

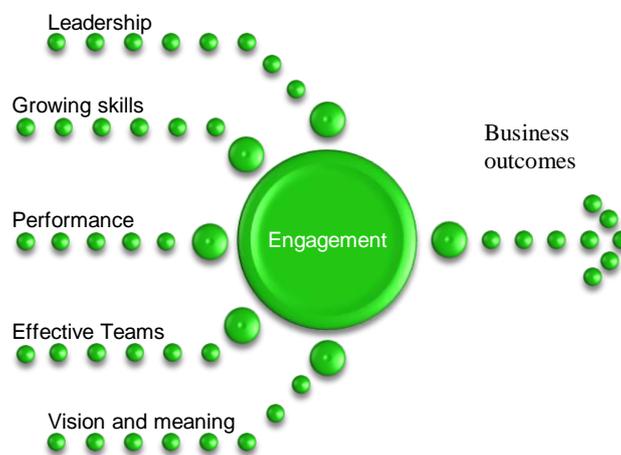
vision and meaning **overview**

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.

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 2nd 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 (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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