

# Thinking Leadership

Leader's Edge—we bring out the best in leaders, wherever they are in your organisation



## FRONTLINE LEADERSHIP:

### The hotspot of organisational performance

Employee engagement is hot right now. Engagement is how much discretionary effort people apply at work. How often do they go the extra mile? Are they emotionally committed to the results they create and the value they add for the organisation?

Frontline management - first tier supervisors - are the enablers of employee engagement. They are the hot spot where the rubber meets the road for results in organisations. The ability of the frontline leader to generate and support discretionary effort, to have people feeling good about their work and themselves, is a key skill.

**“The best thought out strategy will be undermined by lack of leadership at the front line.”**

So it makes sense to talk about these leaders as vital in terms of their leadership development. The best thought out strategy will be undermined by lack of leadership at the front line.

Plenty has been written and researched about employee engagement. The simplest model I've found for measuring employee engagement is the Gallup Corporation's - 12 clear questions to measure how engaged your employees are. More information is freely available on their website.

For more guidance on developing several aspects of employee engagement, read the next article on the Head, Heart and Hands of Employee Engagement. ☆

### In this issue ...

Are you curious about where to start with leadership development? One of our articles in this issue points you to where the greatest impact is for the organisation. Read **Frontline Leadership** for more details.

If you're reading someone else's copy of **Thinking Leaders** and would like to receive your own copy in the future simply e-mail your details to [energy@leadersedge.co.nz](mailto:energy@leadersedge.co.nz).

## LEADING EMPLOYEE ENGAGEMENT:

How do you improve employee engagement in your organisation? I work from the belief that people want to do their job well and feel good about their contribution. But sometimes things (people and processes) get in the way of this good work. When an organisation engages the head, heart and hands of their people, then their people are able to do their best work.

Let's consider what happens when things get in the way, and more importantly, how leaders can shift the barriers to best performance.

**Head & Hands, No Heart:** Here the employee *could* act, but lacks motivation to act. If motivation is lacking leaders can: provide positive reinforcement of things being done right; give accurate, timely and caring feedback on improvements; ensure the employee knows

what is expected of them; check the values of the individual are reasonably aligned with the demonstrated values in the workplace.

**Heart & Hands, No Head:** Here the employee *might* act, but lacks information. They have the capacity and the will, but no focus or context. Here the leader provides coaching with practice and accurate and timely feedback, training, directional information and performance guides, and perhaps mentoring. Make sure the employee knows what they have to do, because they have the capacity to do it.

**Head & Heart, No Hands:** Here the employee *would* act, but lacks the capacity and the competence. In this situation the leader works with the person to either adapt the job to their capacity, or helps them find a job that matches

their capacity.

For more information on performance barriers and their solutions, click through to the Resources page on our website <http://www.leadersedge.co.nz/resources.htm> and read the article about **Performance Drivers**. Some of the information for this article was sourced from a presentation by Wayne Urquhart of Acumen Consulting at the 2005 HRINZ Conference.

**Contact Leader's Edge** for a simple tool to help leaders provide the environment for fully engaged employees. ☆

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Want more information about our work? Check out our website:  
[www.leadersedge.co.nz](http://www.leadersedge.co.nz)

## THE BOOKSHELF:

### What we're reading

**Presence**—An exploration of profound change in people, organizations and society. *Authors: Peter Senge, C Otto Scharmer, Joseph Jaworski & Betty Sue Flowers.* See [www.presence.net](http://www.presence.net) for more information.

**Leading with Soul**—An uncommon journey of the spirit. *Authors: Lee G Bolman & Terrance E Deal.*

**First, Break All the Rules**—What the world's greatest managers do differently. *Authors: Marcus Buckingham & Curt Coffman*

**Now, Discover Your Strengths**—How to develop your talents and those of the people you manage. *Authors: Marcus Buckingham & Donald O Clifton.* ★

## THOUGHTFUL QUOTES:

- ★ "18-20% of the difference in profitability is driven by people practices, compared with 5% for R&D." *CIPD research on employee engagement*
- ★ "Most shareholders can sell their shares far more easily than an employee can find another job." *Sumantra Goshal, economist and educator*
- ★ "Give the proper tools to people who love to make a difference, and they probably will." *Marshall Goldsmith, executive coach*
- ★ "Enlightened trial and error succeeds over the lone genius." *IDEO employee*
- ★ Universal needs: Peace through meaning ... resilience through hope ... growth through learning ... joy through relationships. *Dave Ulrich, HR leader*

### A personal message from Gail Reichert:

Spring is in the air, so it's the season for new growth, bright colours and a focus on what the next generation holds in store for us. The weather at the beach is warming up, so I've been for my regular morning walks as often as commitments allow. We even had some dolphins in the bay last week. Awesome animals!



I use my exercise and outdoor time as contemplation and thinking space, as well as reflecting on what's going well. By creating the space to think I have a clearer mind and more focus when I return to the office.

What are you doing to give yourself thinking space? I work with clients in my office at the beach—sometimes our best work is done walking.

Come up and see me sometime—we'll walk and talk. ★

*Gail Reichert*

'You're like a mortgage broker for leadership development.' This is a comment from a fellow participant at the recent HRINZ Conference made after I'd explained what Leader's Edge is about.

Yes, we do have a range of products and tools at our fingertips. And we believe in finding the right tool for the right situation - just like a mortgage broker.

Some of the leadership and personal development tools we use and recommend are:

- Personal Skills Maps
- DISC Behavioural Style Profiles
- Psychogeometrics behavioural style model
- Emotional Intelligence Profile
- Leadership Architect Competency Card Sort
- Team Effectiveness Questionnaire
- Team Leader Blueprint card sort
- Management Blueprint card sort

Talk to Leader's Edge today to get a run down on a particular tool.

Clients choose Leader's Edge for the sound business experience underlying our work, for the integrity of our relationships, and because our advice is based upon current research in leadership, emotional intelligence and resilience.

Contact Leader's Edge to see for yourself what these tools are about. ★