Effective and visible leadership drives engagement

From the Transport cluster 2016 People Matter survey results:

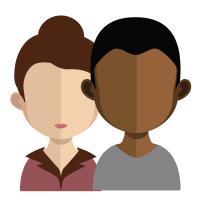**63%** overall employee engagement across all Transport employees

38% agree that senior managers listen to employees

44% agree that senior managers keep employees informed about what's going on

45% believe that senior managers provide clear direction for Transport's future

47% agree that senior managers encourage innovation

48% agree that senior managers model Transport's values

By making adjustments to how you lead, you have the opportunity to lift employee engagement. Engaged employees are motivated and able to give their best to help team and the organisation.

Up to 70% of a team's climate and engagement is determined by their leaders. The Drivers of Engagement Model below shows how leaders directly and indirectly influence employee engagement through their actions, attitudes, decisions and leadership style.

Drivers of engagement

Leadership
- Confidence in senior leadership
- Relationship with immediate manager

Development
- Development opportunities
- Career progression
- Performance management

Values and culture
- Common vision and sense of belonging
- Strong support and commitment to values
- Flexibility
- Open communication, trust, autonomy

Fair treatment
- Equal opportunities
- Diversity and Inclusion
- Meaningful work

What is **effective and visible** leadership?

Research shows that effective and visible leaders have a strong, positive effect on employee engagement. Leaders set strategic and cultural goals and steer the organisation towards its vision. Positive attitudes and actions can build a culture of engagement, which inspires employees.

How to provide **effective and visible** leadership

Share the vision
Employees who feel closer to the strategic decision-making of the organisation generally also report higher levels of engagement. Articulate your vision clearly and with genuine enthusiasm.

Listen as well as talking
Effective listening builds trust and confidence. It enables you to respond quickly to challenges and demonstrate respect for the experience, capabilities and opinions of your employees.

Build genuine relationships
Making an effort to get to know individuals nurtures their commitment. By taking an interest in their aspirations, what motivates them, and where their strengths and development needs lie, you are likely to make them feel more engaged.

Have clear, constructive and quality conversations
The emphasis is on the quality of the interactions and connections. Random walks through the corridors, simply being physically present and having superficial conversations is unlikely to result in a positive shift in employee engagement.