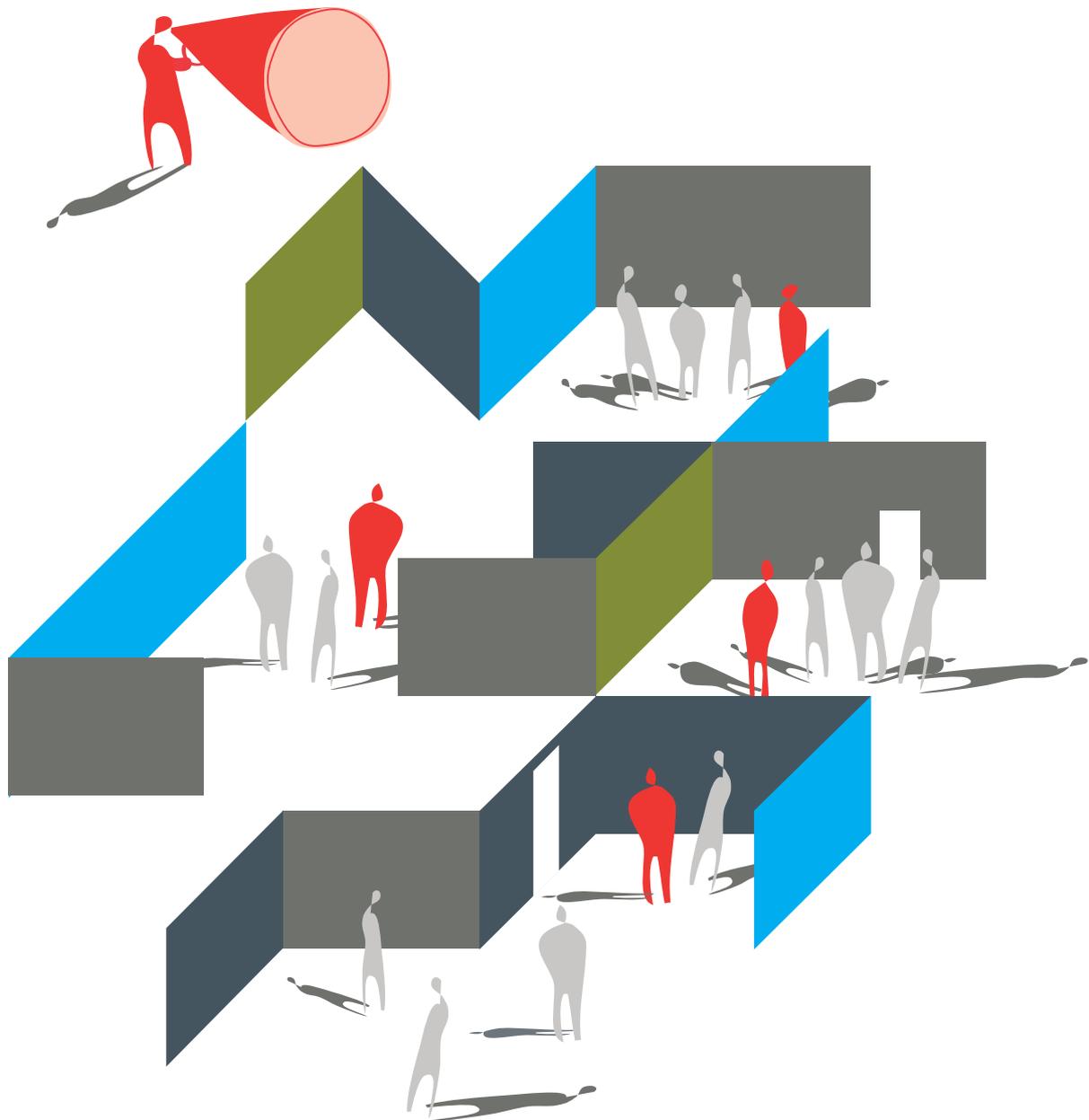


Engage

ENGAGING LEADERSHIP

DRIVING BUSINESS PERFORMANCE



ENGAGE



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Engaging leadership

LEADING FOR THE FUTURE

THE ECONOMIC LANDSCAPE HAS CHANGED FOR GOOD

As organisations emerge from economic upheaval, leadership matters more than ever. But leadership itself is changing. We believe that's a good thing.

Effective leadership still has a huge impact on corporate performance. But many of our trusted assumptions about what great leadership is no longer hold true. Leadership models from as little as two years ago now seem wildly outdated. Our research and our client work have taught us that one major factor is changing.

Leaders still need to create a powerful vision for where their company is going. Leaders are still required to inspire confidence and commitment. Leaders are still expected to set the tone for the organisation and those working there.

But leaders also need to be genuinely engaging with their own people by:

- Listening to the opinions of their employees at every level
- Creating a dialogue with them
- Drawing on their frontline expertise and ideas
- Empowering employees to participate in delivering growth.

The results can be astonishing. In most organisations, employees who feel their opinions count are over 11 times more engaged than those who feel their opinions get crushed. Those levels of engagement translate quickly and directly into performance: productivity, talent retention, customer service delivery and profitable growth.

This is what we call leadership engagenomics®.

LEADERSHIP PROFIT CHAIN



- Listening to people's opinions
- Creating genuine dialogue
- Drawing on front-line experience and ideas
- Empowering employees



- Motivated to perform
- Customer-focused
- Committed to deliver
- Employer advocates



- Optimum productivity
- Strong talent retention
- High levels of customer satisfaction, repeat custom, advocacy and retention levels
- Driving profitability
- Creating long-term targeted growth
- Strong EPS

THE ROLE OF THE LEADER IN THE ENGAGEMENT UNIVERSE®

To be effective in the new economy, leaders need to understand their role in the engagement universe. In the highest performing companies we work with, leaders:

- develop a clear and compelling engagement strategy for the business
- empower and equip managers to engage their people on a daily basis
- create leadership and dialogue moments which help to engage frontline employees
- help employees to engage better with their customers
- use robust research and analytics to measure return-on-engagement: the impact of engagement on business performance.

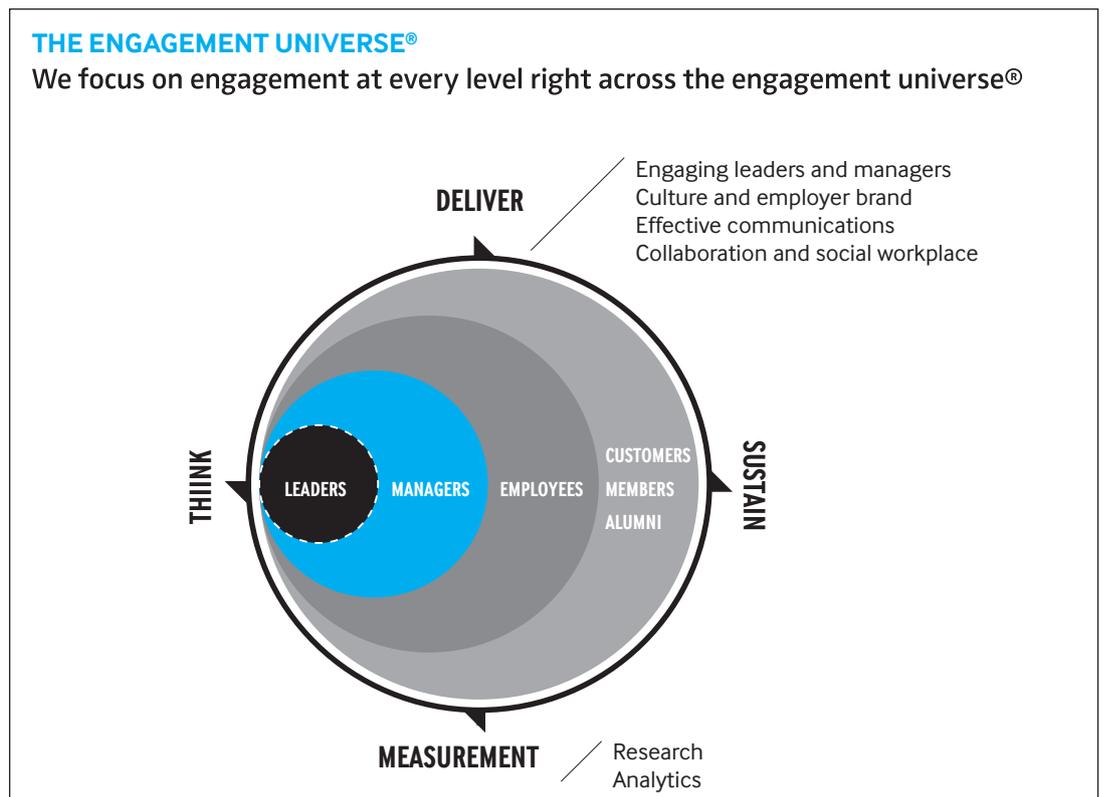
LEADERS AT EVERY LEVEL

We also know that leadership needs to go far beyond the C-suite to be fully effective. We believe strongly in the concept of leaders at every level. This requires everyone, from board and divisional directors through the senior management ranks right to team leaders, to understand:

- What their leadership responsibilities are
- What the organisation expects of them in terms of leadership capabilities
- How to become an engaging leader
- How to develop towards that goal

CREATING LEADERSHIP “REACH”

Our work has also shown that, as we emerge from the recession, leaders who can connect with the front line are driving superior performance. Employees who feel their leaders understand their day-to-day challenges, are communicating openly and honestly with the coal-face and are strongly in touch with customer needs, are seven times more likely to put in extra effort. Leaders need to connect better with their own people and with external customers.



Engaging leadership

HOW CAN ENGAGE GROUP HELP?

WE HELP YOU TO CREATE ENGAGING LEADERSHIP IN THREE WAYS:

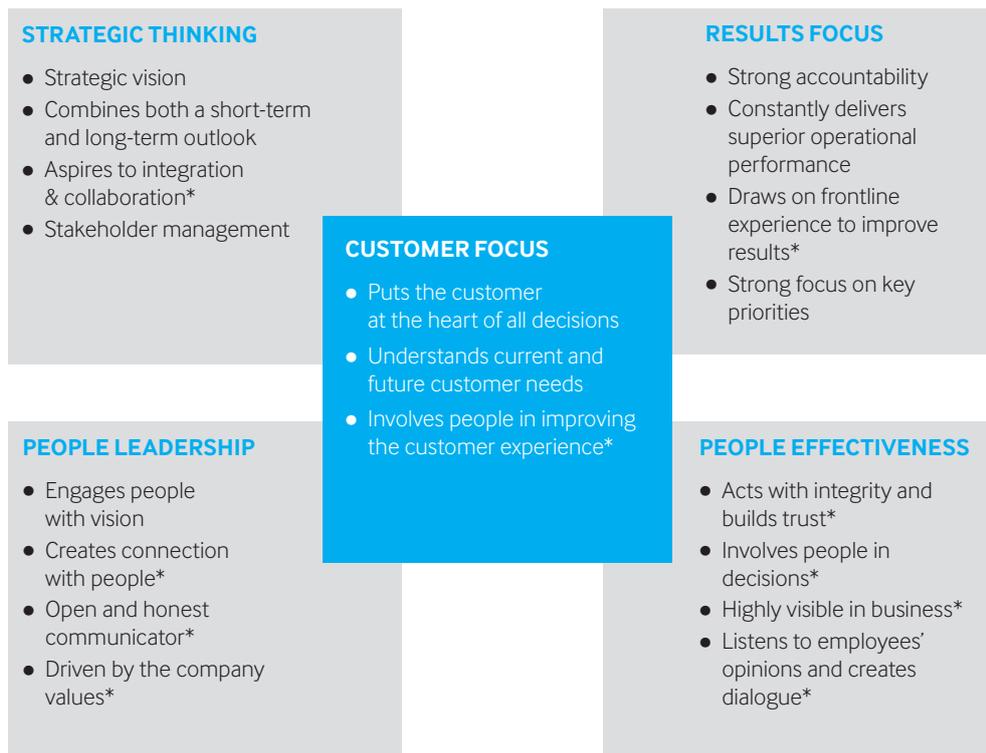
01

BUILDING AN ENGAGING LEADERSHIP MODEL

Understanding where you want to be

- Qualitative and quantitative research helps us to understand what mix of leadership skills, competencies and behaviours are required to help the organisation deliver on its strategic objectives
- Qualitative research, including interviews and leadership workshops, help us to understand the key leadership qualities required, with results used to form an initial engaging leadership model framework
- Quantitative survey research helps us to validate the new engaging leadership model amongst the leadership group
- We produce a final engaging leadership model in agreement with the CEO and/or HR Director
- Workshops can then be facilitated to explain the new model to the leadership group and create buy-in to the new model.

EXAMPLE MODEL



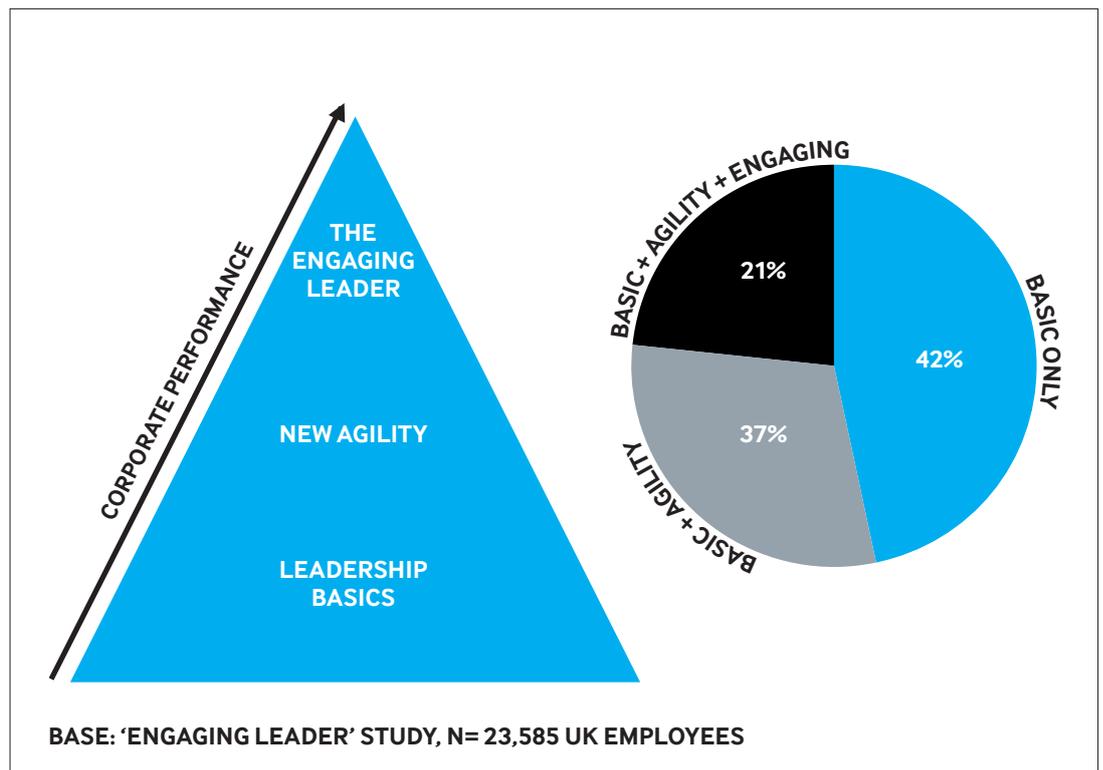
* ENGAGING LEADERSHIP ELEMENTS

02

ASSESSING YOUR CURRENT LEADERSHIP CAPABILITY Measuring where you are

- We use a number of individual and team assessment tools to understand both your current leadership capabilities and the future potential of your next generation of leaders
- The tools compare your own leaders against the norms from our **“Engage Leadership Index”** benchmarking study and can be used for:
 - selecting new leaders
 - developing leaders into new roles or new areas of capability
 - identifying high-potential leaders among your current talent pool
 - planning for the future leadership in the organisation
- Our assessment tools can be applied to both internal employees and external candidates. They are tailored for each individual client’s strategic business needs
- The tools help you to focus on the behavioural, attitudinal and cultural gaps between your individual leaders and your own engaging leadership model.

ENGAGING LEADERSHIP INDEX



03

DELIVERING ENGAGING LEADERS Getting to where you want to be

We use a suite of leadership development tools to create truly engaging leaders within your organisation:

- Engaging leader master classes and workshops
- Coaching sessions
- Behavioural learning modules
- Development toolkits
- Top team development sessions
- Communications coaching
- Delivering line of sight toolkits
- Best practice workshops.

EXAMPLE

Engaging leader best-practice workshops

- We have developed our own methodology around engaging leader best-practice workshops. The approach involves assembling high and low-performing leaders in either separate or mixed workshops in order to help the organisation identify:
 - critical gaps between high and low performing business units with regard to key leadership engagement practices
 - critical behaviours displayed by leaders in the high performing environment
 - methods of disseminating best-practice across the organisation.

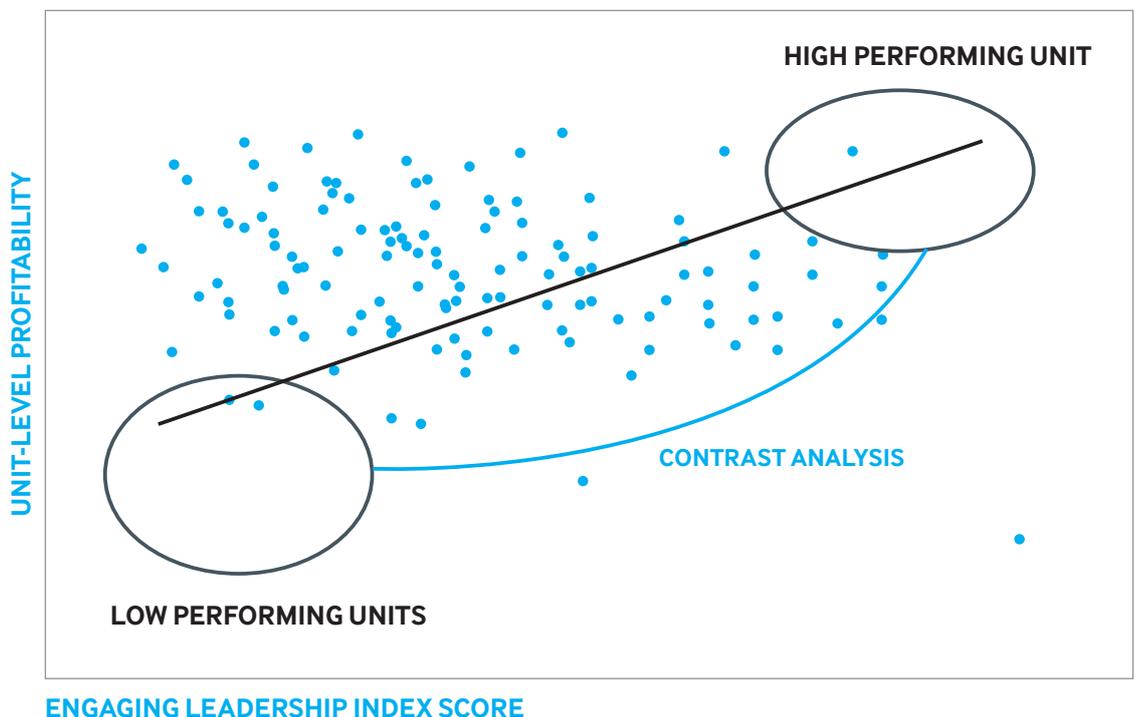
Leaders are drawn from high and low performance environments to take part in the workshops.

Using a mixture of contrast analysis, facilitated discussion and challenging exercises, we help to draw out the main points of difference between leadership in high and low performing environments.

We produce a best-practice guide, bottling the key practices and behaviours of engaging leaders so that these can be shared across the organisation.

We recently used this approach with a major UK retailer to create an engaging leader model for use with the company's top 850 people. We identified five key leadership practices which generated people engagement and operational delivery:

1. 'Total' communication: dialogue, not broadcast
2. Colleague connectivity
3. Making people feel truly valued
4. Practising what you preach
5. Proactive coaching.



Engaging leadership

LEADERSHIP TEAM BIOGRAPHIES

APPENDIX 1



Dr. Andy Brown
CEO

Andy is CEO at Engage and has worked in the leadership, communications and engagement fields for over 20 years. He has worked with leadership teams at organisations including Aviva, BAe Systems, British Airways, BT, EDF Energy, G4S, KBR/Haliburton, Marsh, Musgrave Group, Royal Mail Group, RSA, Sainsbury's, Smith + Nephew, Transport for London and Xchanging.

He was previously a Partner at Mercer Consulting and at Manpower Consulting, Managing Director of YouGov Consulting, Head of Research at Gallup (where he was the youngest ever Board Director) and a director at MORI.

His client work has been mainly for FTSE 100 and Fortune 500 organisations, focused on improving business performance through improved leadership effectiveness, employee engagement and internal communication.

Andy holds both a BA (Hons) in Politics, Philosophy and Economics and a PhD in Survey Analytics from The University of Oxford. He was previously a Visiting Fellow at Harvard University and is currently a Visiting Lecturer at London Business School.



Jamie Duncan
SENIOR CONSULTANT

He started his career in the communications industry where he worked for 10 years with clients including Coca-Cola, Mars and UEFA. He has spent the last 15 years working as a business psychologist, working with corporate leaders and both leadership and management teams in improving their communications skills, people expertise and engagement techniques to help deliver sustainable higher performance with clients as BT, Bank of Tokyo-Mitsubishi, Centrica, SA Brain, Sony BMG Music, TetraPak and WPP.

Recent projects have ranged from the delivery of BT's Global Engagement Strategy via its Inspirational Leadership Programme roll out to coaching Senior Teams in World Class Communication skills and delivery for ING Bank (EMEA) and facilitating with Senior and Local leaders to enable groups of up to 100 be in the same room to experience 'live' their leaders communicating the business need for change in a very engaging way.

Jamie holds a BA (Hons) in Sports Psychology and is also a qualified coach in Athletics, Football, Rugby, Table Tennis and Tennis.



Beth Neustadt
SENIOR ASSOCIATE

Beth is a Senior Associate with Engage Group, contributing to the Group's leadership effectiveness business.

Beth's work involves enabling clients to identify and remove or overcome barriers to effective leadership and sustained, successful performance. She draws upon organisational and psychological theory and method in ways that are relevant and make sense to the client. She pays attention to both task and process – how problems are solved, how decisions are made, and how people are treated. She coaches individuals and groups, and designs and delivers bespoke personal, group, and organizational development solutions.

Beth hails from the northeast corridor of the US, where her early career involved working in the not-for-profit and public sectors, primarily in the field of mental health. She is now also a British subject. She relocated to London to work with BT after its privatisation, drawn by the challenges associated with large-scale organisational change. Her involvement with BT has been extensive, including many individual and team coaching assignments (director to executive level); introduction to the company of what is now termed 360-degree feedback; and design and delivery of a corporate-wide leadership development programme in which 31,000 managers participated.

As an internal Organisational Development (OD) consultant (at Ernst & Young), and as the manager of an internal OD consulting unit (at BT), Beth has experienced at first hand the challenges of effecting change from within large, multi-national organisations. She led the launch, within Asia, of a workshop on ethical strategic influencing originally designed in the US, anchored in research within US-headquartered multinationals, and built around a live business case; deliveries in Singapore, Tokyo, and Hong Kong have entailed surfacing and working through cross-cultural issues that bear on global business practices. This work is ongoing.

Beth holds a BA from Cornell University, an MBA and ABD in Psychology (Organisation Development concentration) from Boston University, and a PhD in Psychology from University College London. She is a certified coach at the senior practitioner level through Tavistock Consultancy Services (accredited by the European Mentoring & Coaching Council).

Engaging leadership

CASE STUDIES

APPENDIX 2



We have worked across all six lines of Business for BT around leadership, communication and engagement. In particular helping co-create and deliver the Inspirational Leadership Programme with the BT HR and Engagement teams. This project was created in response to the BT Engagement and Line of Business Care surveys that identified that all People and Project managers needed to improve their leadership capabilities in order for the business to deliver its ambitious targets. Focussing around such key areas as coaching, communication and developing an individual leadership credo; the course is initially a two day, twelve person event with a senior mentor with the developmental period of six months, when the group meets to continue to imbed and improve the learnings based on actual business actions. Over the last three years since this global initiative has been launched, it has delivered a considerable and consistently high impact, this has been evidenced by on-going Engagement and Care Surveys as well as anecdotal feedback on the improved ability of individuals to deliver their results.



We have worked with Centrica on a number of people initiatives based around the need for the company to enable its people to become more agile, capable and accountable in their increasingly competitive marketplace. A key way the senior team has communicated with appropriate parts of the business where the need for change has been identified is through Roadshows. Jamie has been the facilitator with Senior and Local leaders to enable groups of around 100-150 people be in the same room to experience 'live' their leaders communicating not only the business need for change, their role in this and why they are pivotal to this change being successful – as well as 'what is in it' for them. A pivotal part of the success of these initiatives has been coaching Leaders within the business to have world class communication skills, the ability to show their more 'human' side and the confidence to be able to answer challenging questions during the 'live' Question & Answer sessions .



We have worked with the Board of TfL around leadership, engagement and communication issues during one of its biggest periods of transformation. The work, under two different Mayors (Ken Livingstone and Boris Johnson) and two different Commissioners (Bob Kiley and Peter Hendy), has included: employee engagement research and strategy; creating a new leadership model; and defining and coaching a new set of leadership behaviours (including “open and honest communication”, “creating connection with employees”, “visibility in the business” and “engaging people with the vision”). In conducting the work, we partnered with TfL’s HR, Leadership Development and Internal Communications Teams.



We are working with the CEO and senior leadership team of Ireland’s second biggest employer to create a new engagement strategy, a key piece of which is the creation of engaging leaders and genuine dialogue in the business. Using groups such as the company’s management development group and the senior HR team, we are designing a number of interventions to create opportunities for leaders to have more engagement “moments” with front-line employees. This is increasing leadership visibility, helping employees to understand the direction of the business and getting front-line colleagues involved in business improvement initiatives.

Engaging leadership

WHO WE WORK WITH

APPENDIX 3





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