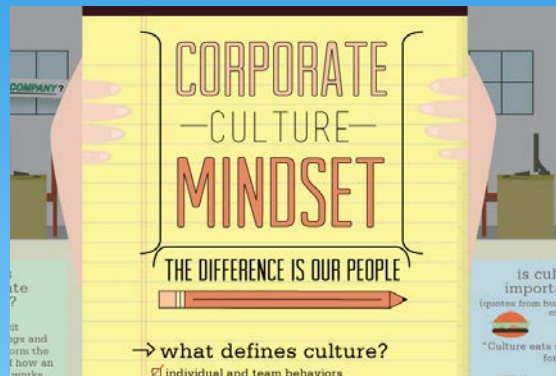


# The Innovative Leader: Creating a Culture of Engagement



April 10<sup>th</sup>, 2018

2018 CREW Leadership and Professional Development  
Forum Series

# Intentions for the Session

As a result of this session, you will:

- \* Understand what it means to have a culture of engagement
- \* Become aware of what is required for a culture of engagement
- \* Learn how to make a difference in your work culture
- \* Be inspired to take positive action in your work environment

# Agenda

- \* What is a ‘culture of engagement’?
- \* How does your organization create an engaging culture?
- \* What is required to create a culture of engagement?
- \* How do you strengthen engagement within your organization?
- \* What could you commit to do differently as a result of this session?

# A short video example...

Observe the differences between “taking control and attracting followers” vs. “giving control and creating leaders”.

"Greatness" by USN Captain David Marquet

**LEADERSHIP N.**

*EMBEDDING THE CAPACITY FOR GREATNESS IN THE PEOPLE AND PRACTICES OF AN ORGANIZATION,  
AND DECOUPLING IT FROM THE PERSONALITY OF THE LEADER.*



# What Do We Mean by Engagement?

“Employee engagement is a measure of the degree of emotional and intellectual involvement that employees have with an organization. This has a direct impact on the amount of enthusiasm and commitment they bring to their work.”



From the Barrett Values Centre

# How Does Your Organization Strengthen Engagement?

- \* Share an area where your organization does a great job in strengthening engagement
- \* Appoint a scribe and spokesperson to share the highlights from your table conversation



# What is Required for a Culture of Engagement?

- ✓ Alignment with purpose and values
- ✓ Sense of trust, safety and collaboration
- ✓ Open and transparent communication
- ✓ Ability to do your best work
- ✓ Commitment to growth and development
- ✓ Integrity in hiring, recognition and rewards

# Alignment with Purpose and Values

- ✓ Clearly articulated organizational purpose and values
- ✓ Leadership that “walks the talk”
- ✓ Organizational norms, practices and systems that reinforce the values





# Shared Values Example



Creative representation of what shared values mean to Golub's employees

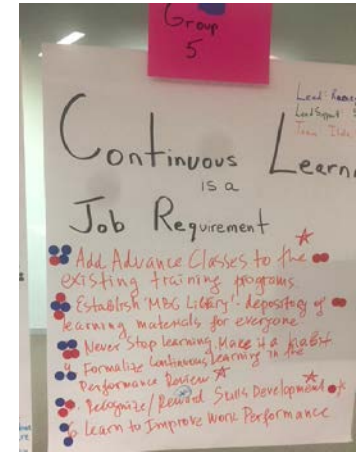
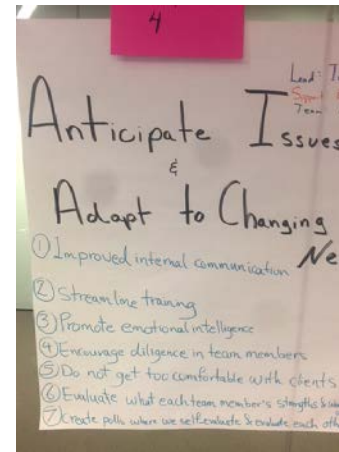
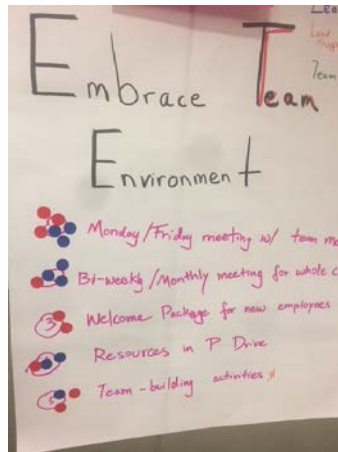
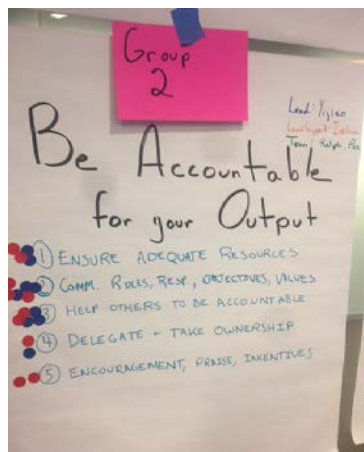
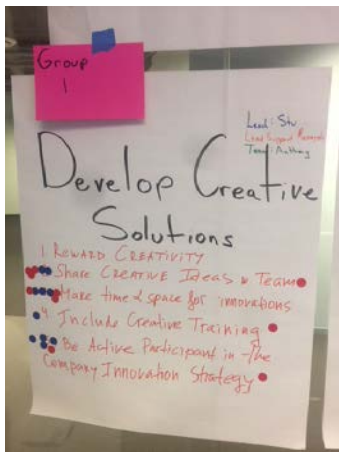
# Sense of Trust, Safety and Collaboration

- ✓ Permission to be vulnerable
- ✓ Willingness to acknowledge failure, while also learning from failure
- ✓ Encouragement to ask for and offer help
- ✓ Rigorous challenge of ideas with respect for the ideas and opinions of those around you



# Open and Transparent Communication

- ✓ Give employees a 'line of sight' to the impact of their efforts
- ✓ Create a sense of 'nothing hidden'
- ✓ Share what you know – and what you don't know



# Ability to Do Your Best Work

- ✓ Knowing what is expected of you
- ✓ Having a clear sense of how one contributes to the success and overall goal of their organization
- ✓ Encouraged to use your strengths and competencies
- ✓ Being able to see the impact of one's efforts
- ✓ Being given the tools to be successful - materials, technology, space, information, training

# Commitment to Growth and Development

- ✓ Providing healthy and constructive feedback for learning
- ✓ Provide learning opportunities – on-the-job, mentorship, coaching and/or formal training
- ✓ Caring for the growth and development of each individual

# Integrity in Hiring, Recognition and Rewards

- ✓ Hiring practices aligned with purpose and values
- ✓ Recognition – both formal and informal – reinforcing the values
- ✓ Authentic performance evaluation with appropriate development or corrective action
- ✓ Reward systems that make sense and encourage growth within the values framework



# How Can You Further Strengthen Your Culture of Engagement?

- \* Share an area that you would like to strengthen within your organization; ask for input and ideas
- \* Appoint a scribe and spokesperson to share the highlights from your conversation





# Self Reflection

What will you do differently?

- \* Take a few minutes to reflect on what you have learned today and record your planned actions on the handout

# 5 to 1 Ratio and the Value of Emotional Bank Accounts

We all know relationships require give and take, but how much can you take and how much do you have to give for a relationship to be good?

The answer is simple:

**5 to 1**

Imagine your relationships as emotional bank accounts.

Share authentically positive interactions to make long term investments in your relationships.

1 NEGATIVE INTERACTION



5 POSITIVE INTERACTIONS

# Resources

- \* “First, Break All the Rules”, Buckingham and Coffman
- \* Barrett Values Centre, [www.valuescentre.com](http://www.valuescentre.com)
- \* “Built on Values”, Rhoades
- \* “Leaders Eat Last”, Simon Sinek
- \* “Culture and Engagement”, Deloitte, [www2.deloitte.com/insights/us/en/focus/human-capital-trends/2015/employee-engagement-culture-human-capital-trends-2015.html](http://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2015/employee-engagement-culture-human-capital-trends-2015.html)
- \* “Greatness”, USN Captain David Marquet, [www.youtube.com/watch?v=psAXMqxw08](http://www.youtube.com/watch?v=psAXMqxw08)
- \* “Why Good Leaders Make You Feel Safe”, Simon Sinek, [www.ted.com/talks/simon\\_sinek\\_why\\_good\\_leaders\\_make\\_you\\_feel\\_safe](http://www.ted.com/talks/simon_sinek_why_good_leaders_make_you_feel_safe)



**Please join us for our next program on  
Tuesday, June 12<sup>th</sup> – Creating an Innovative Learning Environment.  
Polsinelli - 150 N. Riverside Plaza, Suite 3000  
4:45-7:15 pm**

The mission of the CREW Chicago Leadership and Professional Development committee is to create a forum for members to converse and connect with the goal of growing and developing their capabilities as confident leaders, change agents, and fulfilled and effective professionals. We will achieve our mission in a collegial, supportive environment that encourages openness, respecting the integrity of each CREW Chicago member.