

# **The Employee Engagement Game Changer**

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## **Article Series #3**

### **The Art and Science of Transformation**

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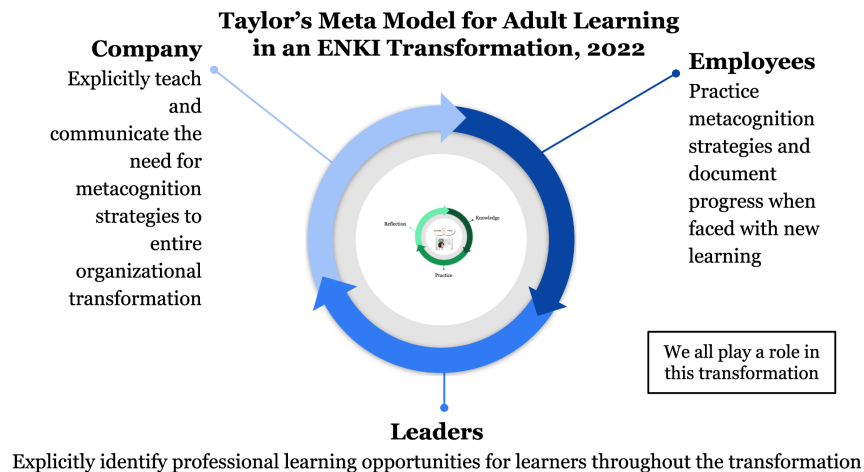
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# The Breakthrough with Employee Engagement in Transformation

There are two foundational research models for educational transformation that are leveraged throughout the processes ENKI, LLC (ENKI) employs. One is the Taylor Metacognition Model (2021) and the second is the meta-analysis work of John Hattie specifically to Collective Efficacy (2008).

**Taylor Metacognition Model for Teacher Preparation (March 2021)<sup>1</sup>** is a three-part integrated instructional designed model for implementation in higher education teacher preparation programs that communicates the need for metacognition in all colleges and universities that offer any certified programming. The model articulates the need for adult learners to have the space to **think about their own thinking**, i.e., metacognition.

This is especially critical when the target transformational outcomes are known. This body of research and practical application of metacognition practices are required for adults to adjust, adapt, and grow for learning. That process is at the heart of any transformation. Although the model highlights the need for university professors to integrate metacognitive strategies into all course offerings, ENKI came to realize that this model is not unique to higher education. In fact, the need to integrate the real-world professional experience of that coursework while providing a safe space for reflection and require individual learners, i.e., employees, to practice metacognition of their own progress in relation to the transformational targets is something we have been practicing naturally for decades as global corporate leaders and consultants.



*Figure 2 - Taylor Metacognition Model, 2021*

<sup>1</sup> Taylor, S. (2021) *Bridging the Teacher Knowledge Gap a Phenomenological Study of Undergraduate Teacher Candidates' Perceptions of Readiness for the Classroom*

ENKI also leans on the work of John Hattie's meta-analysis of Collective Efficacy (2008). Collective Efficacy is building the belief that anyone engaged in an initiative of transformation has the capacity to change.



Figure 3 – J. Hattie 2008

The Collective Efficacy<sup>2</sup> framework identifies that consistent supportive leadership creates a learning environment with Goal Consensus, Empowered Participants, Cohesive Knowledge, and Embedded Reflective Practices and accounts for Mastery Experiences, Vicarious Experiences, Social Persuasion, and Affective State. Our experienced team will be able to lead partners into a capacity building space of Collective Efficacy.

As the backbone, ENKI's team will help the members of the ecosystem build Learning Agendas heavy in reflection, self-discovery, and collaborative learning. In short, our experience with adult learning is simple; it doesn't matter what is taught, it matters more what

is learned.

These are the leader moves that make lasting change.

Whether in industry or education, our first step of the transformation journey is to create a data-based understanding of the strengths and opportunities of the current state, and to create an aspirational view of what is possible. This combination generates the creative tension that constitutes the energy for the change journey<sup>3</sup>. Once aligned on the next learning steps, key stakeholders are ready for change.

As illustrated in the Taylor Meta Model, stakeholders will learn and create sustainable change through reflective iterative steps: clear assessment of gaps; defined learning objectives; feedback through metrics and data with reflection; and capture and apply lessons learned.

ENKI's Education Practice Vision, Mission, and Goals are directly aligned with the success outcome of our clients.

- Our **Vision** is to change the world of consulting to provide real-world insights for a reasonable investment that transform your day-to-day working world for the better. We execute this vision when we engage and empower all people groups for the purpose of creating an **economically liberated, highly performing, and socially equitable** world.
- Our **Mission** is to promote businesses, communities, and learning experts to co-design methodologies, to co-lead the delivery of, and to **resolve the root cause barriers to performance, to equity, to inclusion, and to the acceptance that diversity is the differentiator** in innovation, breakthroughs, and learning.

<sup>2</sup> Hattie, J. (2008), *Visible Learning*

<sup>3</sup> Senge, P.M. (1994) *The fifth discipline*

ENKI's goal is to create transformational success:

- Institutions using best practices from education and business
- Practices for key stakeholders
- Service that directly impacts the people groups we serve

In short, our goal is your goal. By implementing best practices from the world of global business transformation combined with our experience in creating and facilitating professional learning agendas that leverages adult learning theory we can work to resolve root cause barriers to equity in employee engagement and learning regardless of your employees' background.

Given ENKI's unique team structure, we can identify the systemic issues of performance breakthroughs supported by hidden inequity while providing agility to adapt to the demands of our clients and the employees, customers, and other stakeholders they serve.

### **Learning Agenda Experiences of The Educational Practice Team - Overview**

We have over eight decades of experience and training on facilitating, scoping, and planning a learning culture, environment, and agenda. Our approach combines our Taylor Metacognition Model (2021) with principles of Adult Learning Theory (Knowles, 1978) and Collective Efficacy (Hattie, 2008) to create a practice of engaging inquiry that drives learning agendas and transformation outcomes in a safe environment that helps evolve your culture. We refer to this approach as

*"Freedom within Fences".*

These academic models create the fences needed to navigate the collaborative freedom of creating learning agendas. ENKI is the only consulting firm with the expertise in adult learning, best instructional practices models, decades of global business transformation and proactive stakeholder engagement that embraces "Freedom within Fences".

ENKI is the key to your success.