

Leadership: The Essential Ingredient to Employee Engagement

Discussion Questions

Driving organizational change is most successful when leadership clearly articulates their new initiatives and communicates their vision widely (Gilley, Gilley, & McMillan, 2009; Armenakis, Harris, & Mossholder, 2003). What examples of this did you hear about in the panel today?

To successfully implement new strategic priorities, it is important for middle managers to embody and drive the mission and vision of their senior leadership (Huy, 2002; Rouleau, 2005). Have you seen examples of this?

Giving employees a voice in decision making and strategic direction improves their receptivity to leadership driven change initiatives by increasing their perceptions of fairness, control, and satisfaction (Hunton, Hall, & Price, 1998; East, Burris, & Bartel, 2014; Gilley et al., 2009). Think of a time when you have seen a leader give employees a voice in strategic vision or decision making. What did you observe?

Providing opportunity for employees to develop and grow in their roles is an effective strategy for retaining top talent and moving organizations in a positive direction (Ng, Eby, Sorensen, & Feldman, 2005; Joo & Park, 2009). What examples of this did you observe in the panel today?

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