



## Employee engagement and competitive advantage

**I'VE always been fascinated by the interplay between management and personnel, how companies communicate with their staff, and how employee engagement levels affect a company's bottom line.**

During my career I've had some excellent business managers, and a couple that quite frankly didn't inspire me. I've always tried to put my best foot forward but, in hindsight, I'm keenly aware of the managers who brought out the best in me and those that didn't. I've also been extremely lucky to have had two incredible bosses/mentors who not only taught me my trade and helped me to hone my skills, but also instilled valuable lessons that have shaped me professionally.

Engaged employees are one of the key ingredients for your businesses' success. According to Jack Welch, former CEO of General Electric, 'there are only three measurements that tell you nearly everything you need to know about your organisation's overall performance: employee engagement, customer satisfaction, and cash flow. It goes without saying that no company, small or large, can win in the long run without energised employees who believe in the mission and understand how to achieve it.'

A study commissioned by Dale Carnegie, reveals that engagement, the employee's commitment to his or her organisation and the willingness to perform beyond expectations, is closely linked to personal relationships between managers and their staff (page 36).

This is a belief echoed in our feature about Nancy Aspeling, founder and director of Naspeling, who strives for the transfer of knowledge, true understanding and interpretation of macroeconomics at all business levels.

She maintains that the competitive advantage in any business is mainly rooted within the quality of its human capital. Those ordinary people with the distinct ability to make customers come back for more, the catalysts who inspired others with their confidence and enthusiasm, those who contribute to business growth and want to be there because they are driven by the stimulus of feeling valued. This, Nancy believes, is the deal maker or breaker, and the missing ingredient in the makeup of the contemporary workplace in dire need of confident people who take pride and ownership in what they do. To read the full story, turn to page 62.

Engagement is more than mere job satisfaction. Fully engaged employees are motivated and dedicated to making an organisation a success. At the most simplistic level, engaged employees lead to happy, loyal customers and repeat business. Engagement also improves staff retention levels – employees don't leave companies, they leave people. In short, engagement impacts the bottom line.



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*Suma*

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