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# Engagement.

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Strategic  
People  
Group.

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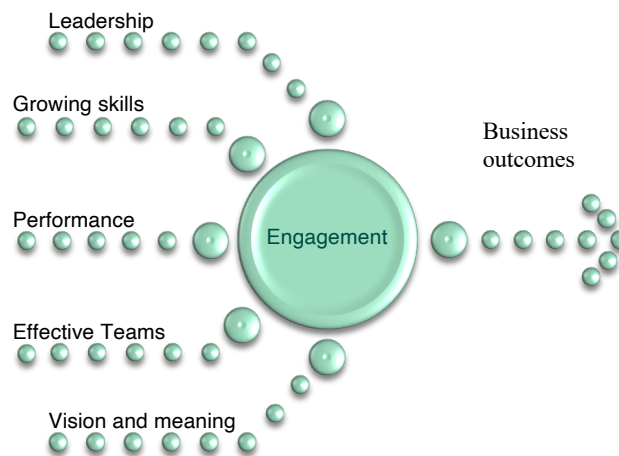


# Engagement

We work with organisations to create real behavioural change through engagement and the alignment of the discretionary effort to the strategic direction of the business. Engagement has well established links to business outcomes such as higher productivity, customer service and innovation, and lower sick leave, absenteeism, turnover and accidents.

Change is achieved through partnering with our clients to measure engagement, monitor progress and evaluate the impact on the business to ensure the desired change is occurring. We have access to world class, cost effective surveys which can measure engagement quickly and effectively. We can support you with planning, communication and action planning. Typical areas of work include, working with you to align the following drivers of engagement:

- 80% of engagement is derived from a person's relationship with their direct line manager. Working to build this relationship is the biggest factor in building engagement. Our approach to **leadership** development has its research foundations in Positive Psychology and Positive Leadership. These have a well-established impact on engagement, collaboration, happiness, resilience and wellbeing (see our leadership development brochure for the available programmes).
- Creating a **performance** culture. People are motivated by being stretched and being given the opportunity to perform. We can facilitate planning, creating aspirational goals, and aligning HR systems to communicate those goals to people and help managers provide ongoing feedback on progress - recognising good performance and addressing poor performance - through coaching and having appropriate conversations.
- People want to work in **effective teams** - having good relationships with peers is key to their happiness at work and dealing with work related pressure. Helping Leaders create a positive climate and using meetings, values, wellness initiatives, team member's strengths and fun activities effectively will build positive working relationships.
- **Developing people** in line with their strengths and using tools to include them in decision making are key drivers of engagement, happiness and resilience. Leadership approaches and systems need to be realigned to focus on strengths and to involve people in decisions which affect the way they work.
- If we are to engage people we need to understand what excites them about the role they are in or your organisation. What is your purpose and what are ways you communicate it and your achievements? Identifying the **meaningfulness** of the role and building mechanisms in to connect people to this is a significant motivator for people.



The services overleaf can be used separately or in conjunction with an engagement initiative.



# High performing teams

Creating teams that people want to belong to and work with is a key driver of engagement. Belonging to a team helps people deal with stress and are key factors in individuals well being and happiness.

What defines a high performing team? Research has found that high performing teams have:

- a positive to negative communication ratio of 5.6:1. Teams that have this are more creative, productive and have great interpersonal relationships.
- people who feel as though they can use their strengths each day. The teams are more customer focused, productive and have half the turnover!
- a strong sense of purpose - a common goal – that their leader communicates consistently.

So how can you create a team like this?

Our one day high performance team programme will take your team through:

- What makes up a high performing team
- What team member's strengths are and how the team use these to improve team decision making, communicate better and use each other's strengths in a team work context.
- Giving and receiving feedback to maintain the positive relationships
- Understanding the flow of decisions and projects and how tools and strengths can be used to facilitate productive discussion and conflict through this process.
- Using values or ground rules to manage contributions and team work effectively
- Understanding purpose and keeping the team connected to this
- Understanding how our brain works and keeping things in perspective.

Team members would need to complete a personality questionnaire before the session. The session can involve experiential learning and fun activities if these are appropriate. We follow-up with the team after two and four weeks to consolidate agreed changes.

Additional support for your teams can be provided through developing values or ground rules and recognition systems to help the team to start to use these to guide their day to day conversations.

## Did you know?

- Highly effective teams have 5.6 positive communications to every negative.
- Teams where most people get to use their strengths each day are, 38% more productive, 44% more customer focused and have 50% lower turnover
- Teams where purpose is talked about are have lower turnover (3.5%), more pride (26%) and think the organisation is a better (28%) place to work.

*My own definition of leadership is this:*

*The capacity and the will to rally men and women to a common purpose and the character which inspires confidence.*

General Montgomery



# Performance culture

The research has long shown that the performance appraisal doesn't increase performance for individuals. So what does? Creating a performance culture where people know what is expected of them, they know how their role links to the organisations goals, they are recognised for good performance on a regular basis, their manager gives them monthly feedback on performance and stretches them, coaches them addresses performance issues and manages other people in the team who are not performing.

The key person in creating a performance culture is the line manager of each team - their leader. Our leadership programmes give managers the skills, tools and confidence to see the opportunities to recognise good performance and the confidence that addressing poor performance appropriately won't damage relationships. There are systems we can help you put in place to make it easy for your leaders to create a performance culture.

Key support we are able to provide:

- Facilitating the setting of business goals or capturing these from strategic or business plans to create clear roadmaps for staff to understand direction and priorities.
- Integrating the business goals into performance management systems so these are cascaded to individuals - so the individual can see how their job matters and management have clearly established accountability.
- Linking monthly coaching to annual performance goals (with a line of sight to business goals) to align effort and priorities, and providing training and support to create a coaching culture in your organisation.
- Linking appraisal and coaching systems to reward and recognition system to ensure remuneration and incentives are tightly tied to high priority tasks.
- Providing leadership development that helps leaders (more information is available in the positive leadership brochure):
  - see good performance to recognise it and confidence to address poor performance in a way that won't damage their relationship with their staff.
  - create opportunities for top performers to have the space to achieve and stretch themselves

You always want your people to know where they stand. See, one of the things about appraisals for people, appraisals shouldn't be every year. The world changed in a year, they've changed in a year. You've got to let them know, "Here's what you're doing right, here's what you can do to improve." And you've got to be on them all the time.

**Jack Welsh**

## Did you know?

- Managers effective at coaching outperform their peers by 2:1 in productivity, staff retention and financial performance.
- NZ managers are the worst in the OECD at managing poor performance, and are among the worst at recognizing good performance.
- The optimal time between feedback sessions is one month. In NZ, the average time between feedback sessions has decreased from quarterly to six weekly in the last four years.
- A good day for 76% of people, is where they feel as though they have achieved something.



# developing and growing skills

Developing people's skills and stretching them are key drivers of happiness, resilience, engagement and wellness - the need to develop and grow seems to be fundamental to our psychological wellbeing. People often associate development with career advancement, but research has shown that improving performance and knowledge within your own role has just as bigger driver as moving hierarchically. Again, the key driver of people seeing development opportunities is their interaction with their direct line manager. However, there are systems that can be aligned to support new approaches.

Key support we are able to provide:

- Aligning your people management systems to be strengths based. Focusing on strengths has two times the impact on people's development than focusing on weaknesses; people are happier, healthier and more productive if they feel as though they can use their strengths each day; they are six times more likely to be engaged if they use their strengths. Weakness based approaches need to be reviewed in light of this research – both in terms of systems supporting managers and the managers way of viewing their people.
  - Our leadership training can help change views on developing strengths and managing career derailers.
  - Aligning performance appraisal and other systems can support the new approach.
- Ongoing coaching by their manager focusing on stretching them performance and development wise, providing them with support (so it is stretch and not stress), and turning ad hoc questions into development opportunities is a key driver of people's perception of the opportunities they have to develop and use their skills. Coaching the top performers provides them the stretch to continue to remain engaged in their work and the organization. Our approach to implementing a coaching culture is to;
  - Start with the top team – training them and coaching them on their coaching
  - Set goals for the implementation of coaching and align these with business needs
  - Provide templates and tools to support the implementation
  - Monitor the implementation and address issues
  - Evaluate the impact
- Appreciative inquiry is a key tool for leaders to facilitate and capture staff ideas. The technique focuses on looking for the times when things have gone right to learn from rather than trying to address the times it has gone wrong. Research shows that this is the more effective learning technique. Appreciative inquiry can be used by leaders when they are creating change, capturing people's ideas in a team situation or when they are coaching people one on one.
  - Our leadership training can help managers use appreciative inquiry
  - Coaching support can help them tackle real business problems or change differently
- We can assist with the development and implementation of succession planning systems for key roles; internal advertising approaches; and making career paths more transparent providing key mechanisms for promoting development and growth within your organization.

*A leaders task is to work with people's strengths in such a way, so that their weakness become irrelevant*

Peter Drucker



# Vision and Meaning

Connecting, or reconnecting, people with the core purpose of your organisation is a powerful motivator. We often get caught up in the frenzy of emails, meetings and phone calls that make us feel busy but doesn't provide us with a sense of achievement. Your people will be energised when they reconnect to the core business of your organisation and have the opportunity to see the bigger picture.

Fifteen percent of engagement comes from senior managers talking about vision and values and another 5% from the brand of the organisation. Having a clear vision or roadmap, a programme for managers to talk about this and values that are real are key elements of people being engaged with the organisation. In fact, employees who think things will get better (hope), have 14% higher job performance!

Key support we are able to provide:

- Facilitating sessions to find the core purpose of your organisation and how to communicate and connect your people to this to engage them and build their pride – and attract people to your organisation that are aligned with this purpose. A range of tools are available to help people connect with the purpose and maintain their engagement on an ongoing basis – usually at little or no additional cost!
- We can facilitate sessions to develop your organisational values, and help integrate these into your systems to make them real – and not just something that is 'on the wall'. Using interview techniques we can find the 'bright spots' in your current people who exemplify the values and use these stories to create powerful communications.
- Ensure that individuals have a line of sight between their own tasks and objectives and the organisational goals and purpose. Aligning performance management and coaching systems with the purpose of the organisation and connecting people with the next step in the value chain make their role more meaningful.
- Our Positive Leadership programmes help managers:
  - find their own core purpose for working for the organisation and in a leadership role and how to connect with this on an ongoing basis to maintain their own engagement. They can also use the same technique in coaching their staff and connecting them with the organisational purpose.
  - use appreciative inquiry techniques to discover staffs aspirations and how they can help them realise those dreams.
  - see the value in prioritising the time they spend communicating the vision and values of the organisation, and progress towards these, to all staff.

## Did you know?

- Working for an organisation with a clearly defined purpose is 2<sup>nd</sup> only to pay and benefits in importance for applicants.
- Even in tough economic times people will accept pay offers 15% lower if the purpose is aligned with their own.
- Leaders who discuss purpose with their teams scored 28% higher on the organisational being a great place to work, 26% on being proud to work there, and had 3.5% lower turnover.

*By making our goal more clear, by making it seem more manageable and less remote, we help people see it, to draw hope from it and move them irresistibly toward it".*

President John F Kennedy



# Who we are

**John Eatwell** (M.A., Chartered Organisational Psychologist, Member of the Institute of Directors and Fellow of the NZ Psychological Society).

John is passionate about helping organisations implement strategies through creating real change in the way people work and interact with customers. Engagement and leadership are the key drivers in aligning people with organisational direction and in increasing their happiness and wellness. Leaders have to own engagement and one of his proudest achievements are moving Airways from 0 to 66 teams being in the top 25% of the Best Places to Work, NZ Post increasing engagement despite the spectre of change, and being part of a number of other successes. John's background is in consulting, corporate management and directorship.



**Andrea Gardner** (Post Grad Dip, Chartered Organisational Psychologist, Member of the NZ Psychological Society).

Andrea is a seasoned organisational psychologist and human resources practitioner with experience in the public and private sectors. Andrea has particular interest and expertise in the areas of leadership development, culture and engagement, psychometric assessment, staff selection, and HR policy and process. An accomplished facilitator and trainer, Andrea has worked with diverse groups of people in NZ and in far-flung international locations. She adapts her style to suit each industry but has a particular affinity for local and central government, manufacturing and professional services. Andrea is engaging, creative and down to earth. She prides herself on her ability to design and deliver workable, effective and original solutions to organisational challenges.

**Tara Longley** (Post Grad Dip, Chartered Organisational Psychologist; Member of the NZ Psychological Society).

Tara is a seasoned Organisational Psychologist and Human Resources Practitioner with experience in the public and private sectors. With more than 15 years' experience Tara has particular interest and expertise in the areas of assessment & development, selection & graduate recruitment, culture & engagement, and change management. Tara has extensive knowledge of psychometric testing and assessment centres for the purposes of selection and development. Tara has worked as a HR Project Manager and People Capability Manager for Airways New Zealand, a Principal HR and Recruitment Consultant for Hudson Human Resource Capital and also as the HR Manager for DHL in the Middle East.



**simply** | **better**

The work we do has its roots in positive psychology. The tools and techniques that have been developed from this research are simple to come to grips with and resonate strongly with managers and staff. Despite being simple, they are well-researched and have substantial empirical backing showing impact on engagement, innovation, collaboration, happiness, resilience and individual wellbeing.

Put simply, our focus is on making things better. Our approach to working with individuals and organisations has demonstrable and positive impacts on the way things work - making people more effective in their leadership, and organisations more innovative, customer focused, safer and productive. We relish the opportunity to see people and organisations develop to their full potential.



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