

# Engaging LEADERSHIP

Equip your leaders to inspire and engage

“You get the best effort from others not by lighting a fire beneath them, but by building a fire within.”

Bob Nelson

## Leaders hold in their hands the keys to culture and engagement



Globally, organisations are navigating a very different world of work today – one that is constantly and rapidly changing. To successfully navigate this, organisations need a culture of inclusivity, collaboration and high employee engagement.

From *The Conference Board* to *Towers Perrin*, research abounds that proves that organisations that are successful in driving higher levels of employee engagement generate better results. This is visible through things like:



More satisfied customers



Higher profits



Lower turnover and absenteeism



Fewer safety incidents



Higher quality/ fewer defects

## The drivers of increased employee engagement

When defining the drivers of increased employee engagement, most studies cite four specific factors over and over again:



### 1. Respect

Leaders who treat members of their team with dignity and respect



### 2. Empowerment

Leaders who are willing to listen to other's opinions, and empower rather than control or restrict the people on their team



### 3. Clarity

Leaders who provide a strong strategic narrative about where the organisation is heading



### 4. Values

Leaders who build trust by aligning daily behavior with organisational values

These drivers of employee engagement correspond directly with the behaviour of managers.

Managers interact with employees more than anyone else. It's up to them to build good relationships with each employee, recognise solid performance, provide critical feedback, and help employees develop and grow. They must create an environment where every individual can thrive and be truly engaged. They also serve as sounding boards and microphones for employee concerns and suggestions.

Because most managers have been promoted because of their technical skills, many feel that they lack the skills and tools to fulfill this role effectively.

Engaging Leadership has been designed to address this gap.



[LINK: See more on the comprehensive Free To Grow Employee engagement offering](#)

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**“Sitting in a big chair does not make you a king.”**  
*African proverb*

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## Module 1: Employee Engagement

- The case for employee engagement: why it is now needed more than ever before and how your organisation and employees will benefit
- Be aware of the signs and symptoms of poor engagement in your organisation or department and identify the impact on business results and climate
- Identify the strength of the physical and psychological drivers of engagement in your work environment and identify opportunities for short term wins
- Explore the role of leaders in moving the needle of engagement in a positive direction and turn passengers and pirates into paddlers

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## Module 2: Credibility

- Set the example by aligning your actions with your organisation’s values and apply the 6 C’s of Credibility upon which the people you manage judge you

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## Module 3: Connection

- Create a solid connection with employees you manage so that they will be open to your influence – apply Dr David Rock’s SCARF model (Status, Certainty, Relatedness, Autonomy, Fairness) to your interaction with them
- Create an inclusive environment where employees will feel free to be themselves through building and sustaining psychological safety
- Connect your team to their work and the organisation: shorten the line of sight between their work and the organisation’s needs to make their work more meaningful
- Keep your key talent engaged and motivated by deploying six approaches to help them continuously learn and grow
- Use different kinds of rituals and celebrations to bring people closer together and strengthen the connection with the organisation
- Create a fun working environment- use a checklist to select forms of fun that is appropriate for and valued by your team



“Leadership is ultimately about creating a way for people to contribute to making something extraordinary happen.”

*Alan Keith, Genentech*

## 4

### Module 4: Contribution

- Use a strengths-based approach to tap into the best each team member has to offer
- Take a critical look at the resources your team needs to perform at their peak and your role in providing what they require
- Take developmental feedback to a higher level to turn it into a tool for growth
- Understand the difference between appreciation and recognition and use both appropriately to inspire your team to continue contributing and performing
- Explore the role of individual and team recognition and take a closer look at how you can apply different forms of tangible and intangible recognition
- Master the art of personal praise

## 5

### Module 5: Communication

- Apply the 4 I Engaging Communication model to your communication to enhance intimacy, interactivity, inclusion and intentionality in your team conversations
- Practise the art of conversation: learn to conduct seven conversations with individuals to meet both their needs and those of the organisation
- Determine the pros and cons of various communication channels in moving employees from awareness to commitment
- Familiarise yourself with various participation tools and explore how you can utilise these in your team meetings to gain involvement and enhance participation

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## Who will benefit

Leaders of teams and Leaders of leaders

## Group size

Group size is limited to 20 participants to offer all the opportunity to fully engage with the material, each other and the facilitator

## Delivery & Duration

The duration of this programme is three days. This can be presented over consecutive days or over time in digestible, full or half day chunks.

Presented face-to-face or virtually, Engaging Leadership can be structured to meet your needs.

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## Individual coaching (optional)

Some of our facilitators of Engaging Leadership are also qualified coaches. This provides you with the option of complementing group learning with individual coaching, should some of your leaders experience the need.

## Coaching circles (optional)

Coaching circles ensure continued growth. They:

- cement newly acquired skills and mindsets
- continue to develop additional engaging tools and skills in digestible chunks
- encourage buddy coaching and establishment of best practices as leaders share successes and challenges with each other
- contribute to maintaining leaders' energy, enthusiasm and passion for their work and roles, helping them consistently role model these qualities.



**LINK: Want to know how engaged your people are?  
Read more on our state of the art culture and employee engagement survey**

**“Only three things happen naturally in organisations: friction, confusion and under performance. The rest requires leadership.”**

*Peter Drucker*



“The Engaging Leadership programme is a key implementation milestone of our Leadership Development Strategy. We are delighted to have such a profound enabler of leadership development as Free To Grow on board. This is exemplified by our managers’ review, one of an overwhelmingly positive experience and impact. The strength of the programme lies in the training methodology, with emphasis on learning and practise, engaging and reflection, coaching and mentoring.”

### Andre Luck

Deputy Director (Clinical Skills) Western Cape Government Health, Directorate People Development

“I have had the pleasure of working with Free To Grow since 2013. We have had tangible proof of success, in many cases within a matter of months. Free To Grow has exceeded my expectations on all interventions. The health sector is a different dynamic, there was no one size fits all approach from Free To Grow. The customisation process has ensured that the course content is appropriate to our environment and our people. All the facilities that have participated are now amongst the higher performing in the Western Cape. In government we look for value for money and with Free To Grow we have found this.”

### Tracey Douglas

Deputy Director: Western Cape Government Health, Institutional Management Support

“We were particularly impressed with Free To Grow’s approach to leadership training. The programmes have positively impacted our people and contributed to their growth.”

### Irene Kamau

Group Head of Human Resources, Commercial Bank of Africa



“Engaging Leadership shifted the way our managers view their role. It had a huge impact on the team.”

### Wicus Maritz

Managing Director, Rotolabel



“Leadership and learning are indispensable to each other.”  
John F. Kennedy

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# 30 YEARS 36 COUNTRIES 1 508 ORGANISATIONS 150 316 PEOPLE

## Why trust Free To Grow to deliver?



LINK: Download our FTG Profile

## Some clients we have assisted in their leadership development journeys

