

Building Resilience & Sustainability Through Engaging Leadership

The following summary is taken from material presented by **Real World Group Chief Executive, Professor Beverly Alimo-Metcalfe**, at the **Yorkshire and the Humber SHA Regional Leadership Conference**, November 26th 2010.

Key Leadership Challenges – How do we...

- Increase productivity without damaging colleagues?
- Attract and retain the talent we need?
- Strengthen people's resilience through change?
- Create a culture that encourages and supports collaboration, innovation and collective learning?
- Do this in the context of achieving tough objectives?
- Safeguard our own well-being?

Engagement is key!



“ Engagement is a positive attitude held by the individual towards the organisation and its values ... which affects the extent to which individuals put discretionary effort into their work. ”

- Institute for Employment Studies 2004

Remember:

- Engagement is good for staff well-being and health;
- Engagement improves staff's self-efficacy and commitment.
- Engagement is good for organisations' customer satisfaction; retention; productivity; profitability; safety; creativity.
- Cultures of engagement create 'high readiness for change.'

The Culture of **high performing, *engaging* organisations** enables staff to:

- Feel involved in developing the organisational vision and in determining how to achieve it.
- Have a high degree of autonomy and self-efficacy, are empowered and trusted to take decisions.
- Feel actively supported in their development.
- Experience high levels of social support.
- Make time to discuss problems & issues, despite busy schedules.
- Engage in more face-to-face communication.

Tough Times Checklist:

DO...

Check out the impact you are having on your colleagues, team, organisation – <i>use the information!</i>
Listen more, and make time to get 'back to the floor.'
Encourage 'disruptive leadership' and the challenging of current practice, & your own ideas.
Foster a culture in which mistakes are exploited for learning.
Find opportunities to enable people to feel powerful/important; celebrate successes publicly.
Find more ways to connect people and ideas – such as <i>World Café</i> , <i>Action Learning Sets</i> , etc.
Give yourself a break - find ways of taking care of yourself!

DON'T...

Stop your development activities.
Devote less time to appraisal.
Focus purely on the competencies & ignore the 'engagement' dimension.
Become 'tighter' and more controlling.
Be afraid of the emotional aspect of work.

When taking people through change:

- People respond in two ways – the rational, and the emotional. The rational side sees the need for change but the emotional side is anxious.
- Good leadership means aligning the two, and creating the right environment.

- McKinsey Quarterly, 2010

Interested in finding out more about Engaging Leadership?

Real World Group recognise that the key to successful change and sustainable organisational success is through embedding engaging leadership in the culture.

We have helped numerous public and private sector organisations transform their culture and effectiveness, and in turn deliver superior service to their customers, communities and stakeholders.

To discuss your specific requirements – and discover how we can bring transformational thinking to your organisation – please call us on 0845 601 7708 or visit us at www.realworld-group.com

