

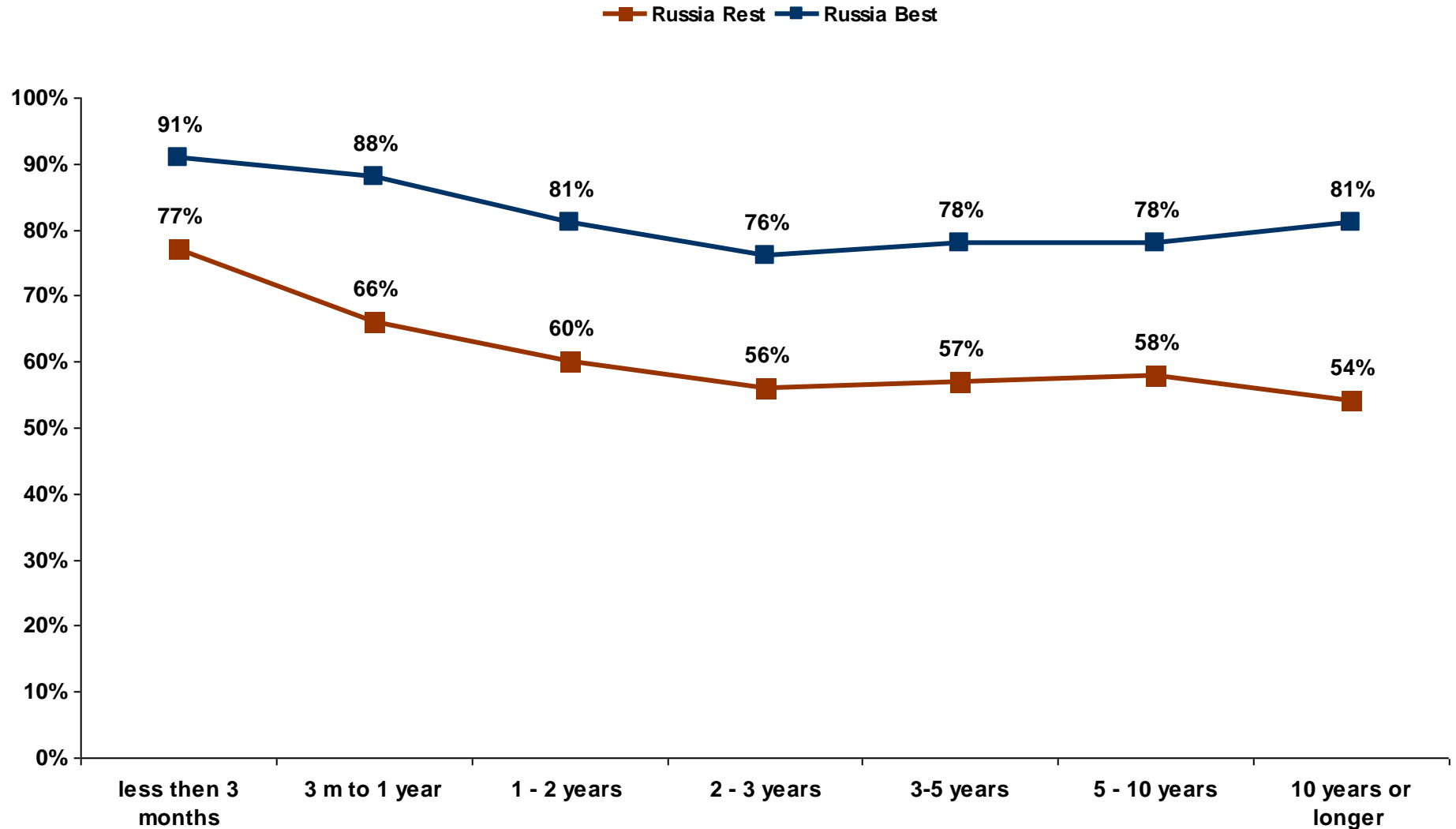


"Engaging Leaders - Lessons  
Learned from Best Employers  
in Europe and Russia"

April 2012

**AON** Hewitt

## High at the beginning – engagement continues to drop with time



# Engagement score represents the company's ability to engage the people

What do we mean by  
**ENGAGEMENT?**



The % of employees  
of a given organization are  
**ENGAGED**



Engaged employee  
**speaks positively**  
about a company among  
coworkers, clients and his/her  
friends



Engaged employee  
**associates his/ her future with**  
the company



Engaged employee  
**feels motivated to exert**  
**extra effort**  
for the company

# High level Employee Engagement and its impact on business measures

Thanks to the engagement studies conducted globally by Aon Hewitt for more than 20 years we have noticed that...



...there is a strong correlation of the **EMPLOYEE ENGAGEMENT** with the key results of a company, such as:

Organisations who report 65% or more employees as 'engaged' using the Aon Hewitt assessment method typically display:



Decreased costs  
(lower absenteeism,  
rotation, waste)



Higher client  
satisfaction and NPS



Higher revenues  
and profitability



Higher total shareholder return

Source: Aon Hewitt Global Engagement Research Database

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**Is it possible that within the same organization  
one department may have 29%  
and the other 60% engagement score ?**

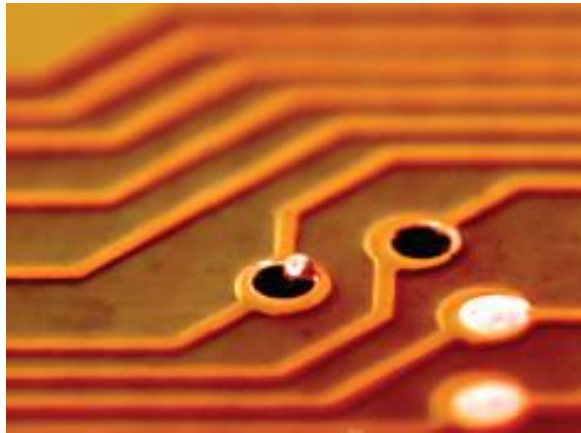
## Manager`s role in building employee engagement

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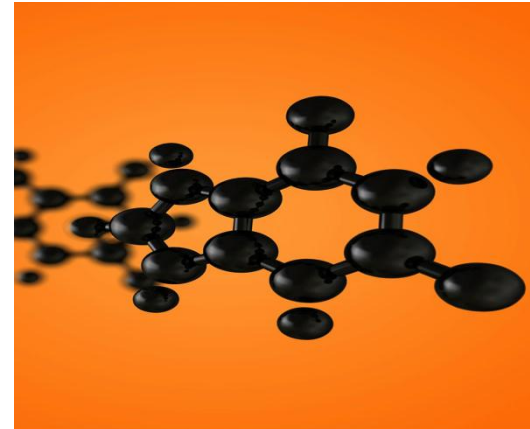
It is possible!

... and this is sometimes a place when leaders can make a huge difference

Process



Behaviors



## Some key findings

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Managers are more likely to act on engagement when:

**They themselves  
are engaged!**

**They've seen the  
impact for  
themselves**

**They are clear  
about what is  
expected of them**

**They get  
support  
and  
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## What's needed to engage managers today?

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**2008**

1. Career opportunities
2. Recognition
3. Effective work practices
4. Inspiring leadership
5. Fair pay

**2010**

1. People/HR practices
2. Career opportunities
3. Organisation reputation
4. Innovation is supported
5. Communication



**2008**

**2009**

**2009**

1. Career opportunities
2. Fair pay
3. Inspiring leadership
4. Effective work practices
5. Recognition

**2010**

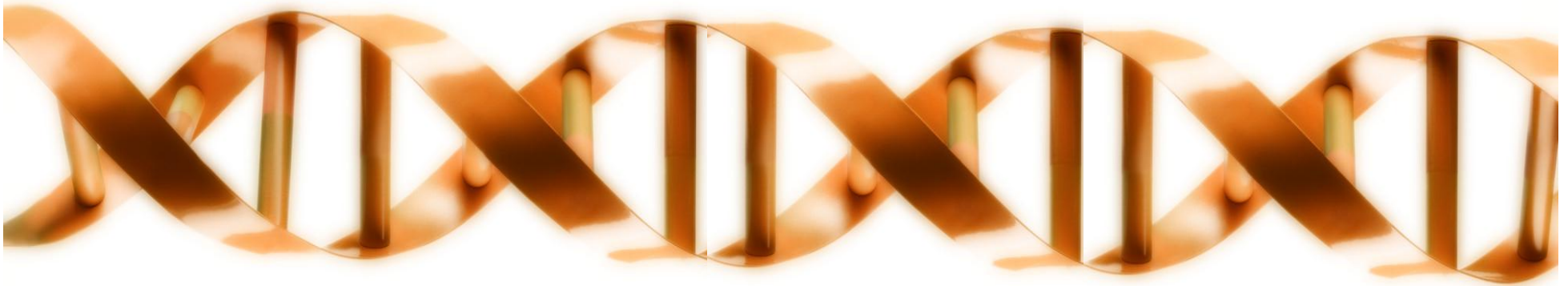
**2011**

1. Delivery on promises
2. Effective work practices
3. Innovation is supported
4. Fair pay
5. Career opportunities

**2011**

## What's needed to engage managers today in Russia?

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### **European Mangers**

- 1. Delivery on promises**
- 2. Effective work practices**
- 3. Innovation is supported**
- 4. Fair pay**
- 5. Career opportunities**

### **Russian Mangers**

- 1. People focus of the company**
- 2. Career opportunities**
- 3. Effective work practices**
- 4. Fair pay**
- 5. Company reputation**

## Some key findings

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## Role of the Russian Middle Managers

Middle Management Roles	Russia Rest	Russia Best Employers	
Question	% of agreeing respondents	% of agreeing respondents	GAP
Middle managers in our organization are primarily expected to (please check maximum 5 most important areas):			
Build the team (hire, dismiss, integrate)	62%	83%	21%
Build people engagement	68%	73%	5%
Provide feedback and coach on performance	45%	65%	20%
Communicate company's strategy and goals	54%	56%	2%
Monitor team's performance	63%	46%	-17%
Serve as a source of professional knowledge and advice	36%	44%	8%
Support employees	26%	41%	15%
Report up the progress and issues	35%	32%	-3%
Delegate tasks	34%	25%	-9%
Contribute to work individually	36%	17%	-19%
Manage budget	35%	11%	-24%

## Role of the Russian Middle Managers – Key Insights

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- Best Employers organizations in Russia communicate the role of the middle managers in the more transparent and clearer way.
- Middle managers from the Best Employers organizations in Russia are less likely to be expected to monitor their team's performance, contribute individually or to manage budget.
- Instead they are expected to focus their effort on building highly engaged teams, providing feedback and supporting employees.

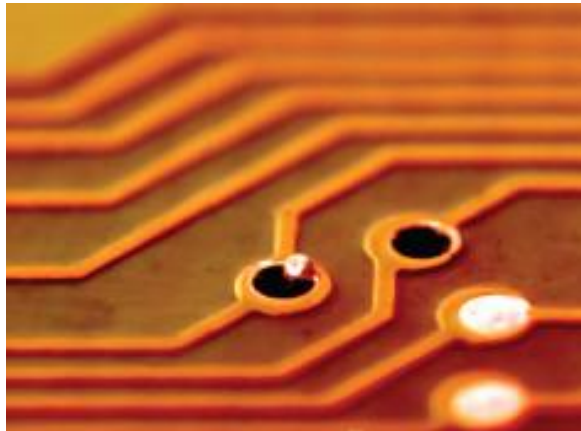
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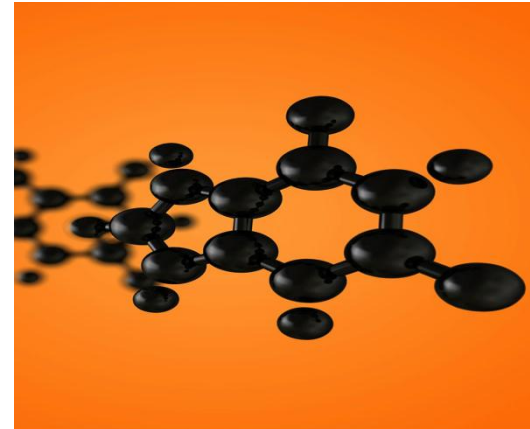
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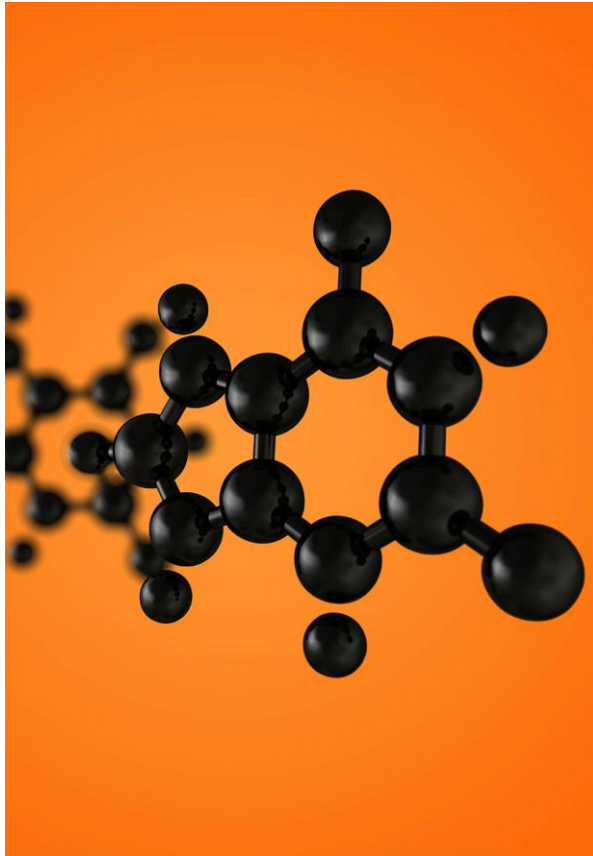


Behaviors



## DNA of an engaging manager

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### A truly engaging manager ..

- is tuned-in to people
- is an effective performance coach
- empowers people to grow
- matches strengths to opportunities
- promotes two-way communication
- does what they say they're going to do
- builds team spirit
- is hands-on with their teams
- is resilient

## Some practical advice

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- Focus on the engagement priorities for your managers
- Look to establish the links between engagement and team performance
- Clarify what engaging manager DNA looks like in your organisation and make this explicit
- Include engagement into manager training and induction programs
- Set-up forums and support networks