

# Engagement for the long haul

If workplace engagement can be defined as 'a persistent state of work fulfilment', how to continue to engage employees beyond that first flush of enthusiasm is a perennial issue for employers

**There are well-researched links between the level of employee engagement and their organisational performance, as well as whole industries devoted to helping you sort this out.**

And yet the models, the statistical analysis and the new research continue to repeat the same message time and time again.

So my question, then, is why aren't organisations doing better at this?

They need line managers who 'get' it and who understand that all the knowledge in the world is meaningless without implementation. Those line managers need to understand their teams and the individual motivations that drive each employee, and to adapt each element of engagement to the

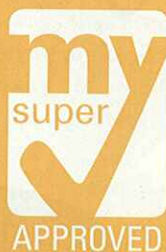
specific employee. For example, while recognition is key to engagement, for some this means a splashy morning tea and public acknowledgement, for others a quiet thank you. As an aside, organisations also need systems that support and enable rather than hinder line managers.

Positive employee engagement doesn't have to be about ostentatious new initiatives. It doesn't have to be about consultants leading workshops and telling you how to run your business. It is like any other change that you want to make work over the long term. You need to:

- do it every day
- make it everyone's job
- keep it simple **HRD**

#### About the author

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