

Employee Engagement Newsletter – Issue 26, June 2014

Welcome to our latest newsletter. We hope you find the contents useful - please share them with your colleagues.

If you'd like to join our private group on LinkedIn, where you'll find more resources and discussions, please email for an invite.

Who's Responsible For Employee Engagement?

"Fanatical" customer support is the mantra at Rackspace, an IT hosting company. The highest recognition a Rackspace employee can receive is a Straightjacket, given monthly as an award to the person who can't be restrained in pursuit of great customer service. Customers reward Rackspace with loyalty that stands among the best in the industry.

Rackspace invests heavily in nurturing a culture of employee engagement through regular team meetings with supervisors and by organising cross-functional teams around customers.

Learn more in this [Bain & Company article on "Who's responsible for employee engagement"](#)

Managing Future Talent

How do you create workplaces that give young employees the opportunity to thrive? For a young person, the experience of entering the workplace and adjusting to working life, perhaps for the first time, can be a daunting prospect. As a result, the role of the line manager is crucial to ensuring the right level of support is provided to help younger, inexperienced employees develop skills and expertise, grow in confidence and, in the longer-term, flourish in their new role and contribute to business's successes.

The attached guide from the CIPD offers practical tips and advice to line managers looking to create workplaces that give young employees the opportunity to thrive.

Wellbeing

Action for Happiness is a charity and movement of people committed to building a happier society. They want to see a fundamentally different way of life where people care less about what they can get for themselves and more about the happiness of others. Action for Happiness was co-founded in 2010 by Geoff Mulgan (CEO of NESTA, founder of DEMOS and ex No 10 policy head).

Find out more on the [action for happiness website](#)

Five Routes To More Innovative Problem Solving

An article from consultants McKinsey & Co and the University of Toronto's Rotman School of Management says that to stimulate novel thinking, leaders should use what they call 'flexible objects' for generating novel solutions which provide a way of shaping difficult problems to reveal innovative solutions that would otherwise remain hidden.

The approach can be useful in a wide range of situations and at any level of analysis, from individuals to groups to organisations to industries.

Read the [McKinsey and Rotman innovation article](#)

When Success Masks Problems

In an excerpt from his new book, *Creativity, Inc.*, the cofounder of Pixar Animation Studios (makers of the Toy Story films) recalls how a serious organisational rift led him to a new sense of mission — and how it helped Pixar develop a more open and sustainable creative culture.

Read the [McKinsey magazine Pixar article](#)

Are We Working Harder Than Ever?

Using evidence from different surveys measuring work intensity over the last 20 years a CIPD report suggests that employees seem to think they are working harder than ever. However this is not due to longer hours but a sense that work is becoming a more intense experience. There are now greater workloads and pressures to meet deadlines, customer demands and performance targets.

The effects of the recession and greater job insecurity have also played a part in creating extra pressures for some employees.

The report offers a range of potential explanations and concludes with a summary of the implications for employees, employers and public policy.

[CIPD Megatrends Report](#)

Please contact us if you have anything you would like to publicise in a future newsletter or an idea for a workshop subject. If you are new to your role and would like to see the contents of previous newsletters we'll be happy to send you what you've missed - just ask.

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