

MANAGERS' GUIDE

How to engage and energise your people

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SAWTONA



We understand that you, our managers, across the Majid Al Futtaim Group, bring with you a wealth of strengths, skills and experience.

So we have written this guide with that in mind and to appeal to you all. We have given you insight into what engaging leaders do. We have introduced hints and tips to spark your imagination. And we have added a good dose of ideas of things you can do to help us fulfil our goal of being a 'great place to work!'



Sawtona – what have we been doing and what happens next?

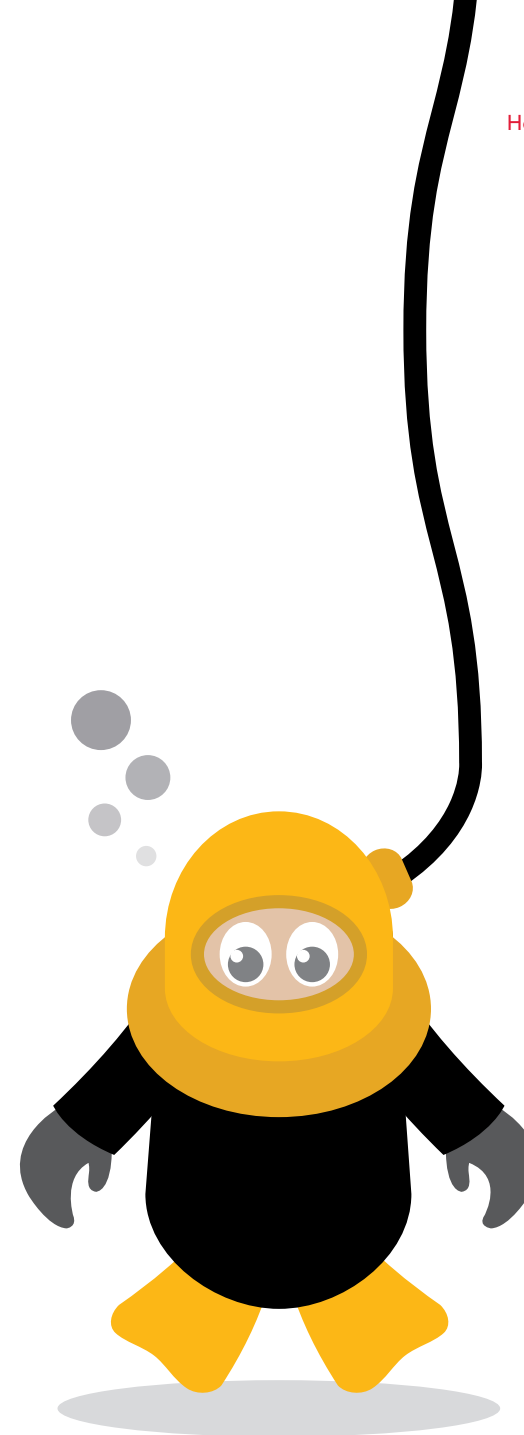
Sawtona is the name we have given to our engagement project. It is all about helping and encouraging our people to be as happy and committed as possible to their work and our organisation.

The Sawtona project started with a survey which you may have completed. The survey gives us an idea of how engaged and satisfied our people are at work – the areas that they think are good and the ones that could be better. The plan is to run this survey every year so that we can measure key indicators that will help us understand how we can continually strive to 'create a great place to work'.

The results show that generally people feel that Majid Al Futtaim Group is a good company to work for and people are mainly happy here. However, we are great believers that improvement is always possible. This is the start of a journey where we will be checking how well we are doing as an employer – how happy and engaged our people feel and understanding how we can increase engagement levels even more.

The next step on this journey will be running 'Deep Dive' workshop sessions across the organisation. During these sessions we will be looking more closely at the results of the Sawtona survey, helping our people understand what these results are saying and asking them for their ideas to help us improve engagement going forward. To help you understand more about what these sessions will cover, we have included an outline in the Section at the end of this guide.

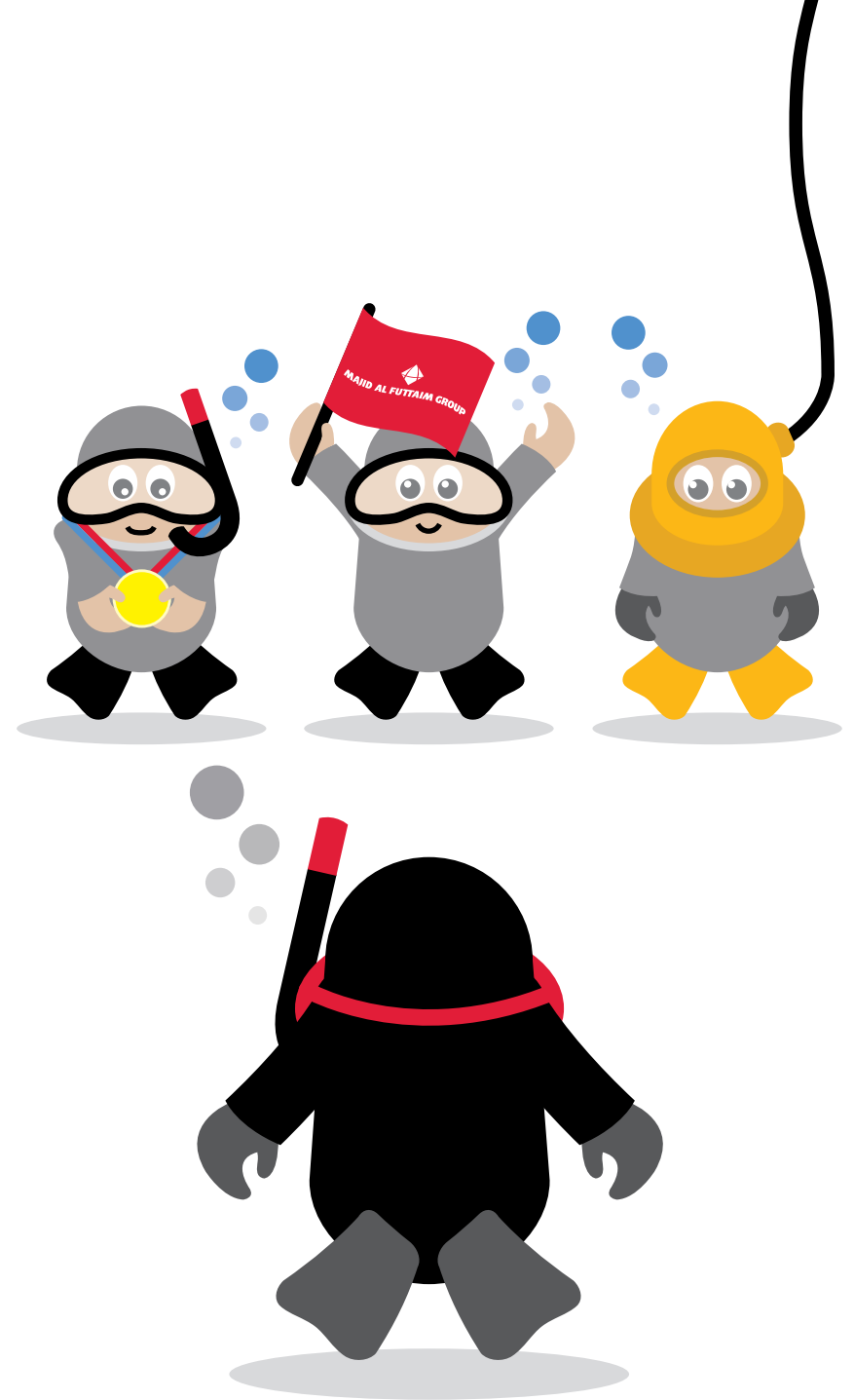
To help us run these sessions and start to make these ideas happen, we will be identifying people who will act as champions for engagement and help us on our journey. These champions, who will be known as 'Beacons', will collect ideas from the 'Deep Dive' sessions and help us create Action Groups to take selected projects forward.



Let's look at your team

Again what priceless insights your team will have uncovered.

The Beacons will work with them in the Deep Dive workshops to generate ideas to help us improve engagement across the organisation. Some of these ideas will be relevant to implement at a local level so why not put a date in the diary now to discuss as a team how you can make these ideas happen.



Now let's look to the future

Another way of keeping up momentum is to communicate frequently. Let's share our ideas and successes across the organisation.

Why not make a commitment as a team to hold a meeting once a quarter to look for new ideas to improve engagement as a whole and within the team. Here are some questions you may like to use with your team to get ideas flowing.

'No man will make a great leader who wants to do it all himself, or to get all the credit for doing it.'

Andrew Carnegie
1835-1919, Scottish
industrialist

What is our contribution to engagement?

- What have we done well over the past three months that has really improved engagement in our team. Which of our success stories will we share with other teams?
- What other ideas do we have as a team that we can suggest as an improvement going forward?
- How engaged is each member of the team feeling – how can they improve their levels of engagement a little bit more?

To help you generate team ideas, you might want to consider using a technique called 'start, stop, continue'...

- What do we need to 'start' doing that we are currently not doing that will continue to improve engagement?
- What is it that we are currently doing that is having a negative impact on engagement and that we need to 'stop'?
- What is it that we are currently doing that is working really well and we need to 'continue' doing and do more of?