**11 competencies for employee engagement**

The ***“Management Competencies for Enhancing Employee Engagement”*** research report identified the specific management behaviours that line managers need to show for enhancing employee engagement in the workplace. The research identified 11 management competencies for effective employee engagement.

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| **Competency** | **Description** | **Positive Indicator** | **Negative Indicator** |
| Autonomy and empowerment | Has trust in employee capabilities, involving them in decision making and problem solving.  | Welcomes ideas and feedback from employees.Strikes a balance between giving guidance and responsibility.Supports employees to do the job in the way they want to where appropriate.Acts as a coach.  | Micro-manages.Focuses on mistakes.Tells employees what to do rather than being consultative.  |
| Development | Helps employees with their career development and progression.  | Offers opportunities for progression.Sets challenging and stretching tasks.Encourages people to attend training courses. Gives advice on development needs.  | Does not provide opportunities for training.Gives inadequate time for development tasks.Does not provide opportunities for skills development.Discourages employees from pursuing other job opportunities. |
| Feedback, praise and recognition. | Gives positive and constructive feedback. Offers praise and rewards good work.  | Shares employees’ achievements with team and others.Gives positive, constructive and specific feedback.Nominates individuals for awards / rewards where relevant.Gives timely feedback. | Only gives negative feedback. Does not say thank you or show recognition.Does not show appreciation for hard work.Gives limited or no feedback.  |
| Individual interest | Shows genuine care and concern for employees | Cares about employee achievement.Checks employees are okay.Listens to what employees have to say.Makes people feel like they are part of a team.Shows consideration for employee’s personal lives.  | Inflexible with employee needs for times off.Does not take employees concerns seriously.Does not listen to what employees have to say. |
| Availability. | Holds regular 121 meetings with employees and is available when needed.  | Has regular team meetings and 121s.Genuinely makes time to help and support the team. | Cancels 121 meetings.Does not have regular 121 meetings.Is unavailable when needed.Is not visible on a regular basis. Limited contact with team.  |
| Personal manner. | Demonstrates a positive approach to work, leading by example.  | Is approachable.Shows enthusiasm for work and the organisation.Acts as a role model.  | Uses email rather than speaking to people.Is unapproachable.Uses sarcasm or humour inappropriately.  |
| Ethics | Respects confidentiality and treats employees fairly. | Communicates issues honestly.Maintains confidentiality. Is fair in how they apply organisational policies.  | Shows favouritism.Does not respect confidentiality.Criticises employees in front of others.  |
| Reviewing and guiding | Offers help and advice to employees, responding effectively to employee requests for guidance.  | Checks with employees if they need any help.Helps employees prioritise work.Gives guidance on how to meet targets or improve quality of work. Helps employees come up with new ideas on how to do their work.  | Does not give advice when required. Deflects responsibility for problem solving to senior management. Does not respond to requests for guidance.  |
| Clarifying expectations  | Sets clear goals and objectives, giving clear expectations about what is expected.  | Sets clear goals and expectations.Makes employees aware of how their work fits in with organisational objectives.Takes time to explain what is required.  | Does not clarify expectations or role requirements.Does not keep employees up to date with changes with requirements.Fails to indicate if any employee is on track or not.  |
| Managing time and resources. | Is aware of workloads, arranges for additional resources or redistributes work where necessary.  | Pitches in to help during busy periods.Sets effective deadlines.Is aware of team and individual workloads.Provides time and space for employees to complete complex tasks.Is keen to understand and resolve workload problems.  | Does not respond to the need for additional resources.Gives additional workload to employees already struggling with their workload.Does not discuss workload with employees.Does not offer to help when needed.  |
| Following processes and procedures | Effectively understands, explains and follows work processes and procedures.  | Sets regular performance reviews. Clearly explains procedures.Always does what they say they are going to do.  | Does not follow processes and procedures.Tells employees to follow processes but does not do so themselves.Does not follow up on action points of employee issues.  |

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