

the importance of
leadership for
engagement and
performance

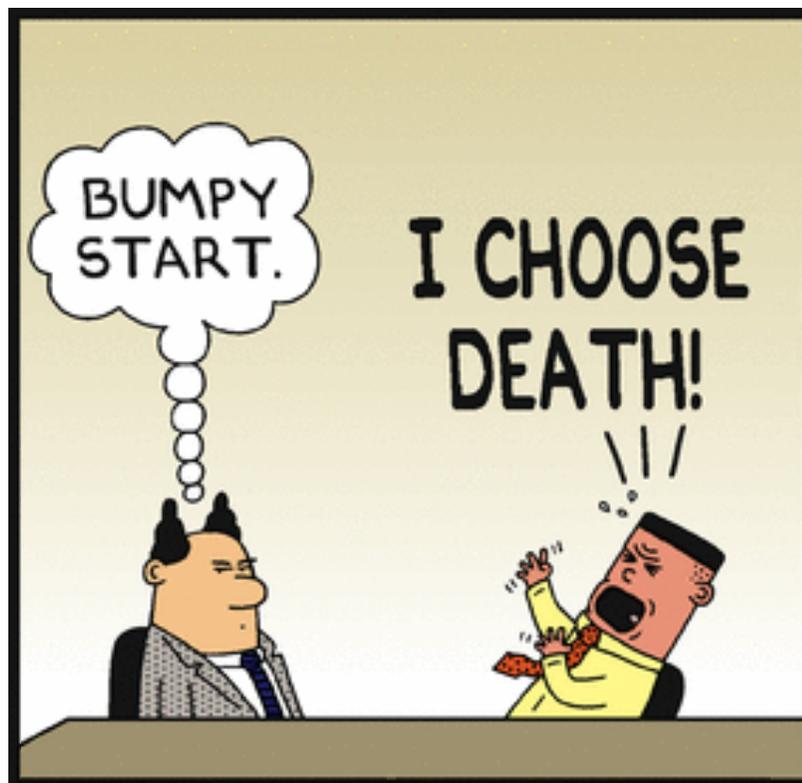
**voice
project**

improving organisations
by giving people a voice
www.voiceproject.com

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the challenge of leading change

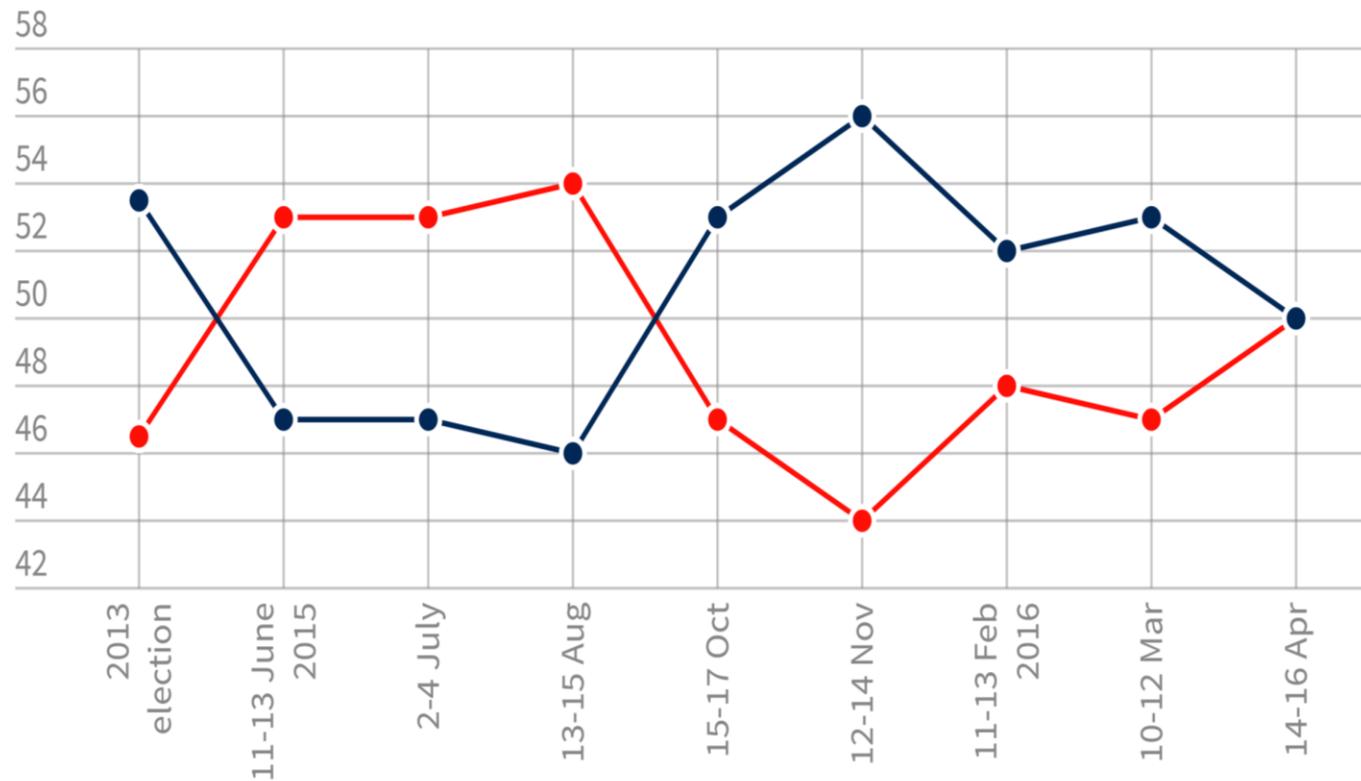


Do we innately resist change?

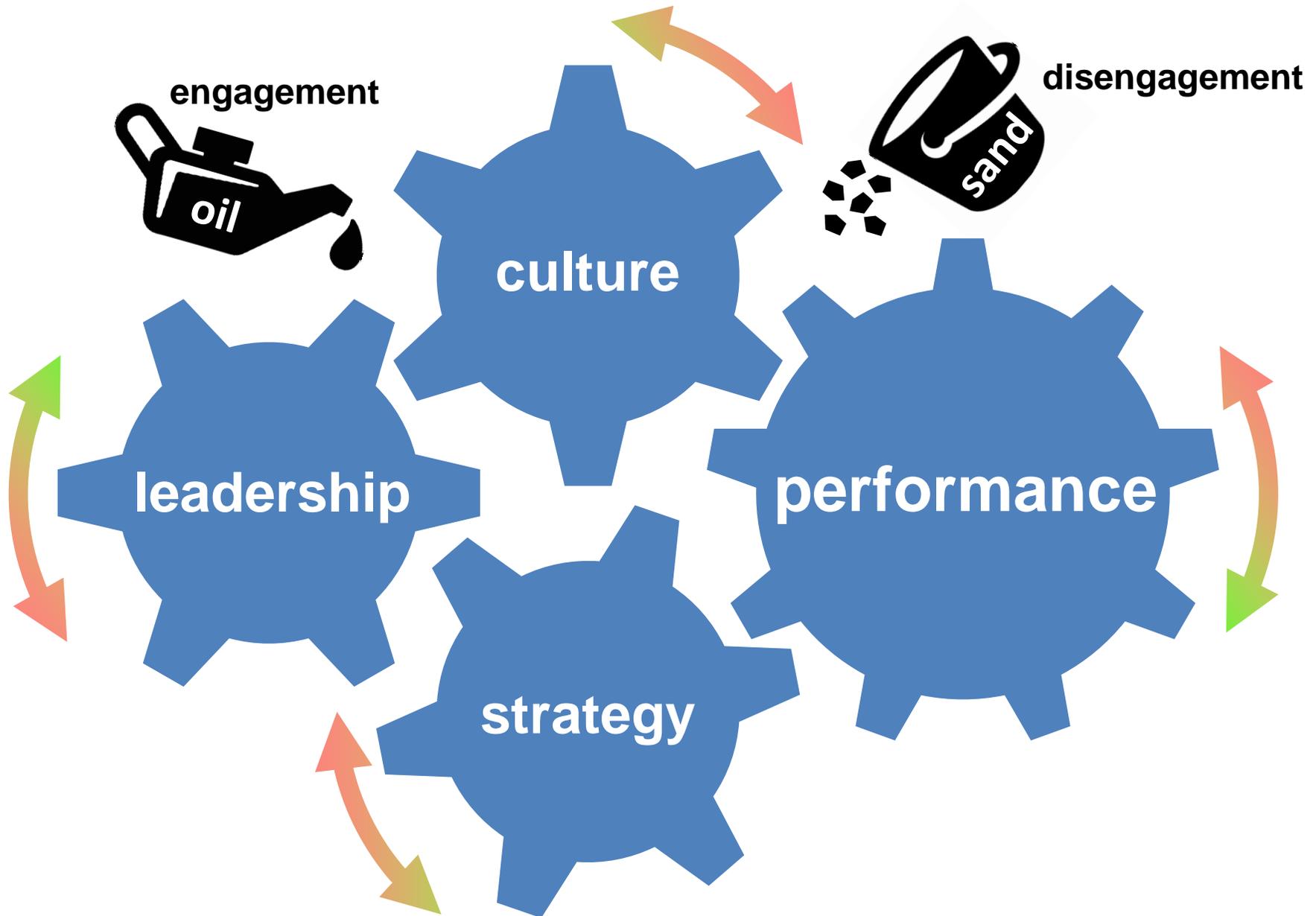
**How do we move from “I choose death!” to
“Let’s do this!”?**

failure of the elites

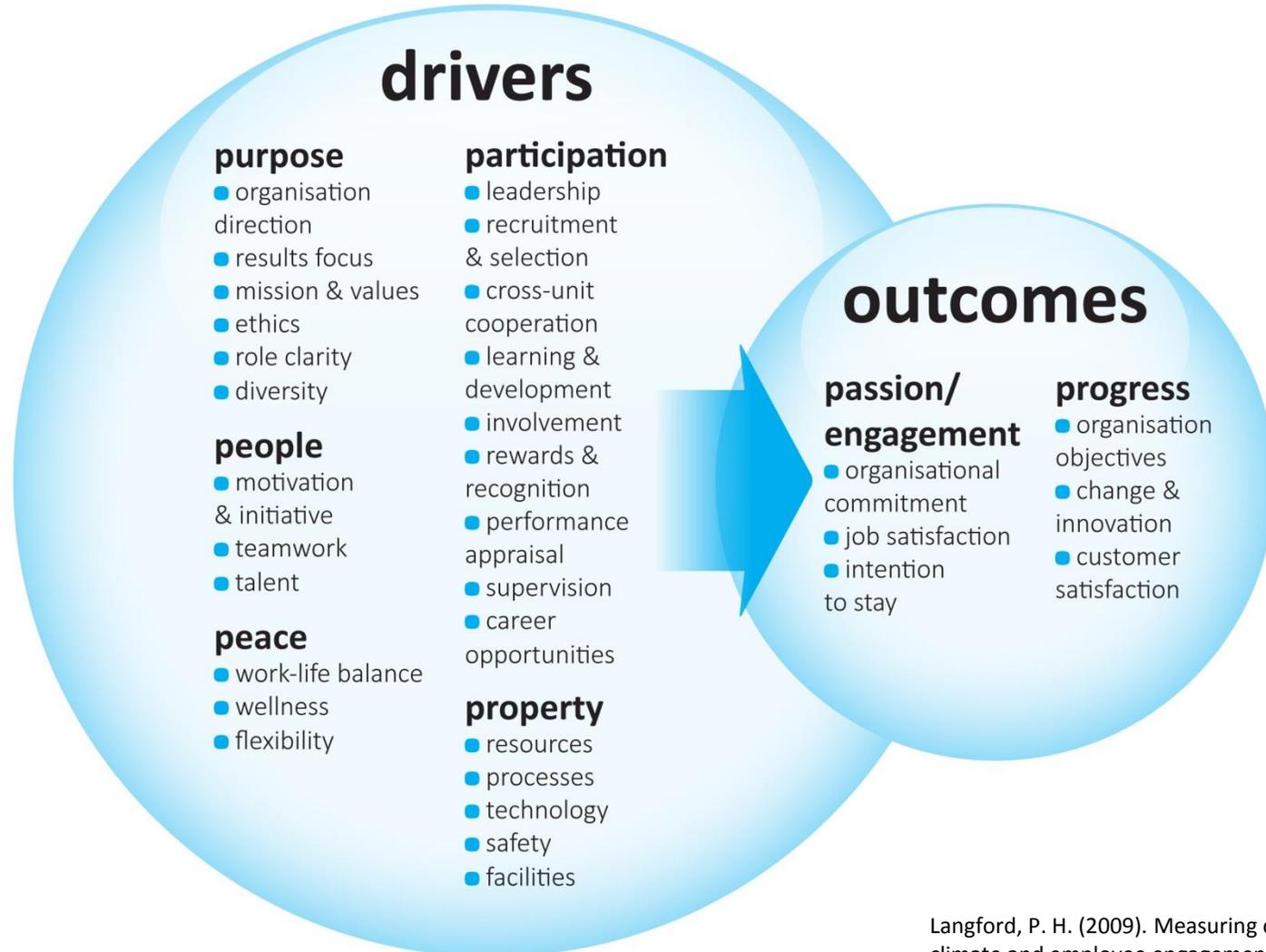
- Fairfax/Ipsos poll, 2-party preferred, published in SMH, 18 April 2016



leadership & performance

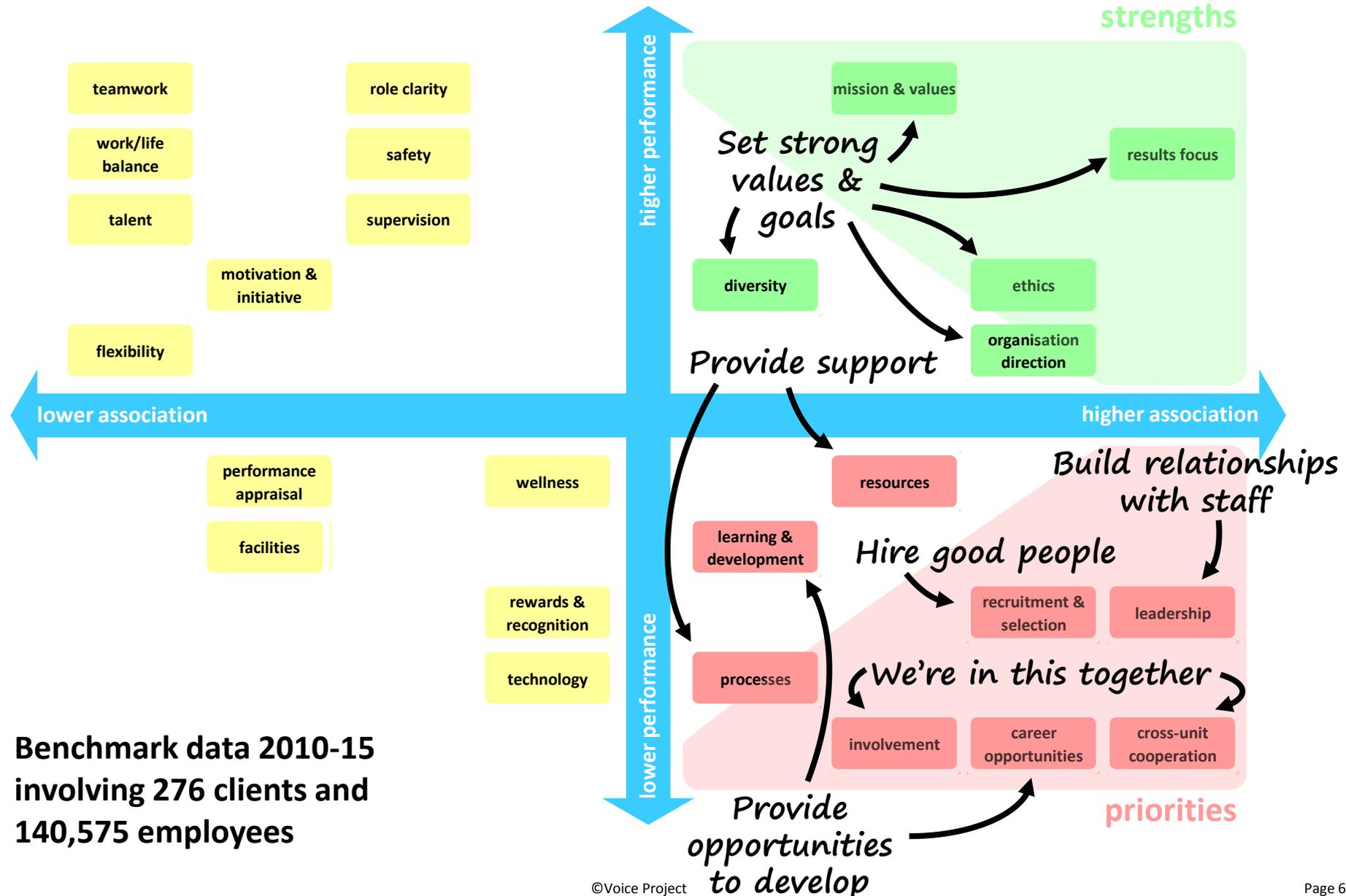


our “7 Ps” model of passion & progress



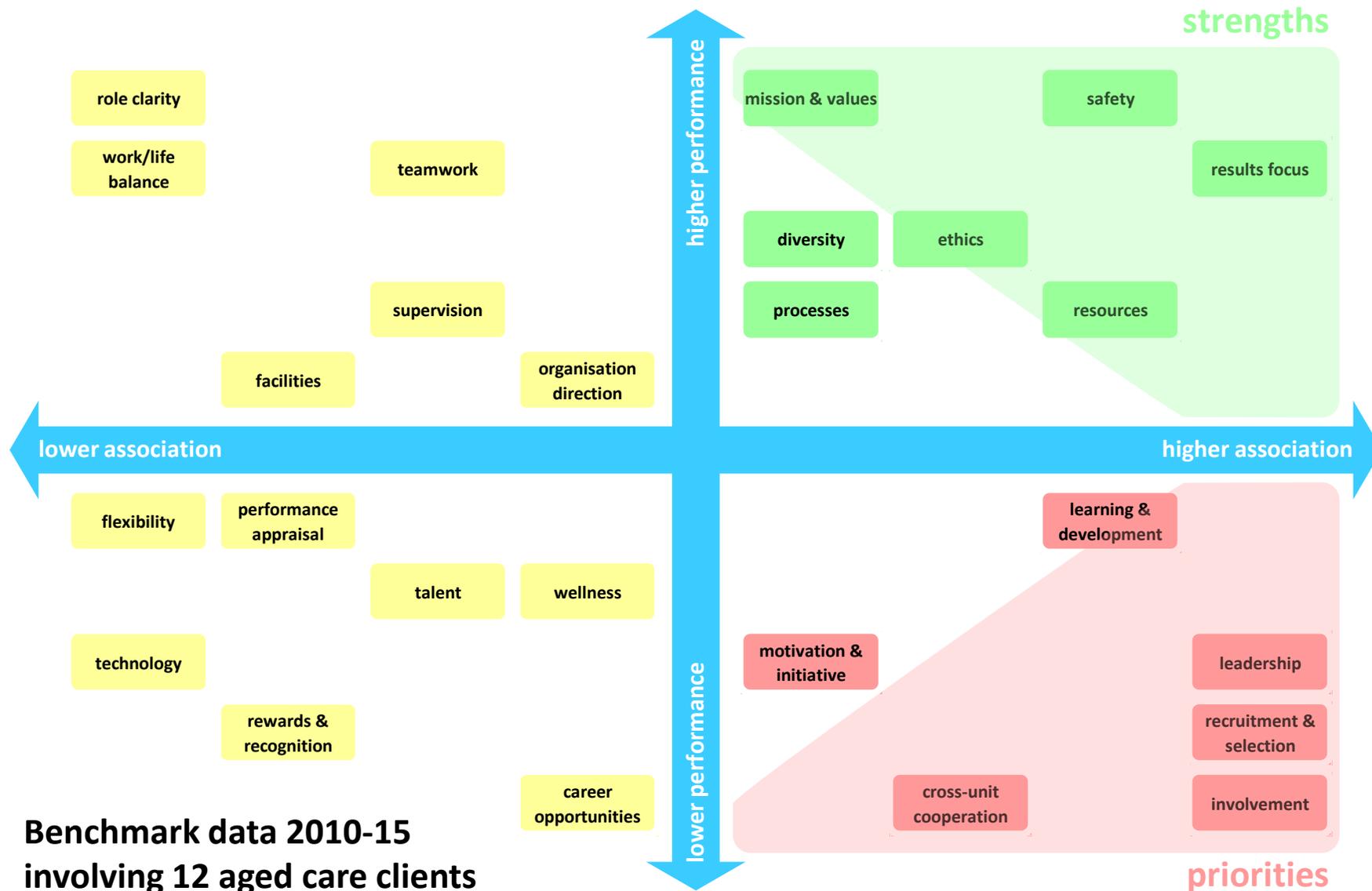
Langford, P. H. (2009). Measuring organisational climate and employee engagement: Evidence for a 7 Ps model of work practices and outcomes. Australian Journal of Psychology, 61, 185-198.

priorities for engagement (all industries)



Benchmark data 2010-15 involving 276 clients and 140,575 employees

priorities for engagement in aged care

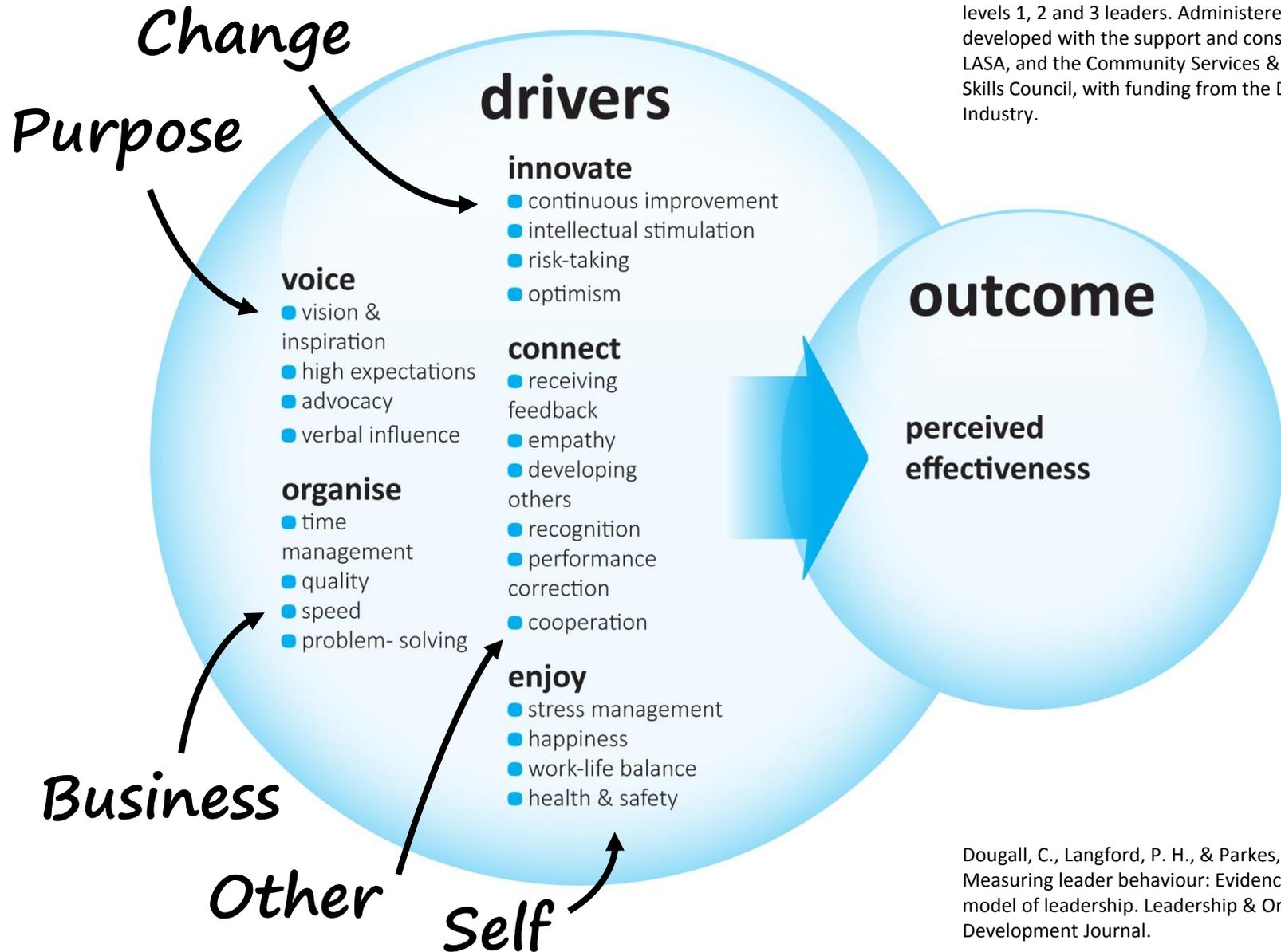


**Benchmark data 2010-15
involving 12 aged care clients
and 4,645 employees**

our leadership model

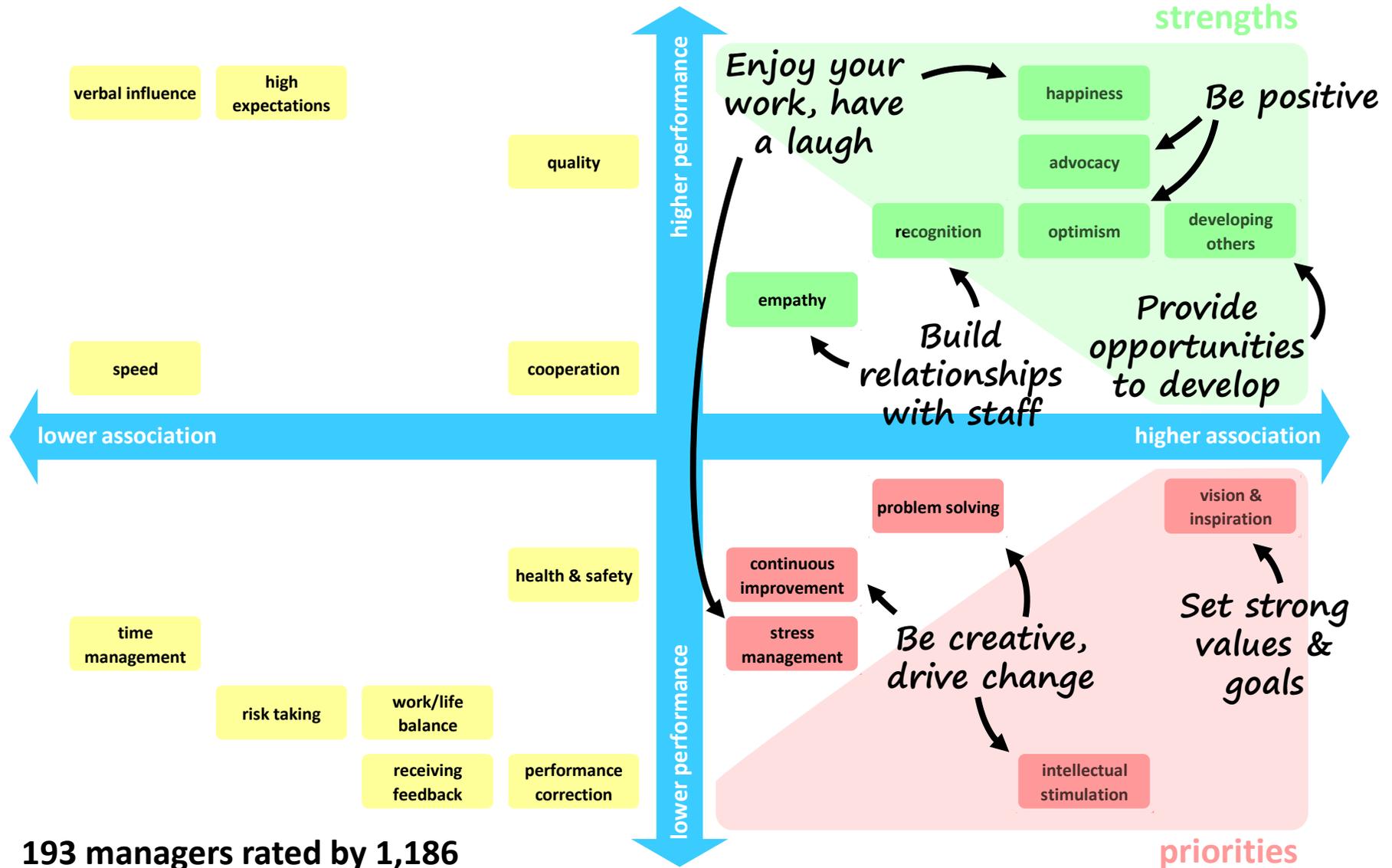
Aged Care Leadership Framework

assessed using the Aged Care Leadership Surveys for levels 1, 2 and 3 leaders. Administered by Voice Project, developed with the support and consultation of ACSA, LASA, and the Community Services & Health Industry Skills Council, with funding from the Department of Industry.



Dougall, C., Langford, P. H., & Parkes, L. P. (in press). Measuring leader behaviour: Evidence for a “big five” model of leadership. *Leadership & Organization Development Journal*.

priorities for leader development



193 managers rated by 1,186 managers, peers & reports

big picture insights

1. Because of workload, short-term focus, lack of people skills or self-interest, many organisations and institutions are facing a **“failure of the elites”** – ie, leaders who are either out of touch or uninterested in the bulk of the people they lead (staff, customers, community)
2. Build a strong culture by **setting clear values & goals, hiring good staff, and giving them the support, feedback and opportunities to develop**
3. As a senior leader, **building relationships with and among your staff** is one of the highest priorities for driving employee engagement and sustained performance



if you did just one thing differently . . .

- Regularly spend a bit of time in the trenches with your staff: ask, listen, recognise, laugh, play, enjoy your time with them
- Make at least some of this time informal and unstructured
 - You don't need to do this with everyone, but do it with a few and word will spread rapidly
 - Have lunch with a small team
 - Cook a lunch for a department
 - Get coffee where they get their coffee
 - Learn some of their names
 - Personally recognise major events (births, weddings, graduations, big achievements for the organisation)

