

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

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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*

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
- ...

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...

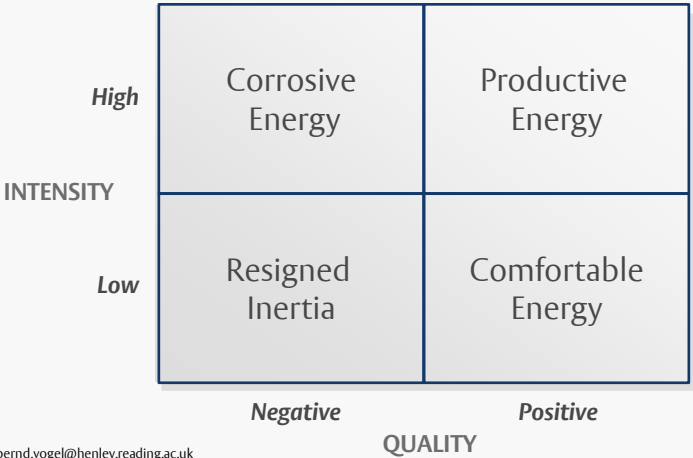
- What is energy?
Think about an energetic, vibrant, thriving, vigorous situation in your team, project, or programme.
- How can you describe that shared experience?
What did your team or organisation experience?

(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

(A) What are the states of energy you find in your businesses?

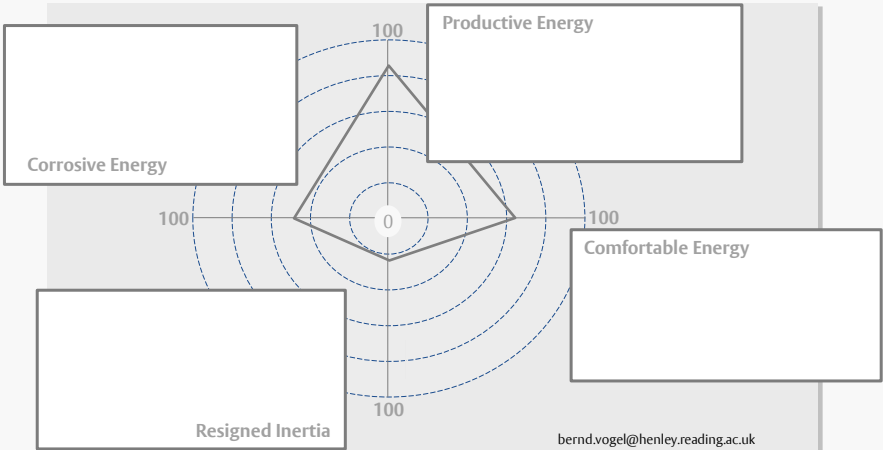


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Bruch & Ghoshal 2004; Bruch & Vogel 2011 7

(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!



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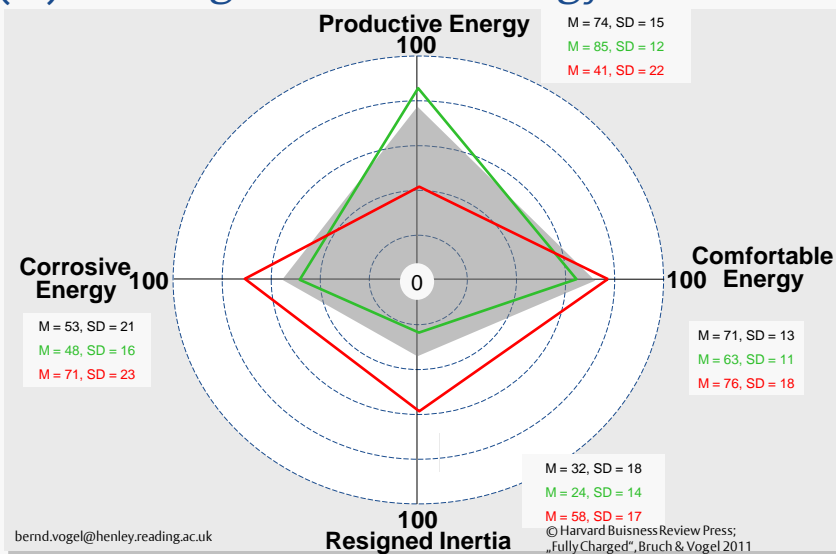
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Bruch & Vogel 2011

(B+D) Weaknesses and strengths regarding energy in your unit

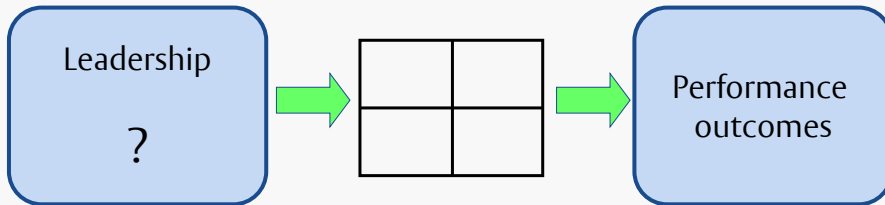
- Which *weaknesses* and *strengths* do you see in your unit's energy profile?
- What are the reasons/What is the impact in your unit/company?

Reasons for that:	Weaknesses:	Impact on your business:
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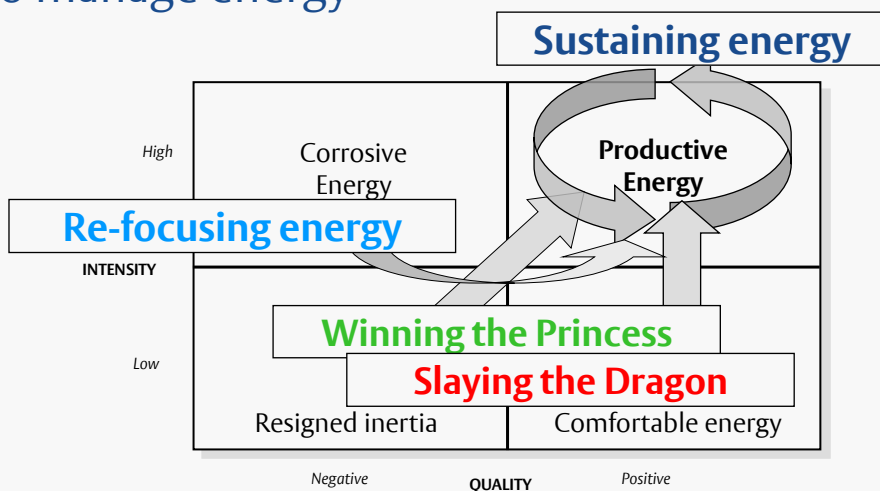
(C) The Organisational Energy Index



(E) Leadership, organisational energy and performance



(E) Leadership strategies to manage energy



(F) Leadership actions regarding energy in your organisation

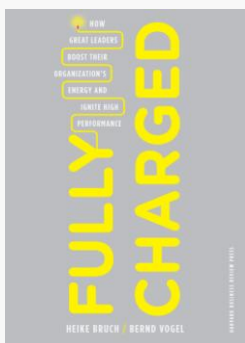
Individual work:

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

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Contact details and more ...



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

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Further readings

Books & Articles

- Bruch, H. & Vogel, B.: *Organisationale Energie*, 2nd edition, Gabler Verlag, 2009.
- Bruch, H. & Vogel, B.: *Fully charged: How great leaders boost their organization's energy and ignite high performance*. Harvard Business Review Press, Published in February 2011
- Bruch, H. & Vogel, B. (2011). Strategies for creating and sustaining organizational energy. *Employment Relations Today*, 38 (2), 51-61.
- Cole, M. S., Bruch, H., & Vogel, B. (2012). Energy at work: A measurement validation and linkage to unit effectiveness. *Journal of Organizational Behavior*. 33 (4), 445-467.
- Vogel, B./Bruch, H (2011). Organizational energy. In Cameron, K & Spreitzer, G. (Eds.), *The Oxford Handbook of Positive Organizational Scholarship* (pp. 691-702). Oxford: Oxford University Press..
- Vogel, B./Bruch, H. (2011). Refocus your organisation's corrosive energy. *Talent Engagement Review*, 2 (1), 33-35.