

Developing Highly Engaged Organizations that Improve the Quality of Human Life:

Healthy, High-performing Teams & Leadership



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GlaxoSmithKline



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OUR TIME TOGETHER



- ENERGIZING LEADERS AND TEAMS
- HOW TO PLAY OUR BEST GAME
- INSIGHTS FOR ALL WALKS OF LIFE

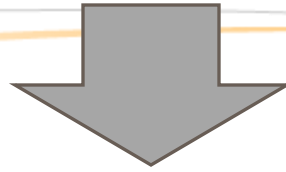
HISTORY

- Sport
- Law Enforcement
- Medicine
- Business

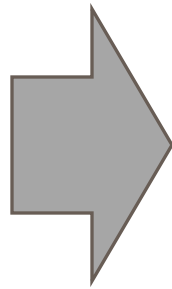


Sport as a Living Laboratory of High Performance

ACTIONS



TIME



ENERGY



VALUES



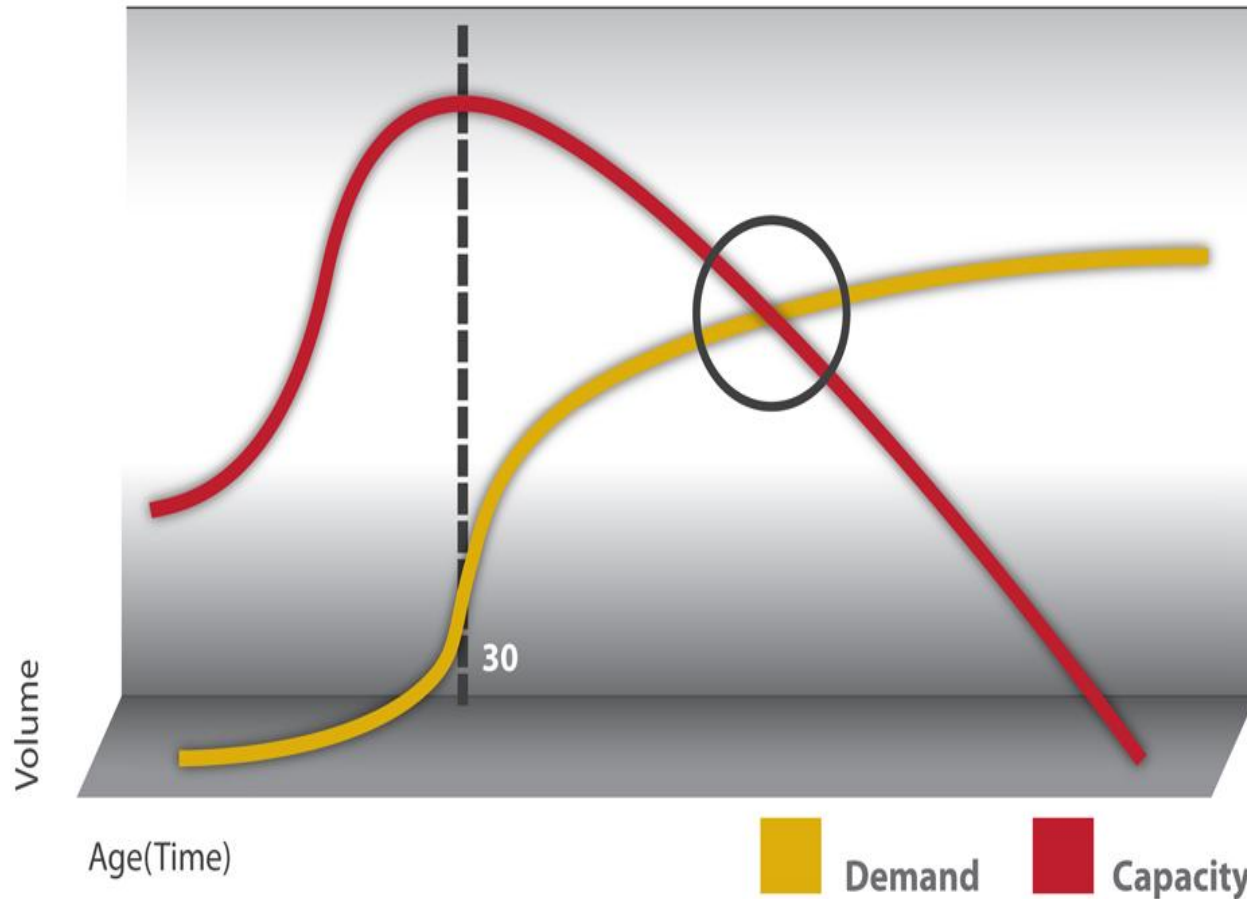
ENERGY MANAGEMENT

- Our most critical resource is our energy
- Most fail to manage it effectively

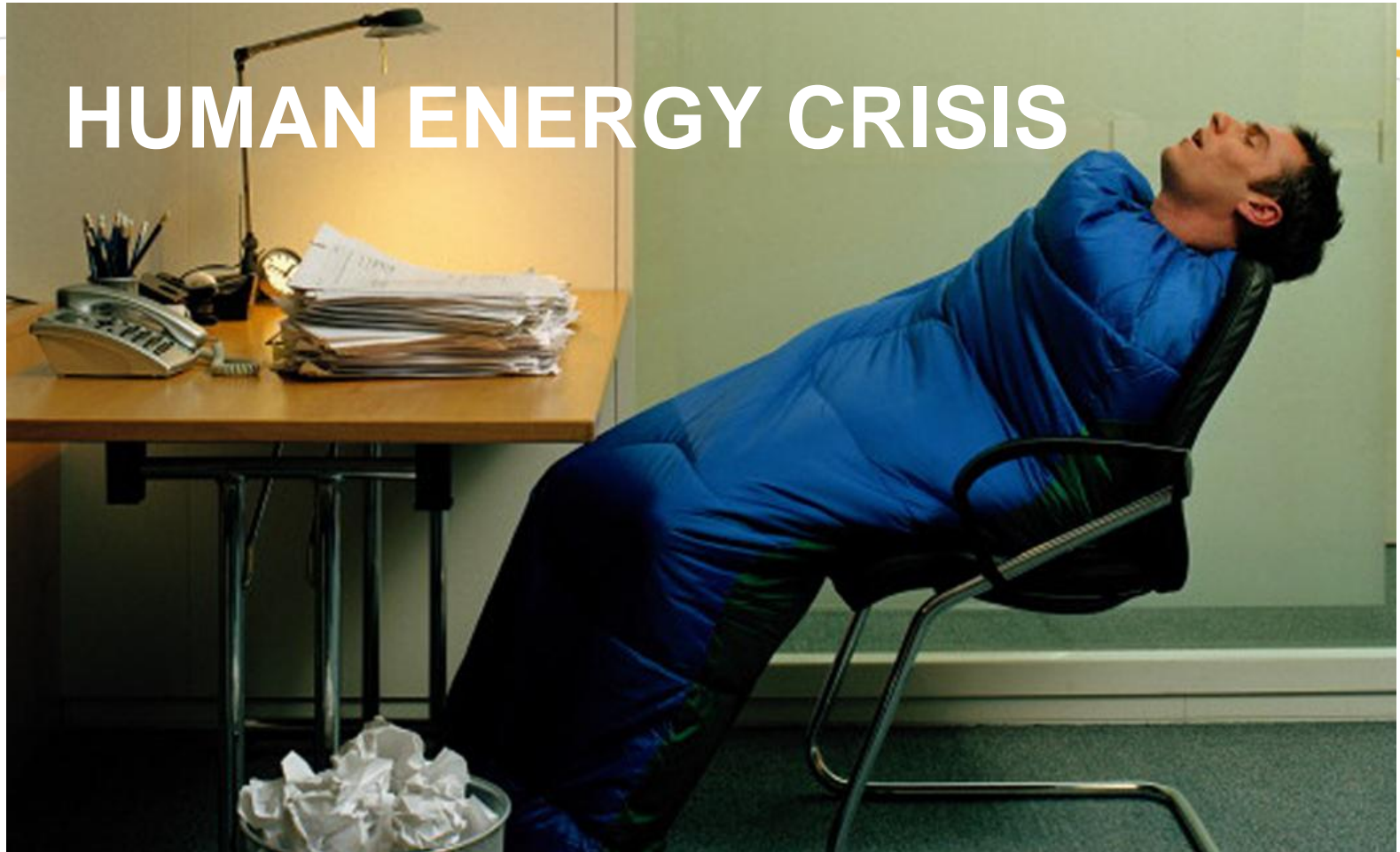
Energy

- Capacity to do work
- Unifies all the sciences
- Nothing happens until energy causes something to move

DEMAND vs. CAPACITY CURVE



HUMAN ENERGY CRISIS



How is this story impacting our employees?

- Who you are now is a consequence of your past energy investments...
- Who you are going to become will be a consequence of your future energy investments.


“Your first and foremost job as a leader is to take charge of your own energy, and then to help orchestrate the energy of those around you.”

Peter Drucker

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Energy

is **your** most precious resource
and **your organization's** most
precious resource



Leaders

lead with their

Energy!

The **KEY** to **EXTRAORDINARY**
is to **MANAGE ENERGY**,
NOT JUST TIME.

Energy is Four-Dimensional



Physical – Quantity

- Timing and content of meals and snacks
- Movement
- Fitness
- Hydration
- Periodic Rest
- Sleep



physical

Emotional – Quality

Highest quality is driven by opportunistic emotions



emotional

Mental – Focus

Human performance is best served by a laser focus in the present moment



mental

Spiritual – Intensity/Force

At their best, human beings are purpose driven!

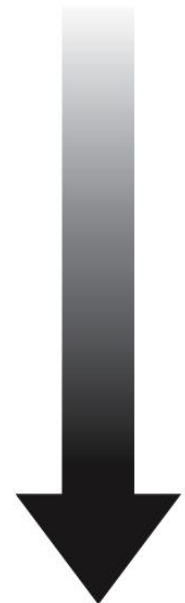
spiritual

ENERGY IS FOUR-DIMENSIONAL

we develop



we become
extraordinary



FULL ENGAGEMENT

The *acquired* ability to *intentionally* invest your **full** and **best** energy, right here, right now.

ENERGY

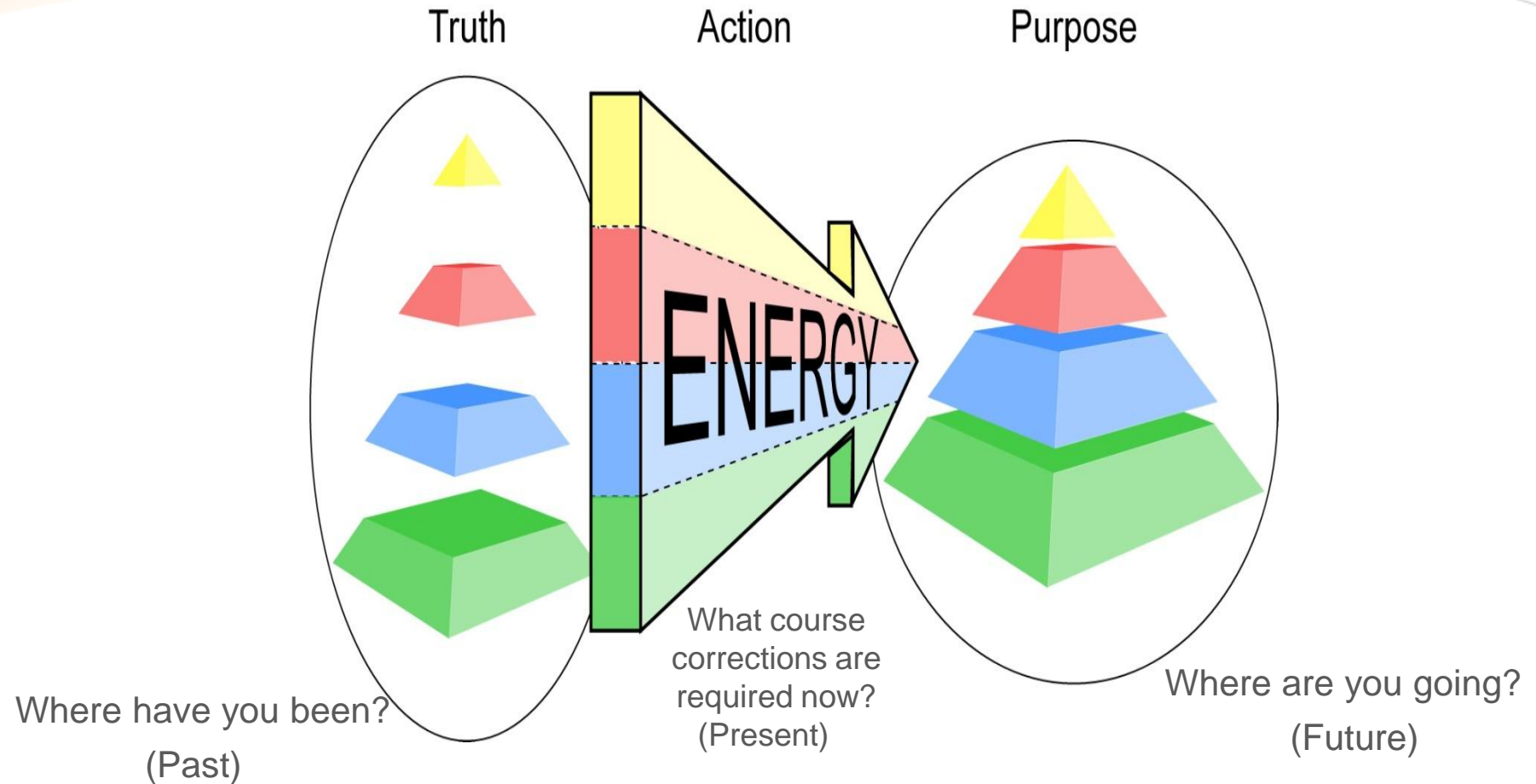
**Physically Energized
Emotionally Connected
Mentally Focused
Spiritually Aligned**

**FULL
ENGAGEMENT**

**Strong Leadership
Increased Resiliency
Improved Health
High Performance**

**Human Energy =
Currency of High Performance**

The Pathway to Deepening Engagement



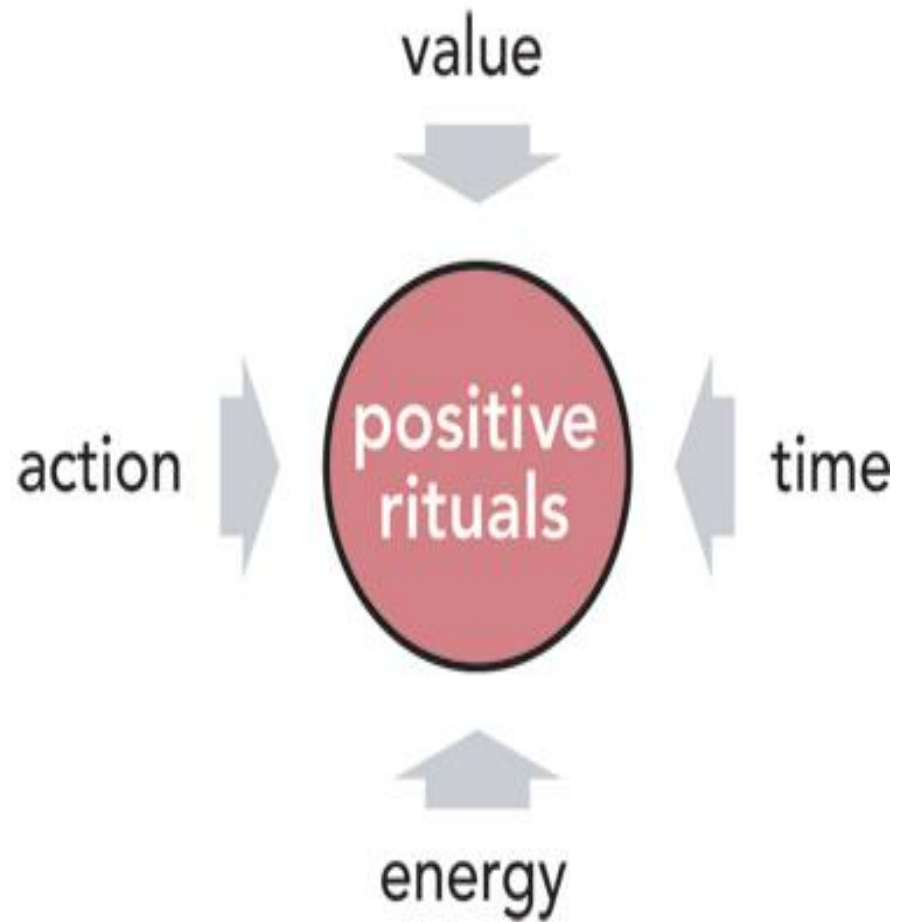
For personal
CHANGE to **OCCUR**,
we must first
CHANGE OUR STORY.

“History will be kind to me...



...for I intend to write it!”

- Winston Churchill



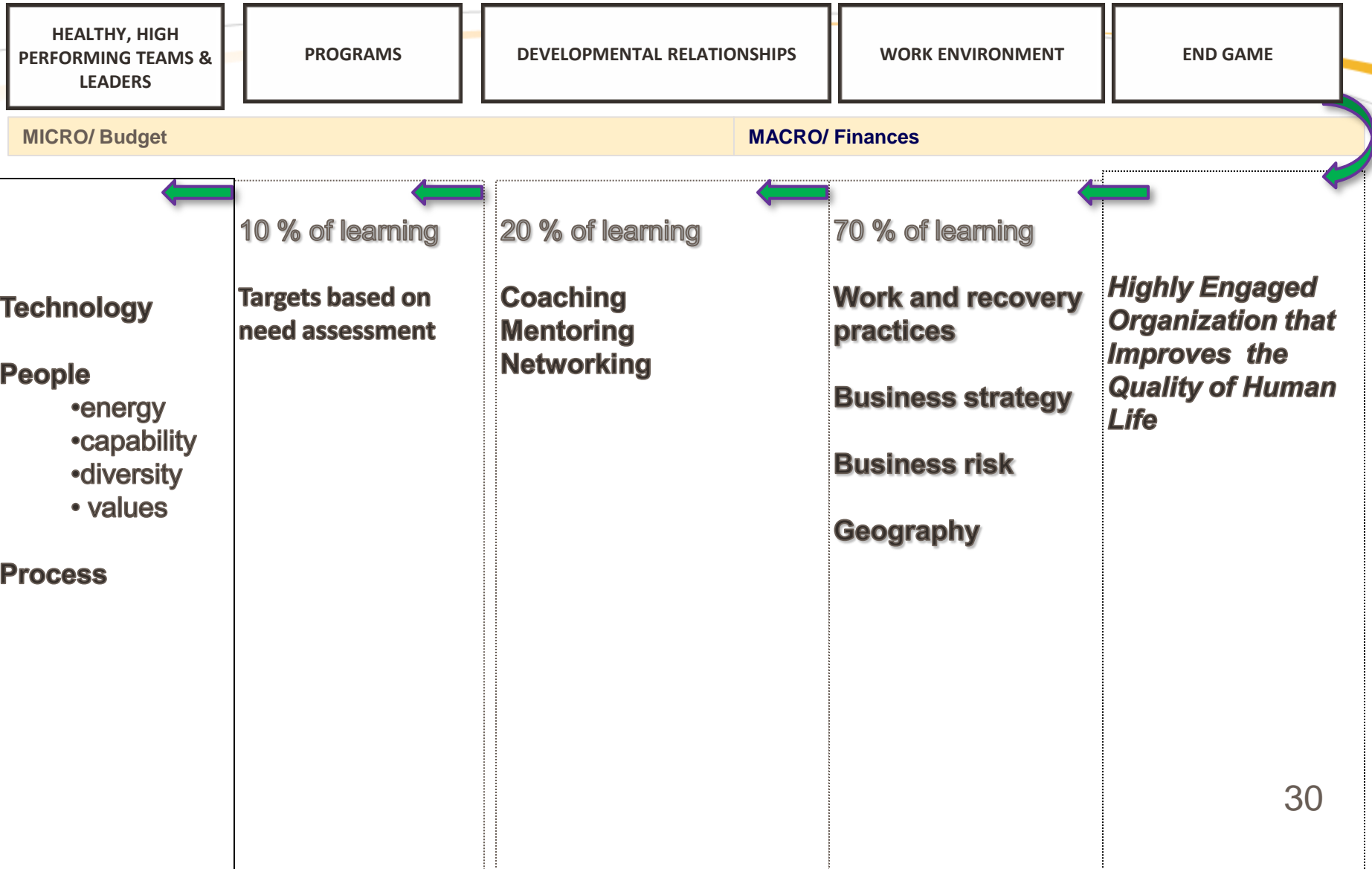
NEVER SURRENDER

**I WILL COMPLETE
THE MISSION!**

A decorative graphic consisting of two curved lines, one orange and one grey, arching across the top of the slide.

HOW TO PLAY OUR BEST GAME

KNOW THE ENDGAME[©]





GlaxoSmithKline

*We have a challenging and inspiring mission to improve the **quality of human life** by enabling people to do more, feel better and live longer.*

Our mission and strategy

Do more,
feel better,
live longer



Enabling GlaxoSmithKline's mission
On the inside



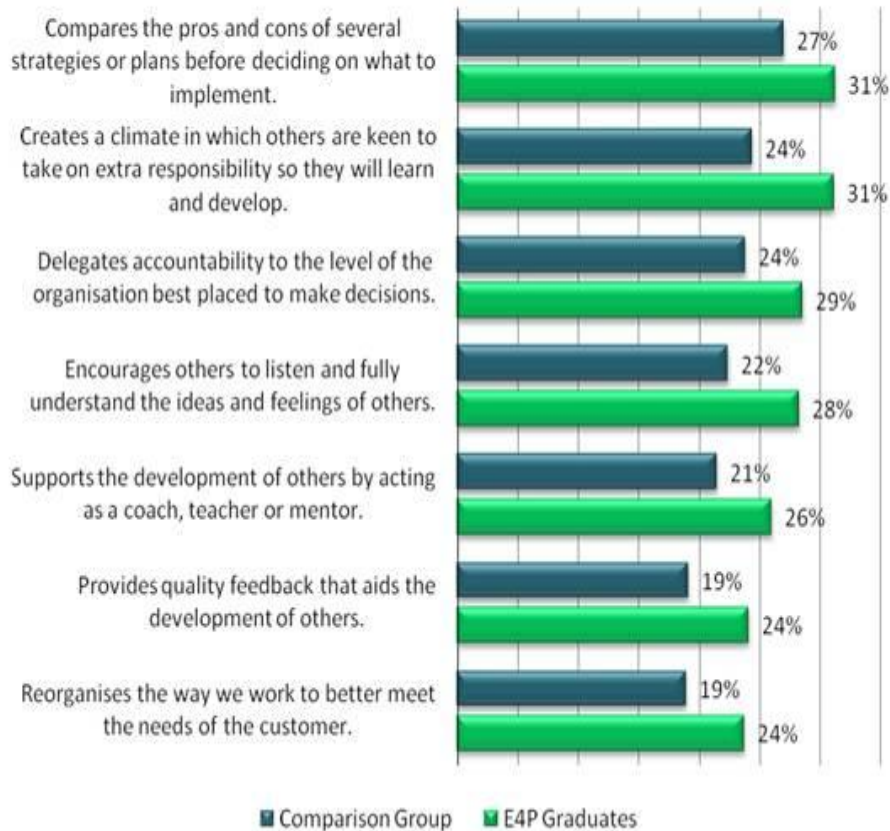
ENGAGEMENT AT GSK



There are an array of programs, tools and survey instruments at GSK.

Importantly, we integrate them along with other strategies to help sustain healthy, high-performing leaders and teams.

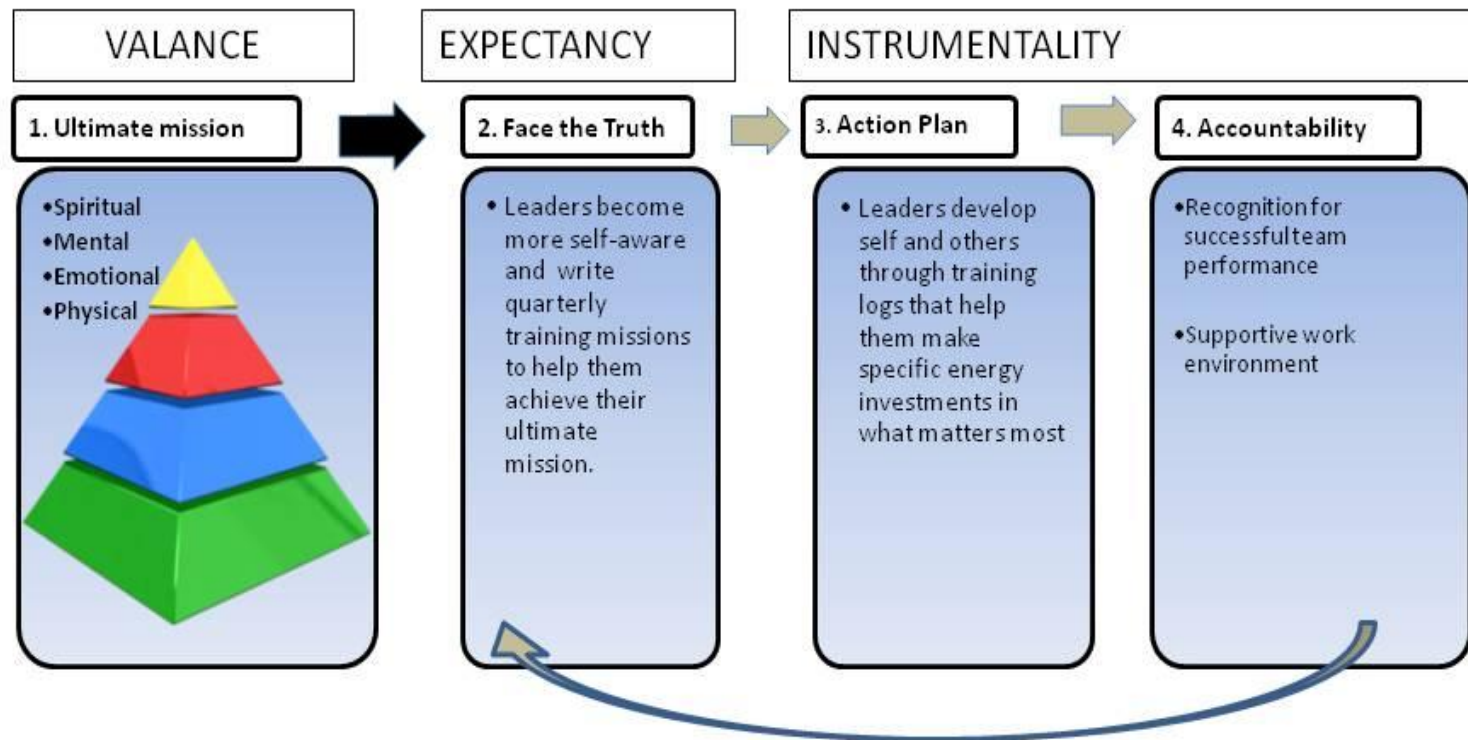
Specific behavioral areas in which E4P graduates excel



As individuals more fully understanding themselves, they can better identify with others and encourage a greater level of achievement in their teams.

1. Energy for Performance graduates achieved more favorable 360° assessment ratings.
2. These behavioral ratings are significantly related to engagement and empowerment.
3. Early statistical evidence that more engaged and empowered teams perform better.

WHY IT WORKS



Using expectancy theory (VIE) to explain the process of developing fully engaged leaders that bring out the best in their teams

BEST PRACTICES

Energy Management	Teach people skills to bring their best energy to the time we have.
Holistic Development	Focus learning on physical, emotional, mental, spiritual (core values) dimensions
Values-Based Action	Teach strategies for aligning decisions with personal values and life purpose.
Take Recovery Breaks	Every 90 minutes provide brief recovery periods that allows for downtime.
Build Self-Efficacy	Establish a clear connection between effort and performance.
Reward Teamwork	Reward relational behaviors, team development, and team performance
Know your Target Audience	Identify opportunities to leverage (i.e., intact teams can reinforce learning).
Span Boundaries	Collaborate; work across functions and with all levels of employees.
Train Credible Facilitators	Facilitators should live the same business realities and speak the same language.
Empowering Environment	Employee voice and a choice in decision-making within agreed-upon boundaries.

DETAILED STUDY RESULTS



- Developing fully engaged leaders that bring out the best in their teams at GlaxoSmithKline (Brandon, Joines, Powell, Cruse, Kononenko, 2012)
- Available in the peer-reviewed Online Journal of International Case Analysis ([Volume 3, number 2, 2012](#)).
 - Includes the:
 - case study
 - evaluation and results
 - video clips of featured interview



INSIGHTS FOR ALL WALKS OF LIFE

APPLICATION OF ENERGY MANAGEMENT



- BUSINESS
- SCHOOLS
- HEALTH CARE SETTINGS

Sue's Journey

Patient Mode

Diagnosed with breast cancer

Past – too much sadness (loss)

Future – too much unknown (fear)

Present – “limbo land”

Focusing on Now

Inner work, opportunity to feel more alive

Each day wrote in journal what she was grateful for and what brought her joy

Regained sense of self and serenity (quiet joy)

Switched emphasis, journaling and writing about more joys

Fully Engaged in Life

Accepted own mortality and that death is part of everyone's journey

Life has more meaning

Standing in the light, more connected, more compassionate, more alive



QUESTIONS AND ANSWERS