



International  
**Wellbeing** Insights  
People, Culture & Wellbeing

## MODULE 4:

# GETTING THE BEST OUT OF PEOPLE



# Getting The Best Out Of People

By the end of this module you will: →

- 👍 Understand what makes employees happy.
- 👍 Know why keeping employees engaged and motivated is important.
- 👍 Learn ways in which to keep employees happy and motivate them.

## Keeping Employees Happy

It's important for employees to be motivated and engaged by their work in order to be happy in their jobs. When employees do not feel as though they are respected, listened to, appreciated, or do not invest into the company then it can lead to poor job satisfaction and potentially high employee turnover.

Gallup is a leading expert on employment engagement and their latest report has outlined 12 ways in which employees will feel more engaged:

### 1. Employees being aware of what is expected of them:

It's important for goals to be set at organisational, group, and employee levels. When there are clear goals set it allows people to create coherent and effective plans as well as being able to easily track progress. Without goals it can leave employees feeling confused and not in control of their work. This requires good leadership with people who can effectively communicate with their respective teams.

### 2. Supplying employees with the equipment and materials they need:

Every effort should be made to give the employees what they need to carry out their job to the highest standard. This means employees should be regularly consulted on what they require, line managers should support employees in their pursuit for the materials, and should any equipment not be provided it should be made clear as to why.

### 3. Allowing employees to work to their strengths:

An employee that is able to work at what they're best at will not only produce better work but will also prove to be much more loyal. Putting someone in a job they are not good at can cause frustration and low levels of satisfaction, which does not benefit the individual or the organisation. Employees should work with their managers to figure out what their strengths are to be placed in the right job, even if that means lateral movement into a role that much better suits them.

# Keeping Employees Happy

## 4. Recognition of an employee's achievements and contributions:

Whilst an employee works for a salary, it's important for managers and other senior members to recognise and praise their achievements. An employee who does not feel appreciated is less likely to remain in the organisation. Not everyone responds to the same kind of praise; it's important to understand how employee's wish their achievements to be recognised. Not only should employee's be praised but also for it to be made clear what contribution they've made to the organisation's goals.

## 5 Employers and managers to show they care about their employees:

Employees want to feel as though they are cared about as people. When this is demonstrated by employers it leads to higher levels of retention but also employees feel more confident about sharing new ideas and supporting one another. To achieve this, managers should get to know their team members on a more personal level by engaging in conversations about work and their personal lives. Other than that, it is simply a case of treating employees with respect.

## 6. An employee's development goals are cared and catered for:

Employees want to feel as though their employers want to help further their professional and personal development. This can take the shape of further training, promotions, even simply switching to a more suitable role. It can help employees to feel more engaged in their work but also that the organisation is invested in them.

This requires management to engage in conversations that establish where an employee wants to go, puts clear goals in place, and provides opportunities for these goals to be met.

## 7. Employees want their voices to be heard:

Employees want to feel as though their opinions are considered and listened to. This can increase retention and productivity, but research also found that teams who make decisions through group planning and debate vastly outperform managers who make decisions by themselves. Managers should consult their teams on decisions that need to be made with all suggestions being considered and trialled. Should an employee's suggestion be rejected it should be made clear as to why.

## 8. Employees want to work for an organisation that wants to achieve more than just making money:

A job is more than just about earning money, it's also something an employee wants to be proud of. This aspect of the job has been found to be most important with younger employees. When an employee feels invested in the organisation's goal it can lead to an increased chance of staying in employment as well as a better quality of work. A large amount of this comes down to leadership setting a vision for the company and how they wish to achieve it. From that managers should make it clear how their team (both as a group and as individuals) fit within that vision, and allow them to express how they've helped achieve it.

# Keeping Employees Happy

## 9. Employees want to feel as though their colleagues are just as invested in the organisation as they are:

An employee wants to see that their peers are making just as much contribution to the team and organisation as they are; feeling as though they have to carry other people can be very draining and increase sickness absence and employee turnover. They also find it frustrating when they know that talented individuals with lots of potential are only doing enough to scrape by. Managers should set clear standards for the whole team. Those who do not reach those standards should be held accountable with clear feedback and potential consequences of their subpar performance.

## 10. Friendships between employees:

Again, a job is more than just about earning money, people want to feel fulfilled and happy when they go to work and social interaction plays a role in this. When employees have strong relationships at work it can positively impact retention and productivity. Employees should be provided with occasions where they socially interact with each other such as team-building exercises and be encouraged to engage in conversation that isn't work related.

## 11. Employers should constantly report back to their employees on how they feel about the work being produced:

Employees want to know how their employer views them and whether the work they are producing is right and to a high enough standard. Knowing how much progress they make can help dispel an ambiguity and anxiousness that comes with not knowing. It therefore reduces stress, decreasing absenteeism, and increasing productivity.

This should extend beyond just 6-month performance reviews; managers should provide clear goals that allow for easy tracking of progress as well regularly provide employees with feedback so they know where they stand.

## 12. Creating an environment that helps employees learn and grow:

People don't want to feel as though they are stagnating in their job, so having employees doing the same task day after day can negatively impact on retention, absence, and productivity. Employees should be challenged and consistently provided with new engaging tasks. Giving employees short-term goals can help with their development over time and providing them with opportunities to learn new skills can help them to feel motivated and as though the organisation is invested in them.

This is quite an extensive list of areas that can be addressed to help employees feel valued, motivated, and generally happy. The overarching theme, however, is the relationship between employees and management. Addressing a small number of these areas, should they need to be addressed, can help cultivate the strong level of trust and communication between employees and management that is required to keep employees feeling cared for and engaged. Once this starts to take shape, many other aspects involved in keeping employees happy will fall into place.

## Case Study



The hotel industry is renowned for being an industry with high employee turnover. Hyatt combats this by focusing on employee development. They do this through the classic use of promotion as well as other more unique practices. One such practice is encouraging the 'associates' (the name given to their employees) to listen and communicate with each other and guests in order to problem-solve themselves as oppose to using a script. This allows their employees to see problems as challenges that need to be overcome, therefore engaging and motivating them to think proactively. This commitment to employee development means employees feel as though they are growing but also allows the organisation to develop and face any issues they may experience as a unit.

### Expert Opinions:

" The best tip I can offer is to say that engagement and passion for a job are a two-way street. Hiring someone you've decided is loud or bubbly or outgoing or enthusiastic may provide a sugar high. But if all the things that we all know provide engagement (pay, promotions, recognition, appreciation, interesting work, and so on) aren't there, the passion is fleeting. Expecting people to be engaged because you think they're passionate isn't a long-term winner.

Todd Raphael, Editor-in-Chief, ERE Media

" An employee is far more likely to be engaged when they have clear performance expectations, the tools to do their job well and a manager who cares about them as a person (rather than just an 'economic unit of production') and communicates effectively with them.

Ross Clennett, High Performance Recruitment Coach

" People (including employees) can be physically engaged (present with hands and feet) but not emotionally engaged (contributing with heart and soul). Emotional commitment comes when employees find personal meaning from the work they do. Meaning need not be grandiose, and is inherently personal. I find meaning from teaching and seeing students learn; Wendy (my wife) finds meaning from helping clients unravel emotional knots (psychologists). Others may find meaning in relationship, creativity, innovation, service, or reaching goals. Good leaders are meaning makers who help each employee find his or her personal meaning through their work activities.

Dave Ulrich, Professor at the Ross School of Business, University of Michigan  
and partner of the RBL Group

## Fun Facts:

The cost of replacing an employee who earns £25,000 or higher and getting the replacement to the same level of productivity is upwards of **£30,000** each time. <sup>1</sup>



# 80%

Of employees **do not** have passion for their work. <sup>2</sup>



Companies with engaged employees outperform those without by

# 202%.<sup>3</sup>

# 80%

of employees would **work more hours** for a more empathetic employer. <sup>4</sup>

# 60%

would take a **pay cut** to work for a more empathetic employer. <sup>4</sup>

# 95%

of employees want an employer **who cares about their health – physical and mental** – and empowers them with flexibility – both work location and schedule. <sup>4</sup>

### Sources:

<sup>1</sup>[https://cdn2.hubspot.net/hub/234061/file-2369180767-pdf/Module\\_2\\_tops\\_tips\\_to\\_attract\\_and\\_retain\\_the\\_best\\_people.pdf?t=1529951655506](https://cdn2.hubspot.net/hub/234061/file-2369180767-pdf/Module_2_tops_tips_to_attract_and_retain_the_best_people.pdf?t=1529951655506)(Eds.), Mental health and wellbeing in England: Adult Psychiatric Morbidity Survey 2014. Leeds: NHS Digital.

<sup>2</sup><https://theundercoverrecruiter.com/shocking-facts-employee-engagement/>

<sup>3</sup><https://dynamicsignal.com/2018/01/08/the-best-employee-engagement-statistics-you-should-know/>

<sup>4</sup><https://www.businessolver.com/who-we-are/news/businessolver-finds-workplaces-still-lack-empathy>

## Ask Yourself...



- How engaged, motivated, valued, and generally happy are the employees in your organisation?
- What else other than their salary are the employees in your organisation being motivated by?
- Which areas can your organisation make improvements in to make your employees happier?
- What else can be done to improve the relationship between management and the employees in your organisation?

## Exercise

*Provide the reader with a task that prompts them to think of different initiatives that will make employees happy. They should then consider why that will make employee happy and positive overarching effect this can have. E.g.:*

Initiative	How this makes the employee happy?	Positive overarching effect

## Useful Links/Resources

Hppy, an organisation that aims to inform other companies and businesses on employee engagement, has created a report of 25 easy-to-implement initiatives that can increase employee engagement:

**<https://gethppy.com/employee-engagement/25-employee-engagement-ideas>**

Bob Kelleher, a leading expert and consultant on employee engagement, explains in a 2-part interview why employee engagement is so low and what can be done about it:

**Part 1:**

**<https://hrdailyadvisor.blr.com/2017/09/12/want-true-employee-engagement-engage-whole-person/>**

**Part 2:**

**<https://hrdailyadvisor.blr.com/2017/09/13/want-true-employee-engagement-engage-whole-person-part-2/>**

Officevibe has constructed a small report of 5 mistakes that lead to killing your employees' motivation and how to avoid those mistakes:

**[https://hs.officevibe.com/hubfs/mini-guides/pdf/5-more-ways-to-kill-employee-motivation.pdf?t=1532962269422&utm\\_source=hs\\_automation&utm\\_medium=email&utm\\_content=29584380&\\_hsenc=p2ANqtz--mDGeuRW70CyWZO7L55sy6mILC8f3j0sDsZCpXN4UQKuUbnev1QsPAPlo2KR\\_35DhClrYJSyfv0VaEsOrcopFn61p9qCAZgYFwoX0ZcKASD368DQ&\\_hsmi=29584380](https://hs.officevibe.com/hubfs/mini-guides/pdf/5-more-ways-to-kill-employee-motivation.pdf?t=1532962269422&utm_source=hs_automation&utm_medium=email&utm_content=29584380&_hsenc=p2ANqtz--mDGeuRW70CyWZO7L55sy6mILC8f3j0sDsZCpXN4UQKuUbnev1QsPAPlo2KR_35DhClrYJSyfv0VaEsOrcopFn61p9qCAZgYFwoX0ZcKASD368DQ&_hsmi=29584380)**





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