

Creating an engaged team of business analysts

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Agenda

- What is engagement and why does it matter
- What has made you feel engaged / disengaged
- What have you done to create an engaged team
- Measuring engagement formally
- Measuring engagement informally

Introduction - What is engagement and why does it matter? (10 mins)

Exercise 1 – What has made you feel engaged / disengaged (20 mins)

Exercise 2 – What have you done to create an engaged team (20 mins)

Measuring engagement formally (5 mins)

Exercise 3 – Measuring engagement informally (30 mins)

Wrap up and summarise (5 mins)

Why should we care?



- Engagement leads to Performance



- Reduced Sick Days



- Meeting Customers Needs



- Staff Turnover



- Company Advocacy

Engagement leads to Performance - Some have questioned which is the chicken and which the egg – does engagement lead to performance or is it the other way around? The conclusion from various longitudinal studies is that it is engagement that leads to performance, and this is a four times stronger relationship than performance leading to engagement.¹⁴ ISR, from different studies, have reached the same conclusion.

Reduced Sick Days - Engaged employees in the UK take an average of 2.69 sick days per year; the disengaged take 6.19. The CBI reports that sickness absence costs the UK economy £13.4bn a year.

Meeting Customers Needs - Seventy per cent of engaged employees indicate they have a good understanding of how to meet customer needs; only 17 per cent of non-engaged employees say the same.

Staff Turnover - Engaged employees are 87 per cent less likely to leave the organisation than the disengaged. The cost of high turnover among disengaged employees is significant; some estimates put the cost of replacing each employee at equal to annual salary.

Company Advocacy - Engaged employees advocate their company or organisation – 67 per cent against only three per cent of the disengaged. Seventy-eight per cent would recommend their company's products or services, against 13 per cent of the disengaged (Gallup 2003). Public sector employees are less likely to be advocates for

their organisation than private sector staff.

Call to action – compelling evidence here that we should take notice of

Exercise 1

What has made you feel engaged/disengaged?

10 Minutes to discuss and then present back the group view

Paper on tables/flip chart to capture / post it notes

10 mins exercise

10 mins playback and discussion

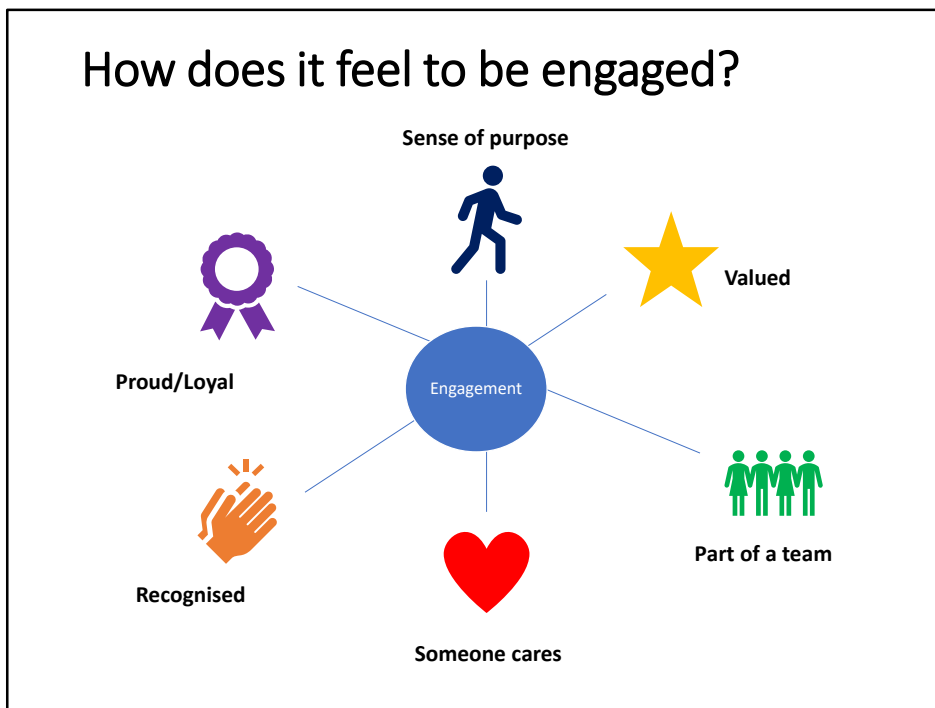
As part of playback and discussion as a group:

Are there any BA traits that we should be conscious of that will make BA groups specifically feel more or less engaged?

What are the broad themes,

Ensure diversity is covered, we are human beings and have different needs to meet, engagement is personal

Challenges when there is a high ratio of contractors to permanent team members



For the employee:

Feeling that you add value Getting up in the morning thinking, “Great, I’m going to work. I know what I’m going to do today. I’ve got some great ideas about how to do it really well. I’m looking forward to seeing the team and helping them work well today”.

Contribution to the wider organisation objectives Understanding our role in an organisation, and being sighted and energised on where it fits in the organisation’s purpose and objectives.

Given a voice Having a clear understanding of how an organisation is fulfilling its purpose and objectives, how it is changing to fulfil those better, and being given a voice in its journey to offer ideas and express views that are taken account of as decisions are made.

Inclusion Being included fully as a member of the team, focussed on clear goals, trusted and empowered, receiving regular and constructive feedback, supported in developing new skills, thanked and recognised for achievement.

Alignment to organisation values Engaged organisations have strong and authentic values, with clear evidence of trust and fairness based on mutual respect, where two-way promises and commitments – between employers and employees – are understood and fulfilled.

For us as managers:

Positive attitudes and behaviours leading to improved business outcomes, in a way that they trigger and reinforce one another.

Our employees feeling **pride and loyalty** working for our organisation, being a great **advocate** of the organisation to our clients, users and customers, **going the extra mile** to finish a piece of work.

Drawing on our employees' knowledge and ideas to improve our products and services, and be **innovative** about how we work.

Drawing out a deeper **commitment** from our employees so fewer leave, sick absence reduces, accident rates decline, conflicts and grievances go down, productivity increases.

Organisation actions that are consistent with the organisation's **values**. It is about kept promises, or an explanation why they cannot be kept.

Behaviour breeds behaviour

Why aren't people engaged?



Not the right culture for them

Boring work

Not fairly treated

No recognition, praise

No team support

Not a team fit

Lack of career opportunities

Skillset not recognised in the organisation

Don't understand how their work contributes

Employee engagement cannot be achieved by a mechanistic approach which tries to extract discretionary effort by manipulating employees' commitment and emotions. People see through these attempts very quickly and can become cynical and disillusioned.

*'Employee engagement is about being **included fully** as a member of the team, **focussed** on clear goals, **trusted** and **empowered**, receiving regular and constructive **feedback**, supported in **developing** new skills, **thanked** and **recognised** for achievement.'*

Reference 'Engage for success.org'

There are many dimensions to cover, and one size doesn't fit all.

Exercise 2

What have you done to create engagement within your teams, what has or hasn't worked well?

10 Minutes to discuss and then present back the group view

Paper on tables, flip chart post it notes to capture

Cover company and organisational level and what is in your gift

Difference in what works for operational teams versus project teams – some people can become disengaged by some activities e.g. dressing up – can't force people, decorating desks

Has anything backfired on you that you thought was a great idea?

Engagement ideas that have worked for my team



Career and Role



Know me as an individual



Being part of a team/community

Career & Role:

Clear objectives – transparent across all levels role profiles

Career development paths and regular PDP reviews

Team CV, what is a high performing team – get the team to contribute and buy in

Continuous improvement approach

Appropriate training

New starters buddy system

Know me as an individual:

Know your team motivator cards exercise

Create a team profiles, personal and professional

Personality type profiling such as Myers Briggs, OPQ, insights – how to recognise and best work with other 'types'

Being part of a team/community

Weekly team meetings learning topics, all contribute, and external presenters – knowledge sharing

Charity events, team building

Rounders match, cross department competitiveness, Tag rugby

Quizzes

Food! Bring breakfast, Lunches out
Nights out, race meeting, Escape room
Recognise birthdays
Evil Santa



Health and Wellbeing - Tag Rugby
Charity week – decorating in a local library
Christmas - Evil Santa

Measuring Engagement formally

Key themes explored in formal employee opinion survey questions through companies such as Gallup or ETS



I'm **satisfied** working for my company and would recommend it



I'm **communicated** to, I understand the strategy and how my work contributes to it



My achievements are **recognised**



I have **development opportunities** and conversations, someone cares about me



I've got the **tools** I need to do my job

Things to watch out for and consider how the groups needs will differ

- Gender
- Age Group
- Location
- Length of Service

Baby Boomers: 1944 and 1964. They're current between 54-74 years old (76 million in U.S.)

Gen X: Gen X was born between 1965 - 1979 and are currently between 39-53 years old

Gen Y: Gen Y, or Millennials, were born between 1980 and 1994. They are currently between 24-38 years old.

Gen Y.1 = 24-28 years old (31 million people in U.S.)

Gen Y.2 = 28-38 (42 million peeps)

Gen Z: Gen Z is the newest generation to be named and were born between 1995 and 2015. They are currently between 3-23 years old

Typical formal engagement Questions

I would **recommend** our products and services to others

I would recommend My Division as a great place to work

I intend to still be working for My Division in a year's time

Overall I am **satisfied** working for My Division

I feel comfortable raising concerns or issues to management

My line manager **communicates** what I need to know, to help me do my job effectively

I receive regular **feedback** on my performance, not just at appraisal time

I am happy with my **opportunities** for career development

I understand the company's **strategy**

I understand the role [My Function] plays in supporting the Group's overall strategy

I feel my hard work and achievements are **recognised** (beyond compensation)

I have the IT **tools** to do my job effectively

Exercise 3

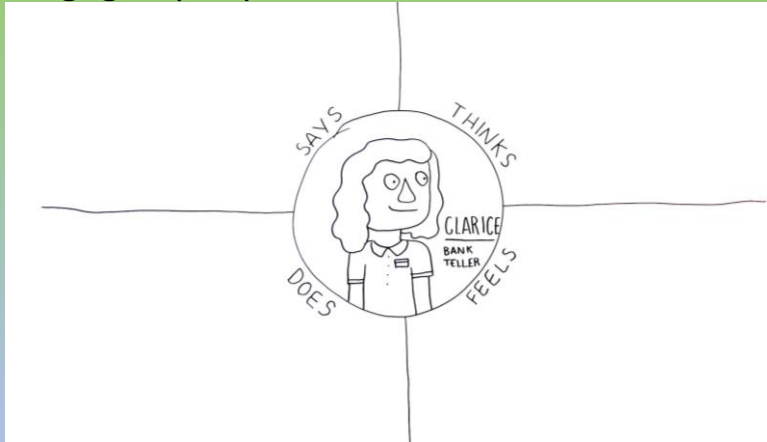
- Create an empathy map for engaged / disengaged teams
- How can you measure your teams engagement informally?

15 mins to brainstorm and present back to the team

Check peoples understanding of an empathy map – great tool to understand Personas

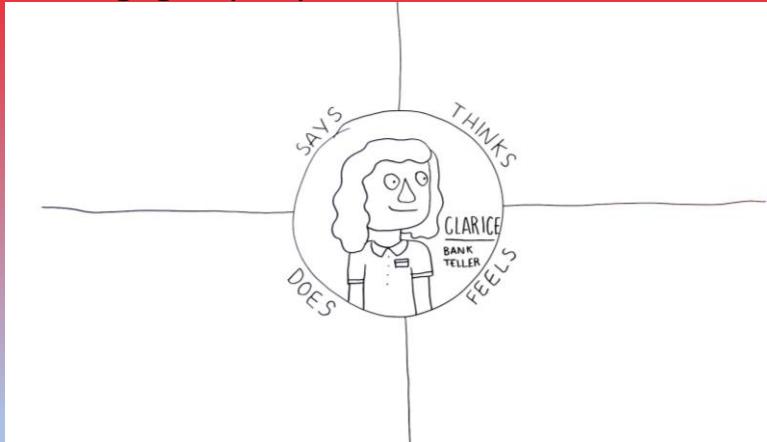
Printed copy pf empathy maps A3 size on tables or flip chart, post it notes available

Engaged people/teams



Print out for Tables A3

Disengaged people/teams



Print out for tables A3

Example of an informal weekly temperature check

	14/9	21/9	28/9	5/10	12/10	19/10	26/10		Latest Score Reason
Sam	8	7	-	9	7	8			
Peter	-	8	6	9	8	8			
Krispy	7	5	8.5	9.5	9.9	9.9			
Kevin	-	-	8	8	7	8			
Paul	7	8	7	7	7	7			
Ryan	-	7	7	8	6	-			

Simple and easy to complete, visible to all of the team (ensure you complete it too for transparency)

Both professional and personal narrative

Watch the trends, swarm on challenges as a team and celebrate the successes

Discuss in weekly team meetings

My team's response to 'what works well for us?'

High level of respect between team members and management

Good team work across the BAs, supportive (peer reviews)

A spirit of people first through formal 121s and informal 'how are you' chat

Opportunities to share 'war' stories in the BA forum

Contractors and permanent team members work well together, no 'us' and 'them'

Supporting time away to do things to contribute to our well being like meditation sessions, personal information in the weekly temperature checks

People have a good voice in decisions and there are lots of opportunities to volunteer and take ownership

Autonomy and support is well balanced

Focussed on clear goals

Recognition for a job well done

The BA terms of reference can be a great contractual piece that makes life so much easier from the outset

Personal Development Plans in place

I receive regular and constructive feedback

Summary and close



Thanks for your time, I hope you've found this session engaging 😊

Call to action – the data shows that this is important and can make a difference, a lot of these ideas are in our gift to implement.

Who doesn't want to go to work feeling that 'I am the best I can be' and being able to give your all. Wouldn't it be great if every member of our team felt the same – think about the results we can deliver and what a great environment it would be.

What is your 1 takeaway from this session that you want to try when you get back to your team?