



EFL Brieflet: Engaging with Transformation*

It's the repetition of affirmation that leads to belief, and once that belief becomes a deep conviction, things begin to happen
Muhammad Ali

Focus on the big picture

Clear & Compelling Story

- Base aspirations upon organisation's fullest potential
- Consider all ideas
- Create meaning, nurture growth, inspire excitement
- Align top team around the Compelling Story

Create Structure

Identify, capture & track initiatives

Will & Skill

- Build motivation - explicitly acknowledge & "drop the dross"
- Invest in high performers & growth
- Engage stakeholder participation

Recognise Enablers

- Reward & promote supporting behaviours
- Focus on activities as much as outcomes

Crystallise

Talent & Capability

Where leadership is a team responsibility

Coaching

Psychosocial support

Supervision

HONOUR

LEADERSHIP – inspire, seek and engage discretionary effort

- Think holistically – everything has to be on the table, including new and/ or previously ignored stakeholders
- Be prepared make big changes (including to policy)
- Delegate
- Rebuild capacity
- Modelling

WELLBEING – transformation takes a lot of organisational energy

- Most people will experience fatigue at some point. Encourage discussion about the challenges being faced and the strategies being used to cope
- Leaders need to model good health management, including being intentional and open about their capacity to keep working.
- Monitor and review how you're spending your time – is it adding value?
- Sleep and breaks are important

HEARTS & MINDS – people need to understand the rationale for change

- Compassion – for the attachment that people have to what is familiar
- Courage – to let go of the old, and start thinking and acting differently

PATIENCE – old habits die hard. It takes time to see the real benefits of change

Sam Farmer is Owner-Director of Enhance Facilitation Limited and strongly advocates that leadership is a team responsibility. Strength-based and Values-focused in his approach, he is passionate about collaborative coaching. As well as offering professional supervision, he facilitates psychosocial growth conversations with professionals working within high emotional impact contexts. He is a registered psychologist, has regular professional supervision and is bound by the Psychologists' Code of Ethics.

*With full acknowledgement to Seth Goldstrom and Jon Garcia, McKinsey & Co, March 2019, whence most of the ideas and inspiration for this EFLBrieflet originated.

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