

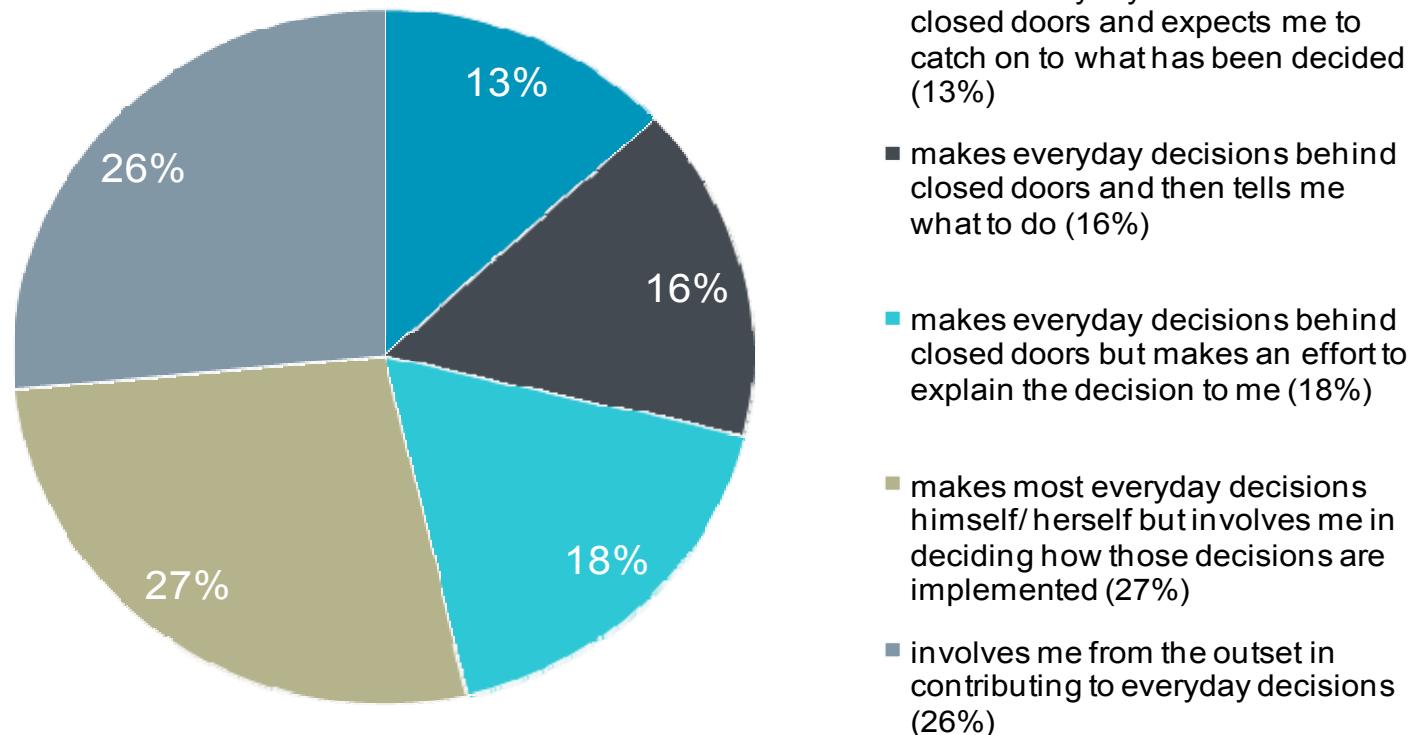
Part three

1. What is it and is it relevant to you?
2. Designing an intervention that engages your people in delivering strategy, change & operational programmes
3. **Building employee engagement capability**

Day-to-day decision-making

Almost one-in-two line managers still make day-to-day decisions behind closed doors

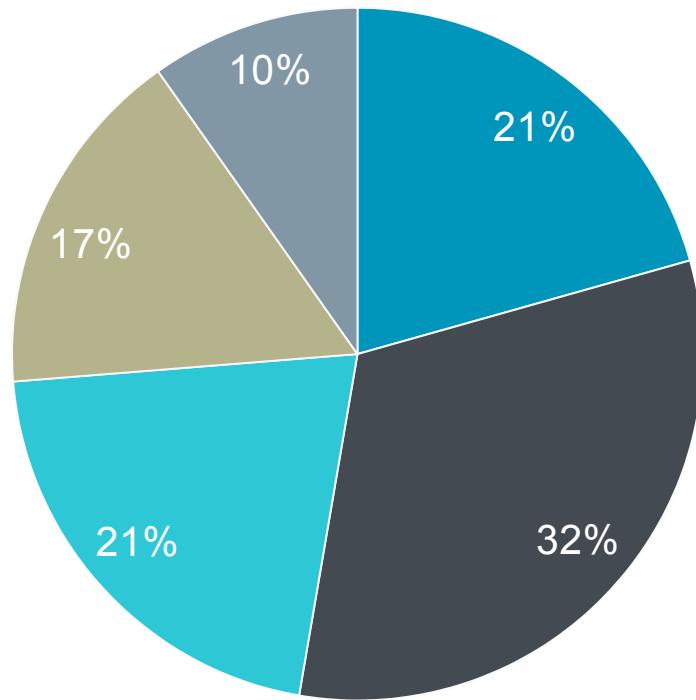
"To what extent does your line manager involve you in every day, on-the-job decision-making?"



[Base: All respondents, n = 18739 excl. Don't know/ NA]

Big-issue decision-making

Almost three-quarters of “big” decisions are still made behind closed doors

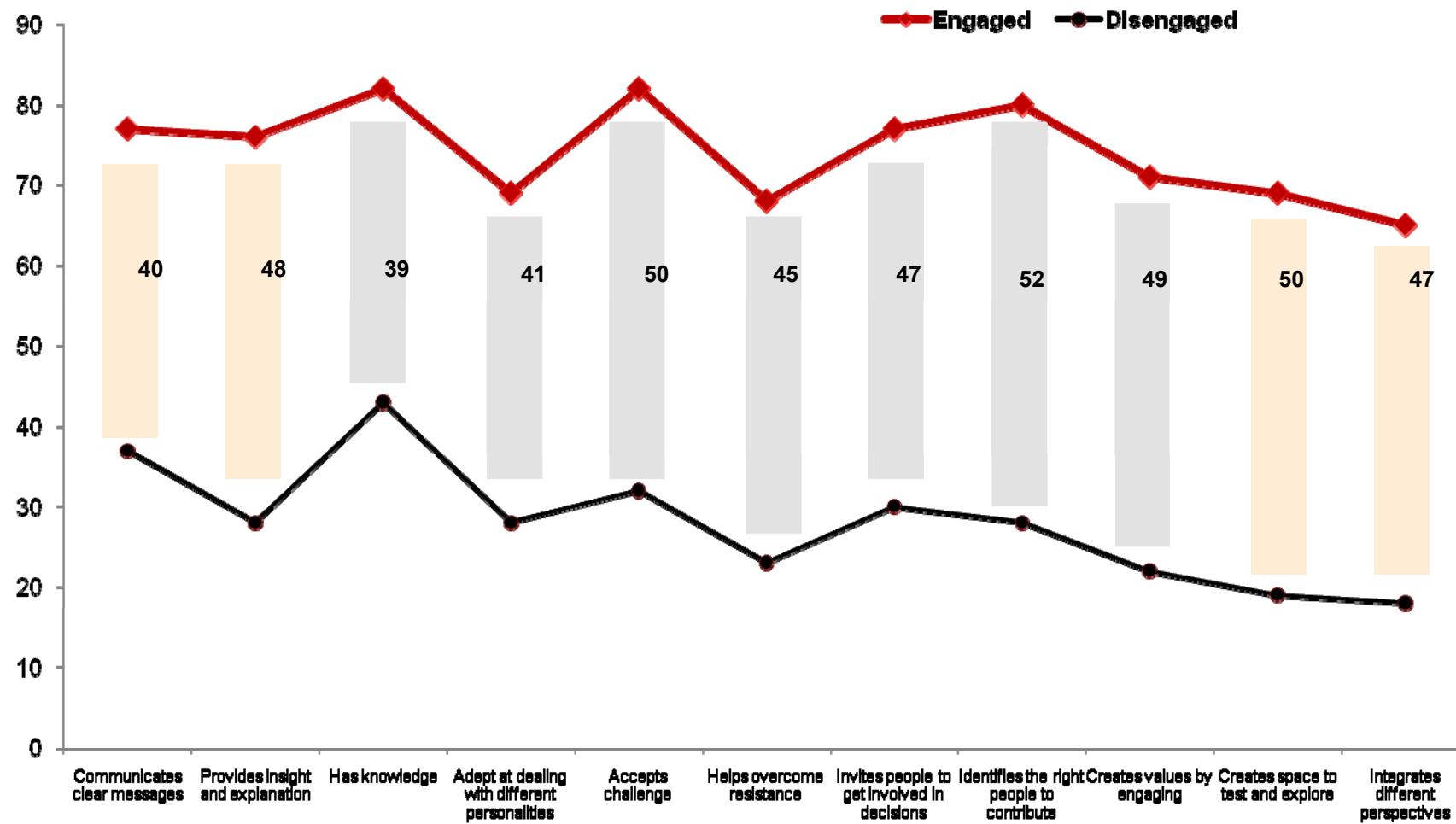


- Big decisions are made behind closed doors and the organisation expects me to catch on to what has been decided (21%)
- Big decisions are made behind closed doors and I am then instructed on what has been decided (32%)
- Big decisions are made behind closed doors but the organisation makes an effort to explain the decisions to me (21%)
- Most big decisions are made by others but the organisation involves me in deciding how those decisions are implemented (17%)
- The organisation involves me from the outset in contributing to and shaping big decisions (10%)

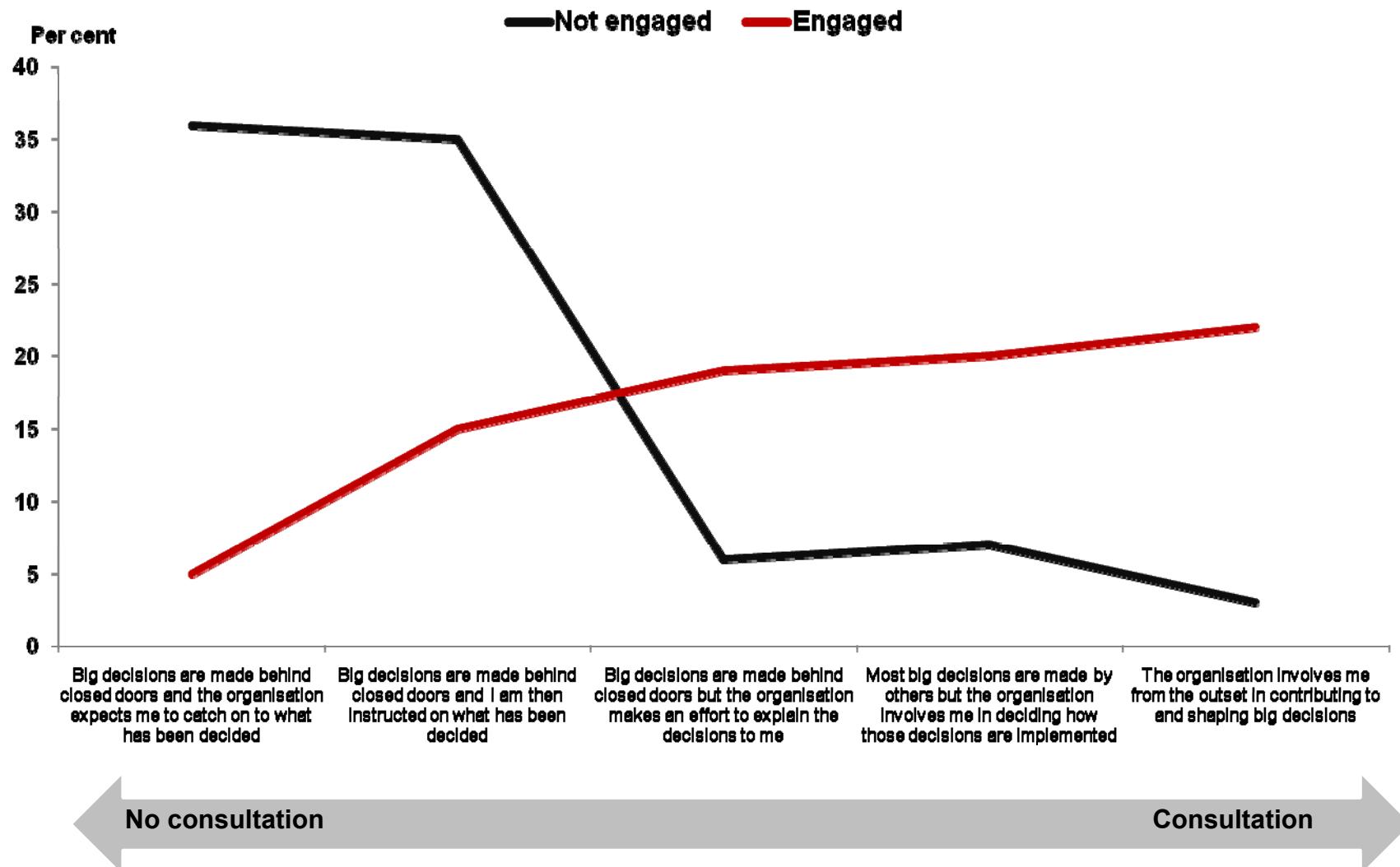
[Base: All respondents, n = 18866 excl. Don't know/ NA]

Consequences of failing to engage people in decisions

Per cent who strongly agree or tend to agree that their line manager has each of the competencies.



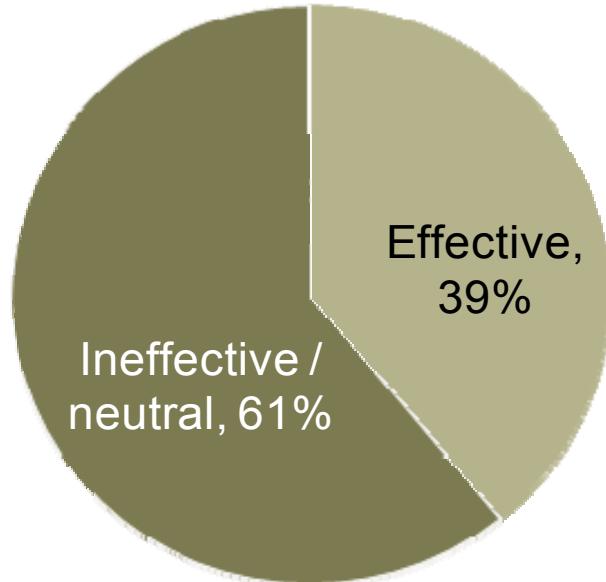
Consequences....



Leaders are not seen as effective (2008/2010 data) Echoed by all YouGov data

- Only 2 in 5 UK employees rate their leaders as effective

Are leaders seen as effective?



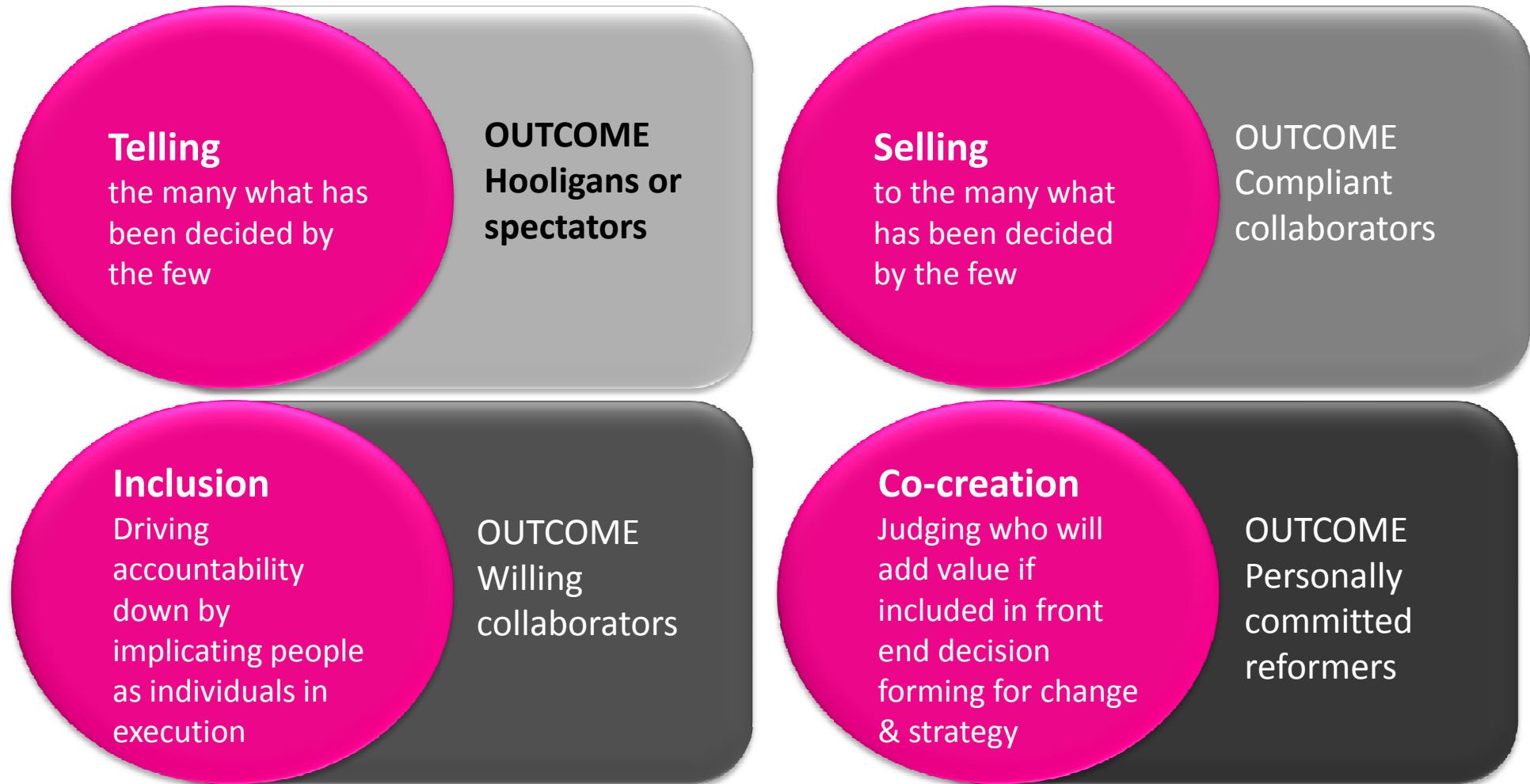
Which characteristics are key
to driving engagement?



The benefits of engagement

	Engaged with my job	Not engaged	Employer engages to improve performance
I tend to go the extra mile to ensure a good result for my organisation.	94%	44%	94%
I am satisfied with my present job	80%	11%	86%
I am satisfied with communications where I work	58%	15%	74%
Satisfied with how my line manager treats me	78%	36%	87%
Satisfied with the extent to which I am empowered to make decisions	74%	21%	83%
Satisfied with recognition received	64%	17%	80%

What engages people at work? – power sharing



What characterises our culture? Exercise

Autocratic	Distributed leadership / power
Hierarchical	Flatter
Secretive	Transparent / trusting
Monolithic / central planning	Distributed
Adult to child	Adult to adult
Fear culture	Safe to challenge
Status conscious	Achievement oriented
Deference	Candour
Permission culture	Initiative culture
Bullying	Negotiative
Grandeur	Self deprecating
Clubby	Open
Elitist / private	Accessible
Formal	Informal
Serious	Sensitively humorous
Employee	Partner

Influences on leadership role model

Childhood and career role models



Personal values



Organisational values



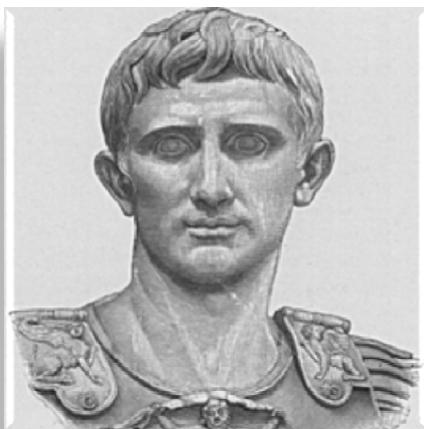
Organisation rewards tacit / instrumental



My attitudes and behaviours

Leaders, leaderSHIP and values

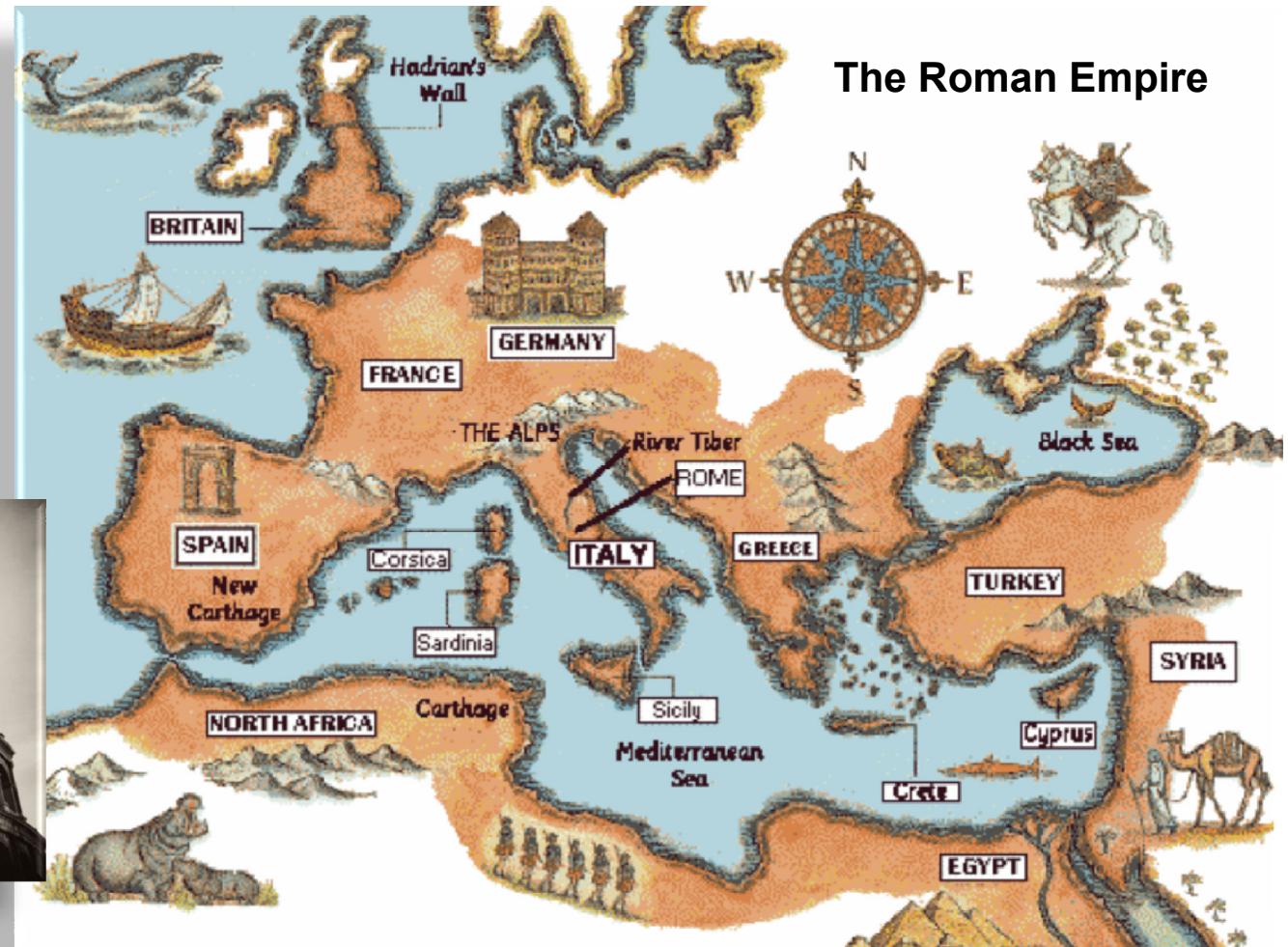
Your legacy precedes you accidentally or purposefully



Gaius Julius Caesar



The Colosseum



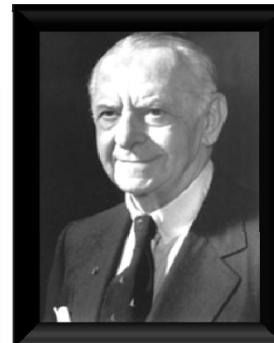
Leaders who have influenced my beliefs and behaviours/YOURS?



Jim Schiro



Val Gooding



Armand Hammer



Lloyd Blankfein



Didier Harel



Patrick O'Sullivan



Ted Burke



Wally Olins



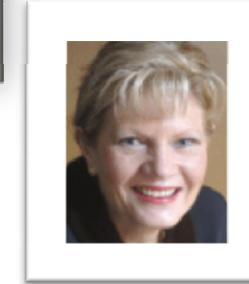
Bob Charlton



Colette Dorward



John Wren



Valerie Scouler



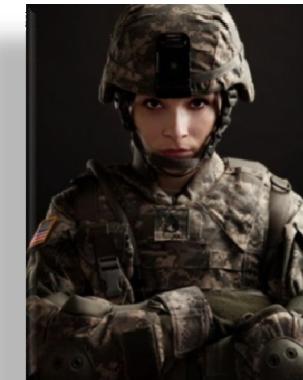
Willie Walsh

Exercise - what is your individual and collective role model?



Your leadership model is experienced through

1. Your specialist expertise



2. Your 'rank' – the power you choose to exert

3. The power you share

tell	sell
inclusion	co-create

4. Your personal presence.....

The minutiae of your personal presence

- Manner(s)
- Tone
- Generosity
- Mood & mood creep
- Repetitive styles:
 - expert/teacher
 - evangelist
 - one of the gang
 - maverick
 - confidant
 - arbiter
 - lobbyist
 - bully
 - visionary
 - team coach
 - reporter
 - autocrat

Directly

Experienced:



Indirectly...
**“your legacy precedes
you”**

What does good look like: people say you ..

Spirit

- **Generous** & approachable
- Assume your people will have **better ideas** than you
- Able to keep own decision making **preferences & habits** in check
- **Warm** and fair but not pliable
- Take **risks** to do things differently
- Are completely **transparent** (except where genuinely constrained)
- Know when to rise above the dance floor to the **balcony** & when to invite others

Process

- Know when and how to include people in decisions – the **Peach**
- Know when to open up and when to close down – **invisible** brilliant facilitation
- Celebrate others' **success** whilst balancing pace and pressure

Building engagement skills into skills development

Effective engagement - three ingredients:

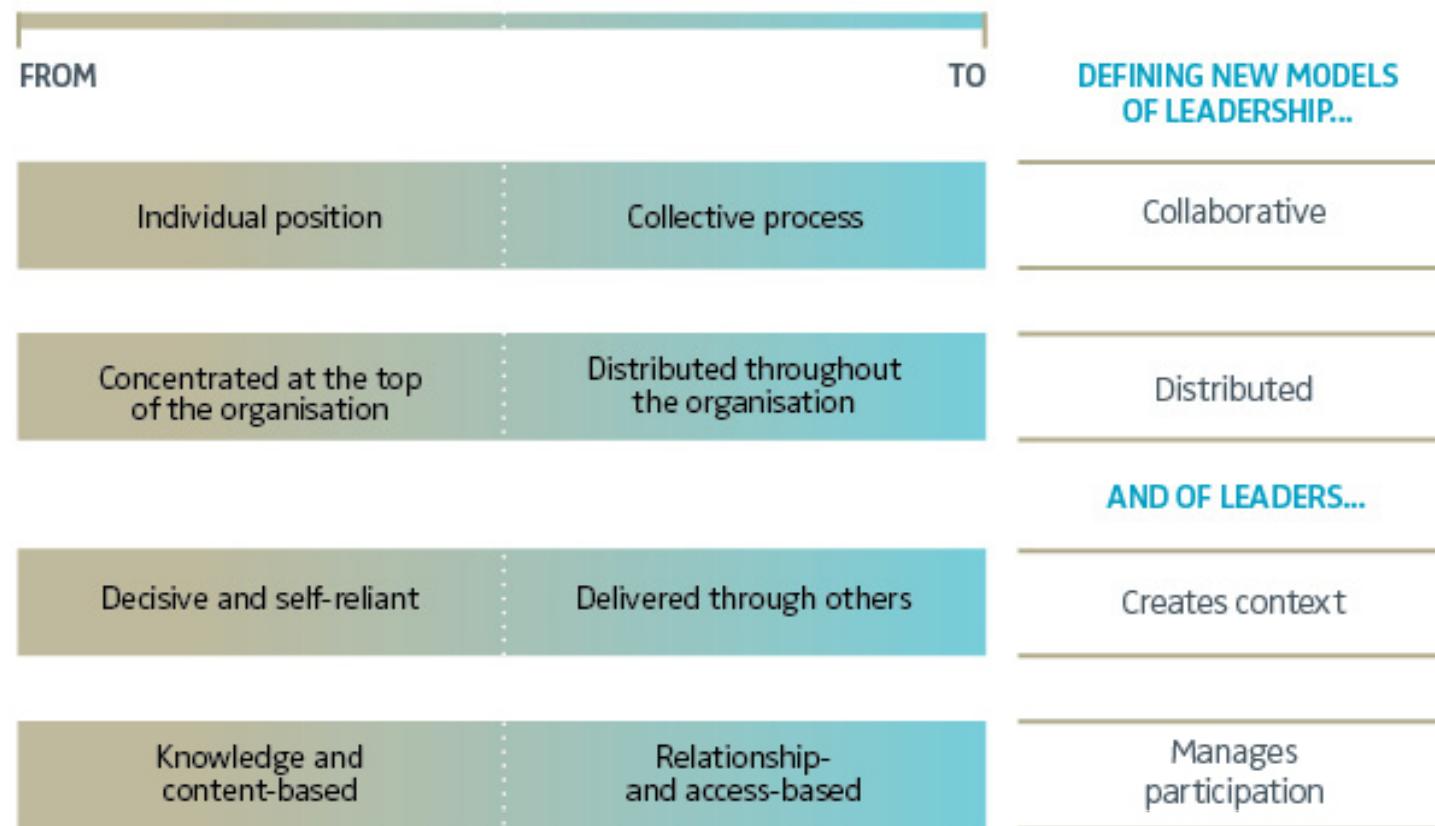
- **My decision making process skills:** engaging people in decision making
- **My presence:** my impact
- **My language:** “words are the key to the soul”



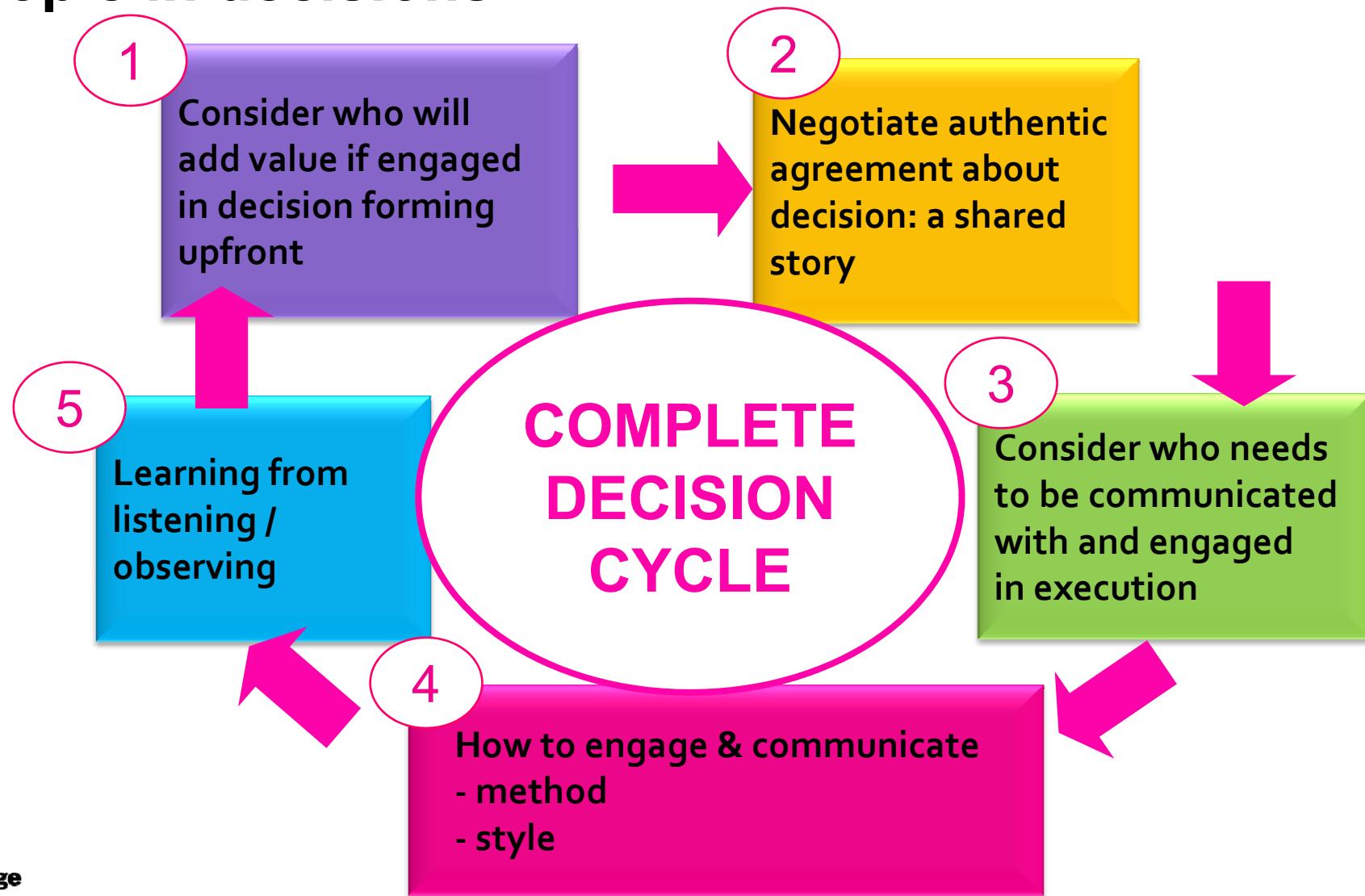
Effective decisions, fast execution, better relationships, culture of **trust and respect**

The shifting nature of leadership

- Complexity requires new capabilities beyond the individual



Personal engagement skills = how I include people in decisions



Emerging leadership capabilities

Observed global leadership shifts

- Collaborative
- Distributed
- Manages participation
- Creates context

UK market insights

- Inspires confidence and commitment
- Is insightful and inspiring
- Builds effective teams
- Effectively leads his/ her team
- Is empowering
- Manages participation effectively
- Drives innovation



Our consulting experience



Leaders need to be more skilled at managing inclusion

Leadership & culture - gods to guides

Leadership capabilities to create context and manage participation



Leadership & culture - gods to guides

Telling

Capabilities to create context

Selling

Articulate

Crafts and delivers clear messages about business-critical, complex and sensitive topics

Expert

Fully knowledgeable about all aspects of the business communication

Authentic

Provides personal insight and narrative to create meaningful context

Empathetic

Tailors the message and delivery style to best suit the audience

Open

Ready to accept challenge and address questions by anticipating a range of audience mindsets

Leadership & culture - gods to guides1

Inclusion

Capabilities to manage participation

Co-creation

Coaching through change

Assesses, challenges and supports others to deliver results and overcome resistance to change

Negotiation

Gains agreement to extend involvement beyond those entitled by hierarchy

Discernment

Sponsors involvement of individuals able to investigate, contribute and innovate

Sharing power

Creates value through participation, alignment and delivering through others

Balancing pace and pressure

Creates space for teams and individuals to test and explore while ensuring business-as-usual delivery

Facilitation

Helps groups develop and integrate perspectives to create sustainable solutions

Management drivers of engagement and performance

Creates space for teams and individuals to test and explore whilst ensuring short term demands are met (0.13)

Accepts challenge and addresses questions (0.11)

Provides insight and explanation to help create a clear context for the work we do (0.10)

Identifies the right people to contribute given the demands of different situations (0.10)

Creates value by engaging others (0.09)

Communicates clear messages about what needs to be done

Has the knowledge needed to lead our team in the work we do

Is adept at dealing with different personalities

Helps members of the team overcome resistance to change

Invites people who can make a difference to be involved, irrespective of level of seniority

Helps groups integrate different perspectives to create sustainable solutions

What does good look like? Global law firm

- Probing
- Listening
- Chatting
- Being cheerful

Mars – a marmite culture

Freedom within a framework – devolve nearly everything

Only those with engagement capability are:

- Hired
- Developed
- Celebrated
- Promoted

What does effective engagement capability look like in Mars. Managers

- Treat people as unique
- Celebrate performance
- Exercise tough love – being direct on performance issues
- Provide a line of sight between individuals' roles and the big picture

Possible steps

- Think customer – the experience of leadership that employees get becomes the customer experience
- Is there a competitive need to adopt more of the spirit and practices of leaders that engage well?
- Validate need with employees – simply
 - A year from now what kind of work place culture do we want to be working in?
 - Against that benchmark, what needs to change attitudinally and behaviourally within this team and at other levels?
 - Graft the capabilities and skills of effective engagement into recruitment, development plans