



Supporting Change & Transformation Programmes

Drive organisational performance through people change

engagecoach.com
+44 (0) 20 3393 2499
sales@engagecoach.com

EMG
GAC
GE

Table of Contents

| | | |
|----------|---|-----------|
| 1 | HOW ENGAGE SUPPORTS CHANGE | 3 |
| 2 | THE ENGAGE PROCESS | 4 |
| 2.1 | AIM METHODOLOGY | 4 |
| 2.2 | APPROPRIATE & ROBUST INTERVENTIONS | 5 |
| 2.3 | EASE OF ADOPTION | 5 |
| 3 | ENGAGE PRODUCT & SERVICE DEFINITIONS | 5 |
| 3.1 | ENGAGE ASSESSMENT | 5 |
| 3.2 | ENGAGE DEVELOPMENT REPORTS | 6 |
| 3.3 | ENGAGE TEAM REPORT | 7 |
| 3.4 | ENGAGE PULSE DATA | 8 |
| 3.5 | ACCREDITATION TRAINING | 11 |
| 3.6 | ENGAGE WORKSHOPS | 11 |
| 3.7 | ENGAGE FEEDBACK | 11 |
| 3.8 | ENGAGE COACHING | 11 |
| 3.9 | ENGAGE WEBINARS | 11 |
| 4 | ENGAGE SCALE DEFINITIONS | 12 |
| 5 | EXAMPLE PERSONAL ENGAGE PROFILE | 13 |
| 6 | EXAMPLE SELF DEVELOPMENT NARRATIVE | 14 |

1 How Engage Supports Change

Being able to accurately measure employee readiness for change enables today’s organisations to provide the right support to the right people, at the right time, to embed sustainable change.

Engage is a unique, innovative, empirically validated, change readiness tool. By assessing individual readiness for change, scores can be aggregated and collated to provide a unique perspective on organisational readiness for change. This approach facilitates benchmark comparisons across departments, geographical locations and industry sectors.

Engage permits deep insight into the human factors impacting change.

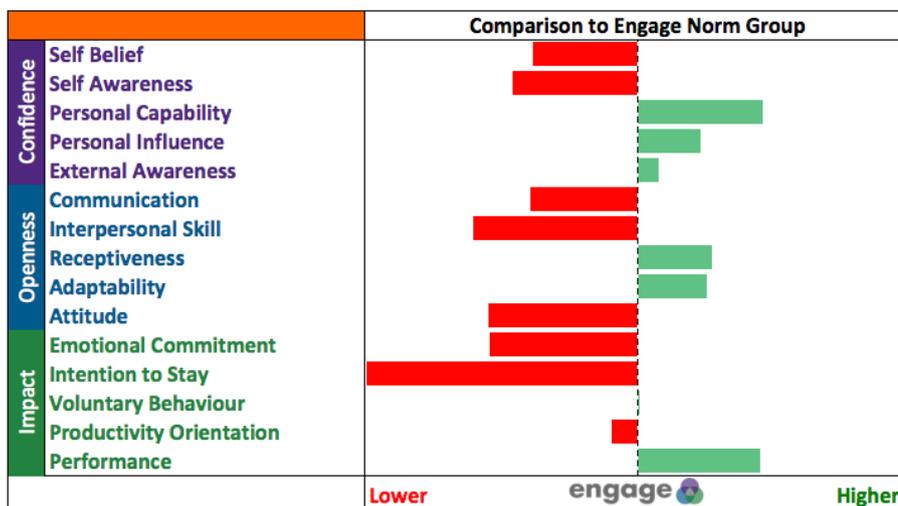


Figure 1: Example Organisation Engage Profile

Figure 1 shows an Engage Change Readiness profile for a FTSE senior leadership team of 20. The profile suggests members feel individually capable, and that they believe they are performing. The low scores (red) suggest the group have low self-awareness and are largely disengaged, unmotivated and not connecting with the organisation and employees.

Each of the Engage scales measured are key to driving successful change programmes. By understanding the data, targeted Engage interventions can be implemented to address the inhibitors to change (red) and performance, leveraging strengths (green), whilst raising awareness of potential blind spots (very high scores).

This facilitates the change process, optimising higher performance and removing friction and costs to the organisation.

Engage Pulse data can be used to establish benchmarks and ascertain what high performance looks like. This provides comparisons of profiles between high and low across different factors including: performance, receptiveness to change, confidence and levels of empowerment and ownership to deliver outcomes between different departments or groups of employees etc.

Figure 2 – provides a specific example showing a comparison of a low performing department against a high performing benchmark. This enables organisations to understand how receptive their staff are to new ideas, whether certain pay grades lack confidence to do their job etc.

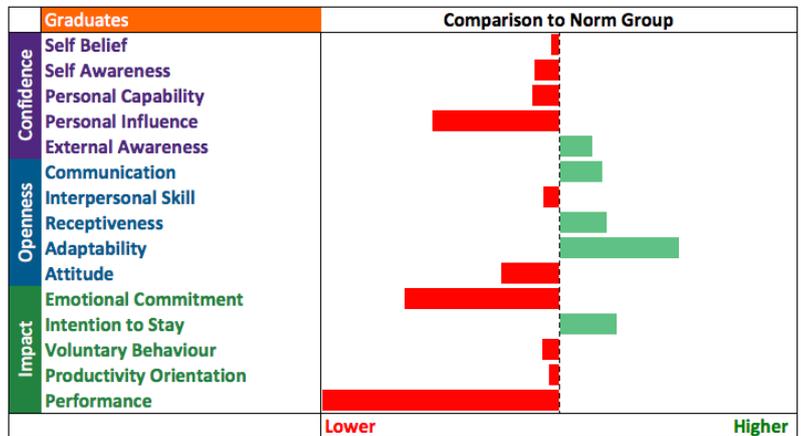


Figure 2: Engage Profile of 300 employees within a department

By understanding the inhibitors to change, Engage allows organisations to maximise investment in those activities designed to support change. The advantages include; faster adoption of new systems and processes, greater agility across the workforce, and delivery of key business metrics.

2 The Engage Process

Engage provides a unique and robust methodology when working with people within any change context. Using a data driven approach Engage provides robust metrics and methodologies to address psychological barriers and motivational drivers of change. This significantly increases the chances of success, eliminating resistance to change and driving a more agile workforce.

2.1 AIM Methodology

Engage uses a data driven approach to support change at the individual, team, group and organisational level. The AIM methodology involves:

- Assess** mindset which drives change
- Implement** appropriate interventions to deliver sustainable change
- Measure** the impact of change

2.2 Appropriate & Robust Interventions

By understanding where the 'blockers' to change are, Engage provides real and practical support to coaches, consultants and OD specialists to define and implement appropriate robust interventions.

Interventions are specific, targeted and applied to the whole organisation, departments, groups or individuals.

Engage is different from other tools seeking to categorise personality types or traits. Engage focuses on those aspects of mind-set which can be changed and developed, underpinned by a robust methodology to support behavioural change.

2.3 Ease of Adoption

Engage allows non-psychologists to work with psychological constructs in a safe way. This has aided the adoption of Engage for use by a wide range of coaches, consultants and HR practitioners working within all sectors. The Engage approach supports clients to build internal capability and develop self-sufficiency of delivery.

3 Engage Product & Service Definitions

3.1 Engage Assessment

The Engage system is delivered on-line. Access to manage the Engage system is provided to customer administrators.

Once details are uploaded, employees receive an email to log in to Engage and complete an online assessment. It takes 10-15 minutes to complete. An option is provided for candidates to download their own reports if required.

3.2 Engage Development Reports

| Report Type | Purpose |
|-------------------------|--|
| Coach | Provides detailed guidance for the coach on how to tailor their approach for each individual |
| Self-Development | In-depth guidance for the candidate on how to drive his or her own development. Encourages ownership and responsibility for development to support coaching, or any development intervention |
| 360 Validation | Captures 360 feedback from 3 people (superior, peer and subordinate) used to validate self-perceptions. Complements all reports at start of development |
| Candidate | Short narrative feedback summary for the candidate |
| Virtual Coach | An individual 9-hour virtual coaching programme focussed on three key development priorities with practical exercises to increase self-awareness, drive personal development and generate clear actionable change. |
| Focus Report | A distilled version of the Virtual Coach, designed for workshops. |
| Impact | Provides 180 feedback (from a line manager or equivalent) and measures individual degree of shift since the last Engage assessment |

3.3 Engage Team Report

The Engage Team Report provides an Engage profile at a team level, showing how members of the team score.

Examples below provide a high-level summary of pre and post scores for a team of executives. Results indicate a positive shift in average scores for the group in each of the core Engage constructs; Confidence, Openness and Impact, demonstrating a successful development process.

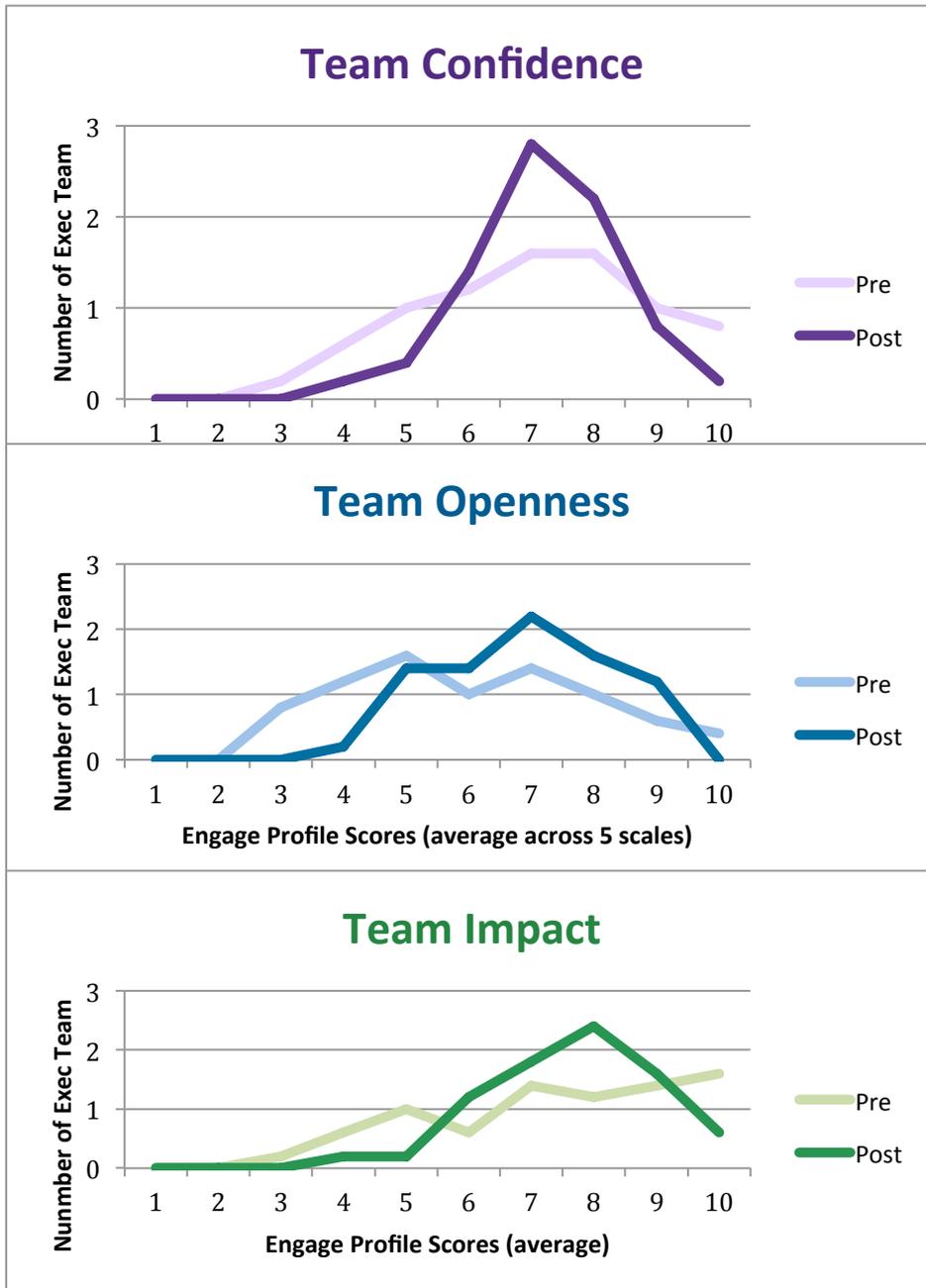


Figure 3: Example Team Profile (Summaries)

3.4 Engage Pulse Data

The Engage Pulse Data provides a unique insight into the mind-set of your employees, offering a unique culture map across the organisation.

The Pulse Report highlights areas of strength, or interference, to drive organisational change, performance and engagement. Regular Pulses allows the impact of any change or development programme to be assessed over time.

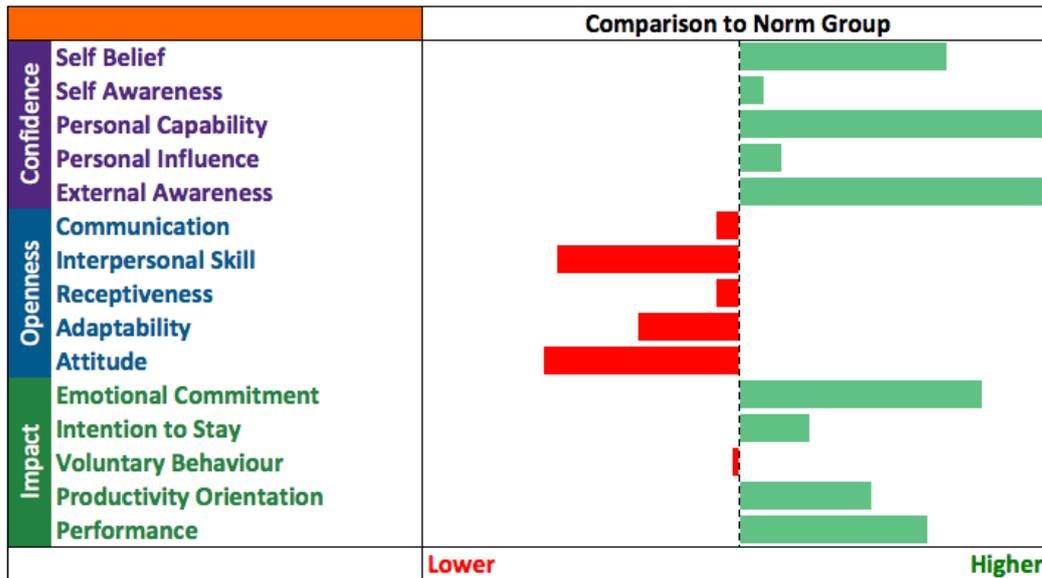


Figure 4: Example Organisational Engage Profile

In the above example, the high green scores show a group of managers with very high levels of self-belief, a strong belief in their own capability to get the job done, very confident in unfamiliar settings and dealing with a range of people. Further, they were highly committed and believed they were performing well.

The red areas highlight a lack of building rapport/relationships, a lack of empathy, with a more cynical and closed attitude towards change or development.

The company had issues with staff retention. The managers' high scores created an environment of perfectionism, domination, lack of delegation and empowerment and the low scores highlighted a lack of care for the feelings and needs of employees, and a belief that investing in personal development would not produce positive outcomes. Once managers had worked through their own reports, they were astounded how their high scores negatively impacted the culture leading to employees feeling uncared for and leaving.

Not only can a collective aggregate perspective be taken as above, each Engage scale can be explored in further detail. A sample of one scale, Personal Influence, is presented below.

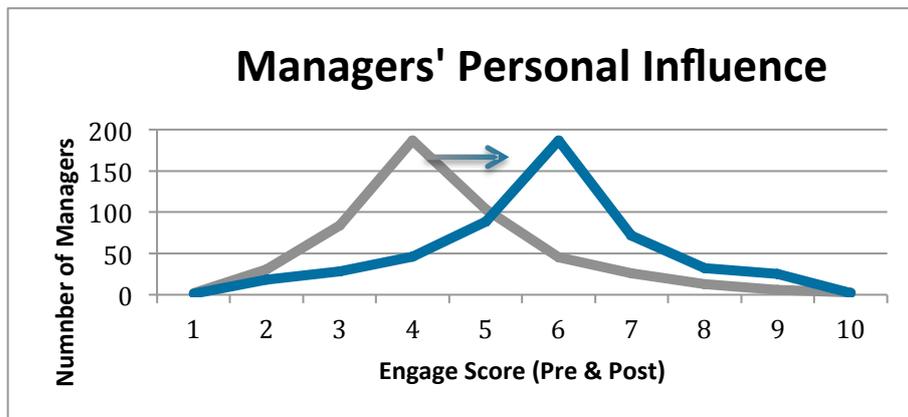


Figure 5: Managers taking more responsibility over time

Personal Influence is concerned with the extent to which someone believes they can personally influence people and events around them (circle of influence) and the degree to which they take personal responsibility for outcomes.

In the above example, at the outset managers showed a collective lack of belief around influencing others. The result was passivity, a lack of personal initiative, unwillingness to challenge and a collective 'playing the blame game'. As a result of focused intervention within the organisation, the second Engage set of data showed a significant cultural shift where managers took more responsibility for outcomes by taking initiative, speaking up and driving results.

Running multiple pulses provides regular snapshots (time point 1 to time point 5), accurately representing the current "change culture" as per the example below.



Sample Data
 Division: 1,500 employees
 A successful change programme

This organisation used Engage to assess the change mind-set of their employees. The personal development plans and other interventions ensured a hugely successful project.

| ENGAGE SCORES | T1 | T2 | T3 | T4 | T5 |
|--------------------------|-----|-----|-----|-----|-----|
| CONFIDENCE | | | | | |
| Self Belief | 6.1 | 5.5 | 5.9 | 6.3 | 6.6 |
| Self Awareness | 4.9 | 5.0 | 5.3 | 5.7 | 5.9 |
| Personal Capability | 4.1 | 4.4 | 5.1 | 5.9 | 6.3 |
| Personal Influence | 3.9 | 4.4 | 4.9 | 5.5 | 5.6 |
| External Awareness | 5.1 | 5.5 | 5.4 | 5.6 | 5.5 |
| | 4.8 | 5.0 | 5.3 | 5.8 | 6.0 |
| OPENNESS | | | | | |
| Communication | 5.1 | 4.2 | 4.8 | 5.9 | 6.3 |
| Interpersonal skills | 6.1 | 6.4 | 6.9 | 7.1 | 7.1 |
| Receptiveness | 4.2 | 4.7 | 5.4 | 5.5 | 5.5 |
| Adaptability | 4.5 | 4.9 | 5.3 | 5.4 | 5.5 |
| Attitude | 4.9 | 5.1 | 5.1 | 5.3 | 5.5 |
| | 5.0 | 5.1 | 5.5 | 5.8 | 6.0 |
| IMPACT | | | | | |
| Emotional Commitment | 6.4 | 5.9 | 6.2 | 6.8 | 6.5 |
| Intention to Stay | 6.8 | 6.5 | 6.6 | 6.7 | 6.8 |
| Voluntary Behaviour | 6.1 | 5.5 | 6.3 | 6.4 | 6.4 |
| Productivity Orientation | 5.4 | 5.5 | 5.5 | 5.6 | 5.6 |
| Performance | 5.5 | 4.3 | 4.8 | 5.3 | 5.7 |
| | 6.0 | 5.5 | 5.9 | 6.2 | 6.2 |

"We can do this, here's why"
 Spent some time on developing self awareness
 Skills building
 Sustained effort to listen (increase influence of all)
 As an organisation firmly central within confidence relating in social situations:

Actively worked on clarity, openness and honesty of communication by all
 Leverage strength of building rapport/openness throughout
 Early stage focus reaped rewards
 A potential blocker, focussed on increasing openness to change
 Optimism increased as the programme progressed

High overall scores driven by emotional commitment/intention to stay
 Strong emotional commitment at outset, leverage. Manage slump in middle
 Strong from outset, leverage
 Strong from outset, leverage
 Clear focus on deliverables/goals/celebration of success
 Real focus on at milestone 2

Figure 6: Regular Pulse Data

The data can be represented in any number of ways, and split by location, department, pay grade, job function etc.

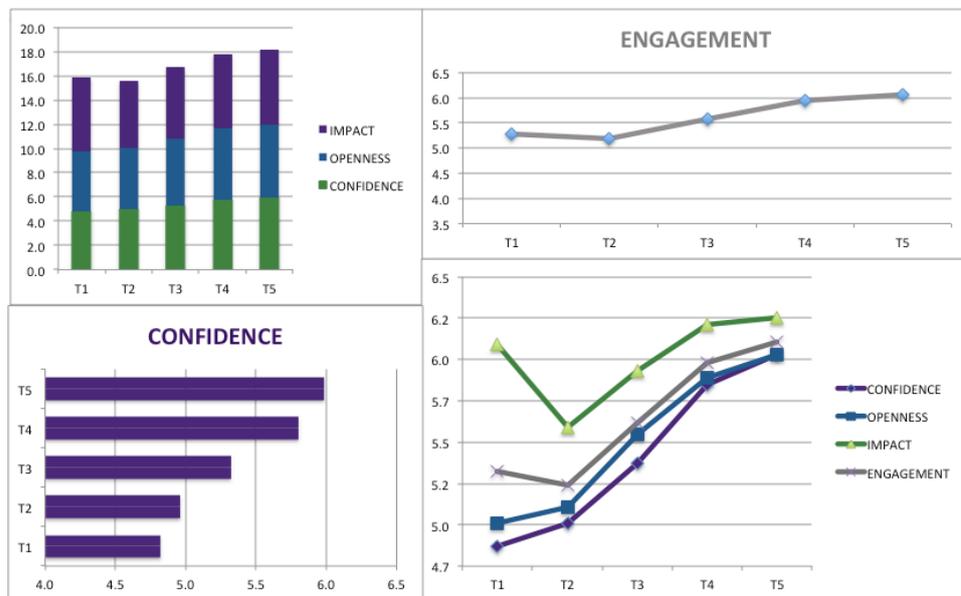


Figure 7: Graphical representation of Pulse Data

3.5 Accreditation Training

Engage Coach Accreditation enables organisations to build internal capability to allow Engage to be used effectively within the organisation. Accreditation training is offered for coaches, group facilitators, OD specialists and train the trainers.

3.6 Engage Workshops

Accredited Engage Facilitators deliver highly focused workshops to groups of employees around Engage profiles. Focus for workshops is agreed beforehand.

3.7 Engage Feedback

Accredited Engage Coaches provide 1:1 feedback to your employees. Examples might include providing high quality, focused 1:1 feedback to senior managers.

3.8 Engage Coaching

Accredited Engage Coaches provide on-going coaching support to your employees on a 1:1 or team basis as required.

3.9 Engage Webinars

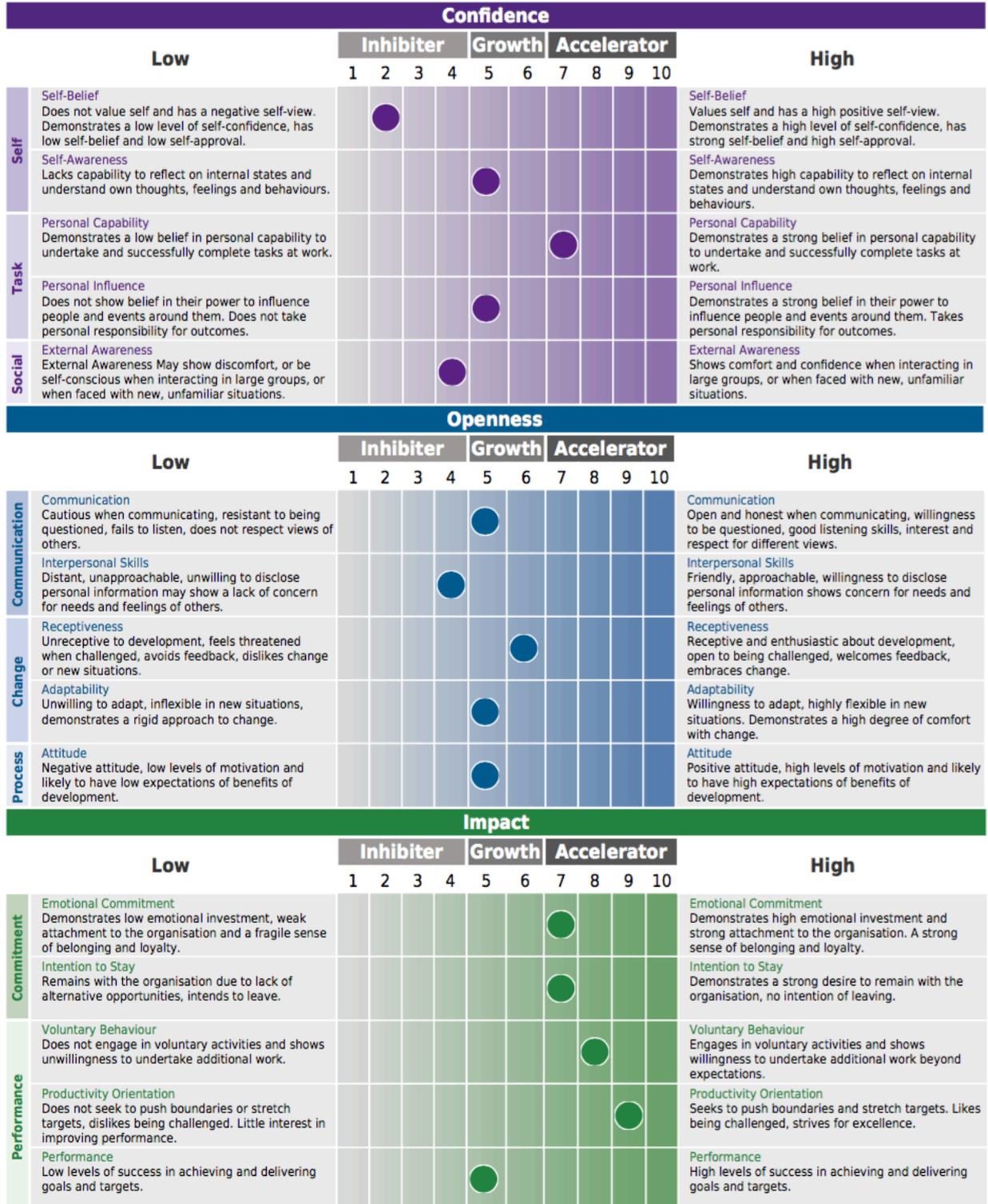
Targeted, focused webinars can be created to enable appropriate support is offered to the right employees to increase engagement and deliver sustainable change.

4 Engage Scale Definitions

| CONFIDENCE | |
|---------------|--|
| SELF | Self-Belief is concerned with a person's self-view, the degree to which they value themselves and levels of self-confidence |
| | Self-Awareness is primarily concerned with the degree to which someone reflects on their internal state of mind, and how their attitudes, thoughts and feelings influence their behaviour |
| TASK | Personal Capability is concerned with the degree to which a person believes they can successfully undertake and complete tasks. Personal Capability is strongly related to motivation and resilience |
| | Personal Influence is concerned with the extent to which someone believes they can personally influence people and events around them (circle of influence) and the degree to which they take personal responsibility for outcomes |
| SOCIAL | External Awareness is concerned with shyness and self-consciousness and how someone responds to unfamiliar situations, or large group settings. |
| OPENNESS | |
| COMMUNICATION | Communication measures a person's communication style and the degree to which they are open and honest when communicating with others, including making use of different methods |
| | Interpersonal Skills are concerned with the extent to which a person is friendly and approachable and builds rapport. It also measures empathy and concern for the feelings and needs of others |
| CHANGE | Receptiveness is concerned with the degree to which a person is receptive to feedback and being challenged and reflects a person's attitude towards change, new experiences and learning |
| | Adaptability measures a person's willingness to adapt their behaviour and be flexible when faced with new situations and change |
| PROCESS | Attitude measures a person's expectations and beliefs about how worthwhile they feel self-development will be and measures levels of motivation to engage in the development process. |
| IMPACT | |
| COMMITMENT | Emotional Commitment measures a sense of attachment, belonging and loyalty, these are important as they are linked to feelings of empowerment, and can affect productivity, satisfaction and commitment at work |
| | Intention to Stay relates to an individual's desire to remain within an organisation. This is closely related to commitment and feelings of empowerment, which affects performance and satisfaction |
| PERFORMANCE | Voluntary Behaviour is concerned with a desire and willingness to take on additional work and responsibilities |
| | Productivity Orientation is concerned with the degree to which someone strives to achieve, push boundaries and exceed goals |
| | Performance measures effectiveness in achieving goals and targets |

5 Example Personal Engage Profile

An Example profile from the Coach Report (also replicated in the Self Development Report).



6 Example Self Development Narrative

Example narrative from the Self Development Report.

Narrative Report Descriptions — Confidence Factors

| Task | Personal Influence | Score 1 |
|--|--|---|
| | <p>Personal Influence is concerned with the extent to which someone believes they can personally influence people and events around them (circle of influence) and the degree to which they take personal responsibility for outcomes. Your responses suggest that you may not always feel able to influence, or control events and outcomes. As a result, you may hesitate to take responsibility for your own development and may show a high dependency on the views of others.</p> | <h4 data-bbox="352 719 488 752">Feedback</h4> <ul data-bbox="352 779 1457 1070" style="list-style-type: none"> • You currently appear to have a narrow view of the things which you feel able to influence. It might be helpful to consider more fully the range of factors which you could influence, or take control of, including your own personal development. • It can be helpful to take a more balanced view, take credit for your successes and responsibility for your failures, to validate thinking check with others • You may at times feel quite reluctant to take personal responsibility for development, even to the point that you may avoid self-development. • Beware of developing dependency on other people's feedback, rather than relying on your own view. Try to build confidence in your own thinking, but don't be afraid to ask for support • Challenge yourself to be more honest about the things you could take responsibility for and where you could influence the outcome |
| <h4 data-bbox="352 1140 485 1173">Guidance</h4> <ul data-bbox="352 1200 1457 1491" style="list-style-type: none"> • How would you describe your circle of influence? • What factors do you currently feel are within your control that you can influence? • How could you broaden this? Who and What could you consider influencing? • What things have you influenced which had successful outcomes? • Reflect on the opportunities where you could have attempted to influence the outcome more? • What small steps could you have taken? • How could you take more responsibility for your own self-development? • What actions and next steps could you take? • What support do you need to build your confidence? • Notice the occasions where you lack confidence to take responsibility, make a list and explore this with someone you trust, who can challenge and support you | <h4 data-bbox="352 1561 564 1594">Key Reflections</h4> | |

“It’s not the strongest or the most intelligent who will survive, but those who can best manage change”

Charles Darwin



Engage Coach International Ltd

engagecoach.com

+44 (0) 20 3393 2499

contact@engagecoach.com