

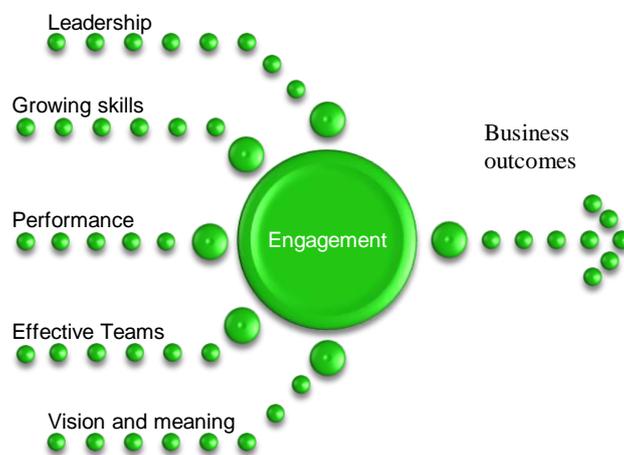
# develop and grow skills overview

# 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.

# 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

## Who we are

**John Eatwell** (Post Grad Dip, Chartered Organisational Psychologist, IOD, Psych Society).

John has worked with a number of organisations to define successful leadership and measure Team Leaders through to Executives against these in *Development Centres*, feeding the results and compiling development plans. He has created *Leadership development programmes*, taking individuals from first appointment through the first five years of their leadership journey including induction, transition to management, core leadership and management skills and development of the depth of their knowledge through further study. John runs *Positive Leadership* and *Leaders Coach* courses and supports the implementation of leadership on the job through coaching.



**Pete Cammock** (PhD)

Peter has worked with NZ's top companies on their leadership development over the last 20 years as well as being a key driver of the Public Sector Leadership Development and the Canterbury and Otago Executive MBA Programmes. He has a strong interest in complexity, creativity and positivity in leadership and in the personal foundations of emotionality, character and alignment that underlie effective organizational leadership. Described as "one of the nation's best leadership writers" Peter is the author of two books, "The Dance of Leadership" and "The Spirit of Leadership" and a number of international publications.

**Andrea Gardner** (Post Grad Dip, Chartered Organisational Psychologist, HRINZ, Psych Society).

Andrea is a seasoned organizational 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 organizational challenges.



**Tom Matthews** (B.Sc., M.Ed., Cert. Counselling, Post Grad Dip Business)

Tom's background includes having completed Masters degrees in solution focused counselling, education and postgraduate business leadership. He has spent the last decade studying the field of positive psychology and its applications to individual and organisational change and leadership which has created a solid platform of techniques and experiences to draw on for the coaching work he does. Tom Lectures on leadership at the University of Canterbury. As a lecturer, counsellor, and facilitator, Tom focuses on practical, scientific interventions that enhance wellbeing and resilience, which ultimately open the pathways toward increased human functioning.



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