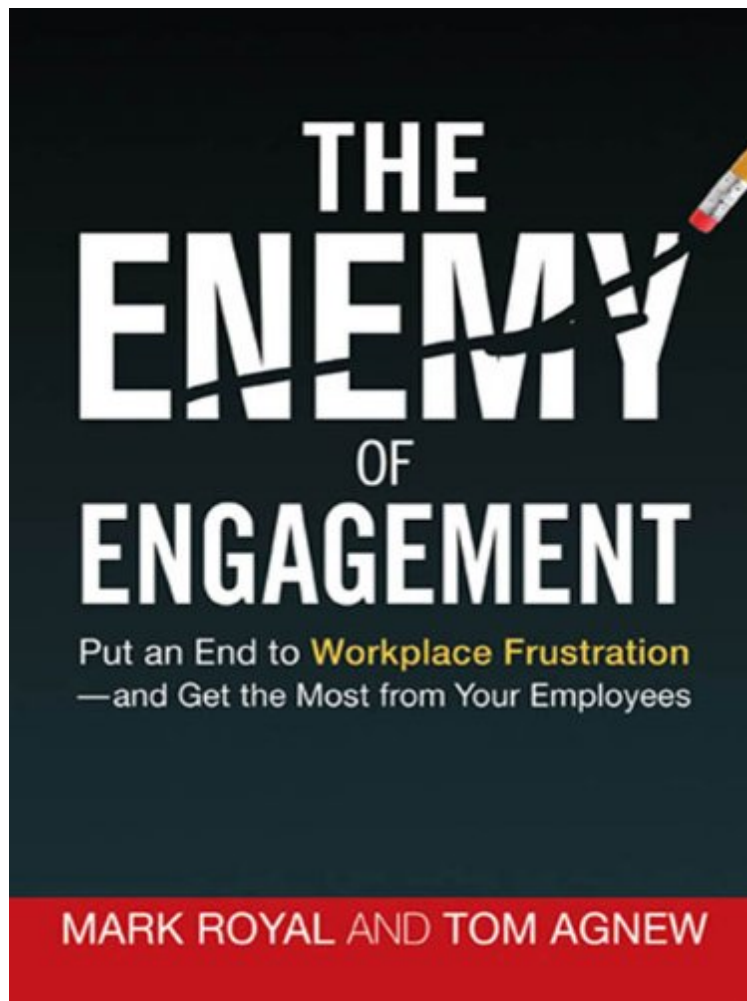


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## The Enemy of Engagement: Put an End to Workplace Frustration--and Get the Most from Your Employees

Mark ROYAL, Tom AGNEW  
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**Mark ROYAL, Tom AGNEW : The Enemy of Engagement: Put an End to Workplace Frustration--and Get the Most from Your Employees** before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Enemy of Engagement: Put an End to Workplace Frustration--and Get the Most from Your Employees:

1 of 1 people found the following review helpful. The Ally of Productivity - Engagement + EnablementBy cruze24With so much being written about engagement these days, this book provides refreshing detail about how you go about getting it. Too many people are citing statistics from Gallup or BlessingWhite without providing a roadmap, and apparently engagement is a mystery to some. This book helps clear the air.10 of 10 people found the following review helpful. Why Engagement Efforts Often FailBy John ChancellorUnless you have been complete away from the

workplace for a number of years you are well aware that the old command and control style of management no longer works. Methods and tactics to get employees fully engaged in their work - as opposed to simply complying - have been the recent buzz of most employee improvement programs. Unfortunately they often fall short of their goal. Mark Royal and Tom Agnew have written a very engaging book *The Enemy of Engagement*. Mark and Tom are leaders in the Hay Group's employee research division and have drawn on their vast experience to present a compelling case for what employers must do in addition to getting employees fully engaged. The most often case is where employees are fully engaged, they like their work and their employer but are frustrated in trying to do their job. They lack adequate training, are held back by inefficient processes, are unclear about the key tasks to accomplish or are uncertain they have the authority to do/change certain things. In short, far too many employees are frustrated in trying to do their job and management is totally unaware of or turning a blind eye to their frustration. Frustration will eventually lead to employees seeking other employment or disengaging - becoming compliant. Neither will give the company the results it wants or needs. The book is well written and has a unique approach to getting the message across. The authors alternate with theory and a fictional case study. The case study actually brings the concepts to life. It shows in no uncertain terms what happens when employees are frustrated. They leave, they disengage and the company suffers. One of the major culprits of frustration is poor communication. While most companies think they are communicating, one way conversations are simply not enough. Management must learn to listen to the frustration of the workers. Most workers want to do a good job. As humans most are hard wired to seek mastery of what we do. But when we are lacking the tools necessary, frustration sets in and eventually we give up. The alternative theory chapters gives a good discussion of the principles involved in identifying and solving frustrations facing employees. There are some very specific questions managers need to ask themselves in order to combat the enemy of engagement. You may believe that all your employees are fully engaged and this could not happen in your office/workplace. But from the examples in the book and the real world experiences the authors talk about, frustrated employees are more the rule than the exception. This should be on the reading list of all managers. There is some very valuable information which will improve employee engagement by eliminating or reducing employee frustration.

6 of 6 people found the following review helpful. Ideas for raising performance when resources are limited  
By Stephen Bashall  
This is that rare thing, a genuinely useful business book that tells us something new. Namely that all the time, money and effort businesses spend measuring and boosting employee motivation is wasted if we don't follow through and make sure people can actually get their jobs done. *The Enemy of Engagement* clearly explains the concept of "workplace frustration" and sets out some straightforward ways of dealing with it. The book illustrates its central idea with a fictional scenario that narrates the story. The authors have clearly gone to a lot of trouble to create the history of Bernette Bank and the very believable characters that work in its online banking division. This storytelling is a powerful, credible way of showing what workplace frustration does to companies and what they can do to prevent it. *The Enemy of Engagement* is timely as well. The Bernette story shows that just telling employees to "do more with less" -- which is what we're all being asked to do right now -- is not enough. It suggests instead that businesses can get more performance out of their people without the need to spend more money or have people work long hours. There's plenty of practical advice on how to achieve this -- and for skeptical managers, plenty of statistics from Hay Group studies that show the value of tackling workplace frustration head-on. At 228 pages it's a quick read (four hours max) that gives businesses something that's very welcome in the current climate -- ideas for raising performance when resources are limited.

There are a lot of frustrated people in most workplaces today. We're not talking about the incorrigible office grump or the permanent slacker. Instead, we're referring to dedicated workers who are being prevented from achieving their peak potential by organizational obstacles. Better enabling these employees to succeed represents an untapped avenue for radically improving productivity. Packed with the latest research findings from the prestigious Hay Group, *The Enemy of Engagement* uncovers the hidden impediments to performance -- excessive procedures, lack of resources, overly narrow roles, and more -- and outlines best-practice solutions for eliminating them. This is not an insignificant issue facing businesses today. According to Hay Group's study, depending on the industry, between one-third and one-half of employees report work conditions that keep them from being as productive as they could be. *The Enemy of Engagement* gives managers powerful new insights and research-based tools for ensuring their teams are both willing and able to make maximum contributions.

From the Inside Flap  
There are a lot of frustrated people in the workforce today. We're not talking about the incorrigible office grump or the permanently unmotivated slacker. We're referring to dedicated and valued workers who are prevented from achieving their potential by organizational obstacles. Workplace frustration is a silent epidemic creeping through every organization -- but one rarely confronted or even recognized. Frustration wears down motivated, dedicated employees who really care about their jobs but can't get the support they need to work effectively. Focused on making contributions, they are often loath to complain or make waves, leaving managers in the dark about what's really going on. *The Enemy of Engagement* analyzes workplace frustration in detail and pinpoints solutions. Based on original research conducted by the prestigious Hay Group, the book uncovers the fact

that the organizational barriers that are the root cause of frustration can't be fixed with splashier leadership or more engaged employees. What's needed are informed, targeted management practices that enable employees to do their jobs. Packed with new findings, a lively case study, and self-assessments, *The Enemy of Engagement* explains how to:

- Provide clear direction about organizational priorities to help people focus on the highest-value tasks
- Encourage superior levels of teamwork both within and across business units to help everyone cope with work demands
- Support training, development, and empowerment opportunities to ensure that employees have the skills and authority to get the job done
- Provide the tools, information, and other resources employees need to work efficiently and effectively

Having highly engaged and enabled employees leads to dramatically better productivity, improved financial results, and more loyal customers. *The Enemy of Engagement* gives managers powerful new insights and research-based tools for ensuring their teams are both willing and able to make maximum contributions.

MARK ROYAL and TOM AGNEW are leaders in Hay Group's employee research division. Their client consulting work focuses on helping organizations leverage employee input to increase employee engagement and effectiveness, manage change more successfully, and enhance customer satisfaction and business performance. Mark holds Ph.D. and MA degrees in sociology from Stanford University, and Tom received his Ph.D. in management from Vanderbilt University and MBA from the University of Saskatchewan. Mark is based in Chicago and Tom in New York City.

From the Back Cover New data collected by Hay Group management consultants suggest that many high-potential employees are also frustrated employees. Individuals who are highly engaged but face barriers at work preventing them from doing their jobs effectively represent 20 percent or more of the workforce. That's a whopping number, and one that provides a devastating critique of workplace cultures today, with their procedural red tape, ever-shifting priorities, and persistent demands to do more with less. Over time these frustrated employees can be expected to disengage or leave in search of greener pastures. But the vast majority started as dedicated, hardworking employees eager to contribute to company goals. What happened? For managers who are ready to face some painful truths, *The Enemy of Engagement* offers a rich, virtually untapped source for radically reducing frustration and improving productivity. Written by two leaders in Hay Group's employee research division—which partners with Fortune magazine in identifying the "World's Most Admired Companies"—the book uncovers a host of everyday ills that plague organizations: lack of training, inefficient workshy;flows, poor communication, and inadequate performance feedback. These are the kinds of nagging, ongoing management problems that contribute to long work hours, unhealthy stress levels, poor work-life balance . . . and high degrees of employee frustration. *The Enemy of Engagement* not only pinpoints the organizational barriers that prevent high achievers from doing their jobs properly, it also offers practical, clearheaded advice for fixing the problems.

You'll learn how to ensure that your employees' skills and abilities are put to best use, and to give them the resources they need—including clear goals and expectations and adequate information, decision-making authority, and collaborative support—to get the job done. Everyone is under pressure in today's competitive economy, but data show that the most successful organizations don't meet their goals by squeezing employees a little more. Rather, they enable their best people to succeed. Now you can too with the eye-opening insights and strategies in *The Enemy of Engagement*.

About the Author MARK ROYAL and TOM AGNEW are leaders in Hay Group's employee research division. Mark holds Ph.D. and MA degrees in sociology from Stanford University, and Tom received his Ph.D. in management from Vanderbilt University and MBA from the University of Saskatchewan.