

# Are you emotionally engaged?

The 'hunt for talent or employee engagement' form part of new management speak. **Maureen Scholefield**, Managing Director of Human Resource and Management Consultants Cullen Scholefield, knows how high levels of commitment and emotional engagement help her clients get the best out of their business

These days it's very easy to be too focused on one particular aspect of your work and lose sight of the overall picture.

Take your people, for example. They're crucial to the way you work and the way you interact with your clients. But how involved are they in the key decisions that affect moving your business forward? Do they have any input into your planning processes? Moreover, does your organisation have empathy with their personal circumstances, aspirations and ambitions?

At Cullen Scholefield, we've just undergone a successful dual review of our Investor in People (IiP) status and the Work Life Balance Model. We were first recognised as an IiP in 1998 and in 2004 we were the first organisation in the South East to be awarded the Work Life Balance standard. We've found that putting Work Life Balance at the heart of the business has been key to our ability to attract high calibre people and to more importantly retain and develop them. This approach helps to empower our own people and make them an even more driven, more committed team.

Our IiP assessor said in his report: ***I found a small company that has Work Life Balance at the core of its culture and operations. There is an appropriate mix of formal and informal support provided to people to meet their Work Life Balance goals.***

***Everyone in the company benefits from the company's approach to Work Life Balance and the company benefits by high levels of emotional engagement, loyalty and commitment. The office is able to respond to clients for ten hours a day and client needs are always met.***

***Cullen Scholefield is an excellent example of a Work Life Balance organisation and is a good role model for organisations seeking to develop Work Life Balance strategies.***

## So how has this been achieved?

- A high level of genuine commitment to Work Life Balance from the leaders of the company
- Everyone is familiar with the concept and believes it to be central to the way the company operates
- A comprehensive set of policies within the People Handbook shows a broad approach to Work Life Balance
- Flexible arrangements are realistic in the sense that there is a balance between cost, needs of the business, needs of clients and the needs of the individual and team
- Arrangements are regularly reviewed
- Leaders of the company are open to flexible approaches and involve people in finding solutions

## Is this just for small organisations?

Maureen Scholefield says no. Managers in larger organisations can adopt some of the ideas we have put into practice. Flexibility does not necessarily mean increased costs. It demands creativity, consultation, common sense and candour from the employer and the employee. The rewards are considerable - just work out the actual and hidden costs of replacing people.

So as Maureen says: ***"Engaging people emotionally creates loyalty and commitment and that underpins exactly the Cullen Scholefield approach - that's why we have such a well deserved reputation for going the extra mile."***

Cullen Scholefield offers their clients a tailored yet flexible, innovative yet realistic, corporate yet personal service. If you would like to have an informal discussion to explore ways to encourage your people to be more engaged with your organisation please contact Phil Gott or Charlie Price on 0800 0185 052 or email [enquiries@csgconsult.com](mailto:enquiries@csgconsult.com) or visit [www.csgconsult.com](http://www.csgconsult.com)

