

Building an Engaging Culture: Applying Engaging Leadership for Teams and Organisations

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Workshop agenda

- Build on Professor Beverly Alimo-Metcalfe's presentation in relation to the importance of engaging teams and cultures
- Opportunity to sample engaging leadership behaviours
- Explore your current team or departmental culture
- Tackle a key workplace issue you are facing using an engaging leadership approach
- Learn how you can formally and informally build a more engaging team/ department/ organisation



Good news about engagement



The largest proportion of people in your organisation are neither engaged nor disengaged.

They believe they can give more.

Major barriers they face:

- Their boss
- The culture



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Disengaged clinical teams:

The Bromley Family Story



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The problem: not a lack of competence



The medical team:

- ENT Consultant
- 2 Consultant Anaesthetists
- 4 Nurses



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Official investigation findings



- Two of the 4 nurses admitted that they “*knew exactly what needed to happen*”
- One brought tracheotomy equipment into the theatre but was not acknowledged
- Another booked an intensive care bed but was led to understand that she was overreacting and so cancelled it
- Both of these nurses knew how to save Elaine’s life. But **‘they didn’t know how to broach the subject with their bosses’**

Feinmann, J. (2006). ‘System failure’, *The Independent*, November 13.



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Longitudinal study 1: Culture in teams that outperform and *sustain* their people



- Three year longitudinal study with King's College London
- Impact of leadership culture on the successful implementation of change
- 46 Crisis Resolution Teams (CRTs) – complex and multidisciplinary
- N = 731 participants



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Effect of leadership culture on positive attitudes to work



	Engaging Others	Visionary Leadership	Competencies
High Job Satisfaction	✓		✓
High Motivation to Achieve	✓	✓	✓
High Job Commitment	✓		
High Org. Commitment	✓		



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Effect of leadership culture on wellbeing

	Engaging Others	Visionary Leadership	Competencies
High Fulfilment	✓	✓	
High Self Esteem	✓	✓	
High Self Confidence	✓		✓
Low Job Stress	✓	✓	
Low Emotional Exhaustion	✓	✓	
Sense of Team Spirit	✓		
Sense of Team Effectiveness	✓	✓	✓

Controlled contextual variables

- Proportion of users presenting symptoms of psychosis
- Mental Illness Needs Index (MINI) for the team's area
- Availability of alternatives to in-patient care
- Ratio of staff to service users
- 'Gate-keeping' power of teams
- Extent of 'medical cover'
- Multi-disciplinary nature of team
- Nature of 24/7 cover

Effect of leadership culture on performance

When controlling for contextual variables...

	Engaging Others	Visionary Leadership	Competencies
Team Performance (Government Targets)	✓		



The culture of high performing teams

- Clear roles, responsibilities, and goals
- All felt involved in developing the vision
- All contributed to determining how to achieve the vision
- High degree of autonomy & self-efficacy – feeling empowered; trusted to take decisions
- People felt actively supported in their development
- People experienced high levels of social support
- Time was made to discuss problems & issues, despite the busy schedule
- High use of face-to-face communication



Source: Alimo-Metcalfe et al., (2008). 'The impact of engaging leadership on performance, attitudes to work and well-being at work: a longitudinal study'. *The Journal of Health Organization & Management*, 22, 6, 586-598.

Lessons from high-performing teams



- Engaged stakeholders from the outset
- Built a shared vision of a high quality service
- Everyone clear of outcomes – ‘stretch goals’
- Reflected distributed, non-hierarchical leadership
- ‘Learning’ culture – innovative & adaptive; high RfC
- Created a supportive, ‘safe’ culture
- Successfully managed change by engagement

Source: Alimo-Metcalfe et al., (2007) *The impact of leadership factors in implementing change in complex health and social care environments*: Department of Health NHS SDO, Project 22/2002..



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Disengaged cultures: focusing on competencies at the expense of people and behaviours



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Longitudinal study 2: cultures that engage to ensure true patient care



Qualitative interviews:

- 65 service users and carers – perceptions of effective care
- 68 mental health team leaders – effective care, team functioning, contextual factors that can impact care

Large-scale quantitative data collection



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Ongoing mental health service delivery research - findings



Five key themes emerged:

- “Working in partnership” – e.g. collaborative, “equals”, involved, empowered to make choices
- “Professionalism” – e.g. staff behaviour, knowledge, experience, 1:1 time
- “Individualised, holistic care” – e.g. listened to, trust (both ways), cared about, respected
- “Effective and therapeutic relationships” – e.g. care fits with individual needs and aspirations, information about other support, tailored to wider life and context
- “Informed” – e.g. timely, regular meetings, no jargon, honesty, communication between agencies

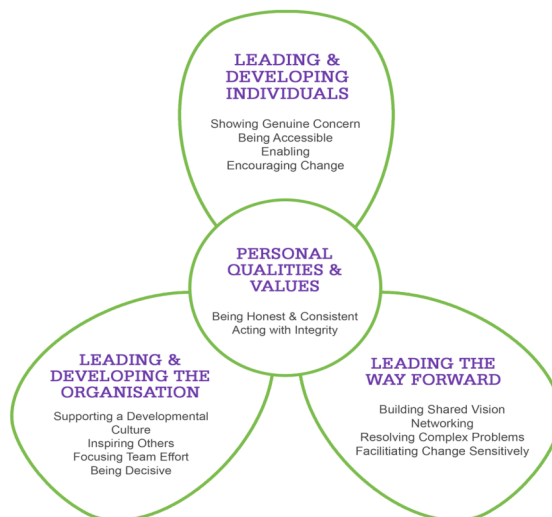


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Convergent leadership research in the *Harvard Business Review*

- Professor Richard Boyatzis – “Resonant Leadership”
- Mindfulness, Hope, Compassion
- Professor Linda A. Hill (Harvard Professor) – “Leading From Behind”
- Goleman, D. – Emotional Intelligence
- All of these theories map onto engaging leadership

The *Engaging Transformational Leadership Questionnaire (TLQ)*™



How engaging are we?

Exploring your own team or department culture

How engaging are we?

- 1) Decide if you want to focus on your own team or department
- 2) On your own - complete the culture grid in relation to whether you feel it is characterised by “good”, “ok”, or “poor”
- 3) Turn to the person next to you, and describe “good”, “ok” and “poor”

You must give specific, behavioural examples

- 4) Each person talks for 10 minutes, then swap

Tea break

Please return promptly to start the
second half session

Solving a workplace issue using an engaging leadership approach

- Identify a workplace issue you are facing related to what people do / don't do / won't do
- Reframe it from an engaging approach
- Explore what excellence would look like
- Use the data you've already provided to help you reach excellence using an engaging approach

Traditional approach to issues in organisations and life



- Focus on the problem, therefore get no further than addressing the problem (if they get that far!)
- Analyse causes and use traditional approaches to trying to solve it
- The problem with traditional (deficit-based) problem solving is that when we try to get to the opposite of what is bad we only get as far as “not bad”. Excellence is much further along the continuum.



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What do you want?



“Organisations move in the direction of what they study” *Cooperrider*

...So do people



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Difference between aspirational and traditional problem approach



Traditional Problem Focus	Engaging Focus
Increasing Staff Satisfaction	Happiness at Work
Improving Customer Satisfaction	Outstanding Customer Experiences
Better Communication	Compelling Communications
Team Building	The Exceptional Team
Training and Development	Maximising Peoples' Potential
Rapid Baggage Recovery	Exceptional Arrival Experiences
Controlling Malnutrition and Disease	Epidemic of Optimal Health



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Framing your issue with an engaging approach



- Identify a workplace issue you are facing related to what people do / don't do / won't do
- Express it in terms of how you would normally
- Then, reframe it in terms of what excellence would look like in this area – dare to aspire



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What would excellence truly be like?



- Imagine you have achieved excellence as you have described
- Illustrate through bullet points how this workplace would be described by:
 - Staff
 - Other stakeholders
 - Service users/ patients



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Writing up your vision



- Take a sheet of paper, and divide into three, down the page
 - Staff will say...
 - Stakeholders will say...
 - Service users/ patients will say...
- What would this place or team look like, feel like, be like when you have achieved your vision?



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How are we going to achieve this?



- Go through your list of bullet points that reflect achievement of your vision
- Consider what you believe about now, based on the culture grid exercise
 - What positives will you need to leverage?
 - What things that are “ok” will you need to influence?
 - What are the blockers, and how can you influence change in these areas?



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10 lessons for creating engaging, high performing cultures



- 1) Start with a focus at the top, or as high as you can go
- 2) Do not assume anything, in leadership, competencies or team functioning



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10 lessons for creating engaging, high performing cultures



- 3) Gather information from across the organisation on how people experience leadership
- 4) Do not assume a shared experience, or similar perceptions of different levels of leader
- 5) Feed this into top team development



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10 lessons for creating engaging, high performing cultures



- 6) Focus on what will really make a difference, in your context and keep asking questions
- 7) Provide individuals and teams with the opportunity to be assessed through 360-degree feedback – for development only
- 8) Appreciate that bad leadership is most often caused by ignorance – most people can change

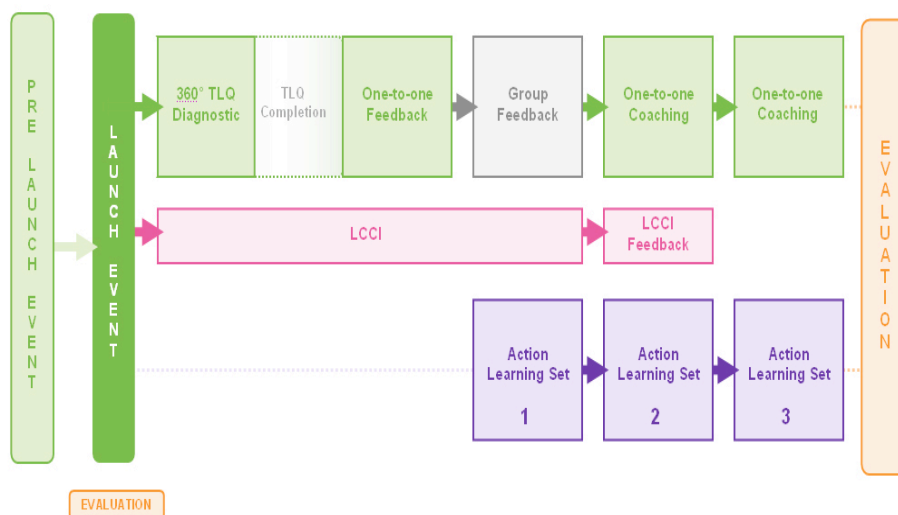


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10 lessons for creating engaging, high performing cultures

- 9) Provide ongoing support both in intervention and in examining the other barriers to the culture and performance you want
- 10) Do not lose heart if you cannot convince others

Example Programme



Building an engaging leadership approach: Case studies



Summary:

- Organisations have seen significant, positive shifts in organisational culture within 12-18 months
- Even from the least engaging cultures
- One case – from nearly in special measures to “*Sunday Times Best Employers*” national rankings within 2 years
- Gains have been quantified in terms of profitability, increased productivity and £millions in cost savings



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Any questions?



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Action planning opportunity

Creating an action plan

- How are you going to take your analysis of what needs to change towards reality?
- What are you going to do from tomorrow to start to create a more engaging team around you?
- Who do you need to get onboard to influence wider cultural change?
- Who do you need to speak to, consult, win over?
- How are you going to behave differently to be more engaging?