Surfacing positive (and negative!) energy of units or organizations and developing leadership interventions

AoM 2012, Boston, PDW Teaching to Make a Difference

Dr Bernd Vogel
Associate Professor of Leadership and Organisational Behaviour
bernd.vogel@henley.reading.ac.uk

Leadership to mobilise and sustain energy in organisations, ...

“Leadership is about inspiring and directing energy. Therefore, it is essential to capture the hearts and minds.”

Dominic Taylor, CEO of PayPoint,
The Sunday Times, 26.06.2011

bernd.vogel@henley.reading.ac.uk
Benefits, learning and audiences

Benefits and learning

• Systematic analysis team’s, unit’s organization’s positive or negative energy states
• Surfacing gut-feeling about people’s state of energy with diagnostic
• Experience based reflective learning
• Link to past or current real life situations
• Multiple sources of evidence to elicit learning
• Mutual and group coaching
• Planning and reflecting on individualized leadership activities
• Shared language about humans forces and potential ...

Potential audiences

• Masters level student
• Experienced MBA students
• Managers and employees from profit and non-profit organization
• (Top) Management teams
• Key strategic or change initiatives
• ...

Bruch & Ghoshal, 2004; Bruch & Vogel 2011

Key steps to facilitate a learning session

(A) Concept of organizational energy and energy matrix (Bruch & Vogel, 2011).

(B) Student reflection on their experiences of energy in their area of responsibility: Initial reflective phase for context rich energy profile and mutual coaching.

(C) Energy profile based on OEQ12© (Bruch & Vogel, 2011): Additional analysis - next step of mutual coaching amongst participants.

(D) Strengths and areas for growth in energy profiles. Underlying root causes of team’s energy profile and impact on performance.

(E) Leadership strategies and instruments to mobilize and sustain collective energy (Bruch & Vogel, 2011): Leadership activities for specific situation.
(A) Energy in your organisation – Let’s start from scratch…

- What is energy?
  Think about an energetic, vibrant, thriving, vigorous situation in your team, project, or programme.

- How can you describe that shared experience?
  What did your team or organisation experience?

(A) What is energy in organisations? The “fuel” for change and performance

Organisational energy is the force which an organisation uses to purposefully put things in motion.

Organisational energy is the extent to which a company, department, team has collectively mobilized its emotional, cognitive, and behavioural potentials in pursuit of its goals.

bernd.vogel@henley.reading.ac.uk

Bruch & Ghoshal 2004: Bruch & Vogel 2011
(A) What are the states of energy you find in your businesses?

![Energy States Diagram](image)

- **High** INTENSITY
  - **Positive** QUALITY
    - **Productive Energy**
  - **Negative** QUALITY
    - **Corrosive Energy**
- **Low** INTENSITY
  - **Positive** QUALITY
    - **Comfortable Energy**
  - **Negative** QUALITY
    - **Resigned Inertia**

bernd.vogel@henley.reading.ac.uk

Bruch & Ghoshal 2004: Bruch & Vogel 2011

---

(B) What is the energy in your unit?

- Please refer to the unit or a leadership initiative you are in charge of.
  - Your unit can experience energy in all 4 states! It may have a dominant state! …
- Describe typical emotions, behaviour, and incidents of the unit that indicate the states!

![Energy Scale](image)

bernd.vogel@henley.reading.ac.uk

Bruch & Vogel 2011
(B+D) Weaknesses and strengths regarding energy in your unit

- Which weaknesses and strengths do you see in your unit’s energy profile?
- What are the reasons/impact in your unit/company?

<table>
<thead>
<tr>
<th>Reasons for that:</th>
<th>Weaknesses:</th>
<th>Impact on your business:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reasons for that:</th>
<th>Strengths:</th>
<th>Impact on your business:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

bernd.vogel@henley.reading.ac.uk

(C) The Organisational Energy Index

![Organisational Energy Index Diagram]

bernd.vogel@henley.reading.ac.uk
(E) Leadership, organisational energy and performance

Leadership ?

Performance outcomes

Leadership strategies to manage energy

Sustaining energy

Re-focusing energy

Winning the Princess
Slaying the Dragon

Corrosive Energy
Productive Energy

Resigned inertia
Comfortable energy

Low
High

INTENSITY

QUALITY

Negative
Positive

bernd.vogel@henley.reading.ac.uk

Bruch & Ghoshal 2004: Bruch & Vogel 2011
Individual work:
- What **WILL YOU PERSONALLY DO** to improve energy in your unit?
- Identify an appropriate leadership strategy for the energy challenges you identify.
- Identify core activities and **concrete ideas for action/practices** you could initiate.
- Be specific and avoid commonplaces!

Challenge 1:
- Core activities: ........................................
- Concrete ideas for action/practices: ........................................
- Leadership strategy: ........................................

Challenge 2:
- Core activities: ........................................
- Concrete ideas for action/practices: ........................................
- Leadership strategy: ........................................

(F) Leadership actions regarding energy in your organisation

Dr Bernd Vogel
Associate Professor of Leadership and Organisational Behaviour
Henley Business School - University of Reading
Greenlands
Henley-on-Thames, Oxfordshire, RG9 3AU, UK
+44 (0) 1491 414548
bernd.vogel@henley.reading.ac.uk

Fully charged:
*How great leaders boost their organization’s energy and ignite high performance.*
Heike Bruch, Bernd Vogel
Harvard Business Review Press
Published in March 2011

Contact details and more …
Further readings

**Books & Articles**


bernd.vogel@henley.reading.ac.uk