



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

Employee Engagement

An introduction to employee engagement

Explore how employee engagement evidence becomes useful action. Participants distinguish outcomes from drivers, interpret a fictional heat map, prioritise practical improvements and prepare a conversation that closes the feedback loop with employees.



01 DAY

Introductory taster

IN-HOUSE

Your people. Your context.

PRACTICAL

Explore, discuss and apply

A PRACTICAL STARTING POINT

Understand the topic. Try it in practice.

Employee engagement evidence becomes useful when leaders connect what employees experience with decisions about work. A headline score can obscure differences between groups and competing explanations. This introductory workshop helps participants interpret a realistic evidence pack and prepare a focused response that employees can understand.

The workshop introduces the original Engagement Heat Map Model through a practical listening challenge. Participants examine evidence, question assumptions, select a manageable priority and rehearse communicating an action, its owner and the evidence needed to review progress with employees.

WHO IS IT FOR?

HR practitioners, employee experience specialists, managers and employee listening leads who interpret engagement feedback or support local action planning, communication and follow-through with teams.

BY THE END OF THE DAY, PARTICIPANTS CAN:

- 01 Separate the constructs**
Distinguish engagement outcomes, organisational drivers and future intentions when explaining what a fictional survey can and cannot show.
- 02 Read a heat map**
Interpret patterns across the original fifteen themes while considering response coverage, local context and confidentiality before drawing conclusions.
- 03 Test an explanation**
Compare survey patterns with workforce information and employee accounts to identify plausible explanations and questions requiring further enquiry.
- 04 Select a priority**
Compare potential actions using employee impact, practical influence, strategic relevance and feasibility rather than choosing the lowest score automatically.
- 05 Plan a team conversation**
Prepare an inclusive conversation that explores findings, invites explanations and distinguishes team actions from issues requiring wider organisational ownership.
- 06 Close the feedback loop**
Draft an employee update naming the selected action, accountable owner, review date and evidence that would indicate useful progress.

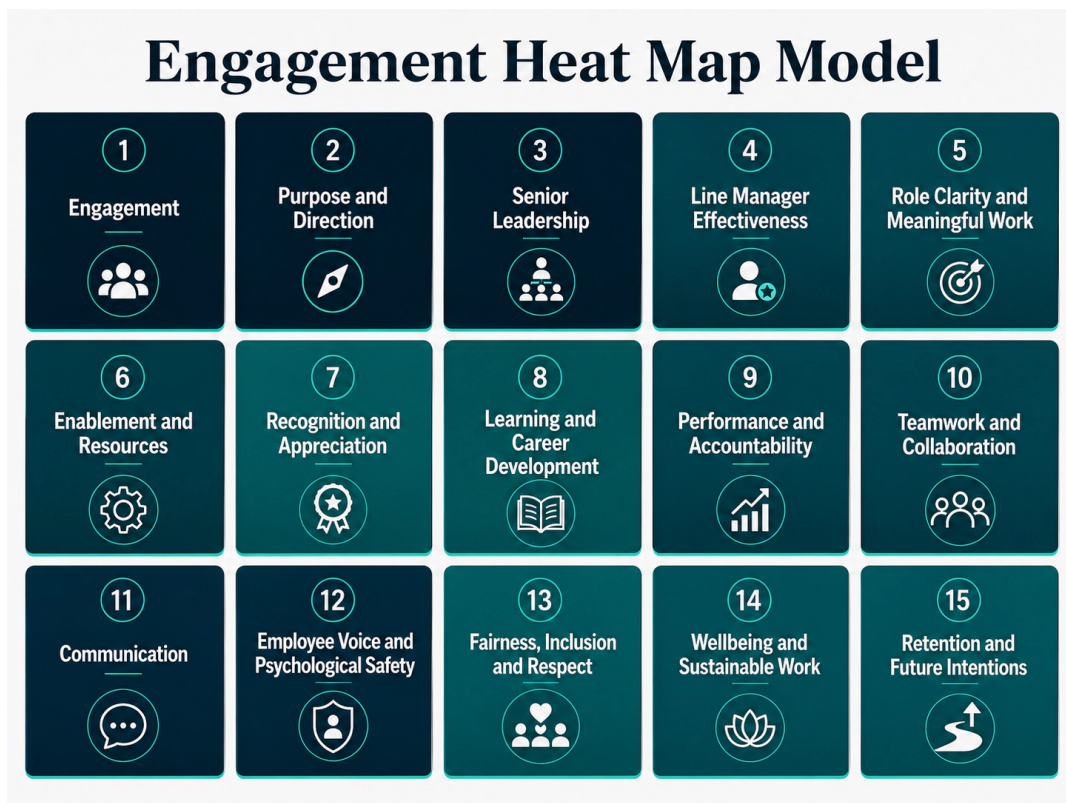
A useful first application

This one-day introduction develops interpretation and action-planning skills using illustrative data. Participants practise selected questions from the full model; survey design, statistical validation and organisation-wide diagnosis require additional specialist work.

THE FRAMEWORK / WORKSHOP FOCUS

HR Delivery Engagement Heat Map Model

The original model contains fifteen reporting themes: the Employee Engagement Index, thirteen organisational driver themes, and Retention and Future Intentions. Workshop questions connect that complete architecture with introductory interpretation and action.



SIX QUESTIONS TO EXPLORE IN THE WORKSHOP

01 Purpose

Which organisational decision should this engagement evidence help leaders make?

02 Outcomes and drivers

What separates engagement outcomes from drivers and future intentions here?

03 Coverage and context

Whose experience is represented, missing or unsafe to report separately?

04 Possible explanations

Which workplace conditions could explain this pattern across the themes?

05 Action and ownership

Which improvement is feasible, and who can address its cause?

06 Visible follow-through

How will employees hear what changed and what remains unresolved?

These six questions guide workshop practice within the existing framework. They are selected learning prompts, not its complete architecture; the original model remains the reference for wider design, diagnosis and implementation.

[Explore the full model >](#)

LEARN BY DOING

Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

01 Heat map detectives

Groups inspect a fictional fifteen-theme heat map, identify contrasting patterns and flag missing context. They label each statement as an observation, interpretation or question before presenting it.

02 The missing voices challenge

Teams receive different participation and comment cards, then revise an initial interpretation. They consider who could not respond and practise explaining uncertainty without dismissing employees' experiences.

03 Priority auction

Groups allocate limited action capacity among competing proposals, defend their choices and respond to a sponsor challenge. Their decision records include employees affected, dependencies and practical ownership.

04 You said, we are doing

Pairs draft and rehearse an employee update covering a selected action, constraints and a review point. A partner tests whether the message answers realistic questions from employees.

DIAGNOSE BEFORE YOU ACT

Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

ONE CASE, DEVELOPED THROUGH THE DAY

A multi-site service business reports a stable engagement headline, but its heat map shows weaker enablement and manager support at two locations. Participation differs sharply between office and shift workers. Leaders propose a celebration campaign while employees are still waiting for updates on previous commitments.

Groups interpret the available evidence, identify missing voices, compare two possible actions and prepare a manager briefing explaining what should be investigated, acted on and communicated next.

THE FACILITATOR WILL

Invite different perspectives.

Make assumptions visible.

Welcome constructive debate.

Capture practical learning.

SAMPLE WORKSHOP AGENDA

A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

09:00-09:20	Start with the engagement question Sort examples of satisfaction, engagement, drivers and intentions, then agree which decisions an engagement exercise could inform.
09:20-10:15	Explore the fifteen-theme model Walk through the original heat map architecture and connect selected themes to the case organisation's stated operating priorities.
10:15-10:30	Break
10:30-11:30	Read patterns without overclaiming Examine response coverage, theme patterns and comments; separate observed differences from explanations that require further evidence or discussion.
11:30-12:30	Investigate the conditions of work Use evidence cards to test competing explanations, identify missing voices and draft questions for a safe local conversation.
12:30-13:30	Lunch
13:30-14:30	Choose actions people can recognise Compare options against influence, impact and feasibility, then assign organisational and local ownership to a small priority set.
14:30-14:45	Break
14:45-15:30	Plan useful review evidence Choose indicators of implementation and employee-perceived change, recording what each measure can reveal and where interpretation remains uncertain.
15:30-16:10	Rehearse the employee conversation Practise sharing findings and proposed actions, respond to challenging questions and revise the message after structured peer feedback.
16:10-16:30	Prepare the first workplace step Select one existing engagement finding, identify relevant colleagues and agree a focused thirty-day plan for checking and discussing it.

Move from engagement patterns to plausible explanations, owned actions and feedback employees can recognise.

FROM THE SESSION TO YOUR DESK

Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

01 Fifteen-theme reference

A reference to the original model showing the Engagement Index, thirteen driver themes and future intentions, with notes distinguishing their roles in interpretation.

Use it to explain the structure of existing engagement reports.

02 Evidence interpretation sheet

A case-based record separating observed patterns, contextual information, assumptions and missing evidence, including response coverage and practical limits on reporting small groups.

Use it before presenting engagement findings to managers or sponsors.

03 Priority decision record

A worked comparison of potential actions using employee impact, influence, feasibility and strategic relevance, with the reasoning behind a provisional priority made explicit.

Use it to challenge an automatic focus on low scores.

04 Team conversation outline

A draft sequence for sharing findings, inviting explanations and identifying actions, including prompts for quieter participants and routes for concerns requiring separate handling.

Use it to prepare a constructive discussion of team findings.

05 Employee update draft

An illustrative feedback message identifying the selected commitment, owner, practical constraints and review date, with space to record employee questions and promised responses.

Use it to communicate decisions after listening and action planning.

06 Action review starter

A short review record linking an action to implementation evidence and employees' experience of change, with questions to test progress and adapt the response.

Use it when checking whether an engagement action is helping.

CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)



MAKE THE LEARNING COUNT

A better conversation. A practical next step.

Choose one existing engagement finding and discuss the draft interpretation with its owner. Check the context and safe reporting arrangements before arranging a team conversation, then agree one feasible action and a date for reviewing employee experience.

YOUR FIRST 30 DAYS

01

Days 1-7

Check the interpretation

Meet the survey or action owner to clarify the chosen finding, response coverage and existing commitments. Record missing context and agree which questions can be explored safely with employees.

02

Days 8-21

Discuss and choose

Use the conversation outline with an agreed group, invite alternative explanations and identify practical options. Confirm whether the priority belongs to the team or needs a wider organisational decision.

03

Days 22-30

Explain and review

Share the agreed action and its owner with employees. Set a realistic review point, record what remains unresolved and agree how feedback will inform adjustment of the planned response.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

Shaped around your organisation

The client identifies the listening context, intended participants and relevant confidentiality arrangements. Participants bring an anonymised engagement finding and any previous action commitments; the supplied case is used where existing reports cannot be shared safely.

PLAN YOUR IN-HOUSE WORKSHOP

Talk to Dr Phillip Welsh

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Discuss your workshop



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