Engaging employees and energising the workplace
Number 22, 2010

1	**Carrot principle: how the best managers use recognition to engage their people, retain talent and accelerate performance**
Gostick, A and Elton, C
2007
Free Press, New York

Based on the results of an extensive workplace survey, this book argues recognising employees is the key to engaging people in their work. The book lists 125 different ideas to recognise employees. The importance of leadership in relation to engaging employees is discussed.

2	**Daily motivation builds momentum**
Jamail, N
Supervision, 2009, February
Online [accessed 24 March 2010]. Click here to view

Focusing on motivating and energising employees in times of downsizing and staff cutbacks, this article lists actions supervisors can take on a daily, weekly and quarterly basis to create and maintain an energised, motivated team.

3	**Employee work engagement: best practices for employees**
Attridge, M
Research Works: Partnership for Workplace Mental Health, 2009
Volume 1, Number 2
Online [accessed 24 March 2010]. Click here to view

This report argues that lack of employee engagement is one of the top five issues facing management. A review of relevant research literature includes the successful ways organisations have engaged and re-engaged employees. Barriers to engagement are listed as well as areas for future research.

4	**Engaging the disengaged: in times of change, five basic forces help retain and engage employees**
Clark, TR
HR Magazine, 2008
April 1, Volume 53, Number 4, pages 109-112

This article states that engaged employees is the key element of successfully managing workplace change. How to engage employees is broken down into five critical areas; connecting, learning, envisioning, earning and contributing. Although examples are taken from the private sector, the principals are applicable to the public sector.

5   **How to motivate employees: what research is telling us**
Lazenby, S
Public Management, 2008, September
Online [accessed 24 March 2010]. Click here to view

This article discusses the idea that individual differences mean different employees require different management in order to be engaged in the workplace; a 'one size fits all' approach is not often successful. Suggestions on how to engage both learning oriented people and performance oriented people are given. The importance of setting goals with employees and giving feedback is highlighted.

6   **How to recognise and reward employees: 150 ways to inspire peak performance**
 2nd ed.
Deeprose, D
2007
Amacom, New York

This book explains the benefits of engaging and rewarding employees and how to achieve it. Some suggestions are simple and easy to implement (saying 'thank you') and others involve more elaborate programs. Every chapter contains lists of main points, checklists and worksheets to help identify areas for attention in a particular workplace, including how to implement the suggested changes.

7   **Lessons of corporate entrepreneurship for motivating public sector employees**
Morris, R
4th AGSE International Entrepreneurship Research Exchange, 2007
Online [accessed 24 March 2010]. Click here to view

This study looks at corporate entrepreneurship to determine ways in which innovation in staff engagement and motivation can be applied to the Australian public sector. The study includes a literature review of relevant material. As well as factors that engage and motivate staff, situations and conditions that are barriers to engagement (i.e. bureaucracy, autocratic leadership) are discussed.

8   **Leveraging employee engagement for competitive advantage: HR's strategic role**
Lockwood, N
SHRM Research Quarterly, 2007
Online [accessed 24 March 2010]. Click here to view

This report discusses the varied reasons employees engage with their work. Often these are working conditions and leadership styles, necessitating HR to take a leading role in creating a workplace and organisational culture that engages and motivates staff. The report contains information on ways both managers and employees can measure engagement with work in an organisation.

9   **Positive leadership: Paul Fairhurst takes a strengths-based look at leading**
Fairhurst, P
Training Journal, June 2008
Online [accessed 24 March 2010]. Click here to view

This short article summarises leadership information from authors such as Drucker and Gallup and considers leadership in light of drawing out and building on employees' individual strengths to create an energised, motivated workforce. As employees learn and grow they will in turn become leaders within the organisation. Some online resources are cited for further information.

10   Recognising rewards: how engaged are your employees and what can you do about it?
Mosely, E
Chief Executive, 2009
January 1, 2009
Online [accessed 24 March 2010] Click here to view
This article discusses the importance of recognising employees at a strategic level in order to create a workplace where employees feel engaged. Advice and suggestions for achieving this are given.

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