HIGH PERFORMANCE *Through* ENGAGEMENT

An introduction and overview of the concepts, benefits, risks and challenges of HP*t*E

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Learning Outcomes

By the end of this session you should be able to understand and describe the...

Why

Why organisations should adopt HPtE, its definition, and what are some of the key elements

What

Understand what the benefits are of an HPtE strategy, and the most impactful application scenarios

How

What tools do you need in your HR toolkit to help ensure organisational uptake and successful implementation

Risks

Comprehend the challenges and pitfalls of adopting an HPtE strategy

Knowledge Test

But first, its Slido Time.. follow the link or scan the QR code

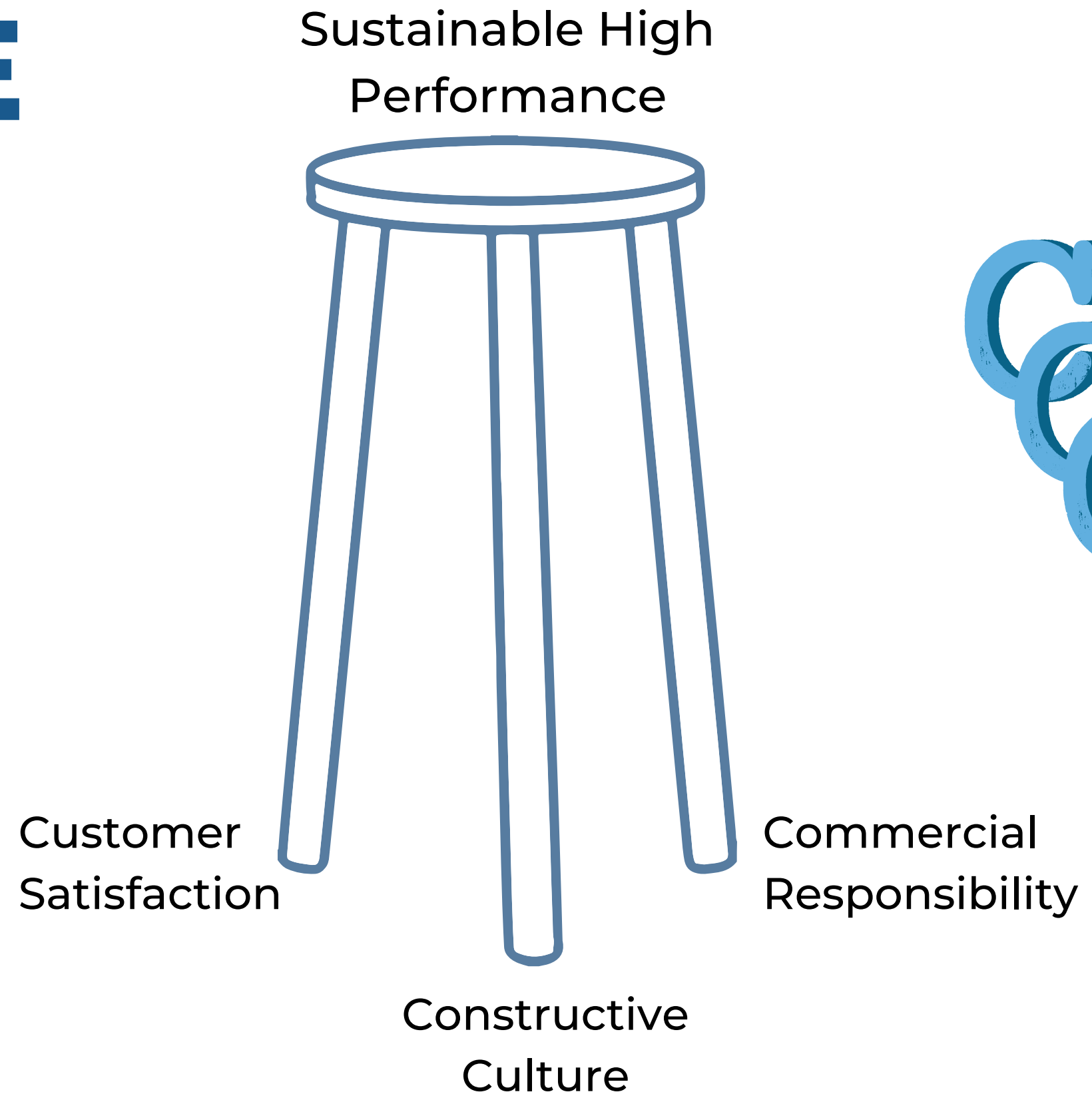Join at

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Why Organisations Should Adopt HP*t*E

To unleash the full potential of their workforce, drive high performance, and create a culture of engagement, innovation, and wellbeing that leads to enhanced productivity, increased employee retention, and improved outcomes.

What is HPtE

A High Performance through Engagement Strategy is a People focused organisational strategy that deliberately creates a Culture of collaboration, innovation, confidence and achievement to deliver sustainable Customer and Commercial value.

Sustainable High Performance

Customer Satisfaction

Commercial Responsibility

Constructive Culture

Personal and professional **learning & development** pathways providing opportunities for growth and success

A **culture of inclusion** and shared values aligned with organisational strategy and objectives

Performance management through the clear setting on expectations and objectives delivered via regular feedback

Key Elements

Regularly **recognize** achievement and provide reward to drive engagement

Active and regular **communication** with employee groups to ensure people remain informed

Employee **involvement** in organisational decision making leading to better and more sustainable outcomes

Benefits

● **Elevated Employee Wellbeing and H&S**

The HPtE strategy prioritizes employee wellbeing by promoting work-life balance, providing growth opportunities, and ensuring a safe and healthy work environment. This leads to increased job satisfaction, reduced stress levels, improved mental and physical health, and a strong focus on employee safety and well-being.

● **Improved Customer Outcomes**

HPtE fosters a culture of innovation, encouraging creative thinking, idea sharing, and finding innovative solutions to customer challenges. This results in improved products, services, and customer experiences, leading to increased satisfaction, loyalty, and positive results.

● **Positive Workplace Culture**

HPtE creates a positive workplace culture based on trust, respect, and open communication. It fosters a supportive environment, collaborative teamwork, and recognition of employee contributions, enhancing engagement, morale, and job satisfaction.
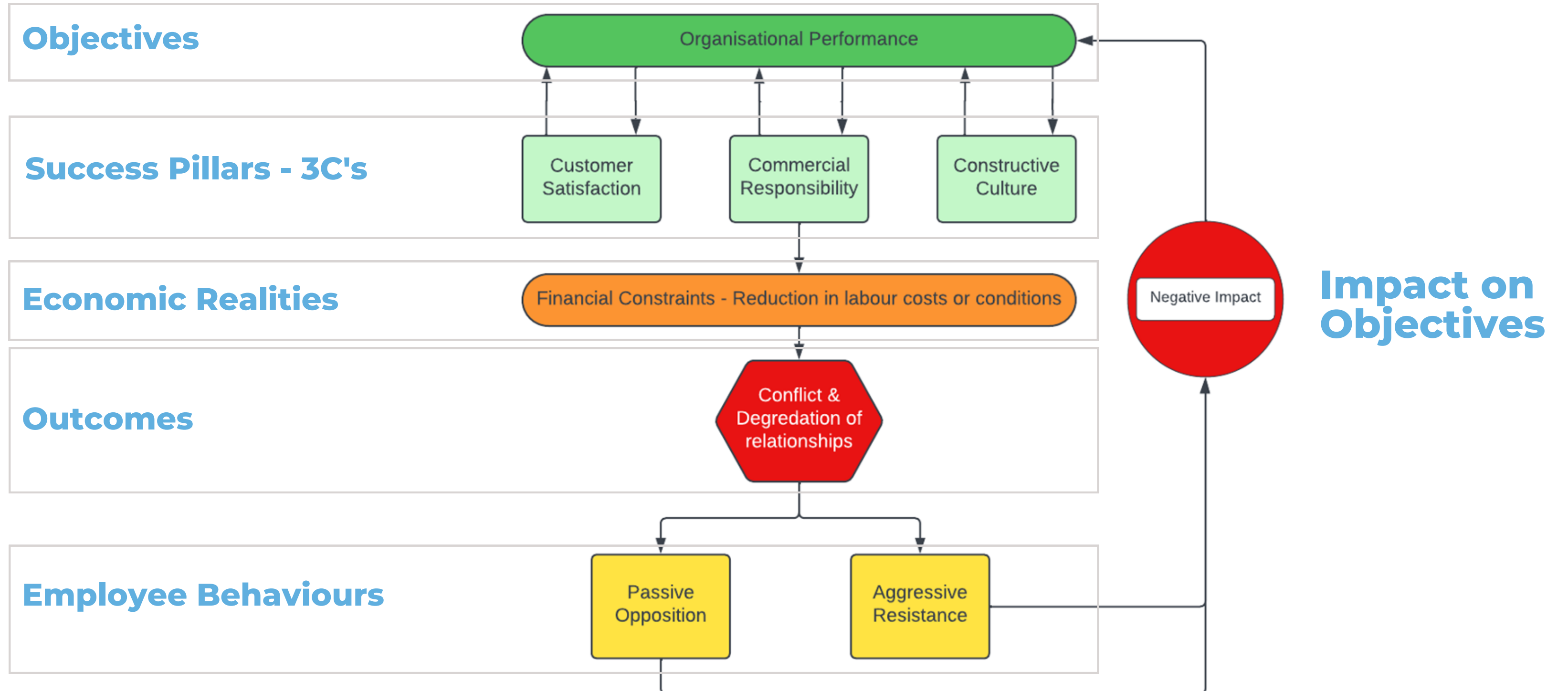
● **Enhanced Employee Retention**

HPtE plays a pivotal role in employee retention by valuing employee contributions, providing growth opportunities, and fostering a positive work environment. This creates a sense of loyalty and commitment among employees, reducing turnover rates, and retaining valuable talent. It leads to cost savings in recruitment and training while preserving institutional knowledge and experience.
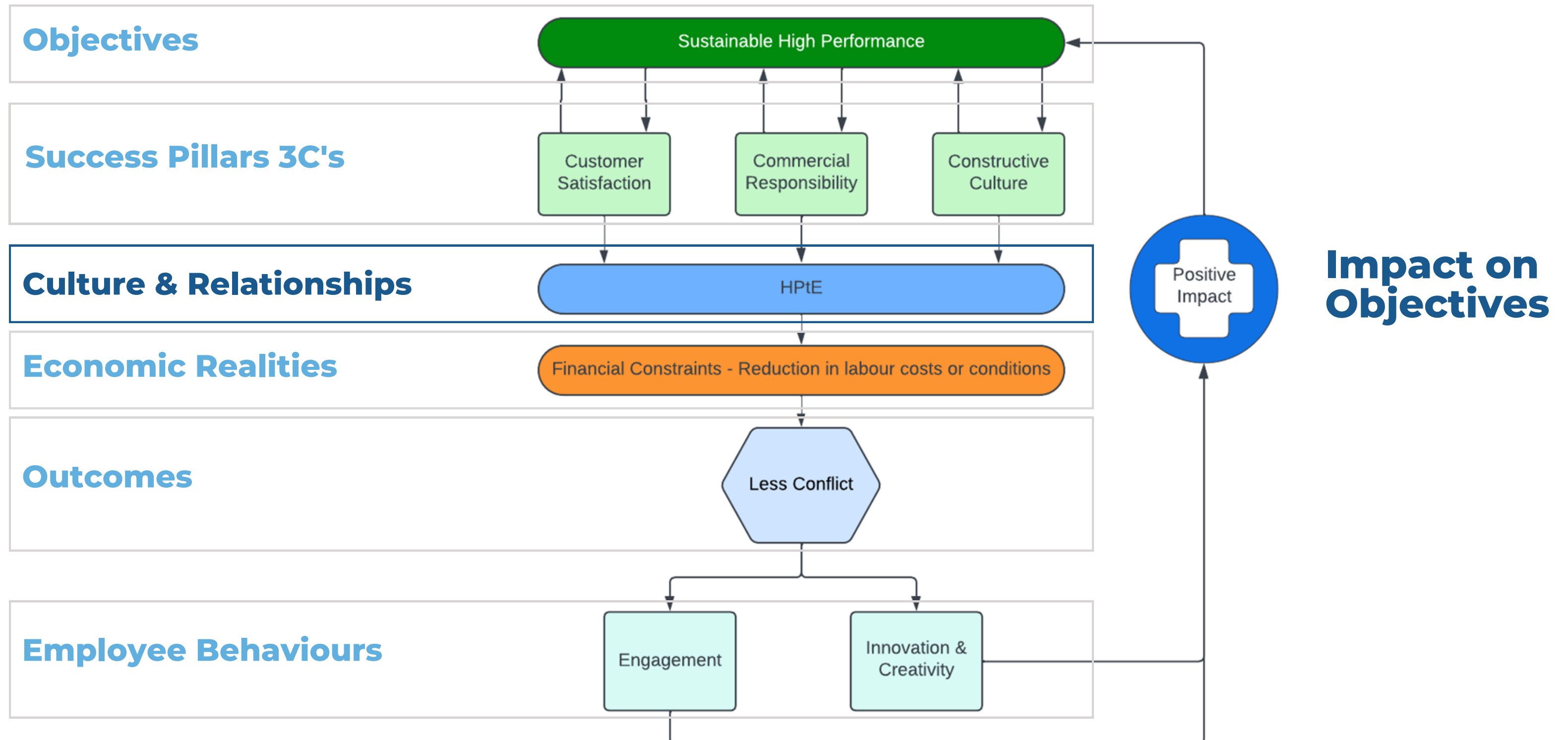
Lee Whittington, J. and Galpin, T.J. (2010), "The engagement factor: building a high-commitment organization in a low-commitment world", Journal of Business Strategy, Vol. 31 No. 5, pp. 14-24. HPtE plays a pivotal role in employee retention by valuing employee contributions, providing growth opportunities, and fosterin

Traditional SHRM Models

An organisation that fails to meaningfully engage its workforce risks exposing itself to an "us Vs them" culture

Objectives

Organisational Performance

Success Pillars - 3C's

Customer Satisfaction

Commercial Responsibility

Constructive Culture

Economic Realities

Financial Constraints - Reduction in labour costs or conditions

Outcomes

Conflict & Degredation of relationships

Employee Behaviours

Passive Opposition

Aggressive Resistance

Negative Impact

Impact on Objectives

Credit: Karl Perry - Employment Relations Centre Ltd

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HP*t*E SHRM Model

By continually engaging and building a culture of trust with the employee group, an organisation can build a culture that survives through both good times and bad

Objectives

Sustainable High Performance

Success Pillars 3C's

Customer Satisfaction

Commercial Responsibility

Constructive Culture

Culture & Relationships

HP*t*E

Economic Realities

Financial Constraints - Reduction in labour costs or conditions

Outcomes

Less Conflict

Employee Behaviours

Engagement

Innovation & Creativity

Positive Impact

Impact on Objectives

Credit: Karl Perry - Employment Relations Centre Ltd

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Applicability

Unionised

The once combative, oppositional and militant union relationships are becoming less common as organizations are more often seeking to work with & no longer against their unionised workforces fostering joint ownership of outcomes

Start-up

Startups often demand long hours with uncertain returns. HPtE in this setting is crucial for building psychological ownership and creating a long term outlook

Public Sector

Sparsely populated government workforces are sometimes difficult to align with organizational objectives. applying HPtE bolsters the chance of success by driving ownership of outcomes

Commercial Uptake

A number of New Zealand organisations are leveraging the positive benefits of HPtE to engage with their employee group and drive better outcomes for both themselves and their stakeholders

"Leaders don't have all the answers so shouldn't be afraid of letting go and empowering frontline workers to come up with solutions"
Peter Reidy - CEO Kiwirail

The Evolution Of Employee Needs

Business Era's		
Industrial Revolution	Technology Revolution	Social Revolution
Need for job Survival & basic necessasites e.g. "Roti, Kapra & Makan" i.e. "Bread, Dress & House"	Standard of living e.g. "Good salaries to pay for mortgage, loans and luxuries"	Quality of Life e.g. "Quality of job in terms of workplace, role, learning, reward and recognition"
Tolerance Level Bosses were always right!	As long as standards are met	No compromise on Quality of life
Opportunities Scarce	Variety of jobs	Abundant

How To Implement HPtE

Personal & Professional Growth Opportunities

Feedback & Communication

Work Life Balance

Health and Wellbeing

Learning & Development

Reward & Recognition

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How To Implement HP*t*E

Personal & Professional Growth Opportunities

Provide Meaningful Work with Career progression, Set clear expectations & goals, encourage them to take additional constructive responsbilities and always celebrate successes.

Reward & Recognition

Acknowledge and appreciate employees' efforts and achievements. Implement a recognition program that rewards exceptional performance, whether through monetary incentives, public recognition, or non-monetary rewards like extra time off or professional development opportunities.

Learning & Development

Offer learning and development programs to help employees enhance their skills and knowledge. Provide training, workshops, mentoring, and coaching to support their professional growth. Encourage employees to take ownership of their development and provide resources for self-directed learning.

How To Implement HP*t*E

Feedback & Communication

Establish a culture of continuous feedback and communication. Provide constructive feedback and praise employees for their achievements. Regularly check in with employees to understand their needs, address concerns, and provide support.
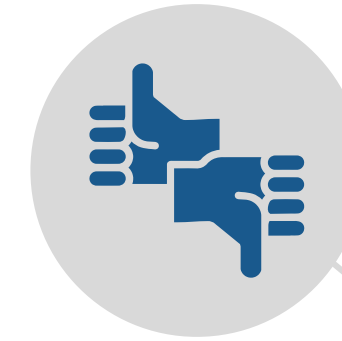
Work Life Balance

Promote work-life balance by offering flexible work arrangements, such as remote work options or flexible schedules. Encourage employees to take breaks, vacations, and engage in activities outside of work to recharge and maintain overall well-being.

Health and Wellbeing

Support employees' physical and mental well-being through wellness programs, access to healthcare resources, and stress management initiatives. Show genuine concern for their well-being and create an environment that prioritizes employee health.

HP*t*E Takes Flight

For the seventh time, Air New Zealand emerged as the most attractive employer in Randstad's latest Employer Brand Research.

Randstad's most attractive employers list 2023

Take care of your employees and they will take care of your business, its as simple as that.
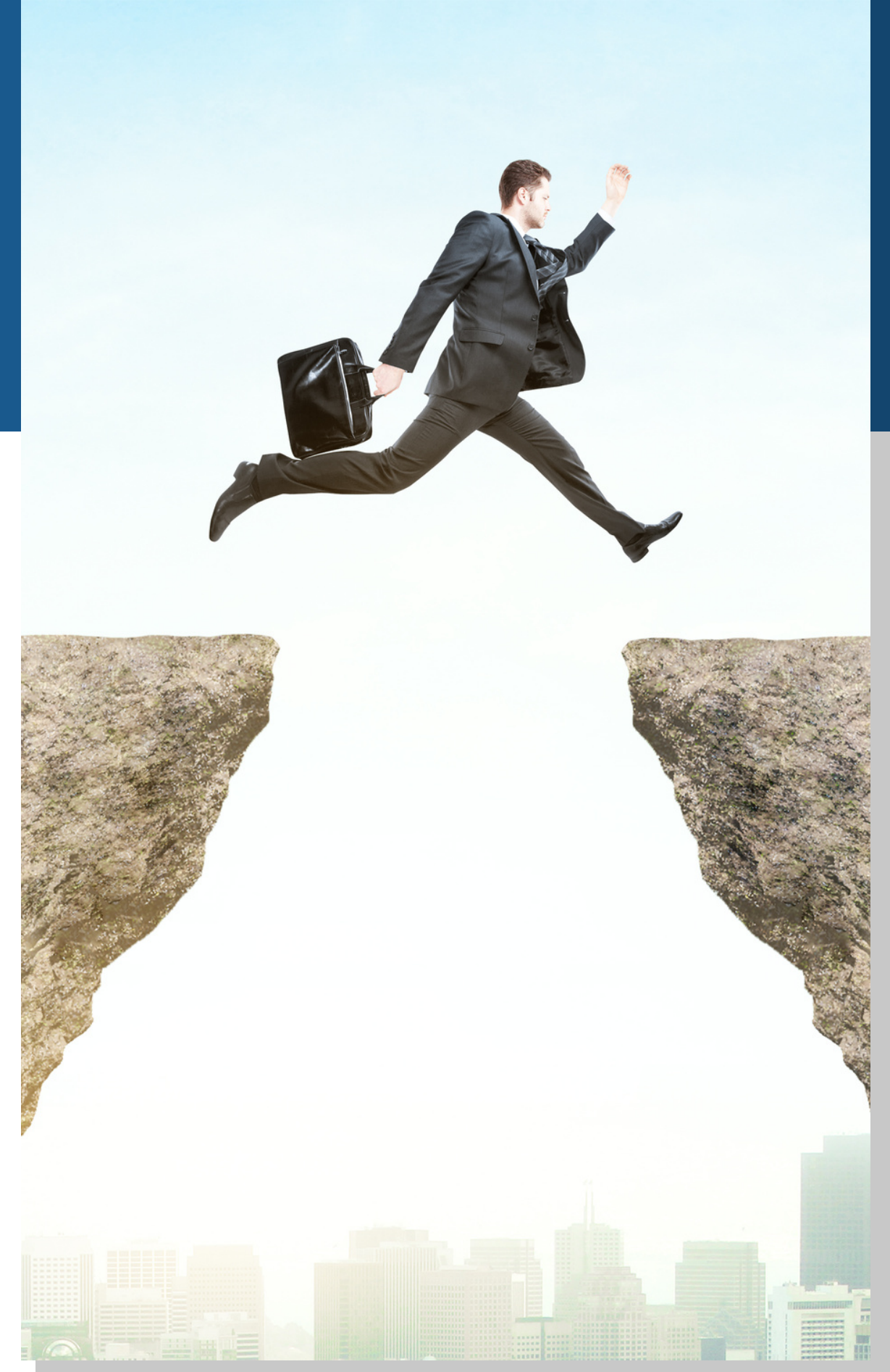
Richard Branson

"We will continue to foster a welcoming culture where our staff can be authentically themselves and feel part of the Air New Zealand whānau,"

Greg Foran - CEO Air New Zealand

Risks & Pitfalls

- Difficult to establish adequate understanding of organisational issues across various levels in hierarchy

- Acceptance of the status quo/optimism vs dissatisfaction of current performance

- Capital (human and financial) intensive to implement in medium to large organisations - Strategic change to the way the organisation operates

- Engagement = Time. Employee dissatisfaction and reduced performance due to the effort required to engage and make decisions

Case Study Review - Ministry of Health 'A House of Cards'

Following the implementation of HPtE at Air New Zealand & Kiwi Rail the performance increases were widely publicised including the ability for employers, unions, and employees to solve the issues facing the organisation.

In 2017 the unions, District Health Boards (DHBs), and Ministry of Health established a national HPtE framework and a steering committee responsible for monitoring implementation.
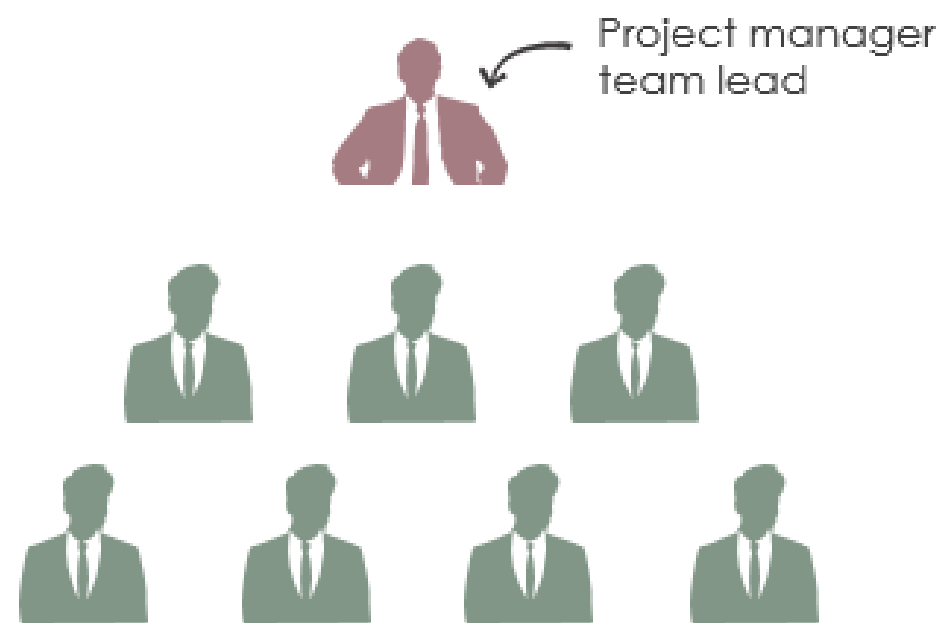
By 2018 the Ministry had committed well over $300,000 to implementation however implementation had only been successful at 1 of 20 DHBs.

Unable to secure continued funding for the implementation of HPtE the initiative was mothballed.
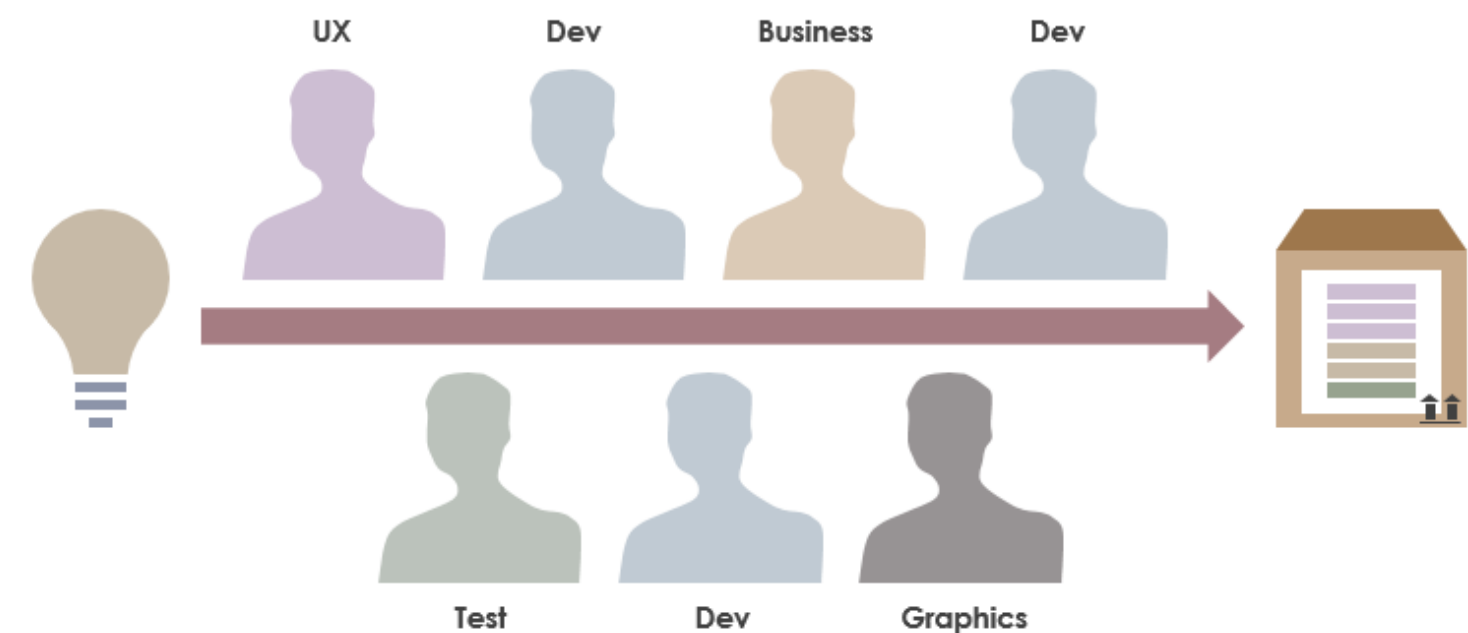
Case Study Findings - Ministry of Health 'A House of Cards:
People in a room Vs the right people in the room

Project manager team lead

UX   Dev   Business   Dev

Test   Dev   Graphics

Traditional

HPtE

Recap on Outcomes

Why

Realise full potential of their workforce, drive high performance, and create a culture of engagement, innovation, and wellbeing that leads to enhanced productivity, increased employee retention, and improved customer satisfaction.

What

People focused organisational strategy that deliberately creates a Culture of collaboration, innovation, confidence and achievement to deliver sustainable Customer and Commercial value.

How

What tools do you need in your HR toolkit to help ensure organisational uptake and successful implementation

Risks

4 key risks + Ministry of Health Case Study

What have *YOU* learned

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