“How to Build a Workplace Culture of Leadership and Engagement.”

Presented by:
Ginny Vanderslice, President
Praxis Consulting Group, Philadelphia
www.praxisCG.com
Agenda

• Introductions
• Definition of culture
• Why build leadership capacity?
• The business case for engagement
• The link between engagement and deepening leadership capacity
• Leadership’s role in creating engagement
• Where to begin
• Engagement ideas
Culture

- Values and beliefs
- Reflected in behavior:
  - how they go about doing their work,
  - how they interact with one another, and
  - how they interact with customers.
A Culture of Engagement

• Emotional connection
• Discretionary activity
• Correlates with
  ✓ Higher retention,
  ✓ Higher job performance,
  ✓ Customer performance,
  ✓ Higher company revenues, and
  ✓ Greater rate of growth in company value.
Questions to Measure Engagement (Q12)
Developed and tested by the Gallup Organization

• Do you know what is expected of you at work?
• Do you have the materials and equipment you need to do your work right?
• At work, do you have the opportunity to do what you do best every day?
• In the last seven days, have you received recognition or praise for doing good work?
• Does your supervisor, or someone at work, seem to care about you as a person?
• Is there someone at work who encourages your development?
• At work, do your opinions seem to count?
• Does the mission/purpose of your company make you feel your job is important?
• Are your associates (fellow employees) committed to doing quality work?
• Do you have a best friend at work?
• In the last six months, has someone at work talked to you about your progress?
• In the last year, have you had opportunities at work to learn and grow?

[Copyright 1992-1999 Gallup Organization]
Why Deepen Leadership?

• Deep leadership capacity throughout the org
  ✓ Expands organizational capacity
  ✓ Allows for more attention to strategy
  ✓ Essential in building and reinforcing culture
  ✓ Ensures cultural continuity
Leadership - Engagement Link

Effective leadership facilitates engagement through:

a. Communicating importance of what the company & individuals are doing
b. Demonstrating passion for the company/ work
c. Creating a culture that results in engagement including behaving themselves ways that show people they are valued and cared about
d. *It is leaders that create the conditions that facilitate engagement*
Leadership & Engagement Link

Leadership

Engagement Culture

Leadership Development
Creating a Culture of Engagement

• What leads to engagement for people?
• What conditions would encourage people to want to devote discretionary effort (physical or mental) to their company?
Conditions for Engagement

- Leaders themselves
- Company mission/vision; work they do
- Two-way communication
- Quality of relationships
- Opportunities to contribute
- Aligned reward system
- Professional development
Leaders

- Passion for mission & values
- Belief in value workforce provides
- Trustworthy: open, honest, fair, consistent, transparency
- Belief in importance of engagement for organization’s success
- Participatory mindset
Company Mission

- Inspiring mission/vision
  - Importance of product, service
  - Impact on clients/customers, workers, community

- Inspiring model for the company itself—how you do business, kind of workplace

- Vision for the department one works in—it’s role in achieving the company’s goals

- Meaning of own job related to mission: able to make a difference
Two-way Communication

**From Leaders**
- Mission & Values
- Direction and plan
- Progress
- Behavior Expectations
- Feedback

**From Workers**
- Experiences & perceptions
- What they care about
- Enablers
- Obstacles
- Ideas for improvements
Quality of Relationships

• Positive relationship with direct supervisor
• Opportunities to know people personally
• Being included; not feeling excluded
Opportunities to Contribute

• Job itself
  – Resources to do job effectively
  – Understanding how decisions/ actions affect measures of success (line of sight)
  – As much control over how job is done as possible

• Beyond job, opportunities to...
  – Use knowledge for improvements
  – Participate in decisions that affect you
  – Give input when you have knowledge/ ideas
Aligned Reward System

• Accountability

• Performance management system based on expected behaviors:
  – Hiring
  – Performance assessment
  – Promotions
  – $ rewards (raises, bonuses, etc) tied to performance

• Celebrations of successes resulting from engagement
Professional Development

• Job-related development
• Leadership development
Leadership Development

Build leadership throughout company

• More is better
• Consistent with culture of Engagement
• People = competitive advantage

• Formal & Informal programs
Deep Leadership

High Potentials

Sr. Team
Managers
Supervisors
Basic Leadership Skills for Everyone
Define Foundation Behaviors

• What skills/ knowledge does everyone in your company need to be able to do before they can be successful?
• Should connect to leadership competencies
• Examples might be:
  – Communication skills
  – Conflict management
  – Effective meetings
  – Business literacy
Leadership Development

• Formal programs for different responsibility levels
  ✓ Range from 8 months to 2 years or more
  ✓ Better as group experience
  ✓ Collateral benefits for company

• Customized development for individuals, based on
  ✓ Performance
  ✓ Potential
  ✓ Career goals/ ambitions
  ✓ Development needs
Where to Begin

Foundation for a Culture of Engagement

Leaders
Commitment to Culture of Engagement
Hiring
Orientation
Skill Development
Examples: Engagement Activities

- Large Group meetings (interactive)
- Sharing financial information on a regular basis
- Opportunities to be on a task force or employee committee w/ concrete charter
- Surveys or other requests for input
- Newsletters/ blogs/ internal bulletin boards
- Flexible work practices
- “lunch & learns”
- Sr Exec brown bag lunch
- Team building activities- within & across departments
- “sports teams”
- Gatherings with families
- Community involvement activities
Summary

- Performance = strategy + culture
- Culture is sustained through values
- Values are sustained through actions/support of leaders
- Engagement results from leaders creating the conditions that support it