KEEPING YOUR EMPLOYEES ENERGISED AT WORK

As managers, how can we energise employees to maintain their engagement levels and productivity in the long run?

THE CORE NEEDS OF AN ENERGISED EMPLOYEE

PHYSICAL

Level of physical health and ability to concentrate/be alert at work

Key factors: Receptivity to physical environment at work, opportunities to renew and recharge daily, etc.

- Allow staff to negotiate the selection of their own work spaces within parameters set, if possible.
- Encourage employees to take periodic breaks and recharge in the midst of a workday.
- Limit the duration of meetings to no longer than 90 minutes as far as possible.

INTELLECTUAL

Having opportunities to focus on their tasks and define when and where work is done.

Key factors: Opportunities to focus on tasks at hand without being interrupted, perception of level of autonomy over the work done.

- Allow your team to have a say over meeting schedules - encourage them to share with you if a certain meeting is disrupting their ability to focus on their priority tasks.
- When you encounter a piece of work that requires massive changes by you, initiate a discussion with the relevant staff and explain your thinking instead of sending the changes over email.
- During development chats, share with each staff what you think might be a meaningful stretch assignment for them to take on in the months ahead.

SPIRITUAL

Level of meaning and ability to connect to purpose and outcomes of work.

Key factors: Feeling of connection to a higher purpose at work, perception of how impactful their work is in relation to their aspirations or the contribution of others.

- Walk the talk as the leader - share your personal story about why you do what you do, and what keeps you going at work.
- Take time at workplan discussions to explain how you see the work of individuals and team contributing to organisational/public service/ national outcomes.
- During periods of organisational change like restructuring, choose to share information early, be open about what you know/do not know, and dedicate time for people to share their anxieties on a regular basis.

EMOTIONAL

Level of optimism towards work & ability to keep positive energy levels high at work.

Key factors: Perception of how valued and appreciated they are at work, opportunities to form bonds and have meaningful conversations with team-mates.

- Adopt the 'praise in public but criticise in private' principle - make it a point to highlight good work of staff to bosses and team members in meetings/ in private emails; in contrast, speak individually with staff if you have feedback for them on areas of improvement.
- Encourage and connect staff to build social connections and support structures such as buddy systems and learning groups.
- Run your meetings in a manner that engages and facilitates real conversation.

Produced by:
© 2015 Institute of Leadership and Organisation Development, Civil Service College.