



EFL “Brieflet”: Engaging with Engagement

Engagement is the “good oil” of effective and enduring organisations: human beings are at their best when their hearts and minds are engaged. If you’re unsure how to engage your staff, ask them! In the meantime, here are some tips to use on a daily basis:

1. Connect: with staff, stakeholders & wider community. Use shared values & needs to bridge between them
2. Share: some of your self, to enhance trust and understanding of you and what you stand for
3. Admit: your mistakes. People are more honest with those who see their own failings and foibles
4. Clear & confident: expectations are essential to provide direction & the reasons for your vision
5. Ask: staff for their opinion. They will feel valued (even if their ideas are not always followed)
6. Expect: the best. It implies belief in each person’s potential, and engenders accountability
7. Understand: that leadership is about connecting the expertise of those around you
8. Cultivate: people’s aspirations and celebrations
9. Balance: your observations and feedback. Your team will see you have a clear and fair perspective
10. Be there: to provide timely, individualised support and praise; and to model your expectations

An engaging work place is one where the tasks are meaningful and where the physical and psychological environment is safe. Engagement is:

“The emotional and intellectual involvement that motivates employees to do their best work.”

(Trends in Global Employee Engagement, Aon Hewitt, 2012)

“A positive attitude held by the employee towards the organisation and its values. An engaged employee is aware of the business context, and works with colleagues to improve performance within the job for the benefit of the organisation. The organisation must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.”

(D. Robinson et al 2004, Institute of Employment Studies, UK)

“We can’t create engagement, but we can create the conditions for engagement”

(T. Kemp, Strategic Business Advisor, South Australia 2013)

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