

Time: 9:00am – 5:00pm  
Venue: Gallup, The Adelphi, 1-11 John Adam Street,  
London, WC2N 6HS

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[www.customerengagementnetwork.com](http://www.customerengagementnetwork.com)



# Employee and Customer Engagement

5th December 2012, London

This Directors Forum will lift the lid on the employee engagement strategies that are making some organisations winners in the battle for customer loyalty, and where the links between employee and customer engagement are being leveraged to provide benefits to all stakeholders and to gain competitive advantage.



## Agenda Summary:

- 9:00 Registration and Coffee
- 9:30 **Welcome:** **James Rapinac**, Director, Gallup and **Steve Hurst**, Chairman
- 9:35 **Opening Keynote: The Relationship between Employee Engagement and Customer Service**  
**Jonathan Austin**, Founder & Chief Executive, Best Companies
- 10:15 **Case Study: Marks & Spencer**  
**Tanith Dodge**, Group HR Director, Marks & Spencer
- 10:45 **Strategies for employee and customer engagement that deliver competitive advantage**  
**Peter Flade**, Managing Partner, Gallup
- 11:20 Coffee
- 11:45 **Revenue Sums: Engaged Employees + Engaged Customers = True Business Change**  
**Claire Sporton**, VP, Customer Experience Management, Confrimit
- 12:20 **'Employee engagement and technology – a look into the future'**  
**Andrew Cocks**, Former Senior Employee Engagement Specialist, HSBC, Questback, Consultant
- 13:00 Lunch
- 14:00 **Panel Debate: The future of Employee Engagement**  
**Steve Hurst**, Forum Chairman, Editorial Director, Customer Engagement Network  
Panel to include: **Jonathan Austin**, **Claire Sporton**, **Andrew Cocks**, **Lisa Sibley**, **Kirsten Alfes**
- 15:00 **"The role of line managers in creating a high engagement culture"**  
**Kirsten Alfes**, Senior Lecturer, HRM and Organisation, Kingston University
- 15:35 Coffee
- 15:50 **Case Study: Essex CC, 'Enslaved or engaged?'**  
**Lisa Sibley**, Employee Engagement Manager, Essex County Council  
**Dr Martin Reddington**, Former Global Programme Director, HR, Cable & Wireless, Consultant
- 16:25 **The Middle Management Miracle: Your under-utilised lever to boost performance**  
**Jane Sparrow**, Former Director of Communication & Change, Sony Europe
- 17:00 **Forum Summary followed by Networking & Drinks**



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# Employee and Customer Engagement

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9:00 Registration and Coffee

9:30 **Welcome: James Rapinac**, Director, Gallup and **Steve Hurst**, Chairman

9:35 **Opening Keynote: The Relationship between Employee Engagement and Customer Service**  
**Jonathan Austin**, Founder & Chief Executive, Best Companies

Jonathan Austin will be sharing the insights from the survey of almost a quarter of a million people in the UK, which has just been completed to compile a list of the Best Companies to work for in 2013. He will particularly be focusing on the relationship between levels of engagement within organisations and the way that employees feel about the service they deliver to their customers."

*Jonathan Austin is the founder and CEO of Best Companies, and the man behind the Sunday Times Best Companies to Work For Lists. For the past twelve years, he has focused his efforts on promoting workplace engagement, working personally at the highest levels of major organisations including Microsoft, Mercedes Benz and Iceland. Under his direction, Best Companies has surveyed over two million employees from over five thousand organisations. A keen advocate of personal and organisational development, Jonathan has collaborated with – among others - Anthony Robbins, Patrick Lencioni, and Shawn Achor. He has also served on the National Employment Panel, advising Government on welfare to work policies, and is a member of the Employee Engagement Taskforce.*



Jonathan Austin

10:15 **Employee and Customer Engagement Case Study Marks & Spencer**  
**Tanith Dodge**, Group HR Director, Marks & Spencer

Tanith will tell delegates how M&S engages its people and reveal some illuminating results around that engagement. She will also touch on the work of the Engage For Success Task Force movement which is now coming to fruition with the launch of a new website resource and with which Tanith and M&S have been actively involved since the Task Force was launched by Prime Minister David Cameron last year

*Tanith Dodge joined Marks & Spencer as Director of Human Resources in 2008. She is a member of the M&S Management Committee, leading HR for its 78,000 employees across the UK and 42 territories internationally. Before joining M&S, Tanith was Group Human Resources Director at WH Smith, where she also held responsibility for Public Relations, Communications and Post Office Operations. Prior to this, she was Senior Vice President Human Resources for Europe, Middle East and Africa (EMEA), at InterContinental Hotels Group. Tanith has also held senior HR roles at Diageo Plc and Prudential Corporation Plc.*



Tanith Dodge

*Tanith is member of the Department for Business, Innovation and Skills' Employee Engagement Taskforce.*

10:45 **Strategies for employee and customer engagement that deliver competitive advantage**  
**Peter Flade**, Managing Partner, Gallup

In service sectors value is created or destroyed when customers and employees interact. Being deliberate about managing the employee-customer encounter can deliver sustainable competitive advantage. Based on Gallup's latest research Peter will explore how truly customer-centric organisations keep you coming back through consistently delivering on your brand promise.

*Peter Flade is a Managing Partner with Gallup and a member of the executive Committee. Peter is based in London and oversees the European region. Gallup is a global research-based consultancy in applied behavioural economics that helps leaders at every level of*

*business, government and society improve organisational performance by understanding the voice of their constituencies.*

*Peter works with executive teams to help deliver change. He has published articles in this arena and is a regular presenter at client partner meetings as well as conferences. Prior to joining Gallup, Peter worked in retail management for the Dixons Group (DSGi) and holds degrees from the University of Kent and LSE; he is currently studying at TRIUM. He is fluent in English, Dutch, and Greek and speaks conversational French.*



Peter Flade

11:20 Coffee

11:45 **Revenue Sums: Engaged Employees + Engaged Customers = True Business Change**  
**Claire Sporton**, VP, Customer Experience Management, Confrimit

Gaining board-level support – and thus investment – for employee engagement programmes depends on proving return on investment. To do this, you need to clearly establish the link between engaged employees and increased revenue. Claire Sporton, VP Customer Experience, Confrimit and Yves Duhaldeborde, Director, Talent and Rewards at Towers Watson, will look at the critical role employee engagement has in a customer experience programme – and describe how you can take the first steps towards achieving that crucial link and secure the investment you need. Claire and Yves will discuss; - How the Voice of the Employee fits into a Customer Experience programme - How to correlate employee engagement with customer engagement - Why you need to capture the employee view of the customer experience - The other data sources which can be used to truly bring your insight to life

*Claire is VP of Customer Experience Management for Confrimit. Having specialised in customer feedback for over 15 years, Claire has run her own programmes in the Financial Services sector, and more recently with technology / consulting providers supporting a wide range of Fortune 500 companies in improving their customer experience. Claire is passionate about getting feedback into the hands of people who can make a difference to the end customer and of course to the bottom line.*



Claire Sporton

12:20 **'Employee engagement and technology – a look into the future'**  
**Andrew Cocks**, Former Senior Employee Engagement Specialist, HSBC, Questback, Consultant

*'With organisations increasingly looking to derive greater value from their employee engagement research, now is the time to question current models and methods. Andrew will discuss how recent developments in customer research point to a future of flexible, integrated and cost-effective strategic research all driven by cutting edge technology.'*

*Andrew Cocks is an MSc qualified assessment psychologist and has worked exclusively in the area of employee engagement and organisational development for over 12 years. During this time he has managed a large number of global employee engagement programmes, often involving hundreds of thousands of employees. Having managed all aspects of both qualitative and quantitative employee research from methodological and survey design to data analysis and action planning, he is comfortable working at all levels having facilitated numerous board-level presentations and workshops. Andrew was most recently responsible for HSBC's global employee engagement programme and prior to this his roles included European Head of Employee Engagement for Watson Wyatt and Head of Employee Engagement at the Department for Transport.*



Andrew Cocks

13:00 Lunch

14:00 **Panel Debate: The future of Employee Engagement**

**Steve Hurst**, Forum Chairman, Editorial Director,  
Customer Engagement Network

Panel to include: **Jonathan Austin, Claire Sporton,  
Andrew Cocks, Lisa Sibley, Kirsten Alfes**

15:00 **"The role of line managers in creating a high engagement culture"**

**Kirsten Alfes**, Senior Lecturer, HRM and Organisation,  
Kingston University

Kirsten will talk about different things line managers can do to increase engagement levels amongst their workforce, such as job design, creating a meaningful context and demonstrating the impact of employees' work on outside beneficiaries

*Kerstin is a Senior Lecturer at Kingston Business School, teaching Human Resource Management and Leadership at undergraduate and postgraduate level. She has worked on several research projects looking at the role of the HR function, public management and employee attitudes to work. She is a member of the Academy of Management. Kerstin received her PhD from the University of Berne, Switzerland. Prior to this, she received her degree in Business Administration from the University of Mannheim, Germany.*



Kirsten Alfes

15:35 Coffee

15:50 **Case Study: Essex CC, 'Enslaved or engaged?'**

**Lisa Sibley**, Employee Engagement Manager,  
Essex County Council

**Dr Martin Reddington**, Former Global Programme  
Director, HR ,Cable & Wireless, Consultant

Rising to the 'do more with less' mantra continues to be a challenge and organisational transformation is frequently cited as a convenient excuse for disengagement. These are genuine challenges that organisations across all sectors face and which inevitably impact employees' experience, expectations of and happiness at work. Currently working with a range of public and private organisations on the evaluation and re-balancing of the employment 'deal', Martin will share latest insights from his research that evidence the importance of getting the social and economic 'deal' in a healthy state of balance in support of sustainable job and organisational engagement. Essex is the second largest local authority in England with 9,000 employees and has been on an ambitious transformation journey for the last four years. The Council's commitment to employee voice and conversational practice now flows from the very top of the organisation. Accessible leadership has been crucial to instil trust and belief and Lisa will demonstrate that by creating and embedding the Council's mantra of 'talk, listen, connect to engage and act', employee engagement has become a crucial driver of cultural change at Essex.

*Lisa has been at Essex County Council for eight years and prior to taking up her current role as Employee Engagement Manager in 2009, she has enjoyed a variety of roles at Essex which have included developing and launching the Council's Leadership Academy and a range of organisational development projects.*



Lisa Sibley

*An active member of the Engage for Success Taskforce's Practitioner Forum as well as a member of the CIPD's Employee Engagement Steering Committee and ORC's Think Tank, Lisa and her team's progress particularly in relation to their dedication to employee insight and voice has been recognised nationally via various professional communication and HR awards.*

*A diverse working background spanning both communications and HR, Lisa's passion for employee engagement has been gained through a mix of sectors including telecommunications, IT and local government. A counsellor and coach in her spare time, she is committed to practising what she preaches, striving to help organisations create happy working environments that enable people to fulfil their potential.*

*Martin blends academic research with consultancy. Formerly Global Programme Director, HR Transformation, at Cable & Wireless, he is a member of the CIPD's national advisory group on technology and HR, and an expert adviser on HR transformation to the Public Sector People Managers' Association (PPMA). He is also a member of the Guru Group supporting the UK government supported Engage for Success movement.*



Martin Reddington

*Martin is currently working with a range of public and private organisations on the evaluation and re-balancing of the employment 'deal', working with leaders and managers to enhance people performance.*

*Martin's recent publications include a CIPD Research Report which examines the impact of Web 2.0 in organisations and offers guidance to the HR profession on how best to utilise these new technologies and HR Transformation: creating value through people (2nd edition), which provides critical insights into the wider people management impacts associated with technology-enabled HR transformation. His latest book, published by the CIPD this year is 'People and Organisational Development: A New Agenda for Organisational Effectiveness and provides a critical perspective on the field, including useful and useable analyses of practitioner issues.*

16:25 **The Middle Management Miracle: Your under-utilised lever to boost performance**

**Jane Sparrow**, Former Director of Communication & Change, Sony Europe

Organisations that reap competitive advantage from a sustained, high-performing workforce are those that best equip their middle managers to engage their people to deliver. Middle managers are at the heart of an engaged workforce that consistently delivers strong performance but this can only be done if they have the confidence and capability to achieve more in their roles as people managers. Jane's session will feature the five key roles that leaders need to ignite within managers to deliver sustainable engagement. Jane will share recent research, experience and best practice to highlight the proven performance gains that organisations achieve when they build a culture of manager-as-engagers.

*Jane began her career in IBM and has held a variety of senior positions in organisations such as Sony Europe, The Energy Project and MCA (now part of the WPP Group). Her entrepreneurial spirit saw her start two successful service businesses in 2000/2001 and she continues to act as an advisor to a variety of small companies. In her position as Managing Director of The Energy Project Europe, she grew the business from zero to a multi-million pound organisation, delivering business in Europe, Asia and Africa. Responsible for marketing, sales, operations, people and programme delivery, she is proud to have made a fundamental difference to thousands of people's lives. She has consistently been rated the best facilitator in the organisation.*



Jane Sparrow

*As Director of Communication & Change for Sony Europe she instigated a new culture of communication, involvement and personal growth through coaching members of the board to engage, motivate their people and sustain high performance. Her leadership, communication and organisational change approaches are now deeply embedded in the way Sony Europe operates. Jane also advised other regions and was a member of many Global Sony Initiatives.*

17:00 **Forum Summary followed by Networking & Drinks**



# Directors Forums - Programme for 2013:

The Customer Engagement Network series of Directors Forums are rapidly establishing themselves as 'must attend' events for senior executives working in the customer space who are looking for winning customer and employee engagement strategies.

- **February 14th** Customer Feedback
- **March 20th** Customer Engagement in Retail Sector
- **April 24th** B2B Customer Engagement
- **May 23rd** Mobile Customer Engagement
- **June 13th** Customer Engagement in Financial Services
- **July 17th** Customer Engagement in the Public Sector
- **September 19th** Employee & Customer Engagement
- **November 7th** Social Media Customer Engagement
- **December 5th** Omni Channel Customer Engagement

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