

FIVE STEPS TO PERFECTING A HIGH-PERFORMANCE CULTURE



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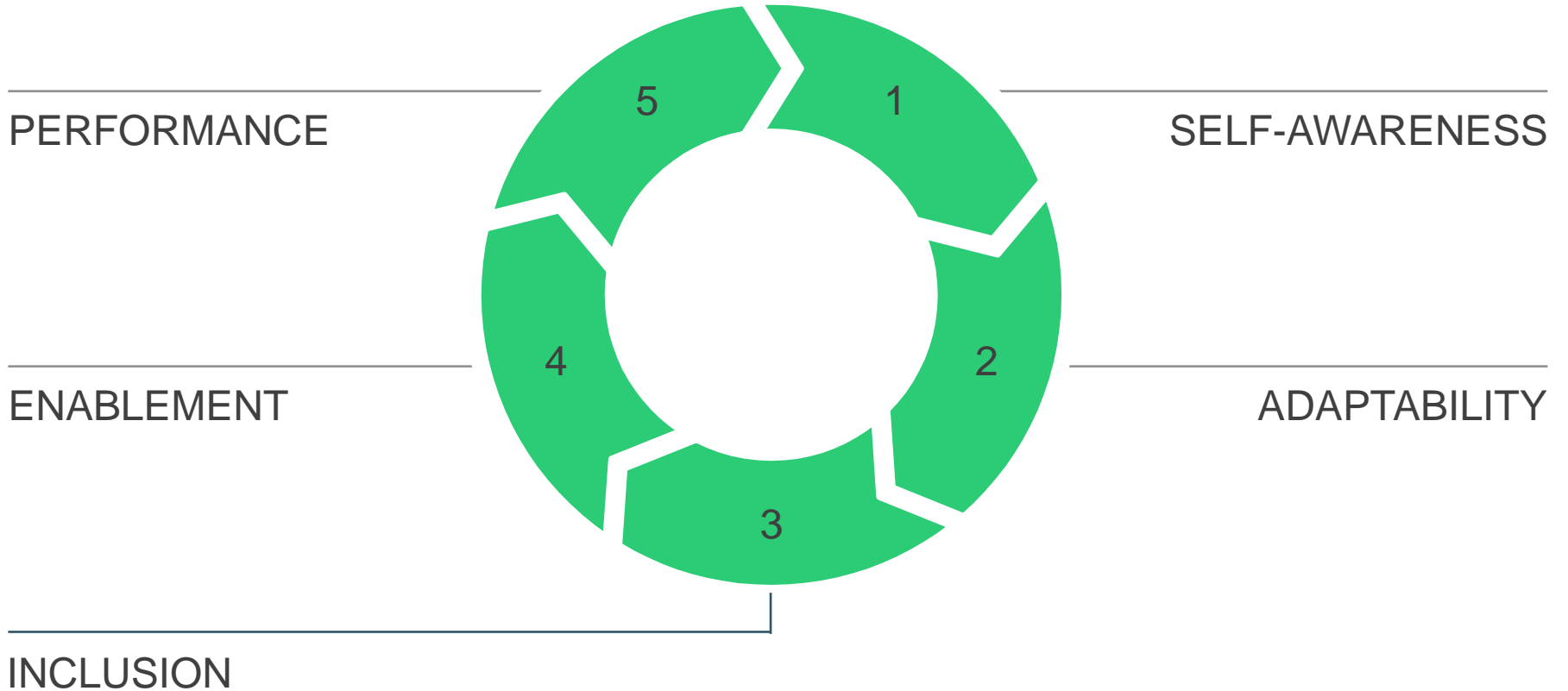
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IS YOUR ORGANISATION'S CULTURE HOLDING YOU BACK?

5 STEPS TO PERFECTING A HIGH PERFORMANCE CULTURE

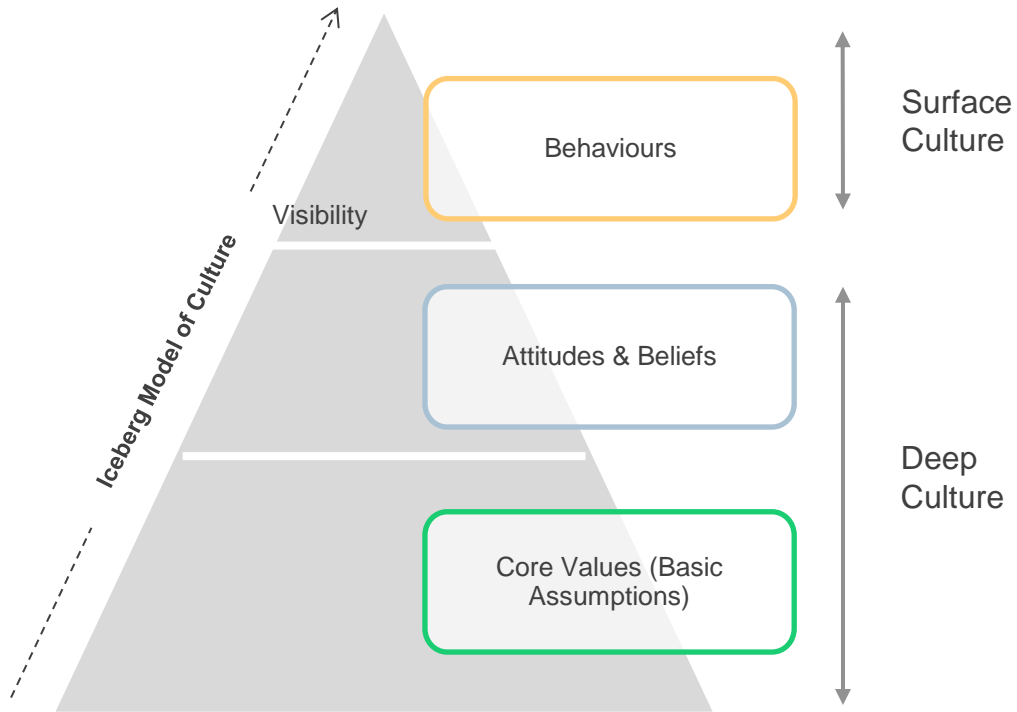
- Alex Wilke - Questback
- Andrew Cocks - Conflux

5 STEPS TO PERFECTING A HIGH PERFORMANCE CULTURE



1. SELF-AWARENESS

Gaining an organisational view of current culture and how it needs to change

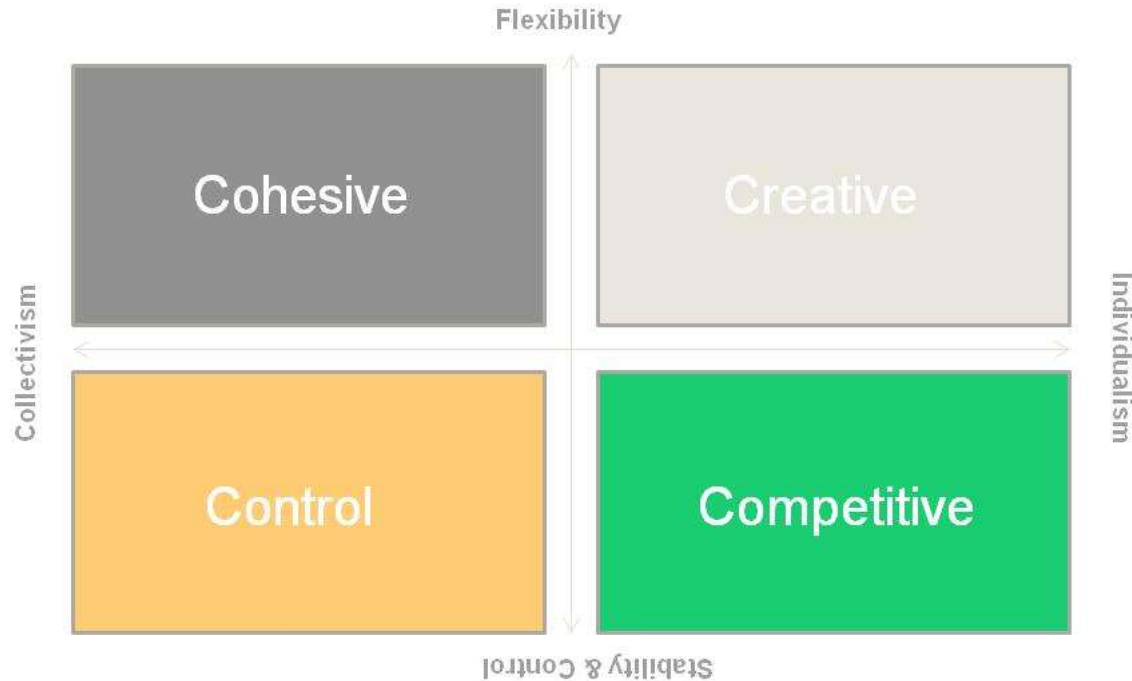


**‘If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening’
(Edgar Schein)**

SELF-AWARENESS - Making the intangible tangible

Develop common understanding & language to describe current and desired culture

- Need a simple but powerful and relatable model

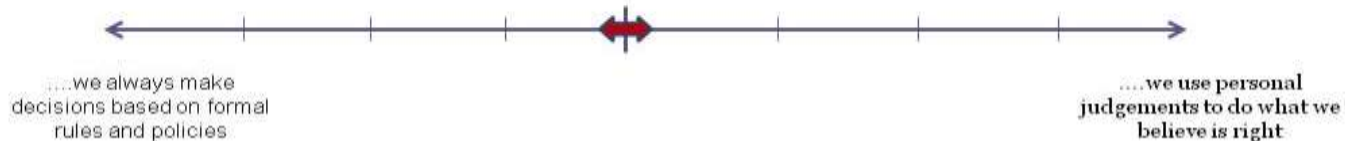


Assessing cultural alignment

'I understand what the organisational strategy means for me in my day to day work'

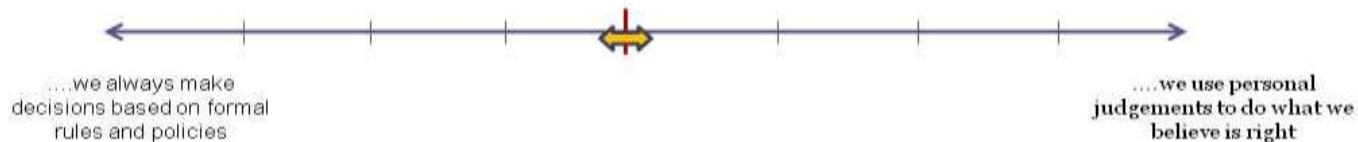
Use the slider to indicate where you believe we currently are on the scale below.

Where I work...



Use the slider to indicate where you believe we need to be to be to perform at the highest possible level.

Where I work.....





2. ADAPTABILITY

- Restricted
- Limited
- Inward-focused

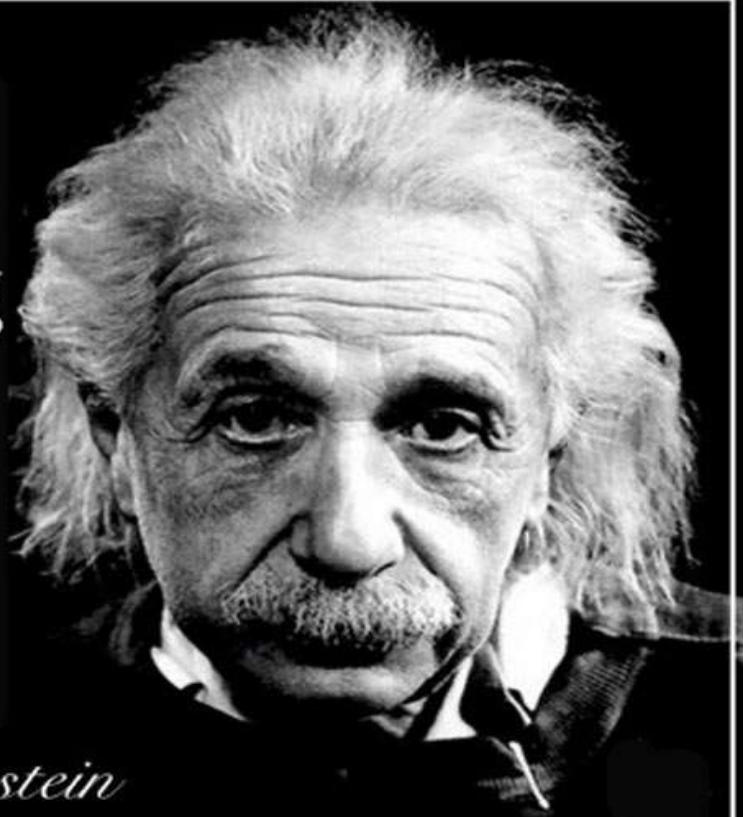
- Agile
- Flexible
- Responsive
- Focused on success



Competitive Advantage

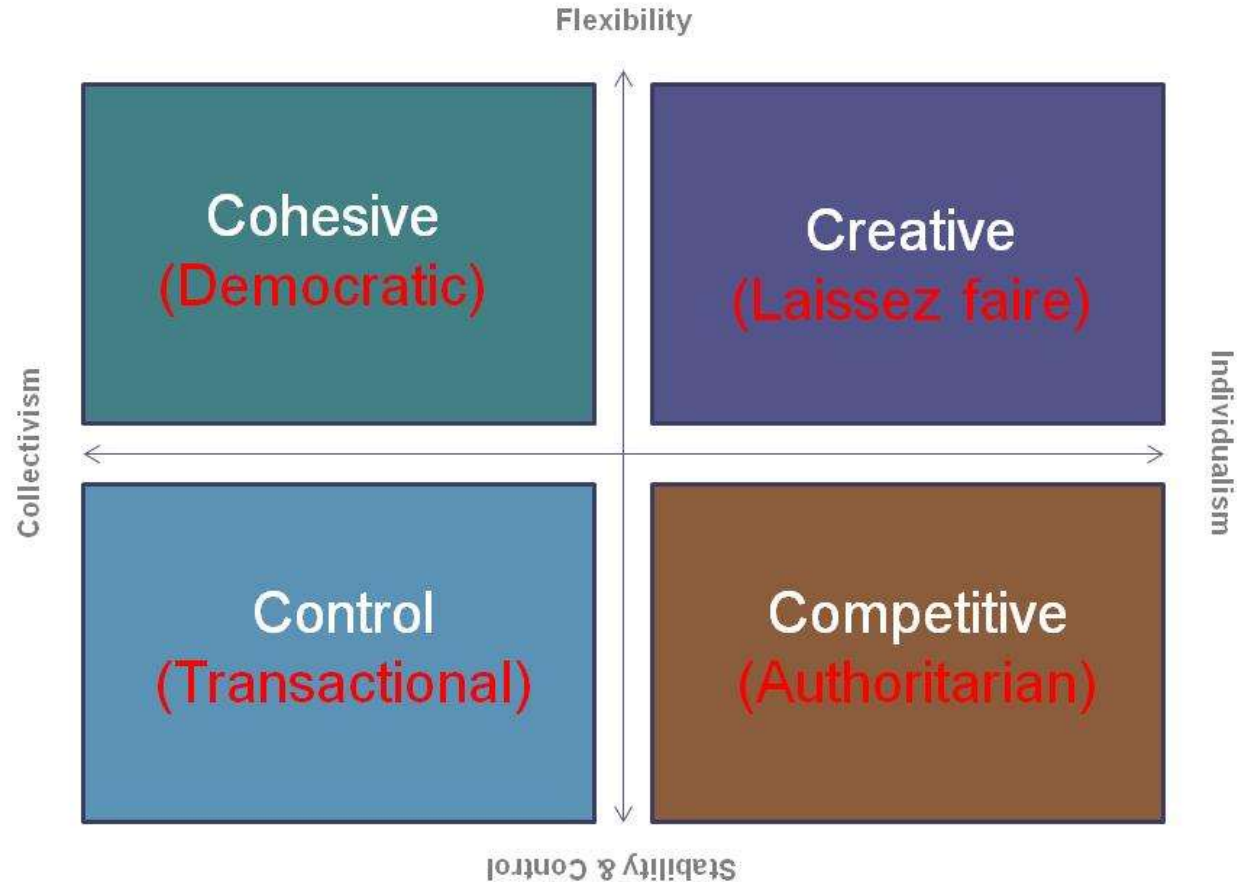
Insanity:
doing the same thing
over and over again
and expecting
different results.

- Albert Einstein





Culture and behaviour - management styles





Behavioural questions based on cultural profile and leadership style

‘My manager gives me regular feedback on my performance’

Yes.....he tells me I’m a useless waste of space on a daily basis!

‘Where I work, poor performance is dealt with effectively’

.....yes, but how?

When a mistake is made, the first instinct of management is....

- ...to find out who is responsible and make an example of them (Competitive/Authoritarian)
- ...to use the incident as a learning opportunity for everyone (Cohesive/Democratic)
- ...to implement new processes or procedures to make sure it doesn’t happen again (Control/Transactional)
- ...to let those responsible find a solution and sort it out themselves (Creative/Laissez Faire)

3. INCLUSION

- Include a diverse range of voices
- Leadership set the tone, but success is driven from the bottom up



Example Leadership Lounge

The screenshot displays the Leadership Lounge web application interface. At the top, there is a navigation bar with tabs for 'My Home', 'MY DETAILS', and 'COMMUNITY'. A search icon and a 'LOGOUT' button are also present. Below the navigation bar, a 'To Do Carousel' features a 'Leadership Survey 2015' with a 'Take survey!' button. A 'Profile' section on the right shows a user profile for 'Richard Young' with statistics for completed surveys, panel points, and available/received items. An 'Activity Stream' on the left lists recent blog posts and activities. A 'What topics would you like to read more about?' section on the right offers a list of topics for selection.

Navigation: My Home, MY DETAILS, COMMUNITY, Search, LOGOUT

To Do Carousel: Leadership Survey 2015 (01.04.2015 - 31.12.2015), General information about you as a Leader, Take survey!

Profile: Welcome Richard Young, Completed surveys: 1, Panel points: 10, available: 3, received: 3

Activity Stream: Sarah Smith created the blog post 'How do you feel about...?' (6 days ago), Sarah Smith created the blog post 'February at time from 2014-2015' (6 days ago), Sarah Smith created the blog 'New Year Kick Off' (6 days ago), Richard Young created the blog post 'New meeting in a year in the life of a middle manager' (6 days ago)

What topics would you like to read more about?: Motivating staff, Performance management, Appraisals, Delegation, Time management, 10 participated so far! Send

big Sky MY HOME + MY DETAILS + COMMUNITY + Q LOGOUT

Community / Forum / Motivating staff / What have you done as social "treats" for staff?

Create new post

anne.questback
24.04.2015 10:43

What have you done as social "treats" for staff?

I've decided to have a stretch target for the people in my team but am unclear what would work as that target? Car racing? A case of wine? Theatre?

0 replies

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big Sky MY HOME + MY DETAILS + COMMUNITY + Q LOGOUT

Community / Discussion

Best practice discussions

New post

12 Performance Appraisal Best Practices

23.04.2015 11:45 james

Performance appraisals are perhaps the best way to not only let your employee know how he or she is doing, but also to get feedback about how your organization is doing, whether your employees are committed to your goals, and what you can do to improve morale. performance appraisals that are mutually beneficial to both the employee and the organization requires an effective strategy and starts with preparation.

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It's crucial for you to have a solid performance review plan in place from start to finish so you can avoid stress, engage your employees, and increase productivity. In a BLR webinar titled "Stress-Free Performance Appraisals: Increase Productivity, Engage Employees, and Retain Top Talent," Sharon Armstrong outlined some performance appraisal best practices to help employers hone the process and get the most benefit.

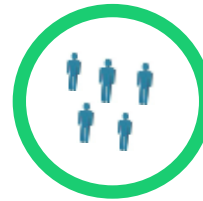
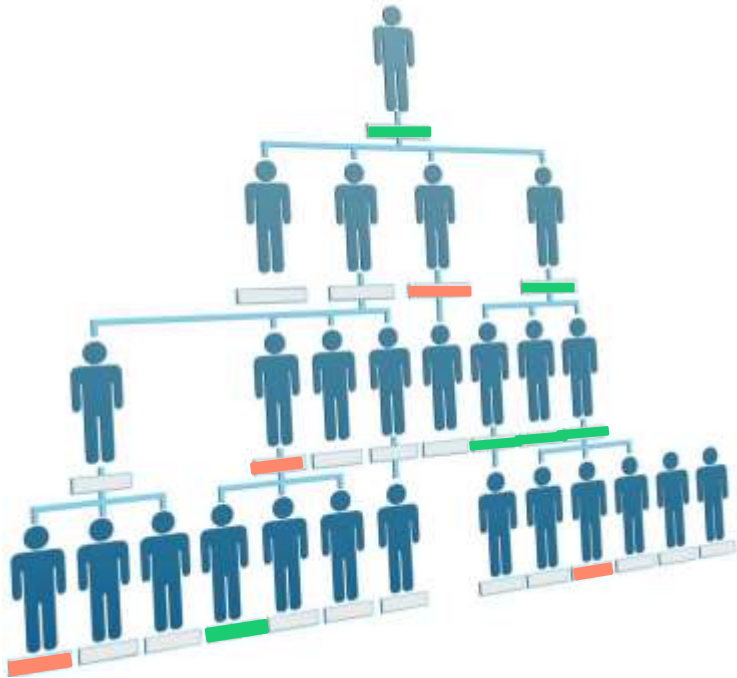
A Dozen Performance Appraisal and Performance Management Best Practice

4. ENABLEMENT

- a.** To supply with the means, knowledge, or opportunity (to do something); make able
- b.** To make feasible or possible; enablement through technology can facilitate, encourage and speed up the culture change process

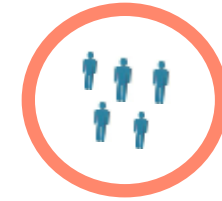


Hierarchies & Groups in Orbits



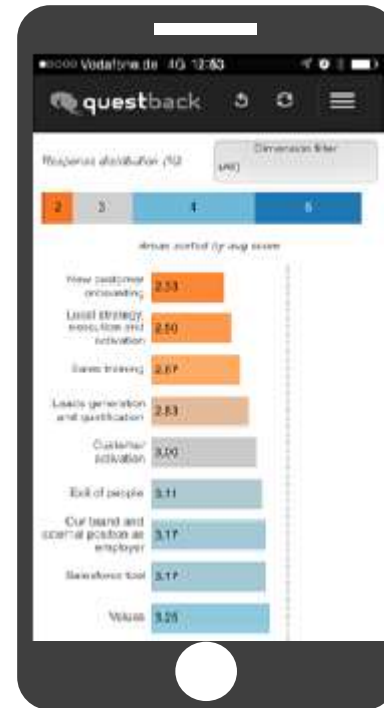
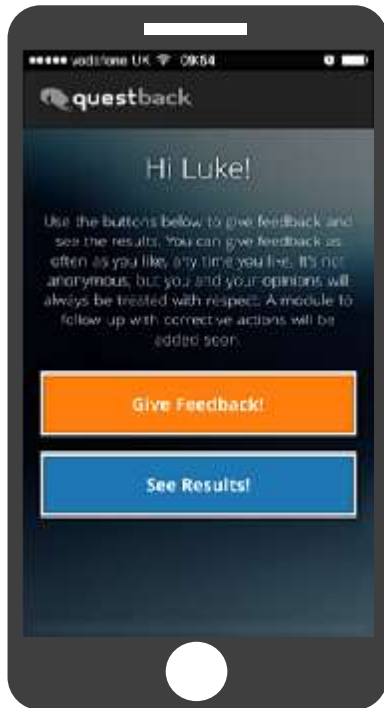
Group Yay

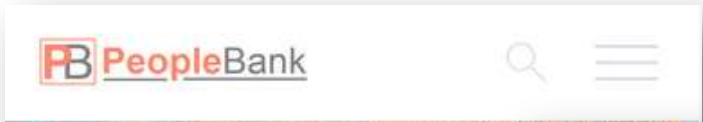
or



Group Nay

A digital home





SIGN IN REGI

Account or email


Password

Sign In

Forgot password? Forgot


PeopleBank 🔍 **RY** ☰

Welcome to our Feedback Portal!




Driving Change Through Employee Mobilisation

8 days left



2016 Global Engagement Survey

A year left



Always On

MySight Dashboards



OVERVIEW

Dimension filter: Employee engagement | Country filter: (All) | Peergroup filter: (All) | Function filter: (All) | Score filter: 1.0 to 5.0



5. PERFORMANCE





How is the assessment of culture different from an employee engagement survey?

- There are no obvious 'right' or 'wrong' answers. Responses can only be considered good or bad relative to the requirements of your strategy
 - Satisfaction is bad (if it is satisfaction with the status quo when change is required)
 - Incorporate real tests of alignment and understanding
 - There is always tension- you cannot be two things at once!
 - Focus is on behaviours not attitudes
 - Responses require thought- utilise innovative scales and qualitative questions
 - Assessment integrated with tools to help to drive the cultural change itself
-but can still incorporate existing measures of engagement and performance

Thank you

For more information, please
contact

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