**MANAGING AGILE ORGANISATIONS AND PEOPLE**

**Learning Outcome 3: ACTIVITY 2**

**SMALL GROUP ACTIVITY**

## **The business benefits of engagement.**

Read the following case study:

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| i-Level are a global digital media agency who specialise in the online media market using email, internet and mobile marketing strategies. Amongst their clients are organisations as diverse as the low cost budget airline EasyJet, Coca-Cola, BT and VSO.  Success can be attributed in part to the following high performance practices found:  A set of five core values are used to communicate values, guide customer service and communicate to customers and staff. The values include :   * Work re-design is used to remove hierarchy, encourage participation, creativity, communication and collaborative teamwork * 360 degree appraisals encourage transparent performance assessment and support the organisational values * Recruitment is on the basis of personal attributes necessary to acquire new customers including a passion for success * Personal recognition and team based competition are used to support creativity and innovation.   Adapted from Sung, J. and Ashton, D. High Performance work Practices: linking strategy and skills to performance outcomes http://www2.cipd.co.uk/NR/rdonlyres/0364EF28-96FA-4188-91D4-6B6BC42E716F/0/dtihpwprac.pdf |

Working in your group and drawing on both the case study and your own experiences:

* Identify the benefits of engagement and the practices which foster this
* State how organisational context impacts on this. (In your discussion you may wish to consider aspects of leadership structure, styles and behaviours or culture which positively contribute to engagement).

You will have 20 minutes for this discussion and will be required to share a short summary of your thoughts.