 - Customers and all staff need to engage
 - Relationship building
 - Adaptable and flexible
 - Communication
 - Exceed expectation

3. What benefits your business will accrue if you have an engaged workforce

- Everyone buys in to help achieving vision
- Motivated workforce- less absence
- Innovation
- Involvement

4. Would there be any potential barriers to stop you doing

- Commercial constraints
- People
- Change

Group 7:

1. What your vision of an engaged workforce is

- 'Buy – in'/ shared vision
- Ownership/**shared values and ethos**

2. How you will achieve this in your new organisation

- Recruitment
- Clear goals/aim
- Empowerment
- Training/ development/ induction
- Continual monitoring and feedback

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- Rewards/ recognition
- Clear communication and recognised communication channels
- Active leadership (visibility/ accessibility)
- Work- life balance

3. What benefits your business will accrue if you have an engaged workforce

- Productivity
- Profitability
- Efficiency
- Low staff turn-over/absenteeism
- Goals and objectives achieved
- Improved growth and performance

4. Would are the potential barriers to stop you doing

- Failure to adapt to change
- Poor staff Buy- in
- Poor Leadership
- Lack communication