

What message would you like delegates to leave with?

Gareth Jones, Welsh Government

The one key message about staff engagement I guess is that leadership is absolutely essential to make it work, and an acceptance that you never actually succeed in always engaging all of your staff – it's something that you've consistently got to work and work at for the benefit of your organisation.

Alison Ward, Torfaen County Borough Council

Well my key message is that leadership and culture are absolutely key for employee engagement. I love the phrase that it's about exchanging the culture of power for the power of culture. And I think it's so important that you do have that culture in your organisation where people feel it's safe to talk, that they'll be respected for talking, that they'll be listened to, and very importantly that it'll be acted upon. Because if you're just paying lip service to it and you don't really mean it, then it won't take long for people to work that out and to become quite cynical. And you really want people to stay engaged because you want to make that change for the better.

Julie-Ann Haines, Principality Building Society

I think it's vital that the Manager understands their employees. Everybody's motivated in different ways, and it's really important that the Manager spends their time to work out what the individual needs, and how they as a Manager can provide that to their team.

Jane Tidswell, ORC International

So my key point would be to listen to staff and to actually make sure that their voice is heard, and actually spoken about and used to improve the business performance.

Valerie Rees, Marks and Spencer

I think the biggest message I'd want to leave today is a phrase that we use a lot in our daily work and our working lives, "The Manager makes the difference". And that might sound like a cheesy comment, but what it's about is that communication with your Line Manager every day, the time you take as a Manager to spend with each of your team, talking to them about what's going on, understanding what their career aspirations are, training and developing them – that really is the most important part that our Managers play in how they work with all of their teams. And some of them line manage up to 25, 30 people. So it's a massive part of their job that they take the time to spend with each member of their team.

John Smythe, Engage for Change

The one key message is that you can't spray employee engagement on to a command and control leadership model. You have to change the leadership style first. Then you can start to engage people.

David Rosser, Welsh Government

If there's one key message that we want delegates to take away from today, it's that employee engagement really matters, because it's for the high performance of the organisation, and not just the satisfaction of the staff.