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creating better organisations



Navigating Leadership in Difficult Times

**Lessons from industry:
Leadership and Motivation matters
in times of strategic change**

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We live in difficult times

- In difficult times, messages can be bleak
- Can be difficult for people to feel motivated
- But it's never been more important for organisations to have committed people
- What is the role of the leader in this?
- What do people need to stay motivated and engaged?
- How can leaders navigate through difficult times?



What is navigation?

Definition – the process of accurately ascertaining one's position and following a route

- Originally referred to ships in water
- Late 16th century word from the Latin 'navigat' to sail and 'agere' drive
- In times gone by, people would navigate by the stars
- With birds – magnetic beak; with whales – sonar



Shackleton's Way for motivating people in a crisis

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- When crisis strikes, take charge of the situation; address staff immediately; offer plan of action; ask for support and show confidence in positive outcome
- Get rid of middle layers; direct leadership more efficient
- Ask for advice but make decisions based on your own best judgement

- Keep eye on big picture; plan several options in detail
- Streamline supplies and operations
- Let go of the past; don't waste time worrying over things you can't change
- Be patient; sometimes best course is to do nothing

- Defuse tension; use humour to put people at ease
- Keep malcontents close to you; try to win them over and gain their support
- Give staff reality checks to keep them on course
- Give staff time to get used to unpopular decisions



From Shackleton's Way
Morrell & Capparell

What can we learn about motivation from industry?

Industry has become interested in 'engagement'

The extent to which people hold a positive attitude towards their work, the organisation and its values, and how willing they are to apply discretionary effort to contribute to the success of the organisation

ENGAGED EMPLOYEES

FEEL

Passionate

Energized

Committed

Involved

BEHAVE

Persistence

Help others

Go beyond expectations

Take initiative



Engaged employees - 'Say, Stay, Strive'

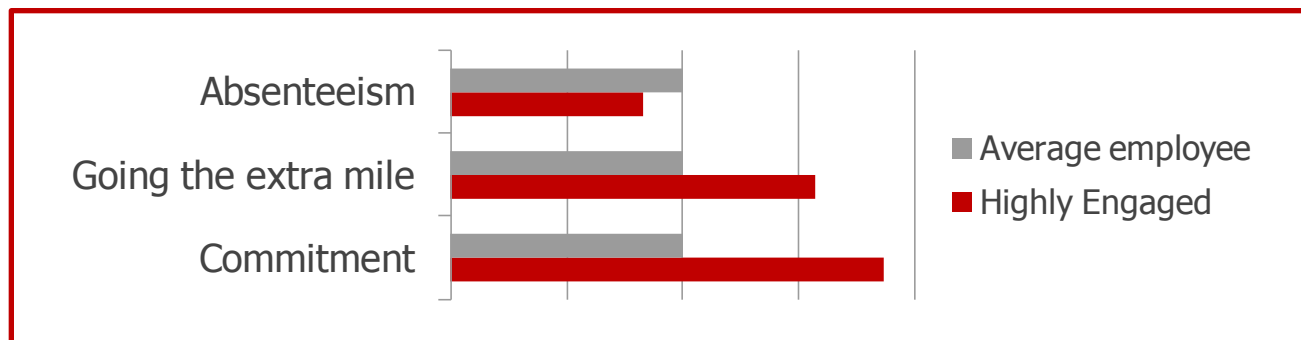
Engaged employees make a real business difference ...

Macleod Report for the UK Government (2009):

- *“Employee engagement is the single most important factor in creating outstanding organizational performance.”*
- *“Lack of engagement results in significant unrecognized costs.”*

Engaged employees

- 57 % more likely to go above the call of duty (Wagner & Harter, 2006)
- 87 % less likely to leave company (Corporate Leadership Council, 2004)



Survey data show the key global engagement drivers 2013

1. Career
2. Organisation reputation
3. Pay
4. Recognition
5. Communication

Source: Hewitt 2013 Global Engagement Survey

It also confirms that work can be motivating in its own right ...



Getting things done with others

Meaning

Friendship

Achievement

Pride

Belonging

Sense of Purpose

Success

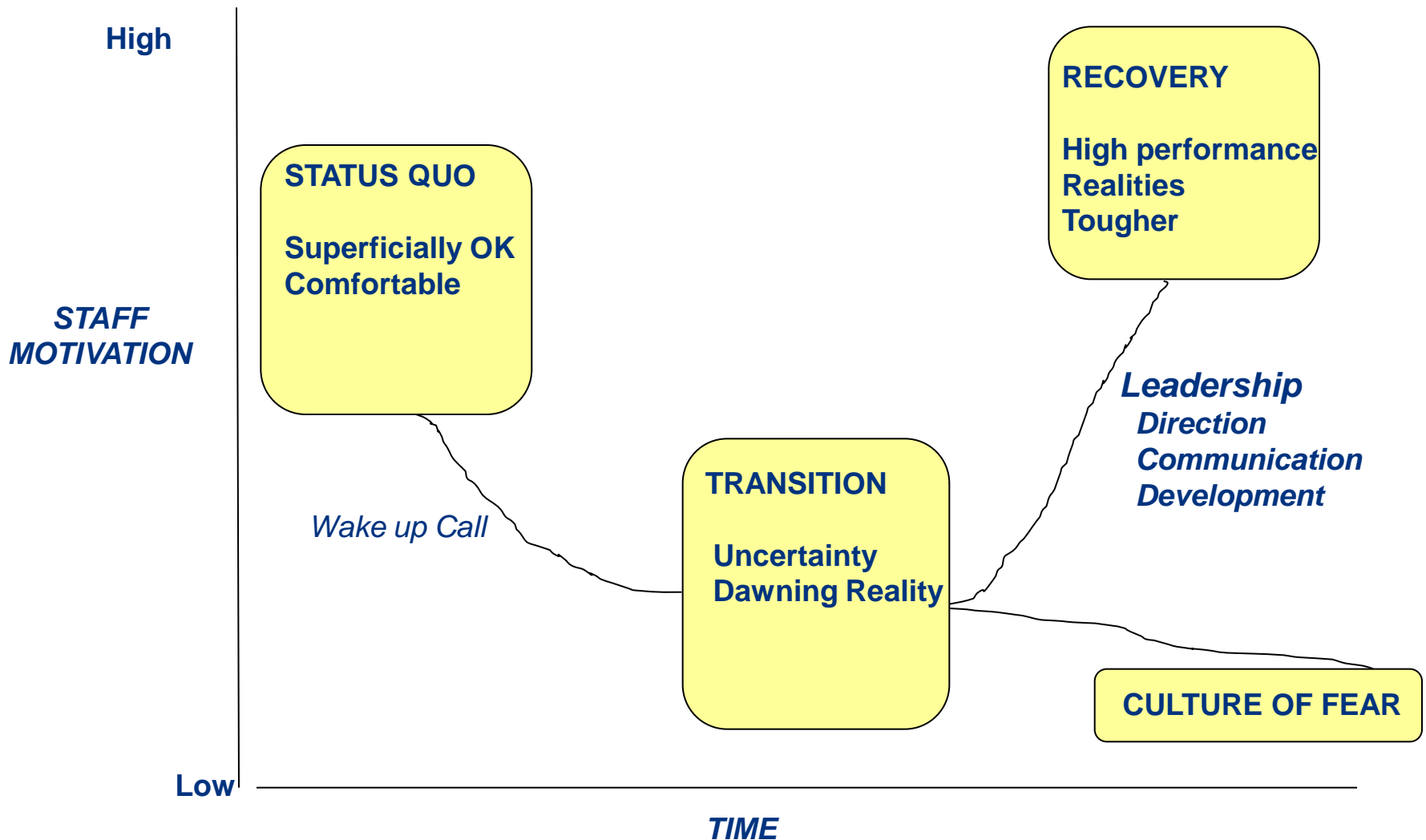
An ACE environment makes a huge difference ...

Achievement	Camaraderie	Equity	Engagement % Very Favourable
Low	Low	Low	2
High	High	High	45
Low	High	High	22
High	Low	High	23
High	High	Low	13

Source: Sirota Consulting
>3 m survey results

And in times of change, motivation drops before it recovers

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RETAIL

Motivating people in a fast, competitive, cost constrained environment

Waitrose



Team ethos
Personal responsibility



I have found the best way to manage teams is not through an autocratic management downward technique but to release the talent of individuals through coaching and delegation.... Giving individuals the responsibility or opportunity to take on projects and results I gain an engaged team..

Jon Seddon, Section Manager Waitrose, Aug 2013

OIL & GAS

Motivating people in a highly technical, global, competitive industry



Stretch targets
Coaching & development
Personal accountability



The importance of people relative to the financial size of the business is huge. People cost money but are not fundamentally seen as an overhead - rather as an essential asset to delivery of strategy. So we have an engaged environment in which HR can ply its trade

Hugh Mitchell Chief HR Corporate Officer Royal Dutch Shell HR magazine Feb 2013

AIRPORTS

Motivation in a growing and increasingly business oriented sector



Strategic direction
Communication
Role and goal clarity
Training and development



Without engagement you have no hope of ever achieving the objectives of the organisation

Jim Cherry, President and CEO Aeroports de Montreal

SPORT

Helping already self - motivated people to achieve world success



Strategic clarity
Attention to detail
Performance management



Attention to detail is what makes us different. It's down to the right people surrounding the most talented athletes who pay that attention to detail in every aspect of their performance and development

British Cycling president Brian Cookson Aug 2012

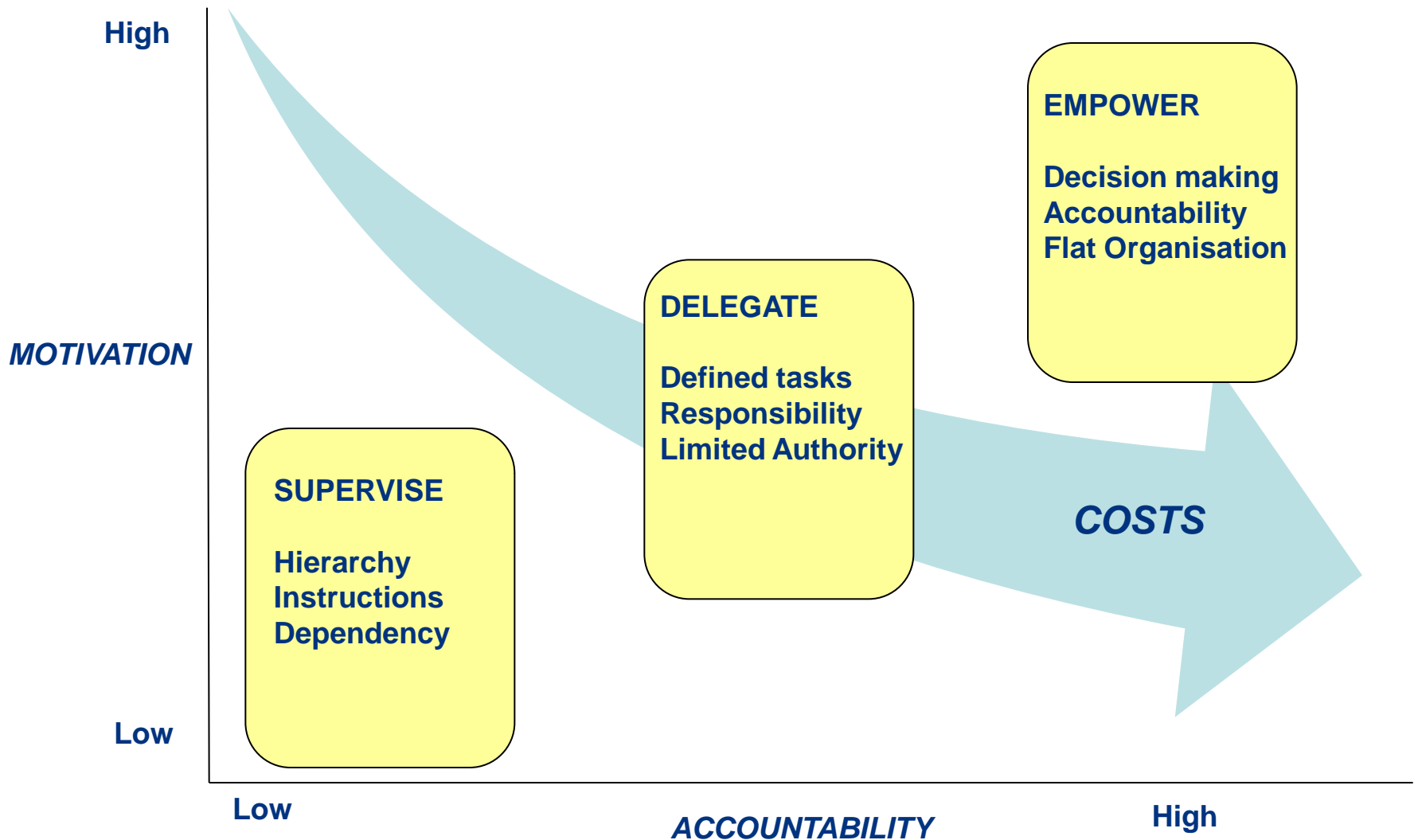
EDUCATION

Empowerment in the North American Education sector



Lessons for Leaders

Lesson 1: Involve people



Lesson 2: Explain the big picture

- Share vision, values, strategic objectives
 - Explain the business context
 - Ensure the story is grounded in reality
 - Listen to what people have to say
 - Develop shared meaning
-
- Emphasise 'we are all in the same boat'



Lesson 3: Help people to do their jobs well

- Show people HOW – don't assume they know
- Remove barriers to high performance
 - Proper equipment, processes & systems
 - Coaching, mentoring, training
 - Leadership and soft skills development
- Encourage conversations and dialogue



Lesson 4: Build high performance ethos

- Make sure everyone has goals
- Expect high standards
- Recognise good performance
- Deal with poor performance
- Give examples of what you do and don't expect



Lesson 5: Review reward

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Look at the total employee value proposition

- Employer Branding
- Organisation reputation
- Career development
- Flexible working practices
- Company facilities
- Incentive payments
- Team and social events
- Skills development
- Competitive pay



*'A leader takes people where they want to go.
A great leader takes people where they don't
necessarily want to go, but ought to be'*

Rosalynn Carter

'Never, never, never give up'

Winston. S. Churchill