



Roffey Park

DIGITAL LEARNING

The Engaging Leader

Roffey Park Institute

www.roffeypark.ac.uk

Welcome



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Who's here?

خوش آمدید vākommen ကျာဟထံ E ku abo Dobrodošli
Тавтай морилогтун
Bienvenue VITAJTE 歡迎 Karibuni
Furh qawluun bem-vindos Tervetuloa
salvēte أهلاً وسهلاً Akeyi Selamat datang Welkom
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Fáilte Benvido Welcome Croeso
ཕེབས་པར་དགའ་བསྟུན། 환영합니다 సుస్వాగతం саламдашуу
ຍິນດີຕ້ອນຮັບ Nau mai
Добре дошли wēllkomm ကကြိုပါတယ် BENVENUTO
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Velkomið வரவேற்பு καλωσόρισμα Tonga soa e bienvenida
wilujeung sumping Aloha பதவரே மிக்நிதழ் யின்டீதீண்ரீப் Olandiridwa
Tere tulemast Добро пожаловать! Hoş geldiniz
សូមស្វាគមន៍ Üdvözöljük Mirë se vjen Merhba

Your facilitator



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Roy Clarke
Senior Consultant

www.roffeypark.ac.uk

Zoom etiquette



Have your video on unless you are experiencing connection issues. Find a quiet space without interruptions / background noise.



Mute your microphone when you are not speaking to help keep background noise to a minimum.



Be mindful of background noise when your microphone is not muted, avoid activities that could create additional noise, such as shuffling papers.



Position your camera properly so that it is stable and focused at eye level, to create a more direct sense of engagement with other participants. Have a plain background and avoid backlight from bright windows.



Limit distractions so that it is easier to focus on the meeting. Turn off notifications, close or minimize running apps, and mute your smartphone.



Avoid multi-tasking to retain the discussion better. Refrain from replying to emails or text messages during the meeting.

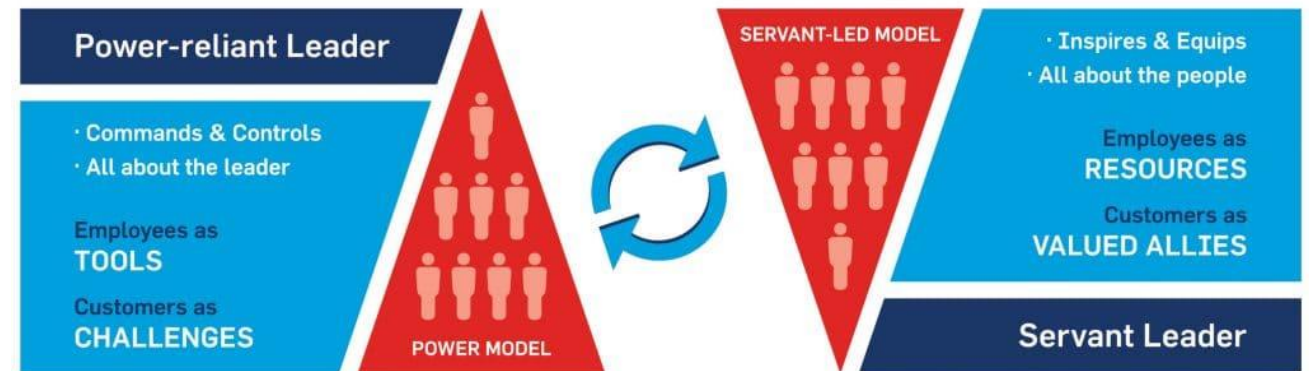
Servant leadership traits



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- Empathy
- Humility
- Integrity
- Accountability
- Gratitude
- A focus on serving others that extends beyond their personal needs and interests
- Active listening

Flip the Organization Chart™



Benefits of servant leadership



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- Trust
- Organisational commitment
- Job satisfaction
- Intention to stay
- Organisational citizenship behaviours



Servant leadership



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All these affects were found to be because of leaders' focus on employee well-being:

- Increased work engagement
- Lower levels of burnout
- Increase adaptive performance e.g. stress management, creativity, reactivity





Employees are intrinsically motivated when any rewards they receive are directly related to:

Choice/Autonomy – the ability to freely self-select tasks and how they are achieved

Competence/Mastery – the sense of accomplishment from performing tasks or activities well

Meaning/Purpose – undertaking a task that truly matters (is purposeful)

Progress – the feeling of significant advancement in achieving the task

Learning to Learn – Growth Mindset



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Breakout room discussion

How can you increase the focus on career development and the “growth” mindset within your team?

You have 15 mins to discuss this and feedback to the larger group.



Plenary discussion

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The importance of psychological safety

Source: <https://www.youtube.com/watch?v=bH718TyI0cQ>



Psychological Safety



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- Psychological safety is when people feel safe enough to speak up, share their concerns and ideas, ask questions and take interpersonal risks

Low

- People feel...
- Wrong
- A failure
- Ignorant
- Incompetent
- Disruptive
- Blamed
- Controlled

High

People feel confident and able...

- To admit mistakes
- To ask questions
- To experiment, innovate
- To show vulnerability
- To be advised
- To learn

Creating psychological safety



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1. Framing the work

- Add meaning to the work
- Remind people of the nature of the work

2. Model infallibility

- “I may have missed something, I need your help”

3. Invite input

- Embrace messengers
- Acknowledge and thank them

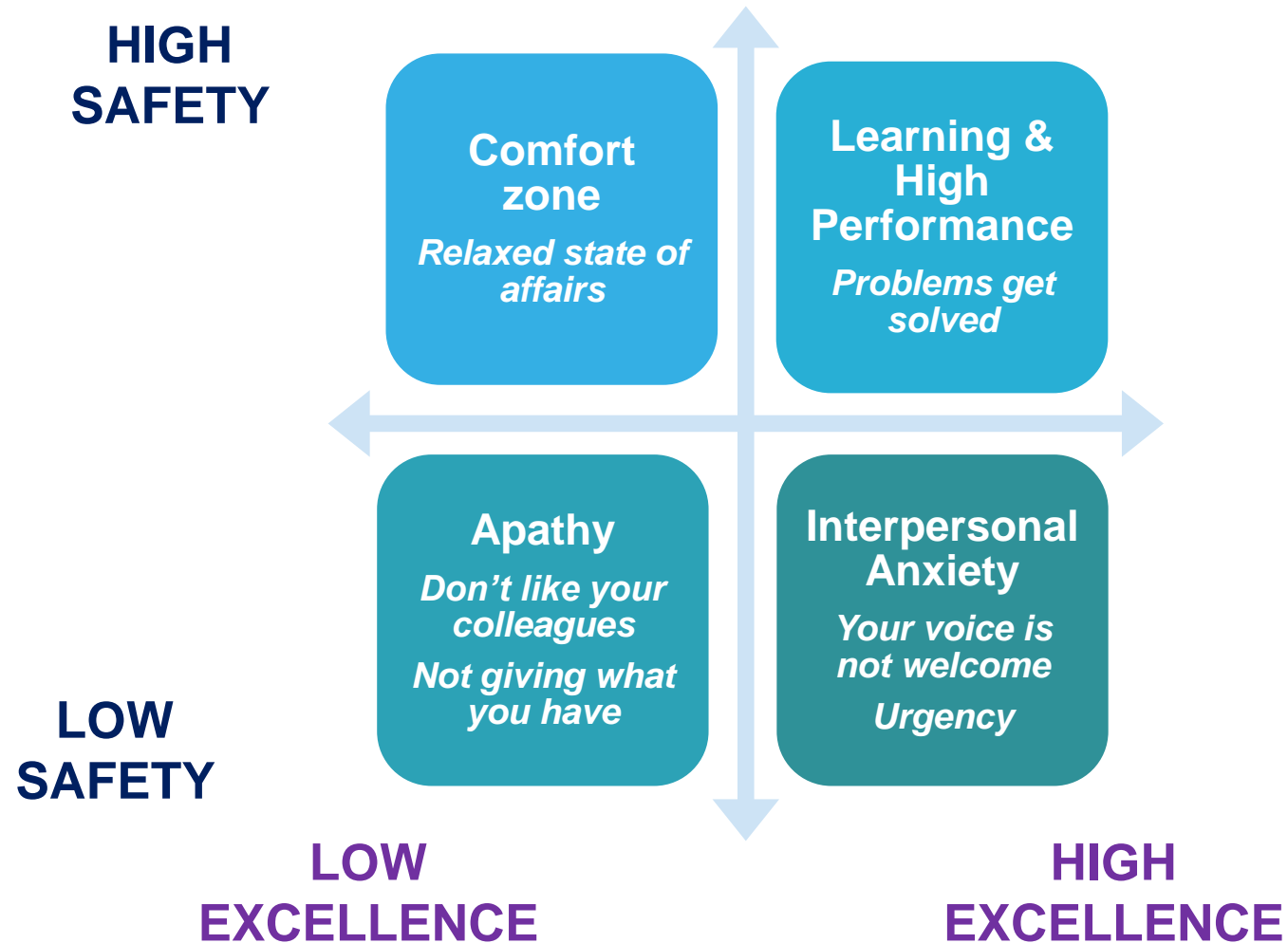


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Creating psychological safety



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How we keep people motivated in the workplace



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- Knowledge that the work outcomes are important for the aims of the organisation;
- Good relationships, friends and a pleasant atmosphere;
- The opportunity to learn new things;
- Recognition and respect for opinions and views;
- Colleague who have the same aim to achieve with high quality;
- Performance is recognised and discussed;
- Support and encouragement in development;
- Recognition as a person;

Gallup Poll longitudinal Survey over 25 years

MacLeod & Clarke's 4 Enablers of Engagement



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strategic
narrative



engaging
managers



employee
voice



integrity

Engagement Strategies



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Organisational Level:

- Focus on the culture and core values
- Encourage transparency
- Create a fun environment
- Make help easily available

Team Level:

- Celebrate success
- Have team rituals
- Give honest feedback
- Collective accountability

Interpersonal Level:

- Have open meetings
- Setup internal social media
- Encourage shared learning
- Build trust

Individual Level:

- Giving Recognition
- Support Career paths and growth opportunities

Breakout room discussion

1. What further steps could you take to maximize engagement within your teams?
2. What targeted approaches could you use to help to enhance staff retention?

You have 15 mins for this task.



Plenary discussion

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THANK YOU