



# Inspire Engagement



## What is the capability?

Leaders who know how to inspire engagement articulate a clear, overarching purpose for their organizations and their teams. Such purpose includes how the company's activities contribute to the social good and address important issues of the day—and how employees' work advances the organization's mission and strategy.



PERCENTAGE OF EMPLOYEES WILLING TO WORK FOR LESS PAY IN ORDER TO DO MORE MEANINGFUL WORK

Shawn Achor, Andrew Reece, Gabriella Rosen Kellerman, Alexi Robichaux, *Harvard Business Review* 

### What does it mean?

Great leaders inspire their employees by empowering them to generate ideas for solving pressing problems and making process improvements—and encourage them to take the lead in putting their ideas into action. All the while, these leaders keep everyone focused on performance, motivating people to meet objectives, and recognizing and rewarding high performance. Leaders who inspire engagement also:

- Build trust in the organization with key constituencies through transparency, listening, and collaboration
- Articulate a clear sense of organizational purpose

Beyond communicating how an individual's work connects to the larger organizational purpose, leaders who succeed at inspiring engagement recognize that corporate success goes beyond financial performance to include contributions to social good. Increasingly, taking a proactive stance on issues important to employees, customers, and community inspires engagement outside of the organization as well.

"... organizations today are increasingly judged on the basis of their relationships with their workers, their customers, and their communities, as well as their impact on society at large—transforming them from business enterprises into social enterprises."

THE RISE OF THE SOCIAL ENTERPRISE: 2018 DELOITTE GLOBAL HUMAN CAPITAL TRENDS

# Why is this capability important?

Given employees' and customers' increased attraction to purposeand values-driven organizations, leaders who can inspire others to deeply connect with the organization bring immense value. Engagement manifests in forms such as high levels of commitment, loyalty, and passion on the part of both employees and customers. And this translates into measurable business benefits.



"Consider Gallup's meta-analysis of decades' worth of data: It shows that high engagement ... consistently leads to positive outcomes for both individuals and organizations. The rewards include higher productivity, better-quality products, and increased profitability."

PAUL J. ZAK, "THE NEUROSCIENCE OF TRUST," HARVARD BUSINESS REVIEW



LEADERS WHO INSPIRE ENGAGEMENT BOTH WITHIN AND OUTSIDE OF THE ORGANIZATION



Help employees see how their work advances the organization's mission



Know employees as individuals and consider their values



Articulate the organization's purpose and contribution to the social good

Leading for Today and Tomorrow: Capabilities for a Changing World



#### SEE MORE ON ALL NINE "NOW MORE THAN EVER" CAPABILITIES

Read our paper "Leading for Today and Tomorrow: Capabilities for a Changing World"

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