



Engaging Leadership

The art and science of engaging the discretionary effort and passionate commitment of your colleagues

Employee Engagement – a hot topic in 2013 and the focus of a government task force, Engage for Success, led by David MacLeod and Nita Clarke¹ and steered by a ‘Guru Group’ of thinkers, academics and research houses.

The task force has itself engaged the commitment of the senior leadership of many blue-chip organisations, including BT, Marks & Spencer, Boots, Serco, Thomson Reuters and PWC, and of the HR profession. All agree that engaging and inspiring staff leads to improved motivation, which leads to increased innovation and productivity. All the evidence clearly shows that engaging leaders inspire passion, lift people’s heads and create a climate that breeds innovation, communication, supportive coaching and a desire to succeed together. So far, so obvious.

The trouble is, the evidence also shows that, in the UK, we’ve spent more than 30 years promoting, in many cases, leaders with a skillset that is based on cognitive, rather than social, intelligence, a desire for power, financial acumen, organisational skills and a competitive drive to win, rather than to unite. It also shows that UK reward systems are often based on individual performance or are tribal – leading to divergence of effort and performance driven by targets and bonuses, rather than the engagement of commitment and passion. Evidence shows we fall well below the engagement levels of other G7 nations.

Why you should attend

This course explores some of the evidence, looks at the implications, discusses the role of leaders in unleashing discretionary effort and identifies key facets of engaging leadership, before exploring some ways in which leaders can improve their ability to engage, enthuse and inspire people at every level

Who should attend?

Any senior leaders looking to understand what engagement really means, or looking to improve performance of their organisation through engagement of their workforce, should consider this inspiring course.

1 day Programme

1. **Engaged people & discretionary effort** – the evidence and the role of leadership
2. **Engaging leadership** – what it is, how it works, where it comes from
3. **Being an engaging leader** – the key capabilities, developing greater impact
4. **Self-assessment** – how engaging are you and your leader colleagues?
5. **Engaging the top team** – the case, the need, the way forward

(The programme can be consolidated into a half-day course subject with less emphasis on the research)

The mentors for this programme will be:



- **Nigel Girling** is a key *Engage for Success* 'Guru', one of 8 members of the Steering Group and the Chair of the Special Group on Engaging Leadership. He is also the Chief Executive of the National Centre for Strategic Leadership and the 'Subject Matter Expert' for leadership and engagement at the Chartered Management Institute. During 2012 he steered the development of a qualification framework and set of national standards for Engaging Leadership, which was launched in the autumn of 2012. He is a passionate advocate of the importance of social intelligence in leadership



- **Kevin Hard**, a fellow of the National Centre for Strategic Leadership which has a participative approach to engaging with leaders and challenging their established theories and is also an accredited performance consultant looking at innovative ways to improve performance through behaviours. Kevin has over 30 years experience in all areas of business including Corporate, Start-ups and supporting organisations in their growth strategies in the UK and abroad.