

Keys to Engagement Series

ENGAGED
PURPOSE

ENGAGED
OWNERSHIP

ENGAGED
LEADERS

ENGAGED
EMPLOYEES

ENGAGED
CUSTOMERS

ENGAGED
ORGANISATION

ENGAGED LEADERS GUIDE



This Guide will help you understand who an Engaged Leader is, why becoming one is vital, how to avoid some common mistakes, and will provide you with step-by-step instructions for nurturing them.

Empower your growth integrators.

Engaged Leaders are, in simple terms, growth integrators. They're the people who provide the critical link between aspiration and achievement, between your organisation's Engaged Purpose and the motivation of your team members to make it a reality.

Who is an Engaged Leader?

"Leader" is not a job title, like "Manager." A key differentiator is that a leader, through his or her actions, inspires and motivates others. A manager might be very organised and effective at getting things done but may not engender loyalty or devotion. Here are some signs that your leaders – regardless of job title – are Engaged:

- They focus on Engagement at an organisational and local level, and coach and mentor their teams from the trenches
- They hire great people, then get out of the way to help them become great leaders themselves
- They put their teams (and not themselves) first, show appreciation, and encourage a culture of self-improvement
- They are their team's greatest ambassadors, leading them to achieve great results
- They enable effective communication and feedback with team members, and conduct open, two-way reviews on at least a quarterly basis
- They are passionate about the organisation's Purpose, connected to Engaged Owners, and empowered to proactively translate the Purpose into action

"You manage things, you lead people."

– **Rear Admiral Grace Murray Hopper**

What an Engaged Leader should **not** be: six common attitudes to guard against

- Attitude #1.** They don't truly appreciate the power of Engagement – they don't know what they don't know
- Attitude #2.** They are dubious, perhaps having tried different programs in the past that hadn't had the desired effect
- Attitude #3.** They think that achieving Engagement means more work for them, and as a result only pay lip service to it
- Attitude #4.** They're concerned about opening themselves up to their teams – especially if they ever need to make difficult decisions or provide feedback on poor performance
- Attitude #5.** They feel vulnerable about receiving feedback on their own leadership qualities
- Attitude #6.** They're simply just used to doing things a certain way, and don't want to change

“Just because a given team is producing results, it doesn't automatically mean that it's Engaged. It's possible that the leader is effective but disengaged. When this happens, Owners may say, “I'd better not rock the boat. It's working; they're making profit and I'll leave it be.” But think of it this way: If that team is achieving results with a disengaged leader, what would be possible with Engaged leadership? Your decision as an Engaged Owner is whether the pain of change – of helping a leader become Engaged – is worth the reward.”

– Stefan Wissenbach

Founder & Chief Engagement Officer, Engagement Multiplier

Why having Engaged Leaders is important

It's fundamental to creating an Engaged Organisation. It creates a culture in which every member is encouraged to put his or her own stamp on the team, to innovate, and to drive improvement.

Engaged Leaders motivate their team members to do their best in two ways. First, they view their people as people, treating them with respect and dignity. They ask, listen, and take action.

The second way is by themselves setting a standard for excellence. They need to be Engaged with their own futures, and with your organisation's Purpose. They need to walk the talk.

35% ENGAGED

51% NOT ENGAGED

14% ACTIVELY DISENGAGED

Gallup: State of the American Manager

Five golden rules for becoming an Engaged Leader



1. Give approval and appreciation.

This is one of the Engaged Leader's key roles. They focus on the dedication of the team members to the company, always on the lookout for opportunities to authentically acknowledge their contributions.



2. Put the person ahead of the job.

An Engaged Organisation comprises individuals who want to be thought of as distinct personalities. Engaged Leaders must spend time getting to know their team members as people, knowing their talents, their ambitions, and even their quirks.



3. Remove politics.

Nothing sabotages Engagement like the belief that "the game is rigged." Roles within a team should be assigned according to talent, interest, and results; never for reasons that are unrelated to job performance. Complete fairness may not always be possible, but it is a goal that should always be pursued.



4. Break down barriers between departments.

Engaged Leaders encourage employees to connect everyone in the company. Cross-pollination eliminates tunnel vision and allows for brainstorming.



5. Be passionate about your job and the company's goals.

If leadership isn't excited, the team won't be either. When an Engaged Leader conveys the spirit of any endeavor, it adds energy and excitement to everyone's effort.

"Ask yourself: Are all the leaders in your organisation as interested in what they can do for the people who work for them as they are in what the business can do for them personally? It's a really interesting test!"

– Stefan Wissenbach

Founder & Chief Engagement Officer, Engagement Multiplier

A message to Leaders from Stefan

Open up to your team.

As an Engaged Leader, you need to be prepared to open up a bit to the people who work for you. If you're entirely private, isolated and clinical about the work that you do, and you don't show your own humanity or share what you find exciting in your own life, don't expect your team members to share with you what's important to them. If you're closed off as a leader and focused only on what's going on in the business, you're never going to be a fully Engaged Leader, because your people won't open up to you.

I'm not for one minute suggesting that you share intimate details of your private life – clearly, that may be inappropriate. What I am suggesting is that you share things that excite you that don't have to do with your work. It doesn't hurt to give your team members a glimpse of this – and you may even find some common ground in areas where you didn't realise you had a connection!

A handwritten signature in black ink, appearing to read 'Stefan', with a stylized flourish underneath.

Stefan Wissenbach

Founder & Chief Engagement Officer, Engagement Multiplier

Are your Leaders Engaged?

Let's look at some of the component parts that make up an Engaged Leader. Do they:

- Understand your organisation's Engaged Purpose and refer to it frequently when talking with their team?
- Communicate with and connect their team to foster loyalty and commitment?
- Have genuine concern for employees as individuals, actively encouraging them to fulfill their own potential both inside and outside of the workplace?
- Lead by example, showing passion for creating an Engaged Organisation?

Your goal should be to eventually answer **YES** to each of these questions about your leadership team.

What having Engaged Leaders will do

It will connect and energise employees. It will increase engagement company-wide. It will improve morale, loyalty, retention, productivity and profitability. Everyone wins.

As an Engaged Owner, you appreciate the importance of having a leadership team that is Engaged. It makes achieving the business's vision, goals and Purpose so much easier. It enables you as the Owner to focus on the Purpose and vision, and creates an organisation that can become self-managing (while still growing!) if you want it to. Engaged Leaders are essential to creating an Engaged Organisation.

About Engagement Multiplier

We enable businesses with identifiable ownership to measurably improve morale, culture and retention - and innovate, thrive and grow. We provide a unique structure and framework for companies all over the world to systematically measure and improve employee engagement every 90 days. Our technology enables growth-minded business leaders to harness the true power of their greatest asset – their employees – and build wonderful companies.

Over 90% of our clients achieve Engaged Organisation Accreditation in less than a year.

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