



## Welcome to Careersindia's news update

Assessment Pulse is a monthly newsletter from the Careersindia team, which brings to you the most relevant happenings in the area of human capital assessment. We welcome your feedback and suggestions on how we can improve.

### Here are this months highlights:

- [Employee Engagement](#)
- [Profile of a Fully Engaged Employee](#)
- [Drivers of Engagement](#)
- [Boosting Employee Engagement](#)
- [Careersindia Employee Engagement Initiative](#)

“Live as if you were to die tomorrow. Learn as if you were to live forever. “

– M.K. Gandhi

“You cannot teach a man anything. You can only help him discover it within himself. “

– Galileo Galilei

## Employee Engagement

Engagement is defined as a positive attitude held by the employee towards the organisation and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organisation. The organisation must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.'



- Institute of Employment Studies, UK

## Profile of a Fully Engaged Employee



So what does a fully engaged employee look like? These items represent some of the most common characteristics of those who are engaged.

### They...

- Do their very best
- Constantly learn and take calculated risks
- Feel stretched beyond their comfort zone
- Take personal satisfaction in their quality of work
- Find work can be stressful at times but also rewarding and fun
- Love their job!
- Believe in the organisation
- Desire to work to make things better
- Sound understanding of business context and the 'bigger picture'
- Respectful of, and helpful to, colleagues
- Willing to 'go the extra mile'
- Keep up to date with developments in the field.

The statistics on workforce engagement are shocking. According to *the Gallup Management Journal's* semi-annual Employee Engagement Index

-29% of employees are actively engaged in their jobs.

-54% are not-engaged

-17% are actively disengaged

“Most people trying to win others to their way of thinking do too much talking themselves. Let other people talk themselves out.... listen patiently and with an open mind. Be sincere about it. Encourage them to express their ideas fully.”

- Dale Carnegie

### Drivers of Engagement

Research shows that committed employees perform better. If we accept that engagement, as many believe, is ‘one step up’ from commitment, it is clearly in the organization’s interests to understand the drivers of engagement. Many aspects of working life are strongly correlated with engagement levels. However, the strongest driver of all is a sense of feeling valued and involved. This has several key components:

- involvement in decision making
- the extent to which employees feel able to voice their ideas, and managers listen to these views, and value employees’ contributions
- the opportunities employees have to develop their jobs
- the extent to which the organisation is concerned for employees’ health and wellbeing.

The line manager clearly has a very important role in nurturing employees’ sense of involvement and value – an observation that is completely consistent with research in many different areas of HR practice and employment, all of which point to the critical importance of the employee-manager relationship.

### Building blocks for Engagement

- good quality line management
- two-way communication
- effective internal co-operation
- clear, accessible HR policies and practices, to which managers at all levels are committed.
- a development focus
- commitment to employee wellbeing

### Boosting Employee Engagement

Here are a few recommendations on how to increase employee engagement.

- Make sure employees are in the right job where their strengths can be maximized.
- Focus on management behavior. Employees have a strong relationship with their manager. Many employees quit their manager, not their job.
- Provide opportunities for advancement and communicate them regularly. Ensure that they have a clear path set for focusing on what they do best
- Measure it, communicate the results, and create action plans to improve it.

As a final thought, be aware that not every employee will “transform” into a fully engaged employee. With this in mind, focus on employees in positions that are most critical for success for your organization. Look at the factors that influence their engagement and find ways to make improvements.



[Contact us](#)

For more information on our Employee Engagement Assessment Service

### Careersindia Employee Engagement Initiative

As part of our ongoing workforce assessment initiatives, we are launching an Employee Engagement Assessment based on our years of research and experience working with leading Indian companies.

The survey strategically assesses people across functions, levels, experience and other customized parameters to produces results that are significant at organizational, team and individual levels.

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