



Leader Quick Guide: Engagement

At The Core: Honest • Focused • Action-oriented • Ongoing

What Engagement Really Is

- The everyday experience people have at work
- Shaped primarily by local leadership behaviours
- Not just a survey, it's an ongoing cycle of listening and acting

What Effective Leaders Do

- Create a safe space for honest, open feedback
- Close the loop: share what you heard and what will happen next
- Prioritize 1–2 meaningful actions rather than trying to fix everything
- Connect engagement to daily work, goals, and outcomes
- Model openness, curiosity, and a willingness to grow
- Keep conversations ongoing, not just during survey moments

What to Avoid

- Treating engagement as a checkbox or one-time activity
- Overpromising or committing to too much at once
- Becoming defensive or dismissive of feedback
- Delaying or skipping follow-up
- Positioning engagement as “HR’s responsibility”
- Focusing only on negative feedback instead of the full picture

What Leaders Say

- I want your honest feedback; it helps us improve as a team.
- I may not fix everything at once, but we will focus on what matters most to the team
- Your input directly shapes how we work together
- This is a team activity

What Your Team Needs Most

- Clarity: expectations and direction
- Voice: opportunities to share input and be heard
- Action: visible follow-through on feedback
- Recognition: feeling valued for their contributions