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

*Healthy, High-performing Teams & Leadership*

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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
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
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
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
Emotional – Quality

Highest quality is driven by opportunistic emotions
Mental – Focus

Human performance is best served by a laser focus in the present moment.
Spiritual – Intensity/Force

At their best, human beings are purpose driven!
ENERGY IS FOUR-DIMENSIONAL

we develop

physical

emotional

mental

spiritual

Force

Focus

Quality

Quantity

we become extraordinary
FULL ENGAGEMENT

The *acquired* ability to *intentionally* invest your *full* and *best* energy, right here, right now.
Human Energy ≡ Currency of High Performance
The Pathway to Deepening Engagement

Where have you been?
(Past)

What course corrections are required now?
(Present)

Where are you going?
(Future)
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
positive rituals

value

action

time

energy
NEVER SURRENDER

I WILL COMPLETE THE MISSION!
HOW TO PLAY OUR BEST GAME
KNOW THE ENDGAME

- HEALTHY, HIGH PERFORMING TEAMS & LEADERS
- PROGRAMS
- DEVELOPMENTAL RELATIONSHIPS
- WORK ENVIRONMENT
- END GAME

MICRO/ Budget

MACRO/ Finances

Technology

People
- energy
- capability
- diversity
- values

Process

10% of learning
Targets based on need assessment

20% of learning
Coaching
Mentoring
Networking

70% of learning
Work and recovery practices
Business strategy
Business risk
Geography

Highly Engaged Organization that Improves the Quality of Human Life

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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
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.
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.

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

- Developing fully engaged leaders that bring out the best in their teams at GlaxoSmithKline (Brandon, Joines, Powell, Cruse, Kononenko, 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