

Workplace Improvement through Employee Engagement

Overview of AMMA Report

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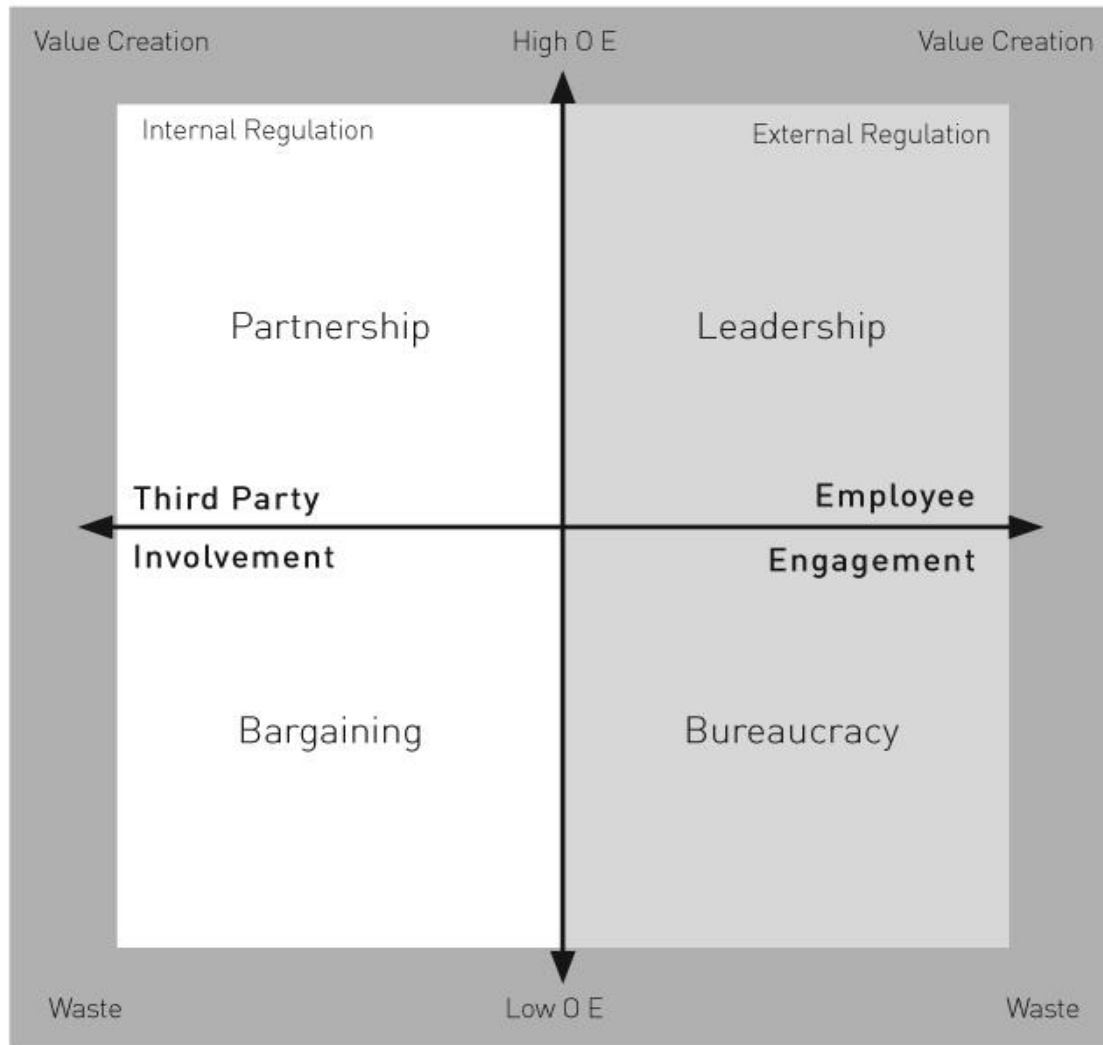
All Employees Need to Know

- What am I expected to do (and why)?
- How am I going?
- Where am I going?

Report is about

- Who answers those questions?
 - if the leadership doesn't; employees will find their own answers.
- Are the answers satisfactory and reliable?
 - does it just depend on who's my boss at the time?
- The challenges and rewards when leaders recognise and accept this is their work;
 - work which cannot be delegated.

Figure No 1. Elements of the Model



Comments on Model

- Simple not simplistic
- Dynamic not static
- Description of change in a workplace over time
- A business can be in different quadrants at the same time

The Challenges

- Building employee engagement through changing workplace culture
 - changing the substance of the relationship not just its legal form;
- Values based leadership;
- Supporting systems to sustain changes in leadership behaviour over time;
- Avoiding bureaucracy and non value adding process.

The Rewards

- More engaged employees:
 - findings consistent with other studies showing better turnover, absenteeism and safety;
 - sound basis for continuous improvement.
- Significant and rapid improvements in productivity as discretionary effort of employees kicks in.
- Remarkable transformation for the benefit of all over longer term.
- Dynamic efficiency becomes an entrenched capability.

Implications

- Building a direct working relationship between the leader and team member is a necessary but not sufficient condition for employee engagement.
- Individual employment agreements which operate to the exclusion of third parties have a key ongoing role to play in Australia's workplace relations system.