

Building Engagement in the Public Service

Dr. Jennifer Walinga
Royal Roads University
Integrated Focus Consulting
PEI Managers' Network Event
November 18, 2009

Building Engagement in the Public Service



INTEGRATED FOCUS
CONSULTING

8:30 AM	1 PM
Personal Values and Organizational Resolution	Addressing Core Challenges in Your Organization Using Integrated Focus: Creative Problem Solving Pods
Total Engagement: The Story of an Olympic Rowing Team	
The 5 C's of Optimal Performance: Building Capacity From Clarity and Commitment	
The Principles of Energy Management: Work is Life Too!	
Break	
Organizational Theories of Behaviour and Communication	Lead, Facilitate and Coach for Engagement: The Engagement Toolbox
Communicating for Engagement: Drilling Down and Whysing Up	
Addressing Core Challenges in Your Organization Using Integrated Focus	Conquering the Implementation Gap and Re-entry Planning

Engagement

A Marriage of
Personal and
Organizational
Values

PEI Managers' Network's Vision:

“Inspired Workplaces

encourage

creativity,

learning,

wellness

and

teamwork”

Engagement:

Flow: The Psychology of Optimal Experience

(Mihalyi Csikszentmihalyi)

“people are most happy when they are in a state of flow - identical to the feeling of being in the zone or in the groove - an optimal state of intrinsic motivation, where the person is fully immersed in what he or she is doing - a feeling of great absorption, engagement, fulfillment, and skill - and during which temporal concerns (time, food, ego) are typically ignored.”

Drill it Down and Why's It Up

The 5 Whys

AUTONOMY

GROWTH

PURPOSE

A New Type of Business Card...

You Are Perfect!

Your Challenge...

Be 100% YOU!

Optimize Your
System!

Corporate Soul

Person - Organization Fit

Personal Values

Organizational Values

An Engagement
Story...
Shackleton

The Power of Love!



“Inspired by Agents places

*encourage
creativity,
learning,
wellness
and
teamwork”*

Manager as Marriage Counsellor - Bridge, Catalyst, Facilitator

Helping others to

- overcome barriers to engagement,
- bridge gaps in commitment and understanding,
- facilitate solutions to complex, systemic problems

What are the Biggest Barriers to
Engagement?

Barriers to Engagement

- Lack of Trust
- Lack of Clarity
- Lack of Communication
- Lack of Authority
- Lack of Time
- Lack of Resources
- Diversity
- Disconnection

Engagement and Optimal Performance: The Story of an Olympic Rowing Team

- The Gold Medal Standard and the Olympic Rings
- Knowing Your Perfect System
- Problem Solving the Barriers and Threats
- Managing Energy, Not Time
- Vision as Leader
- The Raceplan

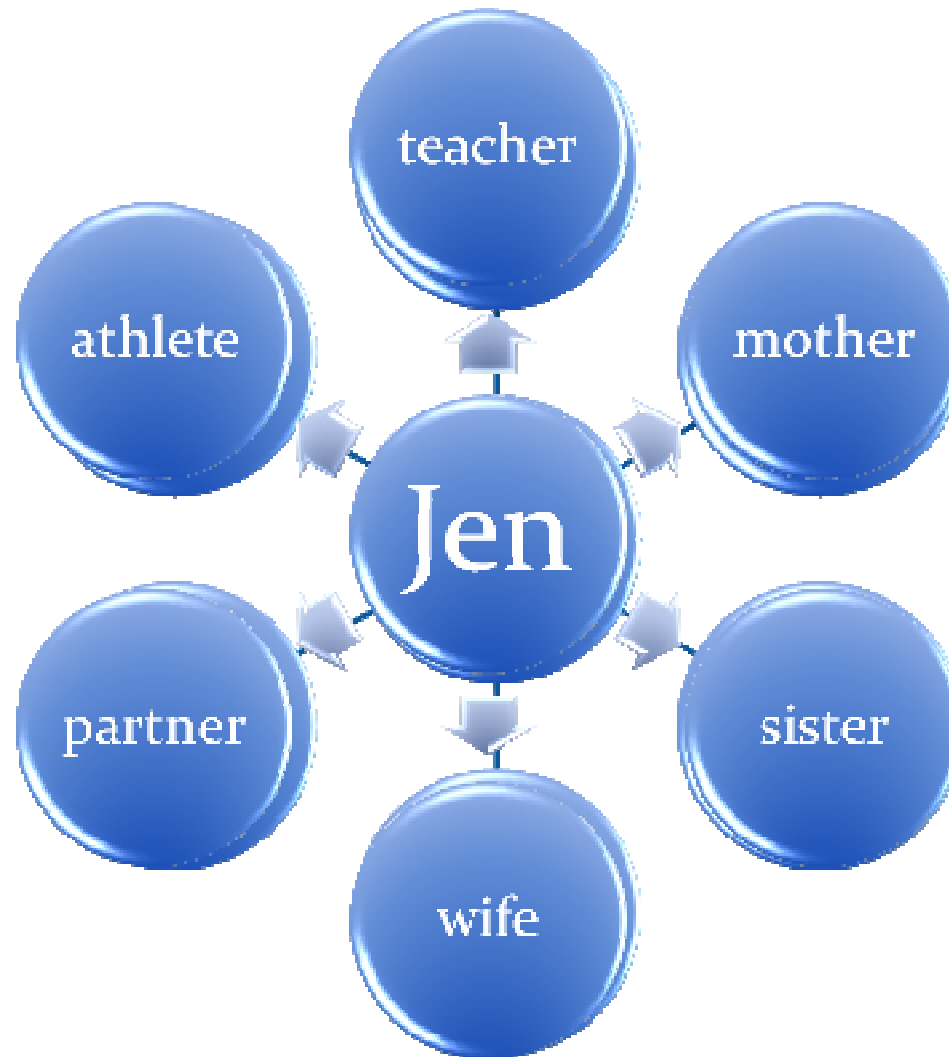


Appreciative Inquiry



Cooperrider & Srivastara, 1998

Conducting a Values Audit



Motivation, Engagement, Commitment, Involvement Techniques - Carrot or Stick

- Persuasion
- Charisma
- Control
- Mandate
- Transaction
- Coercion
- Force
- Incentives
- Rewards
- Recognition
- Participation
- Service Opportunities
- Promotion
- Training

What Moves People?

Organizational and Human Behaviour Theories

“Classical”

- Taylor Scientific Mgmt – processes and efficiency
- Weber Bureaucracy – roles and rules
- Fayol Chain of Command

Hawthorne Studies

Elton Mayo et al, 1924-1933

Western Electric Co.

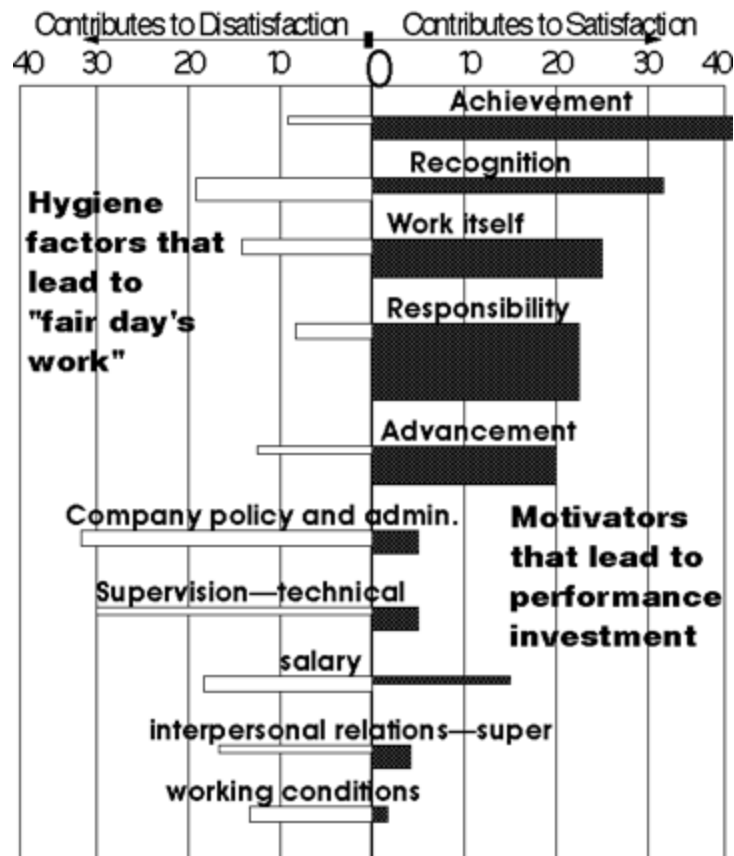
- Social and emotional needs of employees
 - Management style

Organizational Theories: Individual Level of Analysis

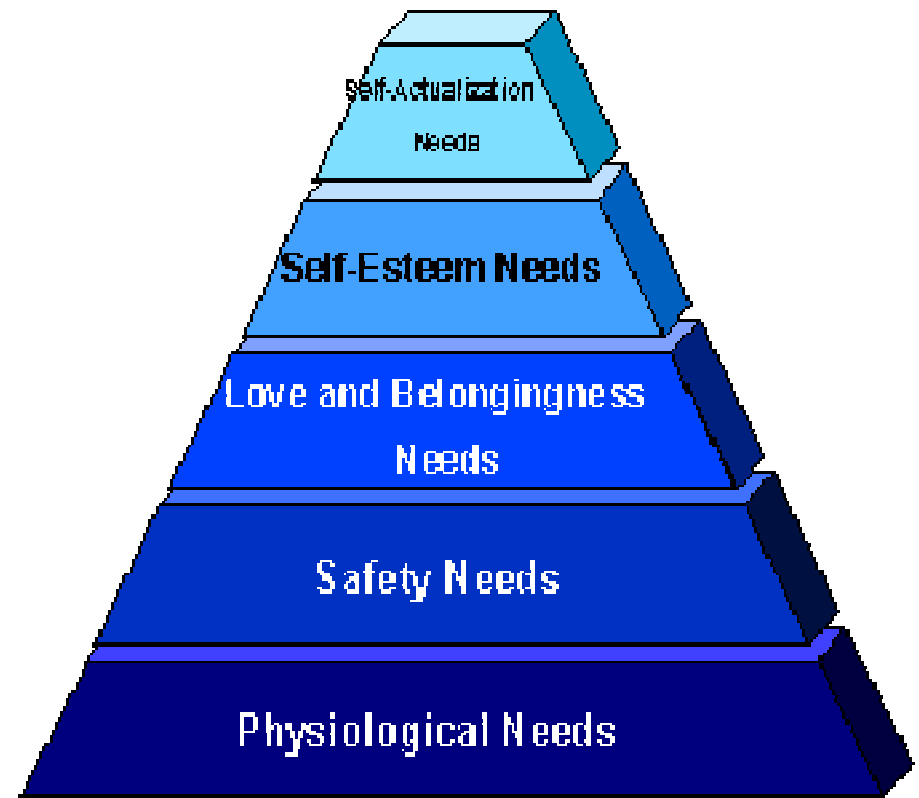
“Human Relations”

- Maslow – human needs
- Herzberg – motivators and deterrents
- McGregor – beliefs

Herzberg



Maslow



Theories of Human Motivation

Extrinsic

Intrinsic

Goal Setting Theory

- Locke and Latham
- 5x greater performance by setting goals than by not setting a goal

Locus of Control

Internal

External

Internal Locus of Control under Uncertainty or Ambiguity

- Increase effort
- Increase time

New approach, same
barrier!

Internal Locus of Control Under Uncertainty or Ambiguity

- Decrease expectations
- Compare to others
- New self imposed limits
- Change your goals

Leading to...

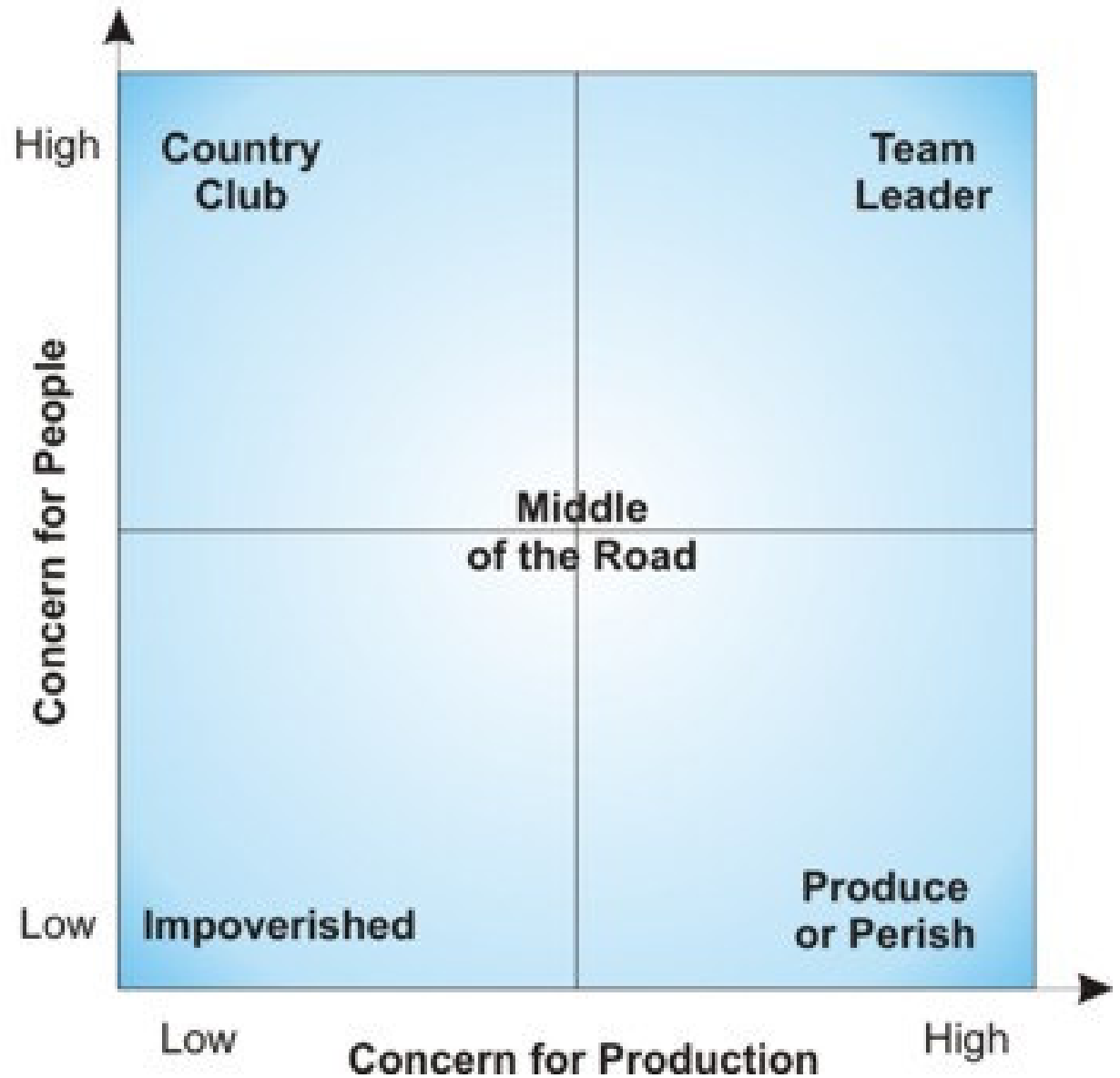
- Disengaged,
- Disconnected,
- Protecting 'self'
- Comparing or Justifying
- Seeking Control...

“Human Resources” Theory

Participation = Performance

People +
Productivity

Figure 1: The Blake Mouton Grid



Likert's Systems of Mgmt

- System 1 Exploitive
- System 2 Benevolent
- System 3 Consultative
- System 4 Participative

McGregor's Theory X and Theory Y

Ouchi's Theory Z

Theory X - authoritarian, repressive style.
Tight control, no development. Produces
limited, depressed culture.

Theory Y - liberating and developmental.
Control, achievement and continuous
improvement achieved by enabling,
empowering and giving responsibility.

Theory Z - Long-term employment and job
Security. Collective decision-making.
Slow evaluation and promotion.
Concern for a total person, including their family

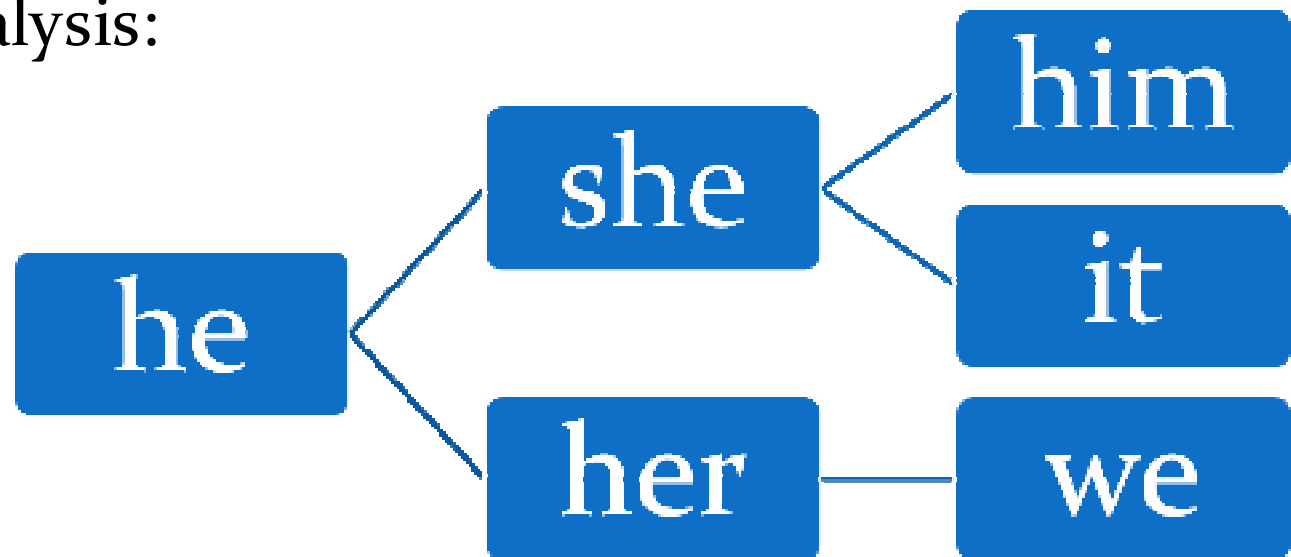
What moves people?

...an evolution in
management
thinking...

Tied up
in
knots...

Complexity Theory

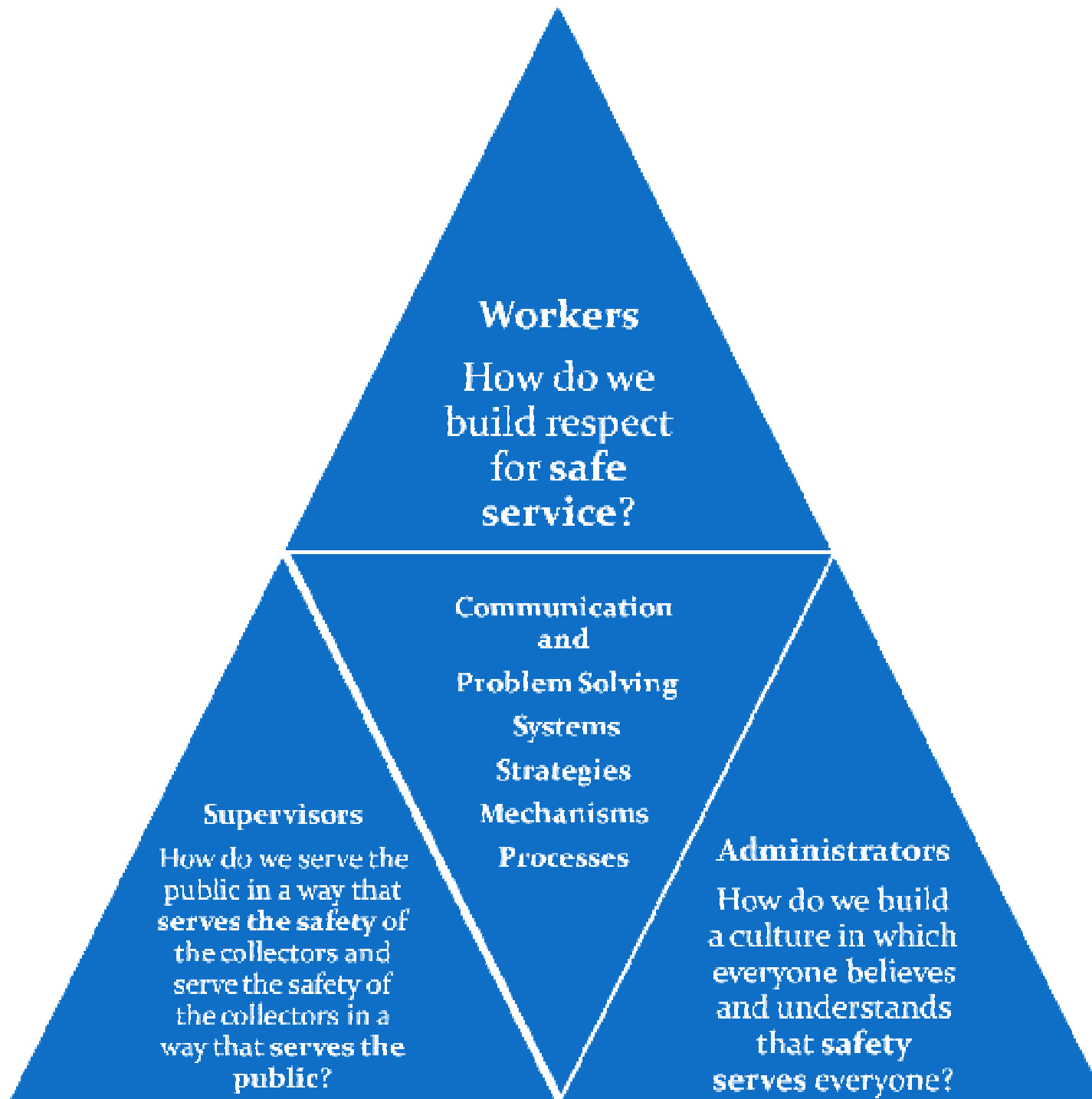
- Complex, interdependent, chaotic, changing, open, self organizing
- Network analysis:



You are part of an interconnected system...
Everything you do has impact and power...
Everything that happens affects you...

The Perfect System!

Manager as Bridge, Catalyst, Link
and Facilitator in the Problem
Solving and Values Building Process





Supervisors:

How do we serve the public
in a way that serves the
safety of the workers? How
do we serve the safety of the
workers in a way that serves
the **public**?

Solving the Whole Problem

Kidney chains

H1N1 queues

HR manager 'doing it all'

Knowing Your
Perfect
System!

You Are Perfect!

The Incredible Human Machine!
The Perfect System!

Managing Energy, Not Time....

Power 'to'

VS

Power 'over'

Problem Solving the Barriers and Threats...

Ever feel like you are hammering your head
against a wall?

That's because you usually are!

Threat Control Focus vs Values Build Focus

Problem Solving Under Stress...

- We tend to focus on the negative...
- When we are worried, we can't think about anything else...
- Fear is paralysing...
- Fixation, rumination,
- Functional fixedness...
- Which is just PERFECT!
- Arm exercise

Problem Solving Under Stress...

- A stressor or problem triggers the limbic and hypothalamus centre of the brain
- Failure, fear, perceived threat, and worry results in a deactivation of the frontal motor cortex of the brain
- Heightened Threat Vigilance
- Results in Threat Focus vs Value or Goal Focus
- De-activation of power and confidence
- Can't have both sides switched on at same time

Not as easy as throwing the switch...

Roy Baumeister &

Joseph LeDoux:

Negative thinking is more
powerful than positive
thinking

“Gripped”

Fear is a beacon that reveals your core values

~ Stephen Hayes (2007)

Clarity of Focus = Optimal Power

Values Building Focus

vs

Threat Controlling Focus

= Integrated Focus

(Walinga, Cunningham & MacGregor, 2007; 2008)

But I am Focused!

Clarity of Focus

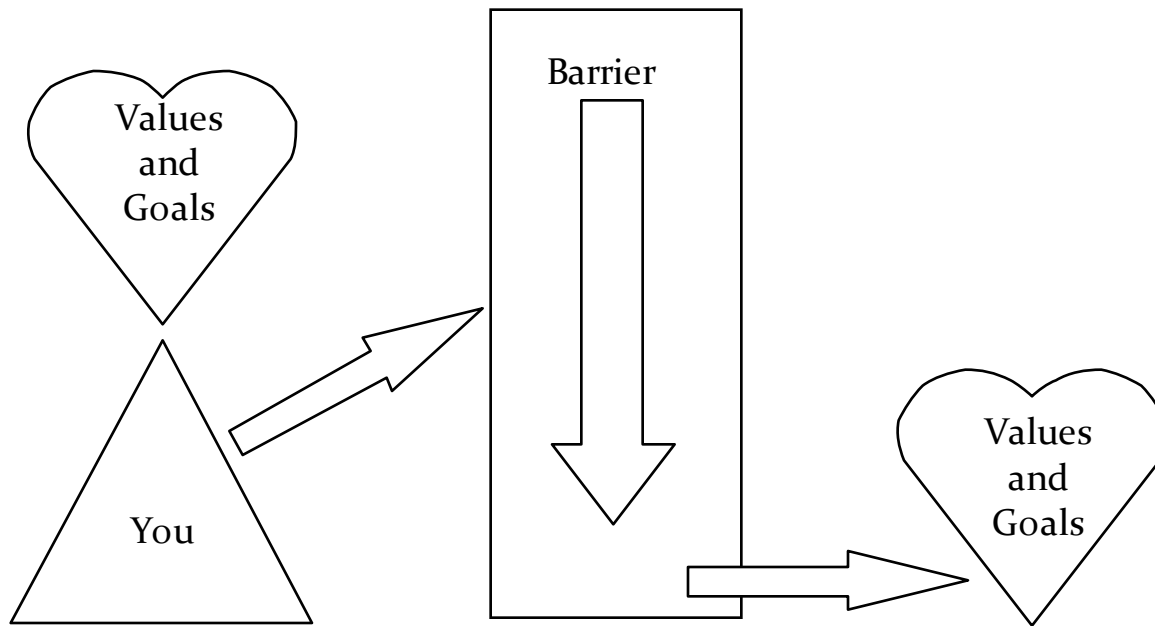
The myth of
'just do it' and
'no fear'

'Know Fear'

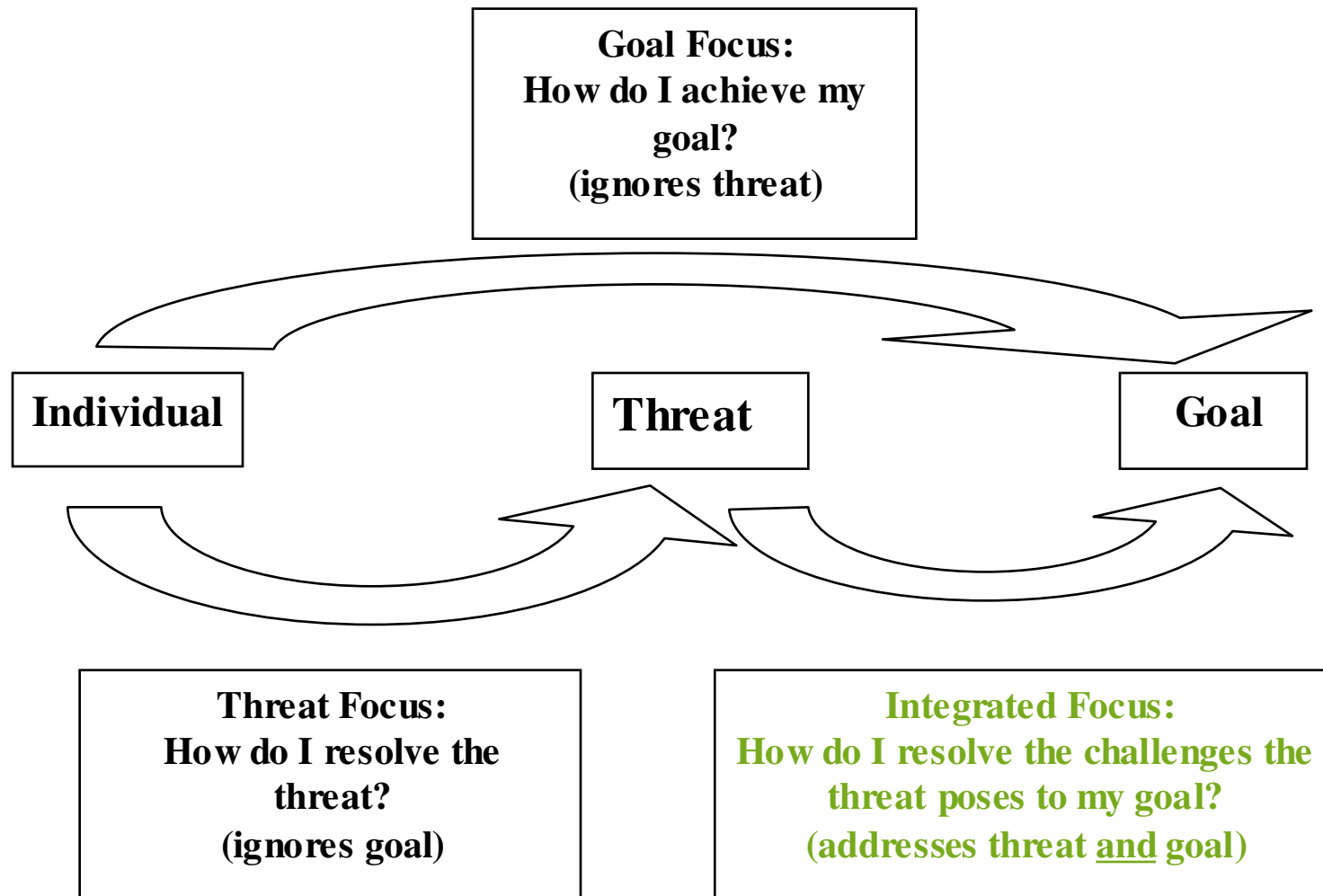
A threat is only threatening
because it threatens
what we value...

- Threats point to values and goals
- Fear is a pathway to what you value most

'Drilling Down' the Barrier



The Integrated Focus Model



Drilling Down Barriers to Engagement in Your Organizations

Problem Solving Pods Using Open Space
Choose a Barrier to 'Drill Down'

“Drilling it Down”

- What is the barrier?
- Do you have the power to change it? Power ‘over’?
- What worries, concerns, or bothers you most about it?
- And what worries, concerns, bothers you most about that?
- Etc. until you feel a shift in language from barrier to values focus
- What is your core challenge? What are the core values you wish to achieve?
- How can you achieve these despite the barrier?

Managing Energy, Not Time....

Even a uranium
You may not find – the most

outstanding energy thing we
robust, but have produced yet
are an average of only 1

sized adult percent of the
will contain energy it could
your modest release...

frame no less than
 7×10^{18} joules of

potential energy –
Everything has
this kind of energy
trapped within it.

**Energy is neither created
nor destroyed, but it can be
transformed.**

- enough to
explode with the
force of thirty very
large hydrogen

bombs,
assuming you knew
how to liberate it...

...and really
wished to make a
point.

We're just not very
good at getting it
out.

Principles of a Creative Organization

- You **must** trust
- You **should** create an environment encouraging trust
- You **have to** communicate
- You **must** create an idea mgmt structure
- The organization **has to** value excellence
- Clear goals **have to** be communicated
- You **must** give feedback
- Skills **must** be matched to challenges
- You **must** enable people to focus on tasks
- Organizations **should** provide their members with freedom and a sense of control

... But HOW?

What is Creativity?

Creativity unleashed...

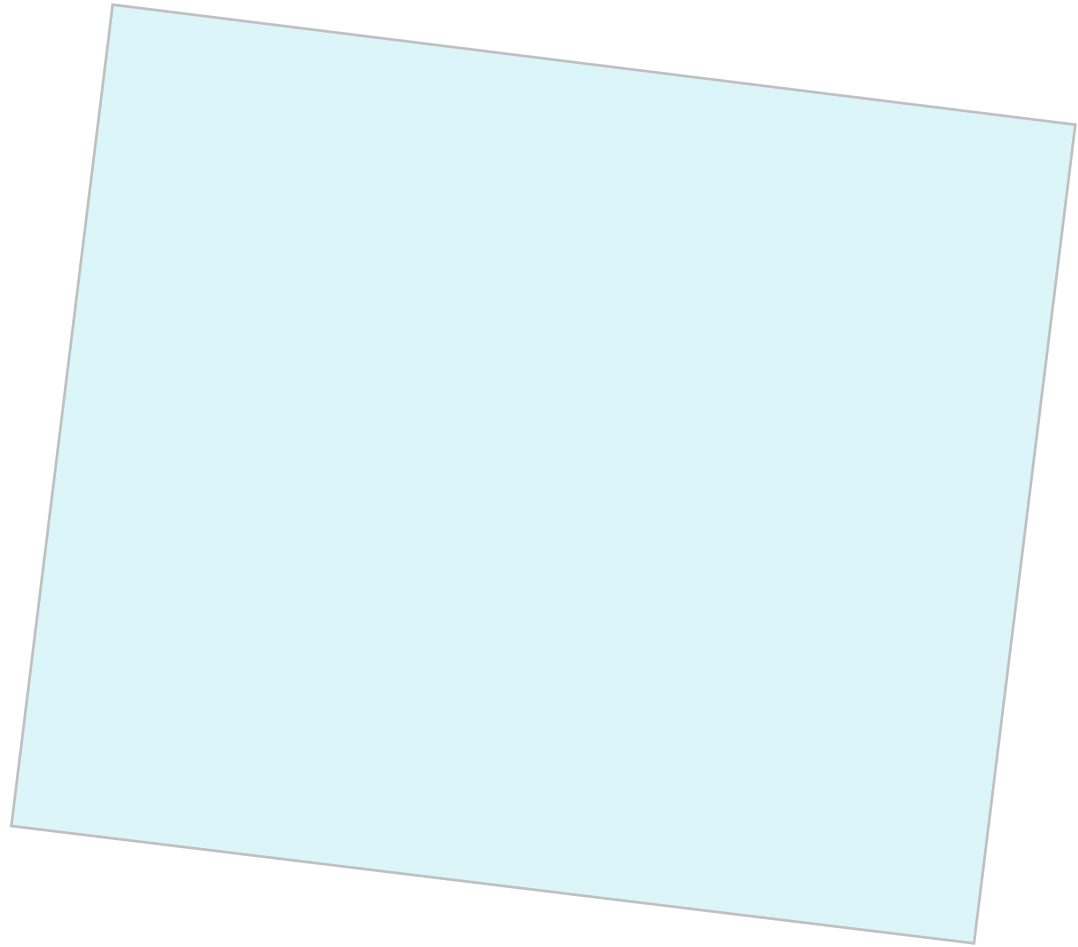
- http://www.youtube.com/watch?v=fG8eQBSp9Ao&feature=player_embedded

What are the
barriers to
creativity in
organizations?

Learning to
play WITH the
box...

Creativity, Exercise and the Brain!

Dr. Brian Christie
University of
Victoria



Managing Energy, Not Time

Work / Life Balance?

Balance Exercise

Work is Life Too!

mental

emotional

Where are
you flat-
lining?

spiritual

physical

Work is Life Too!

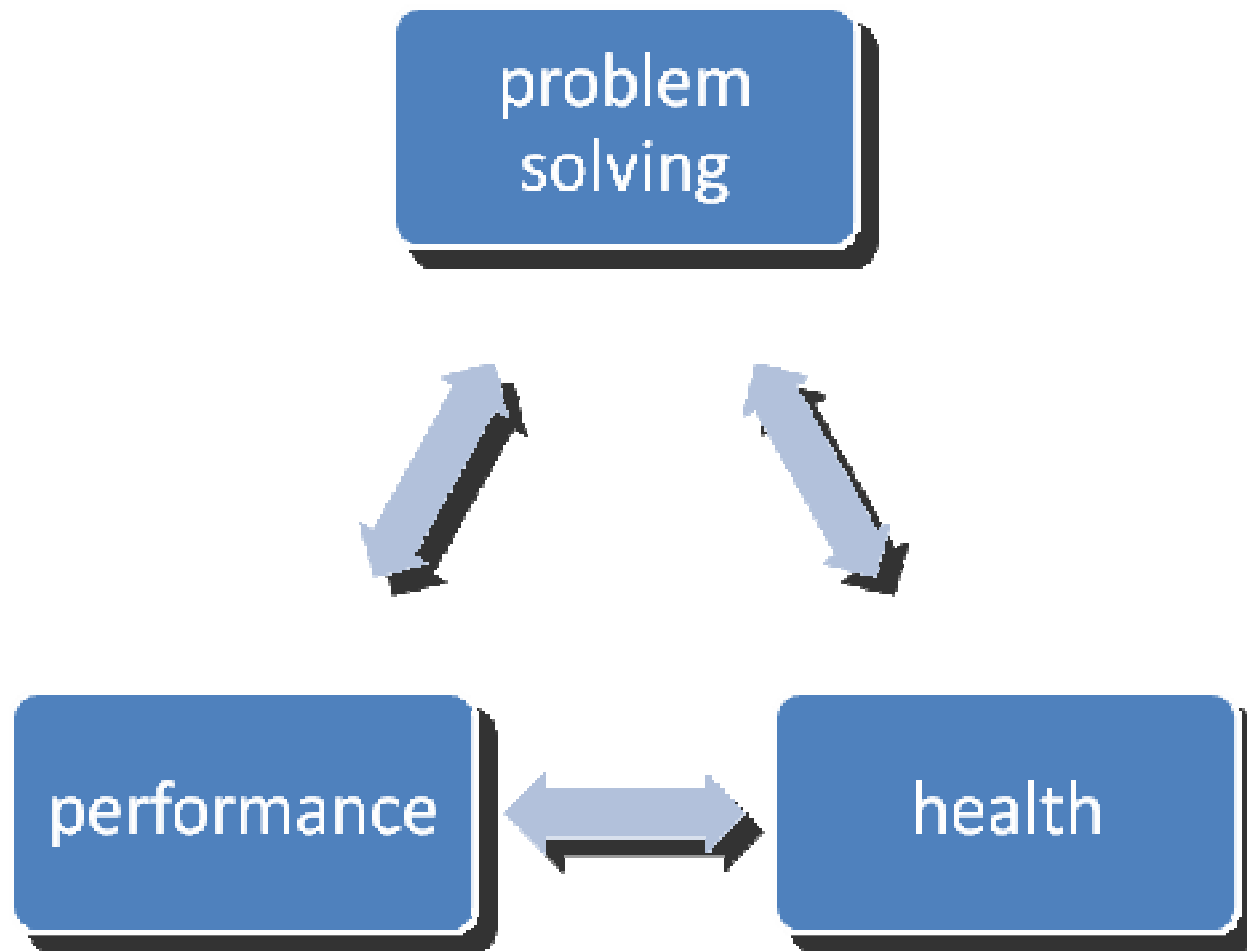
Thriving vs Coping:
Achieving Balance Through Active Recovery,
Rhythm
And Focus

Active Recovery
at the Office

The Power of Ritual and Rhythm

Drilling Down Barriers to Creativity, Learning, Wellness, and Teamwork in Your Organizations

Integrated Focus



“Drilling it Down”

- What is the barrier?
- Do you have the power to change it?
- What worries, concerns, or bothers you most about it?
- And what worries, concerns, bothers you most about that?
- Etc. until you feel a shift in language from barrier to values focus
- What is your core challenge? What are the core values you wish to achieve?

Vision as Leader

Clarity of Values = What is important?

Commitment = What are you committing TO?

Confidence = What gives you power?

Capacity = Where is your 'power TO'?

What is Your Personal Raceplan?

1. What is your gold medal?
2. How can you achieve it despite the barriers?
3. What will it take day by day?

What is Your Organizational Raceplan?

1. What is your gold medal for the organization?
2. How can you keep these values in focus?
3. How can you keep the values of others in focus?

Optimal Performance

- The Gold Medal Standard
- Knowing Your Perfect System
- Problem Solving The Barriers And Threats
- Managing Energy, Not Time
- Vision as Leader
- The Raceplan

Summary, Review, Self and Team Commitments

What are two actions you can take today and tomorrow to build engagement in yourself and your organization?