Lead
Motivate
Inspire

9am – 4pm

love MONDAYS
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Learning outcomes

- Identify the value of employee engagement
- Define your role as a leader v Manager
- Recognise the connection between employee engagement, performance, and retention
- Understand what motivates employees
- Understand why people leave
- Recognise what builds engagement
- Explore how to engage individuals and teams through an empowering style of leadership and effective communication
- Learn the key stage in talent management
- Discover the value in using a situational leadership approach
- Create own strategies for reducing attrition

Globally, 85% of employees are either not engaged or are actively disengaged at work

Gallup

The Importance of Leadership

70% of the variance in team engagement is determined solely by the manager.

41%
LOWER
absenteeism

58%
FEWER
patient
safety incidents

24%
LESS
turnover
(in high-turnover
organizations)

59%
LESS
turnover
(in low-turnover
organizations)

28%
LESS
shrinkage

70%
FEWER
safety incidents

40%
FEWER
defects (quality)

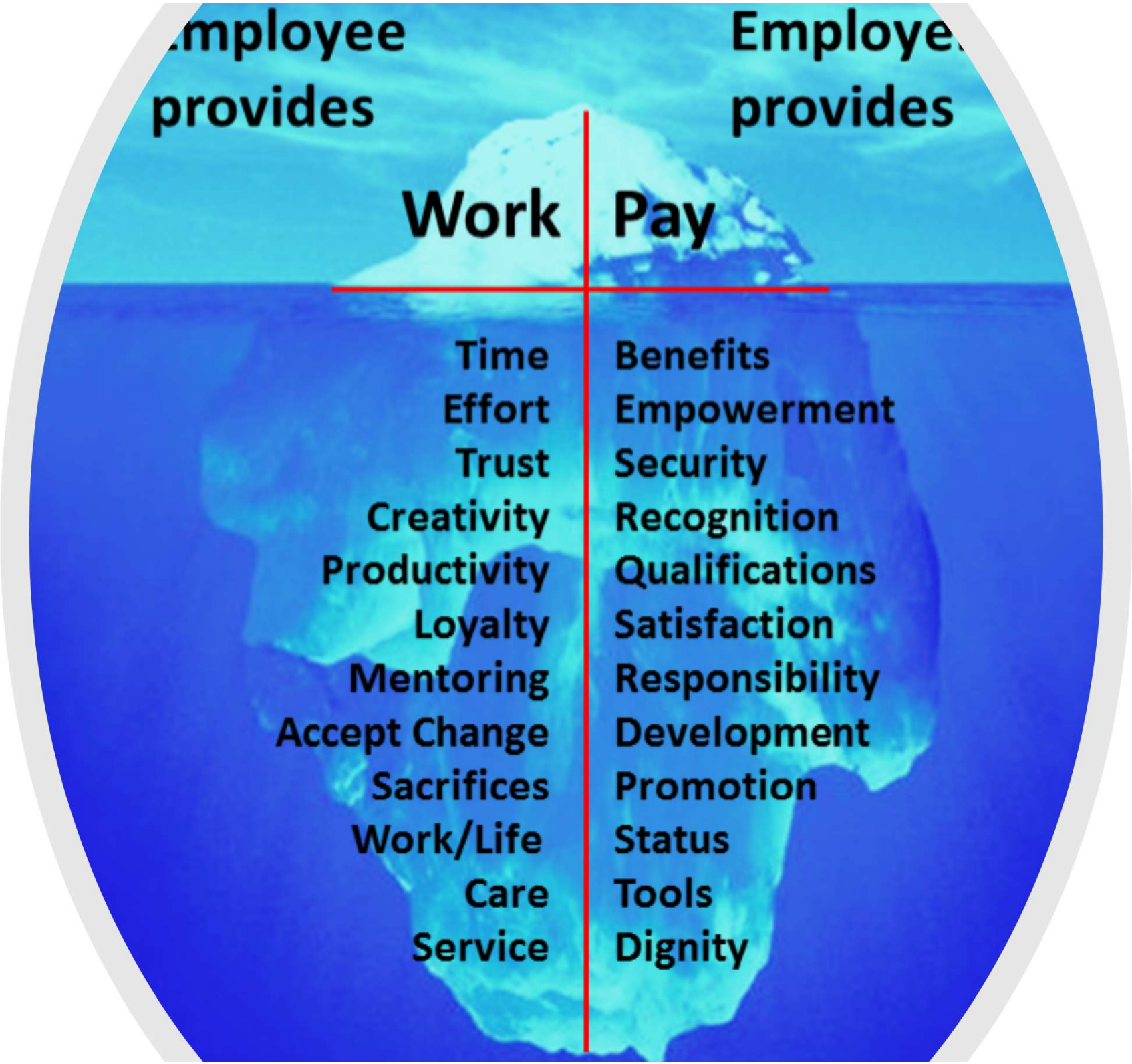
10%
HIGHER
customer ratings

17%
HIGHER
productivity

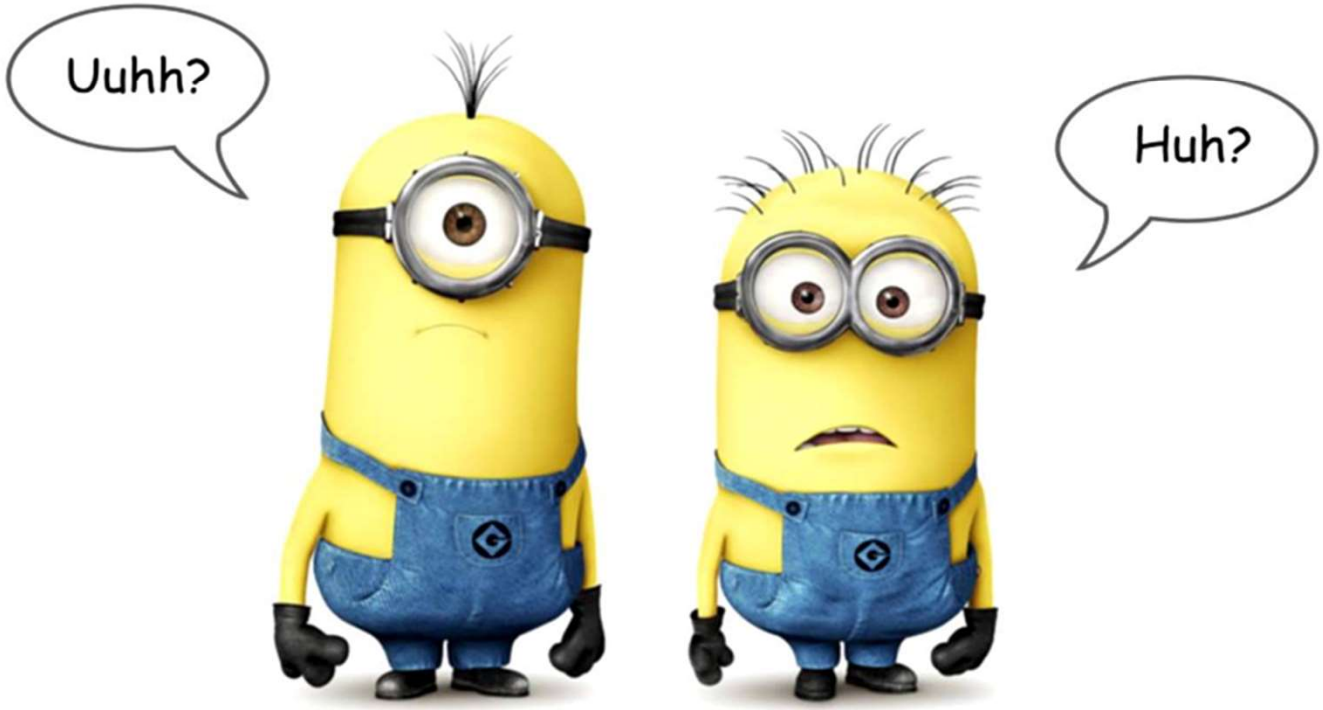
20%
HIGHER
sales

21%
HIGHER
profitability

Employee Expectations

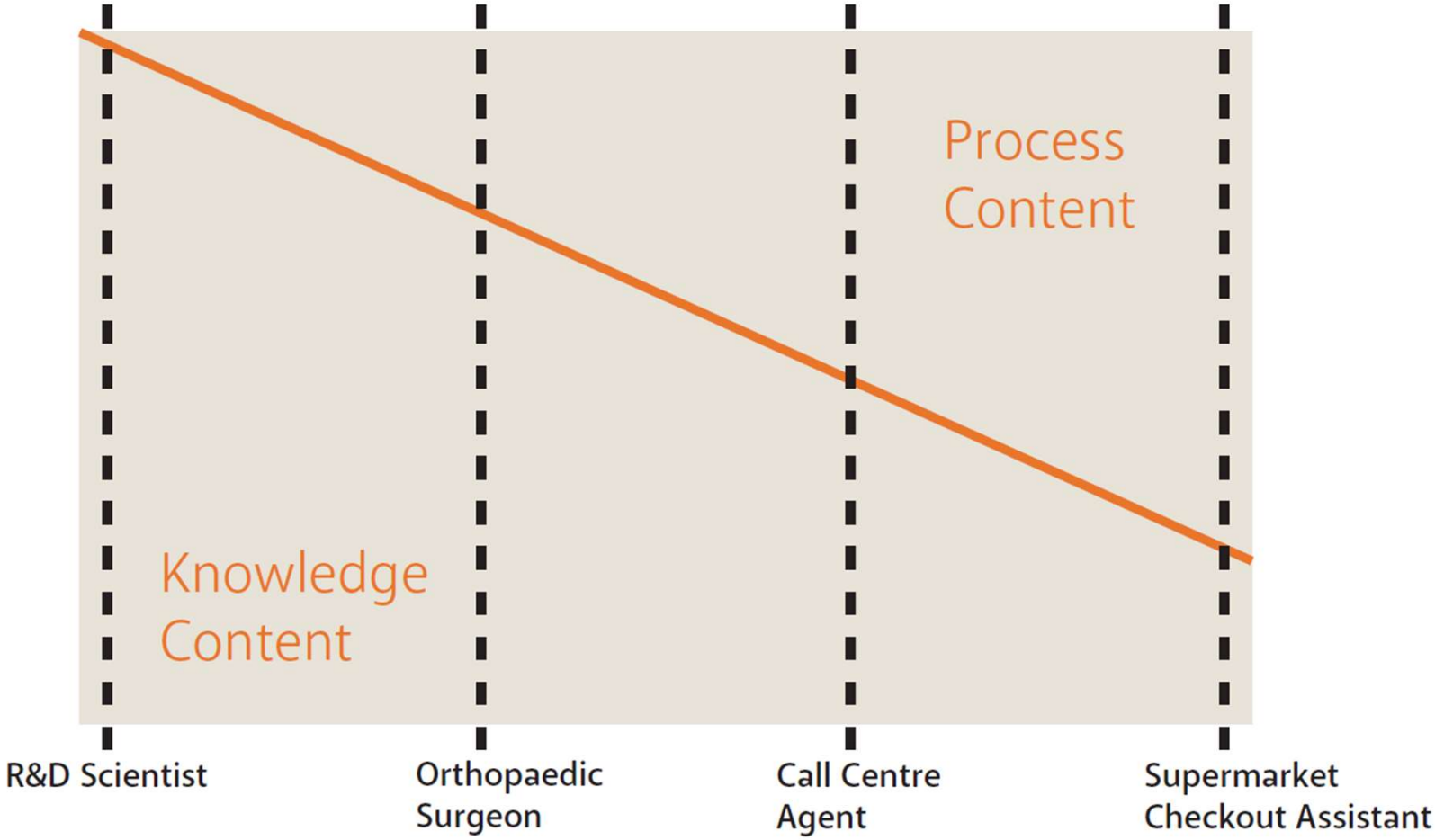

Employee provides
Employer provides
Work
Pay
Time
Effort
Trust
Creativity
Productivity
Loyalty
Mentoring
Accept Change
Sacrifices
Work/Life
Care
Service
Benefits
Empowerment
Security
Recognition
Qualifications
Satisfaction
Responsibility
Development
Promotion
Status
Tools
Dignity

Manager v Leader



Manager v Leader

- Managers manage a process
- Leaders influence behaviour


Process
Content
Knowledge
Content
R&D Scientist
Orthopaedic
Surgeon
Call Centre
Agent
Supermarket
Checkout Assistant

Utility

What do employees need to work?

- *Bare-bones tools*
- *Desk, chair, phone, and computer*
- *Employee is truly a cog*

Productivity

What do employees need to work better and faster?

- *Slight improvements to get more out of people*
- *Employee optimization*
- *Repeatable processes*

Engagement

How can we make employees happy so they perform better?

- *Annual survey*
- *Focus on culture*
- *Acts as adrenaline shot*
- *Company has a mission statement*

Experience

How can we create a company where people want to show up vs. need to show up?

- *Focus on culture, technology, and space*
- *Purposeful design*
- *Long-term approach*
- *Company has a reason for being*

JACOB MORGAN

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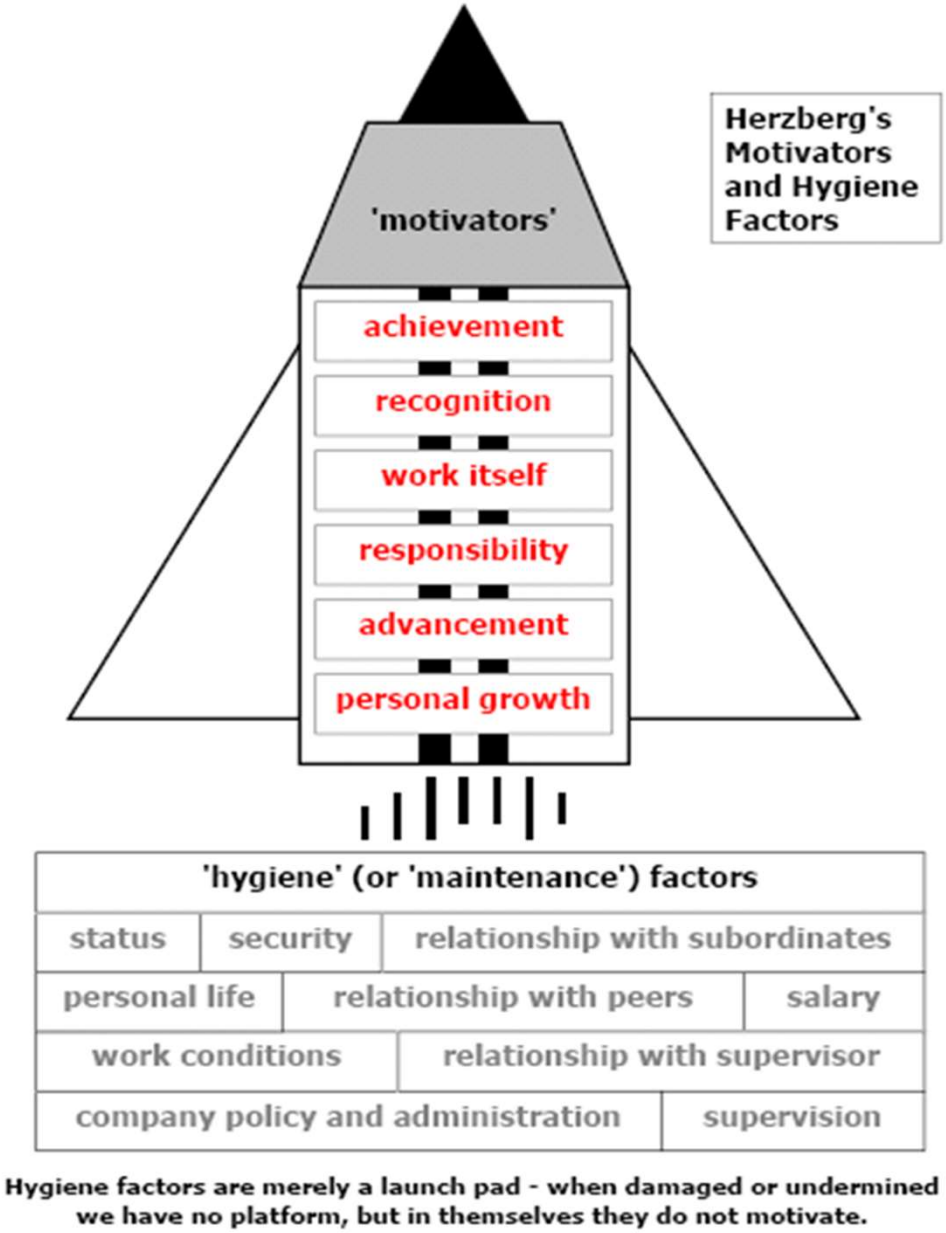
The Employee	The People Manager	The Strategic Leader
supplies the output	turns the vision into action	supplier the vision
lives in the present	lives in the past	lives in the future
experts in doing stuff	brings order	work is strategic in nature
craftsman at their trade	creates predictability	catalysts for change
you want it done right, do it yourself	creates systems	focused on the bigger picture
getting on with business	runs the business	questioning the business
just do it	do it this way	what should we do?
actioning	delegates	creates opportunity
responsible	accountable	considers risk
executes the plan	sets expectations	generates a plan
focuses on activity	focuses on productivity	focuses on success
40 hours a week	60 hours a week	10 hours a week
implements organisational goals	links organisation goals to activity	sets organisational goals

Maslow's Hierarchy of Needs
Self-actualization
Esteem
Love/Belonging
Safety
Physiological
verywell

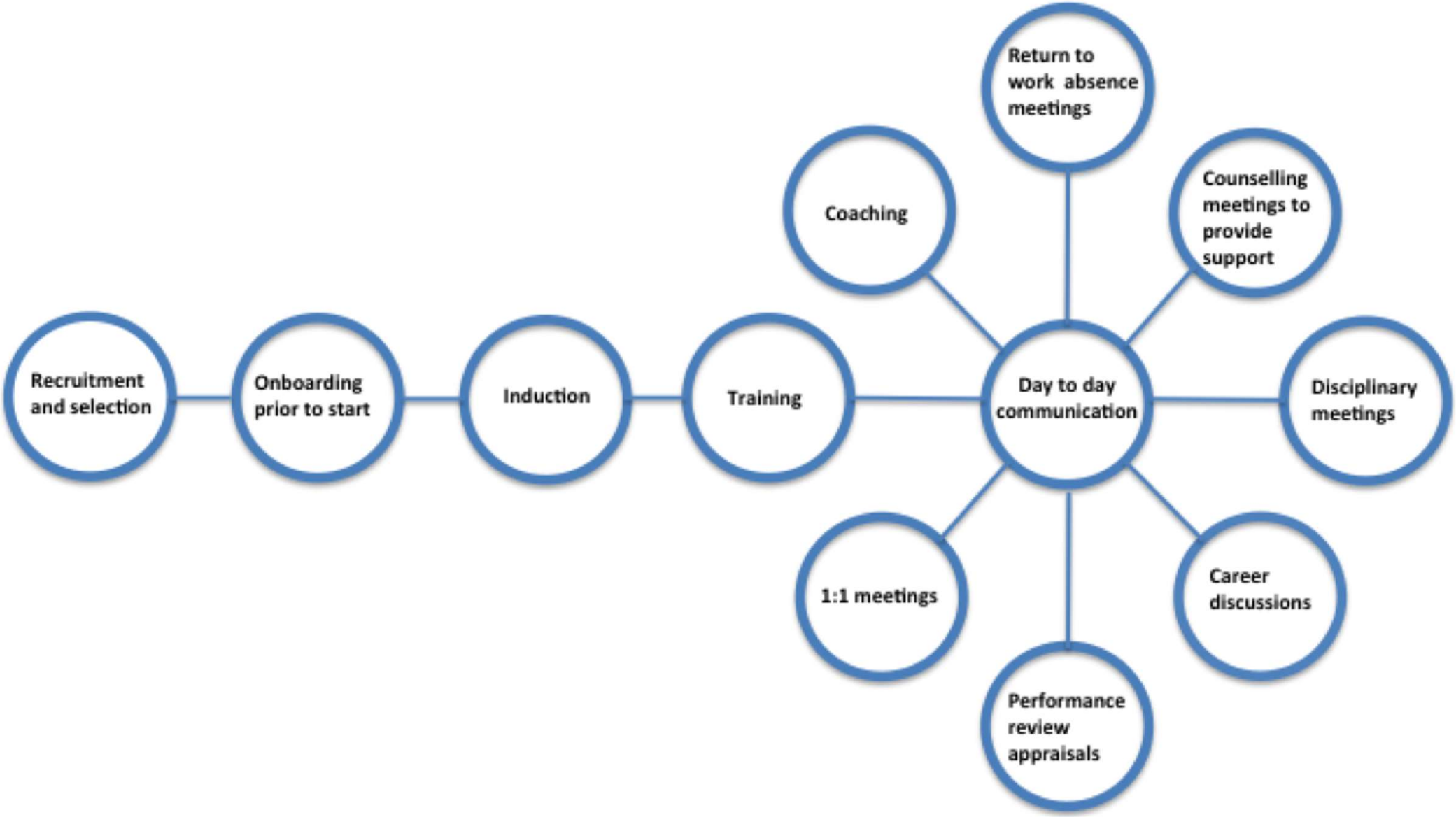
Employee Motivation



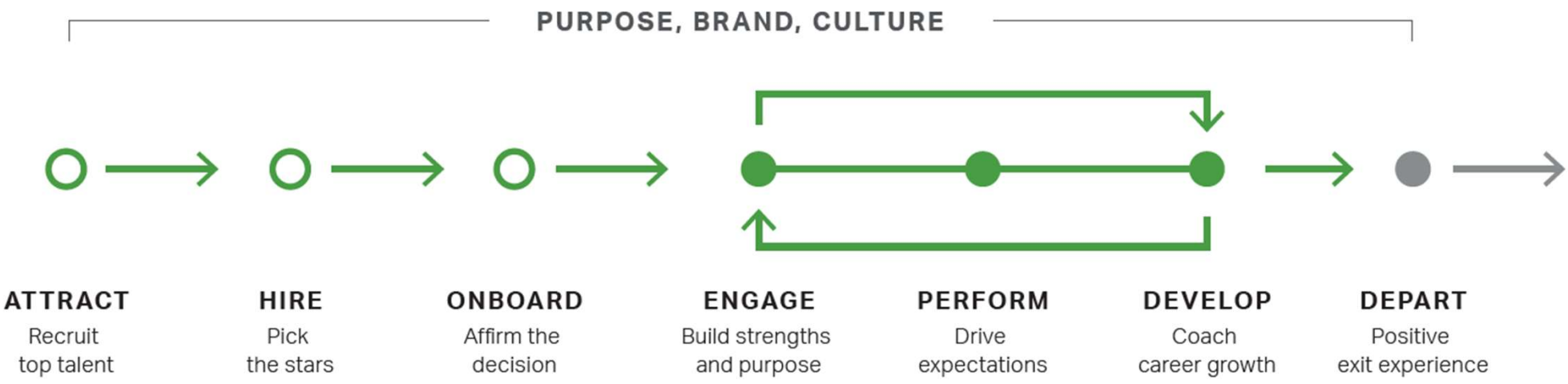
Hygiene factors are merely a launch pad - when damaged or undermined we have no platform, but in themselves they do not motivate.

The Shadow of a Leader

The Employee Journey – Touch Points



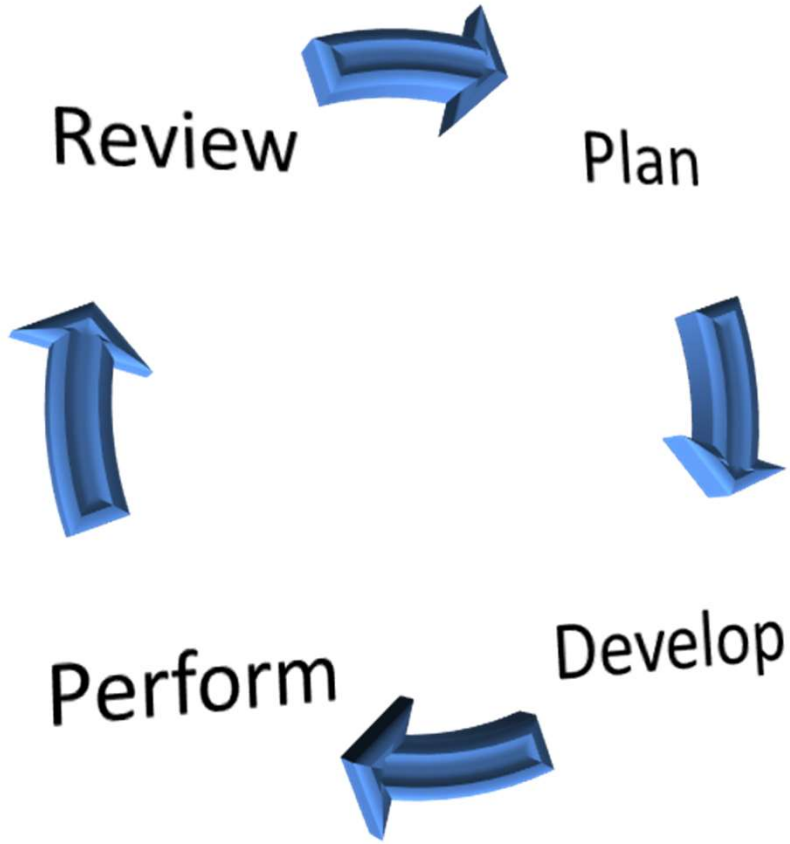
Gallup


PURPOSE, BRAND, CULTURE
ATTRACT
Recruit top talent
HIRE
Pick the stars
ONBOARD
Affirm the decision
ENGAGE
Build strengths and purpose
PERFORM
Drive expectations
DEVELOP
Coach career growth
DEPART
Positive exit experience

The Employee Journey

Measuring Success

PDPR



Communicate GReaT

Purpose

What you
LOVE
PASSION
MISSION
What you are
GOOD AT
Ikigai
What the world
NEEDS
PROFESSION
VOCATION
What you can be
PAID FOR

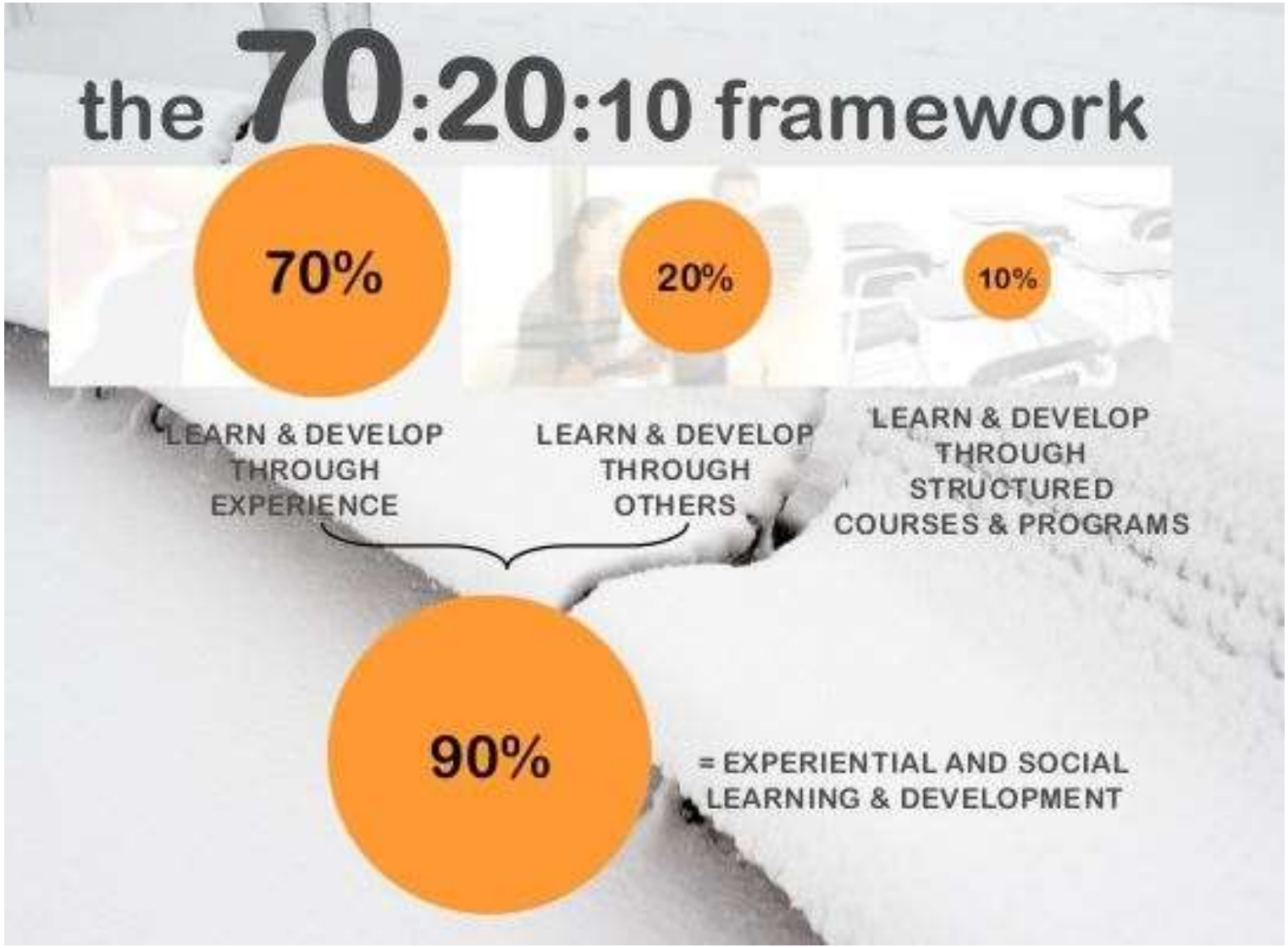
The Team Goal

Succession Planning

“a leaders lasting value is measured by succession”

John Maxwell

70 : 20: 10


the 70:20:10 framework
70%
20%
10%
LEARN & DEVELOP THROUGH EXPERIENCE
LEARN & DEVELOP THROUGH OTHERS
LEARN & DEVELOP THROUGH STRUCTURED COURSES & PROGRAMS
90%
= EXPERIENTIAL AND SOCIAL LEARNING & DEVELOPMENT

9 Grid Box

Low Performer High Potential	Moderate Performer High Potential	High Performer High Potential
Low Performer Moderate Potential	Moderate Performer Moderate Potential	High Performer Moderate Potential
Low Performer Low Potential	Moderate Performer Low Potential	High Performer Low Potential

Potential

Performance

Situational Leadership

Situational Leadership

- What’s your ‘go to’ style?

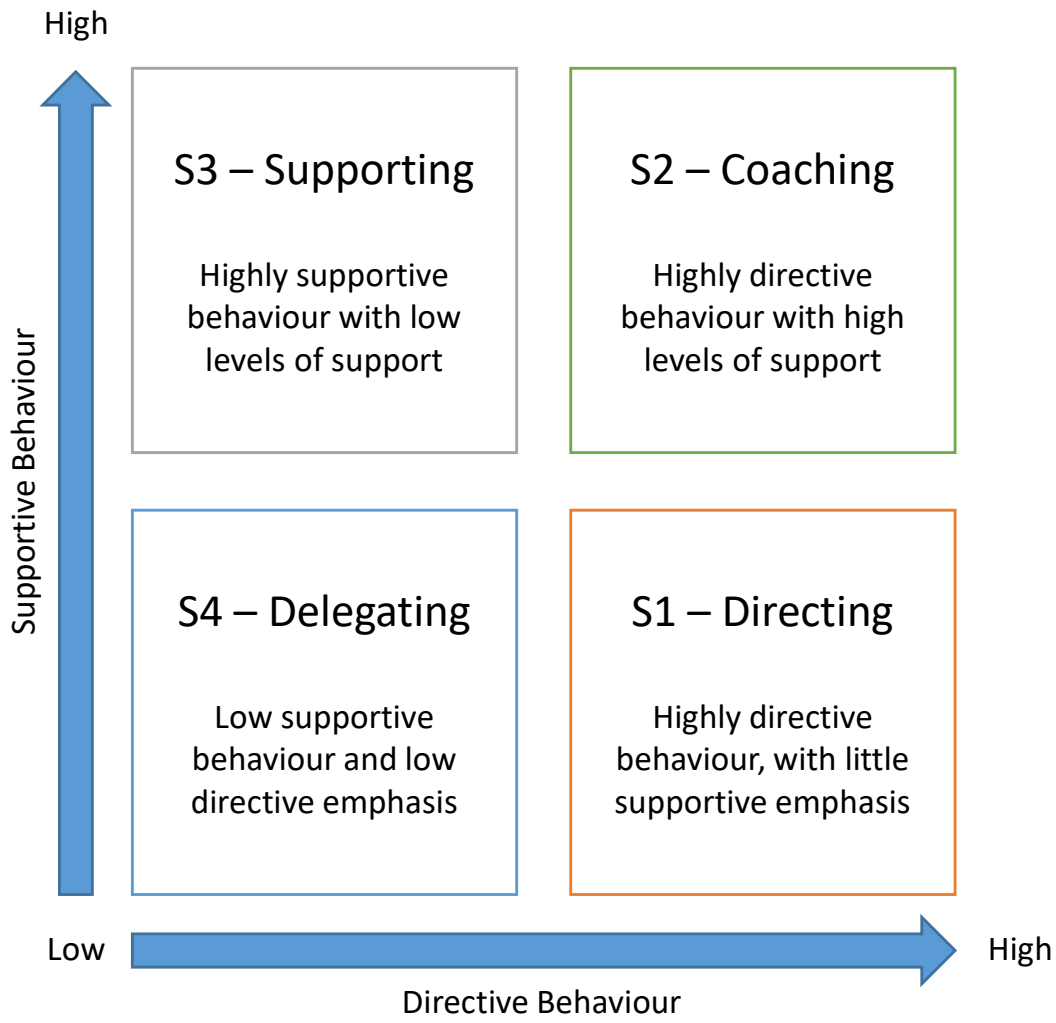
Diagnosis of development level

D4 The self-reliant achiever	D3 The capable, but cautious, performer	D2 The disillusioned learner	D1 The enthusiastic beginner
• Recognised by others as an expert • Consistently competent; justifiably confident • Trusts own ability to work independently; self assured • Inspired; inspires others • Proactive; may be asked to do too much	• Is generally self-directed but needs opportunities to test ideas with others • Sometimes hesitant, unsure tentative • Not always confident; self critical; may need help in looking at skills objectively • Makes productive contributions	• Has some knowledge and skills; not competent yet • Frustrated; may be ready to quit • Discouraged, overwhelmed, confused • Developing and learning; needs reassurance that mistakes are part of the learning process • Unreliable, inconsistent	• New to the task or goal; inexperienced • Eager to learn; willing to take direction • Enthusiastic, excited, optimistic • Don't know what they don't know, so they may do the wrong things • Confidence based on hopes and transferable skills, not reality

Development levels of the individuals in your team

Name	Task or behaviour	Development level
Fred Bloggs	Placing orders on COINS	D4
Fred Bloggs	Answering customer enquiries by telephone	D3
Fred Bloggs	Presenting information at Capex meeting	D1
Fred Bloggs	Being resilient at Site progress meeting (Passionate)	D2

The four leadership styles



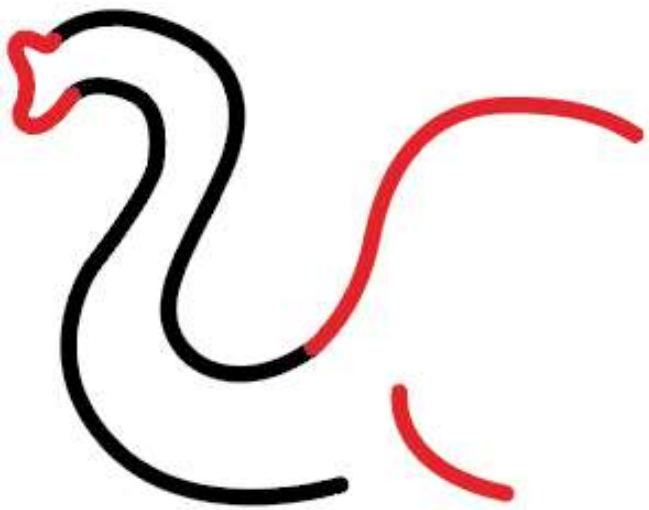
Development / Skill level of followers

Scenarios

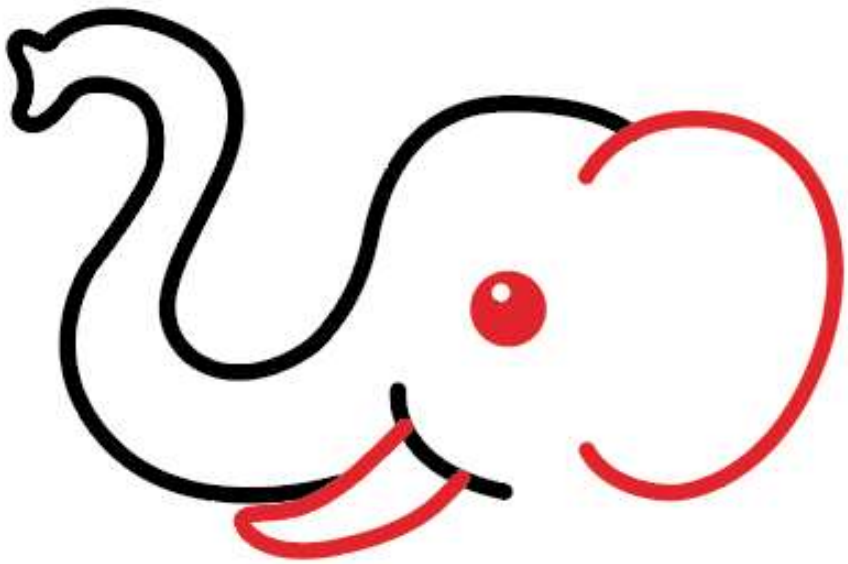
How to draw an elephant

How to draw an elephant

How to draw an elephant



How to draw an elephant



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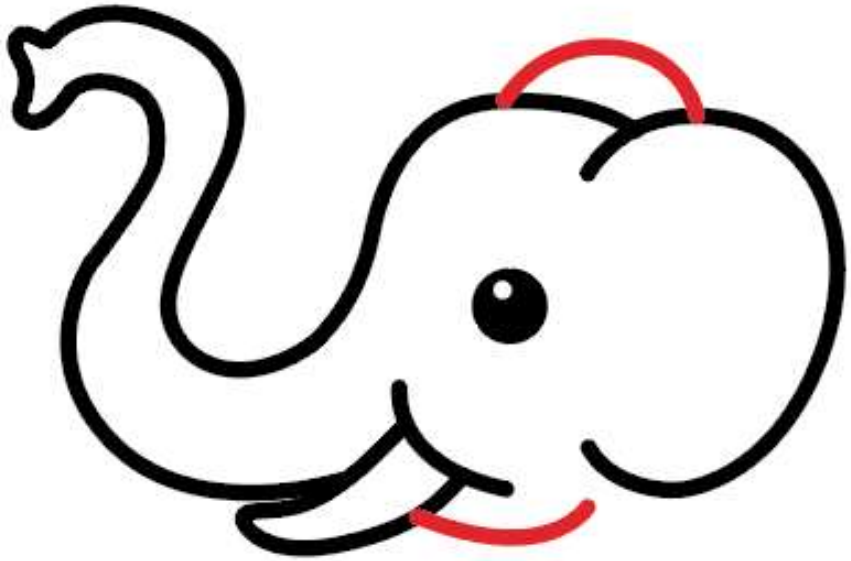

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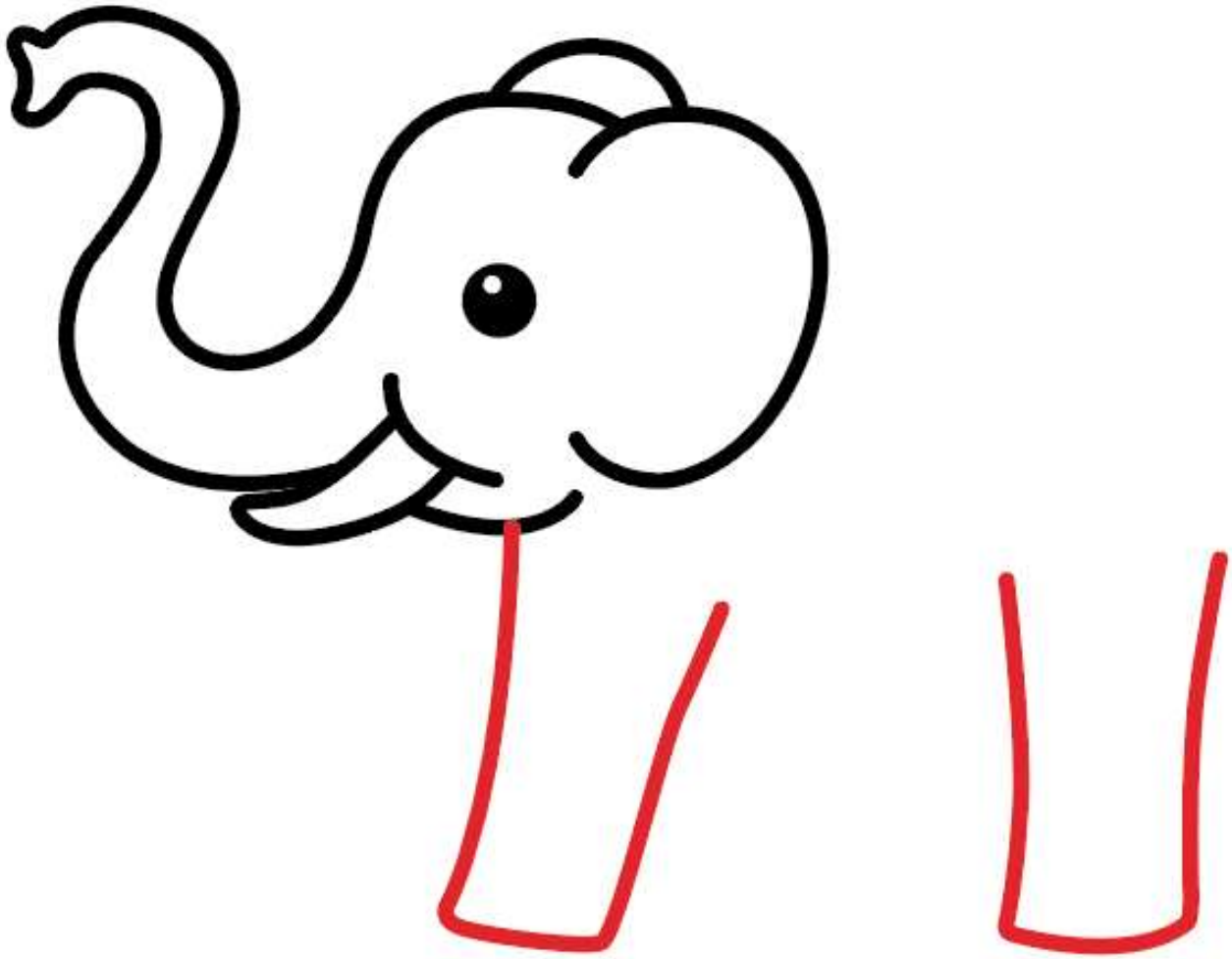

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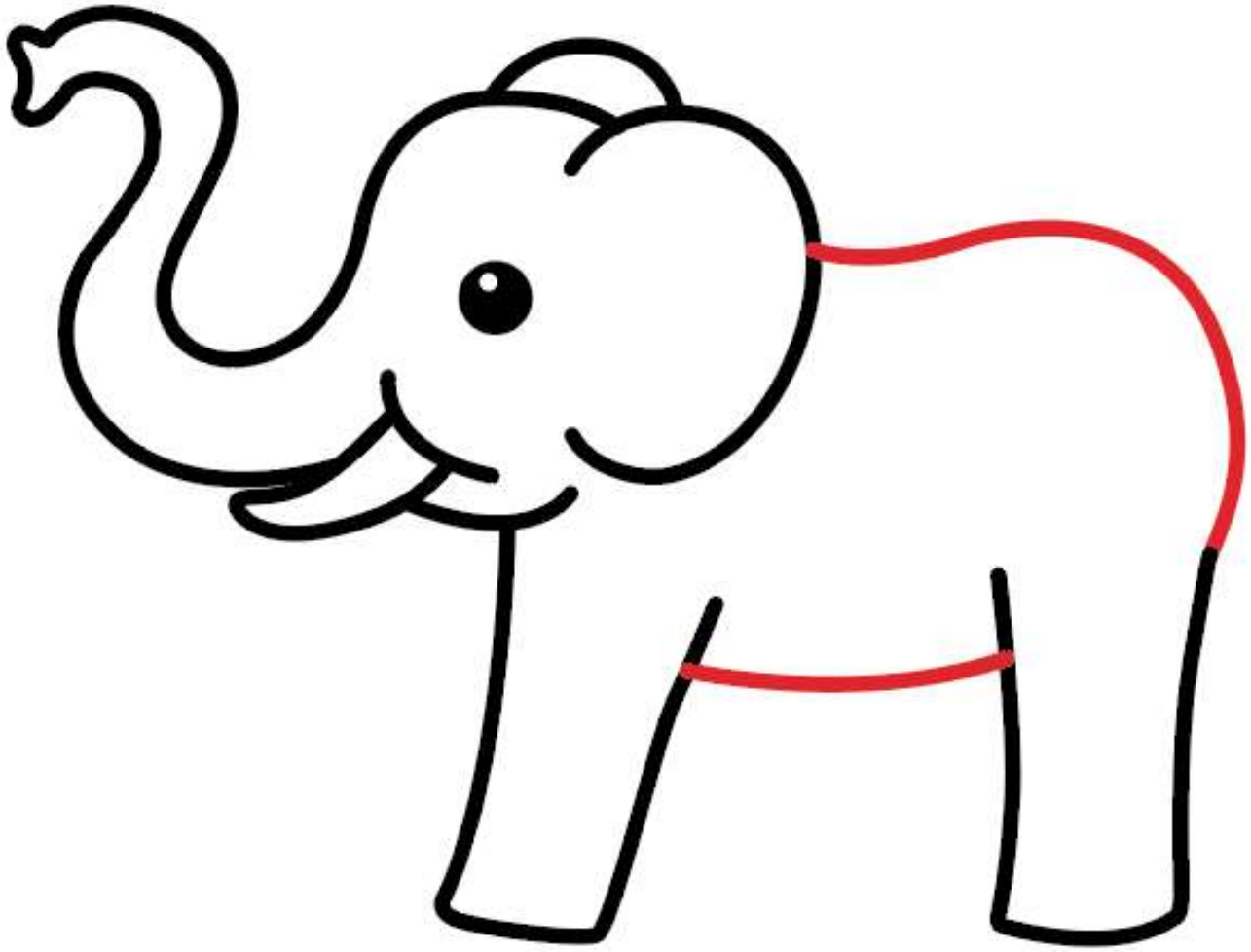
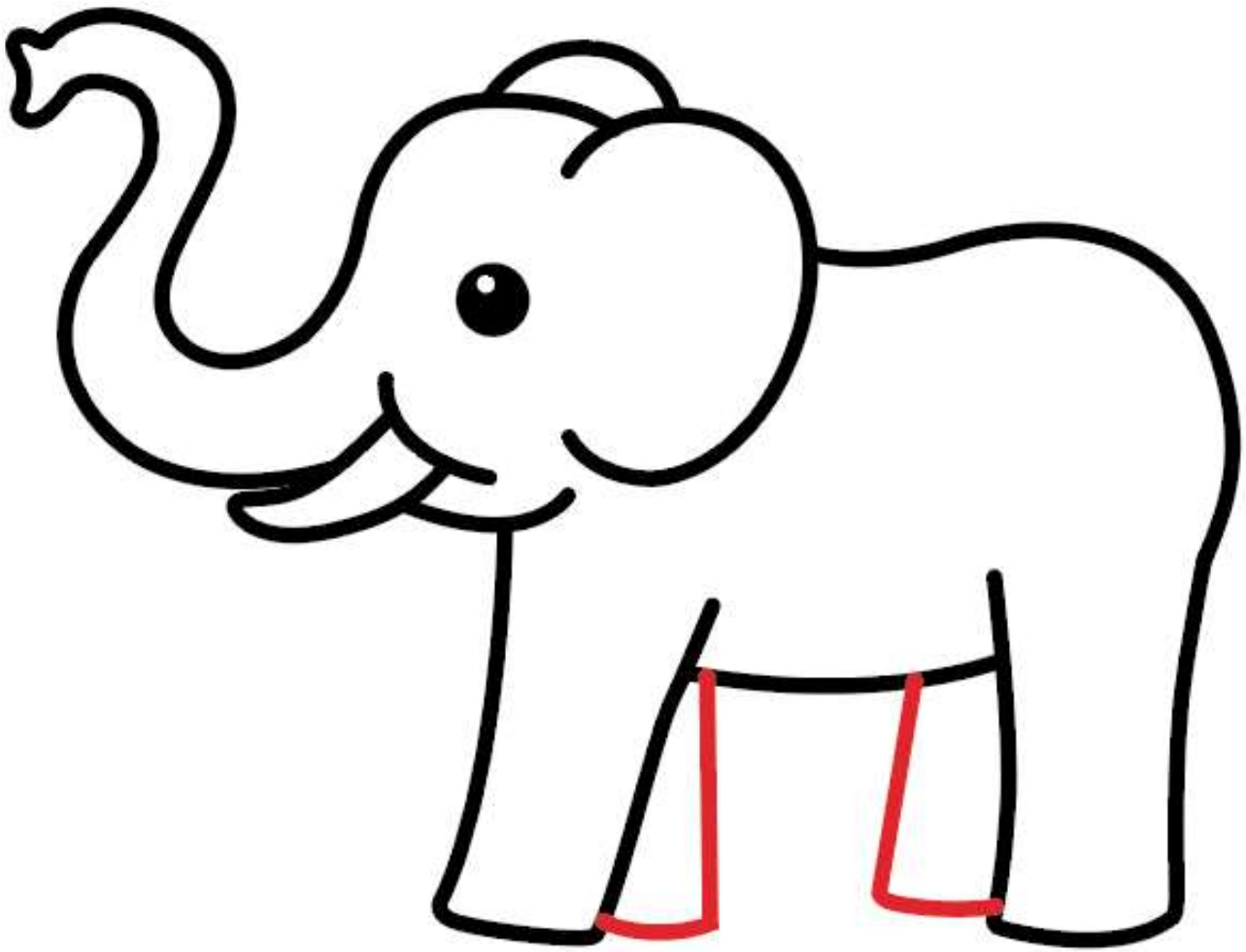
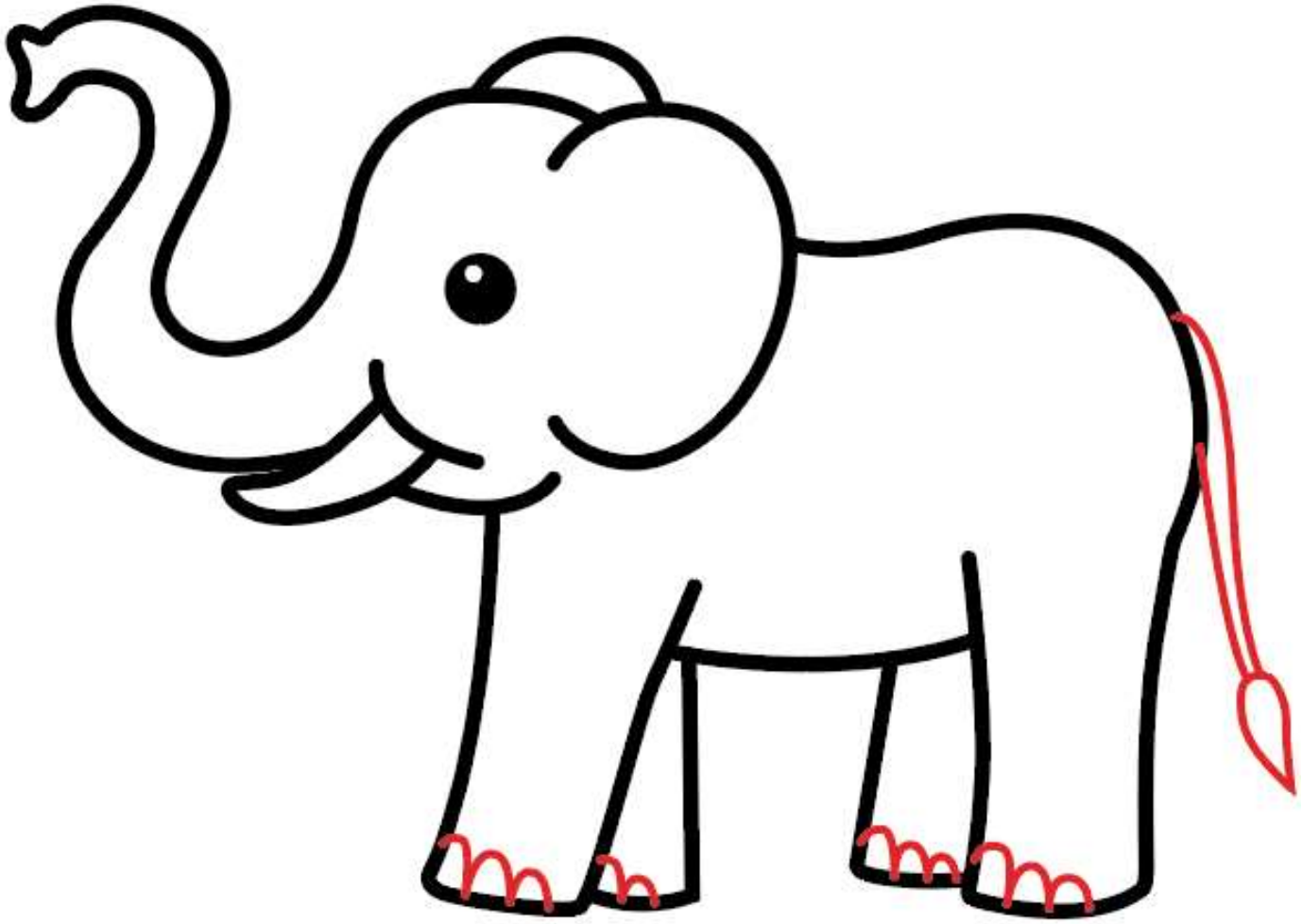


How to draw an elephant



How to draw an elephant



Psychological Support – You Can..

- Challenge the person's belief system (review the ABCD model we looked at earlier)
- Give encouragement
- Allow people to fail as part of the learning curve
- Don't blame people when things go wrong, instead look for a solution
- Use a coaching style of management
- Give the individual the correct support and resource THEY require
- Don't expect people to do things as well as you do them every time
- Help individuals understand the primary and secondary appraisal systems
- Have a positive and enthusiastic attitude

Social Support – You Can..

- Listening to employee's worries and fears
- Encourage a culture of sharing and caring
- Engage with your team
- Encourage social events to build relationships
- Get people to work in partnership or small groups
- Commit to regular one to ones
- Learn to ask the right questions (become a workplace coach)
- Organise mentoring and shadowing
- Have a great induction process

Biological Support – You Can..

- Understand the benefits of a healthy diet and lead by example
- Discourage sweets, cakes, and remove unhealthy snack boxes
- Encourage your team to exercise and reduce alcohol consumption
- Ensure people take breaks during the day
- Advice people to take longer holidays and at least one two week break a year
- Manage work schedules so people are not working to many days in a row
- Be flexible on working hours where possible
- View work travel time as real work time, travel can be exhausting

Philosophical Support – You Can..

- Having regular performance discussions and taking them seriously
- Setting SMART goals for both performance and personal development
- Show people the organisations "bigger picture" so they can link their contribution
- Make people feel valued by giving positive and constructive feedback
- Engage with individuals and find out what their personal goals
- Look for opportunities to develop employees in areas that match their preferences
- Remind people of the value their contribution brings to the team and organisation
- Help individuals to set goals and celebrate their success with them

Time Management– You Can..

- Give clear instructions and explain what good looks like
- Don't overload people with to many tasks
- Work with teams and individuals to identify priority tasks
- Communicate regularly
- Identify individuals that find it hard to say no, and help them!
- Identify distractions and create strategies to overcome or remove them
- Look out for "waste" and work with the team to remove it
- Create a learning culture of continuous improvement
- Encourage people to keep time management journals
- Train employees to turn off phones and email when focusing on an important task
- Identify what time of day different individuals work best