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CONVERSATIONAL LEADERSHIP

Leadership Behaviors for Improving the Engagement and Motivation of Your Employees

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TODAY’S OBJECTIVES

▶ Understand the current levels of employee disengagement in our organizations and five business trends also impacting educational systems.
▶ Examine conversational leadership as a transformative communication practice.
▶ Learn leadership behaviors you can immediately implement in your daily routine to improve employee engagement and motivation in your school or central office.
Employee engagement is a predictor for organizational performance (Rich, Lepine, & Crawford, 2010; Shuck & Reio, 2014).

- Cost of low employee engagement
  - Low production/output
  - Workforce that doesn’t reach full potential
- 50% of employees hate their jobs (Crowley, 2011)
- 68% of employees are disengaged in their work
- 37% of educators attribute leaving the profession directly to wanting to escape a manager (Gallup, 2014)
EMPLOYEE ENGAGEMENT

Success of our organizations depends on the success and satisfaction of our employees

Leaders need to find ways to increase engagement and motivation through dynamic communication practices (Friedman & Mandelbaum, 2012; Groysberg & Slind, 2012; Shuck & Reio, 2014).
OUR CHANGING WORLD: 5 BUSINESS TRENDS (GROYSBERG & SLIND, 2012)

- Economic
- Global
  - Access to global goods and services, including human resources, will triple over the next 10 years
  - Interconnectivity will continue to expand
OUR CHANGING WORLD: 5 BUSINESS TRENDS (GROYSBERG & SLIND, 2012)

- Organizational
  - Changes in traditional hierarchies
  - Employees are valued as front-line innovators and creative servers

- Technological
  - Instant connectivity to others and their knowledge
  - Social technology for two-way communication
OUR CHANGING WORLD:
5 BUSINESS TRENDS
(GROYSBERG & SLIND, 2012)

▶ Generational

▶ Communication differences among the four generations currently in the workforce

▶ Millennials communicate differently than the other three generations, instant access to information in their lifetime and expect leaders and peers to work as a team
IMPACT ON LEADERSHIP

Amidst all the global, national, and local changes, how can leaders inspire the “best in others” through two-way, dynamic communication with employees?
FOUR ELEMENTS OF CONVERSATIONAL LEADERSHIP

- **Intimacy**: The closeness, trust, and familiarity created between people through shared experiences, meaningful exchanges, and shared knowledge (Glaser, 2014; Groysberg & Slind, 2012b; Schwarz, 2011)

- **Interactivity**: Bilateral or multi-lateral exchange of comments and ideas, a back-and-forth process (Groysberg & Slind, 2012)

- **Inclusion**: The commitment to the process of engaging members of the organization to share ideas and participate in the development of the organization (Groysberg & Slind, 2012b; Hurley & Brown, 2009)

- **Intentionality**: Ensuring clarity of purpose that includes goals and direction to create order and meaning (Barge, 1985; Groysberg & Slind, 2012a, 2012b; Men, 2012)
LEADERSHIP BEHAVIORS: INTIMACY

Actively Listening to Engage and Understand Members of the Organization

Being Connected, Genuine, Authentic, Vulnerable, and Transparent
LEADERSHIP BEHAVIORS: INTIMACY

How do you create conversations that promote trust between you and the members of your organization?

Protocol: Think, Write, Pair, Share
LEADERSHIP BEHAVIORS: INTERACTIVITY

Varying Grouping for Conversation: One-on-One, Small, Large Groups

Using a Process and Tools to Promote Two-Way Exchange of Ideas, Collaboration, and Dialogue

Being Accessible to Promote Communication
LEADERSHIP BEHAVIORS: INTERACTIVITY

How do you engage members of your organization in conversations that are two-way exchanges of ideas and information about your organization?

Protocol: Padlet

https://padlet.com/paisleyl/Interactivity
LEADERSHIP BEHAVIORS: INCLUSION

Creating Collective Identity Through Shared Leadership

Encouraging Ownership of Messaging

Commitment to Engage Your Stakeholders
LEADERSHIP BEHAVIORS: INCLUSION

What strategies do you use to encourage all members of your organization to be active contributors and spokespersons for your organization?

Protocol: Chalk Talk
LEADERSHIP BEHAVIORS: INTENTIONALITY

Continually Repeating Organizational Purpose

Clarifying Mission and Focus in All Communication
LEADERSHIP BEHAVIORS: INTENTIONALITY

How do you use conversation to elicit feedback on the goals and direction of your organization?

Protocol: Get, Get, Give
Organizational Performance through Conversational Leadership Practices

Hurley & Brown (2009), Systems Thinkers
Questions?

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References


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