

How to Reinvigorate your Workplace Culture



Image: Courtesy Sylvanvale Foundation

Presented by Fran Connelley



THANKS FOR TUNING IN.



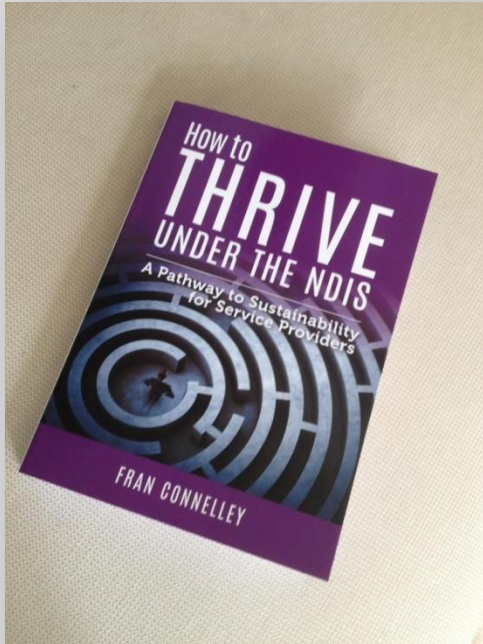
*“What’s the greatest challenge you
face right now?”*

*“Staff resilience.
My middle managers are getting sick.
A senior manager just resigned due to persistent
health issues and we’ve got support workers quitting
because they say they can find easier work with
more hours.”*

- CEO, disability services provider, NSW











“There’s a Royal Commission, the Quality & Safeguarding Commission, we’ve got issues with recruitment, with families complaining...

There’s too much other stuff going on to think about culture.”

- CEO, NSW

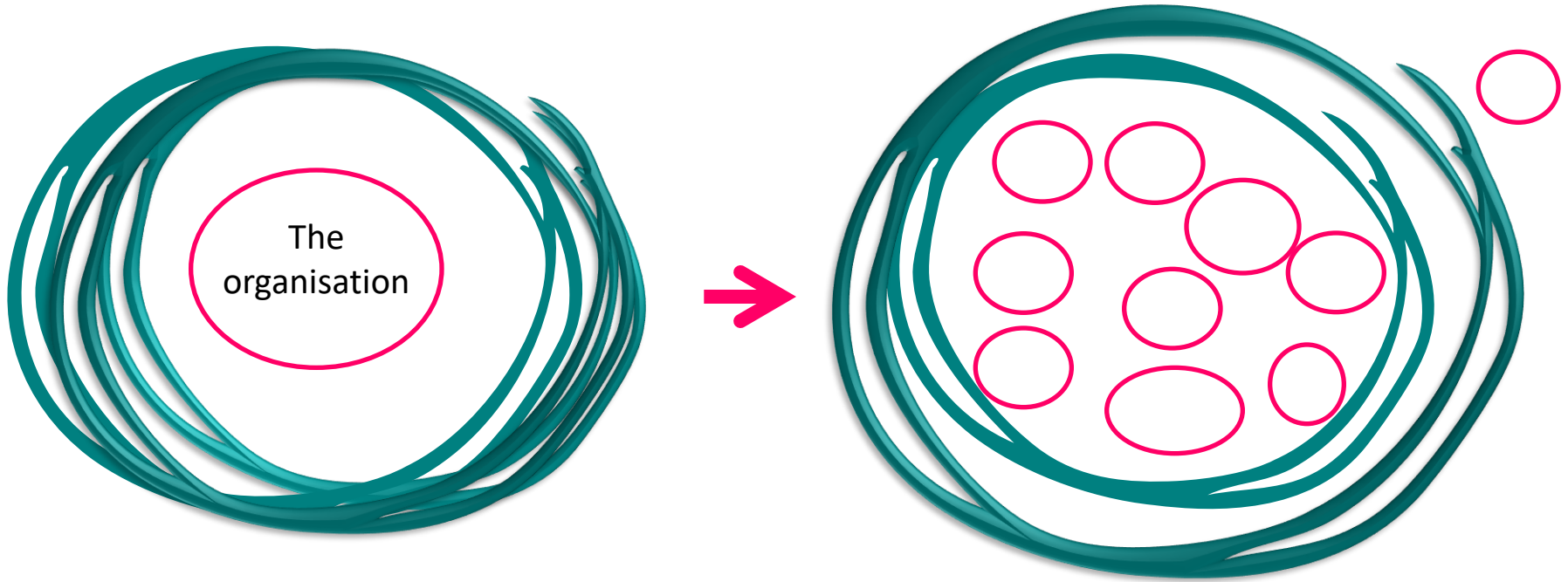
**Why is a robust organisational culture so critical
right now?**

1. This sector needs to keep it's great talent and attract more.

In a purpose driven organisation, people are not resources of the business, they are the of the business. If your employees feel heard, valued and supported so will your custom



Under pressure your culture will either support you or split into silos.



In the perfect storm of the NDIS or the Aged Care reforms, it's **culture** that holds you together.

2. Quality

Evidence of compliance is an insufficient measure of QUALITY.
Quality is contingent upon a consistent CULTURE of quality.

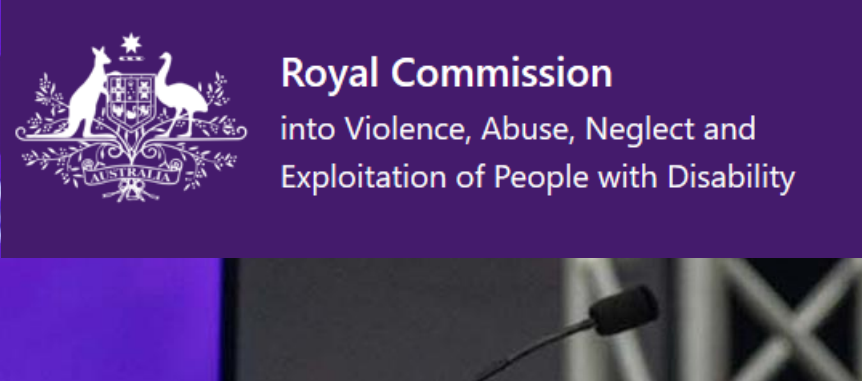


Image: <https://disability.royalcommission.gov.au/public-hearings>



Royal Commission into Aged Care Quality and Safety

“What the past 12 months has raised for directors is that culture is pretty much everything.”

— Claerwen Little
Director, UnitingCare Australia

Image: Australian Institute of Company Directors

3. The Cost

What's the cost to your business of sick leave, absenteeism, recruitment & training?
What's the cost of losing great people?

Aged care:

44% providers operate at a deficit

(Aged Care Financing Authority Report.)

Disability:

51% providers earn less than 3% profit

(State of the Sector Report Nov. 2019)



4. The Talent Shortage: Your employees are your #1 competitive differentiator.



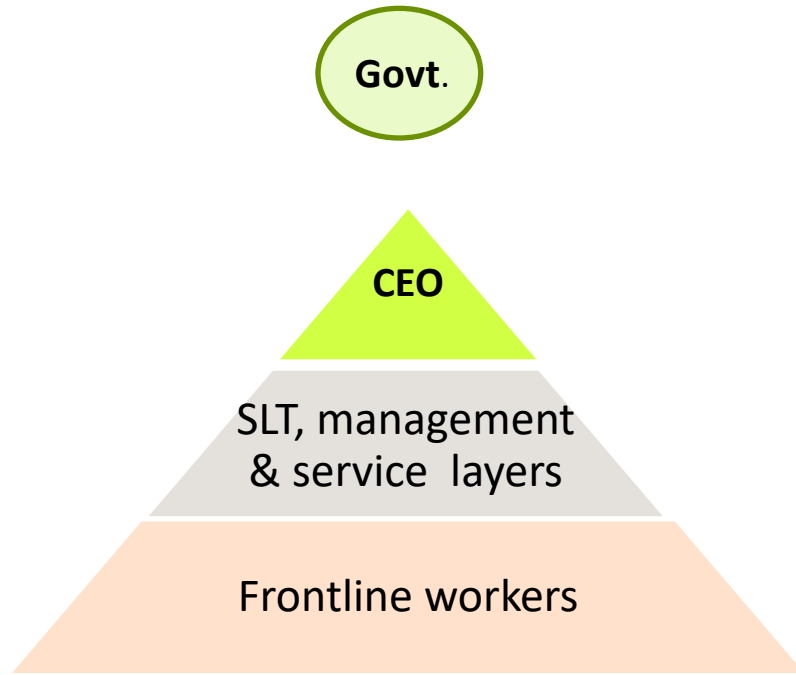
AND the most critical key target market.

“It will be our staff that makes us
or break us.
HOW you deliver services is key.”

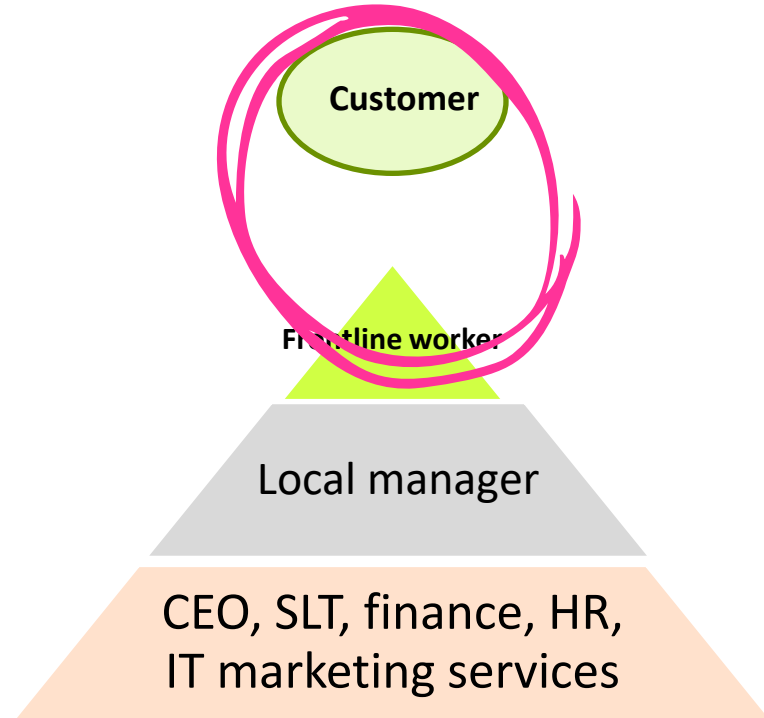
CEO, Disability Service Provider, Adelaide.

5. Organisational Sustainability.

The new key relationship relies on culture.



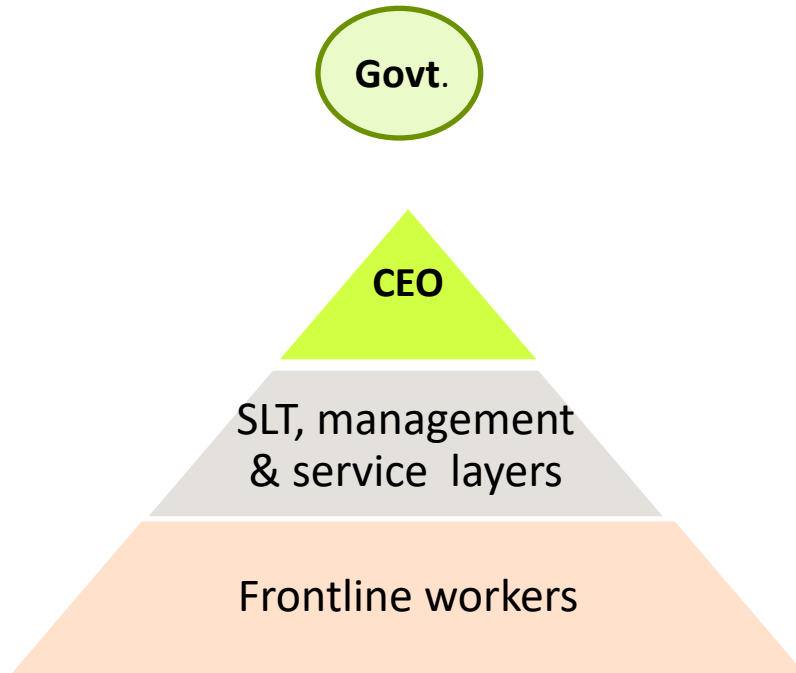
Block funding model



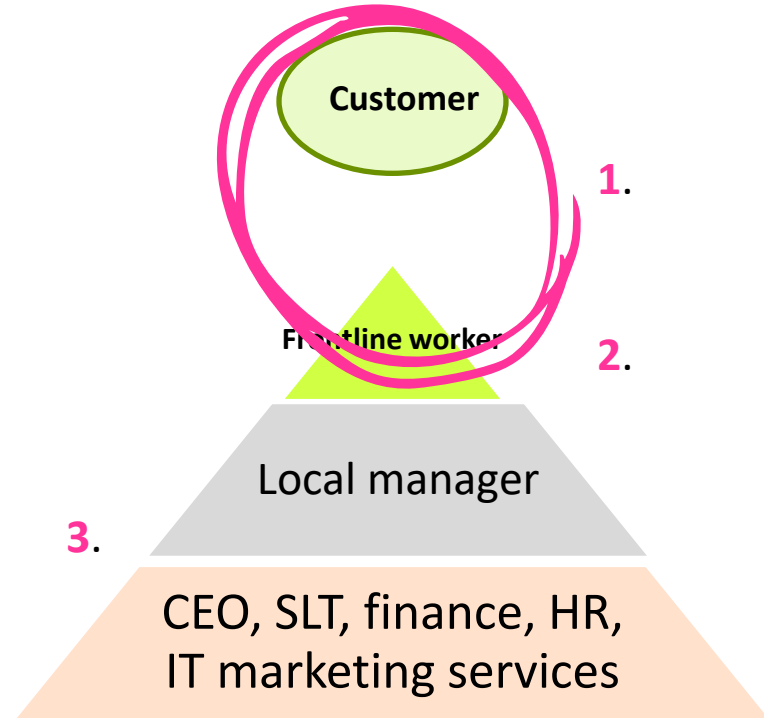
Individualised funding model

5. Organisational Sustainability.

The 3 emerging risk areas.



Block funding model



Individualised funding model



Culture IS now the key business driver.

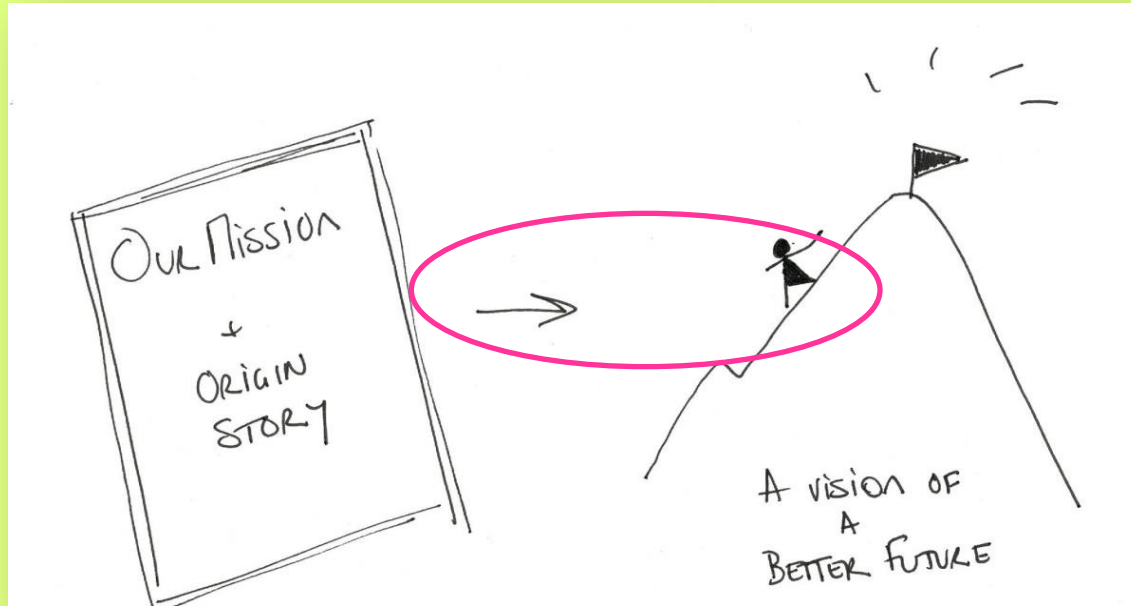
Today's webinar:

1. The role of the CEO
2. Align the internal and external brand
3. Tell stories to build culture
4. The Action Plan

1. The role of the CEO

In times of massive change, great leaders
do 5 things really well to protect and build
workplace culture...

1. They act as the Culture Enabler. Sharing the values, walking the talk and connecting the mission to the change process.





Financially robust with outstanding growth since 1982

“The CEO role is pivotal. The team needs to see me leading by example. I think the Culture and the Vision is the collective soul of an organisation. I need to articulate our culture at every point to ensure that people are ‘on the bus’.”

Melinda Kubisa, CEO, Community Living Options SA

2. They find reasons to gather and celebrate.



Images: Courtesy of Marathon Health & Westhaven Foundation

3. They find the time to gain first hand knowledge from face to face contact with their employees and customers.

“Eat a meal with residents and ask them directly what their experience is. You get such rich feedback when you do.”

- Regis Aged Care CEO Linda Mellors GAICD

*Source: What Directors need to know from the aged care
Royal Commission interim Report , AICD*



Image: Regis Aged Care

4. They seek to identify the ACTUAL patterns of thinking driving daily behaviours.

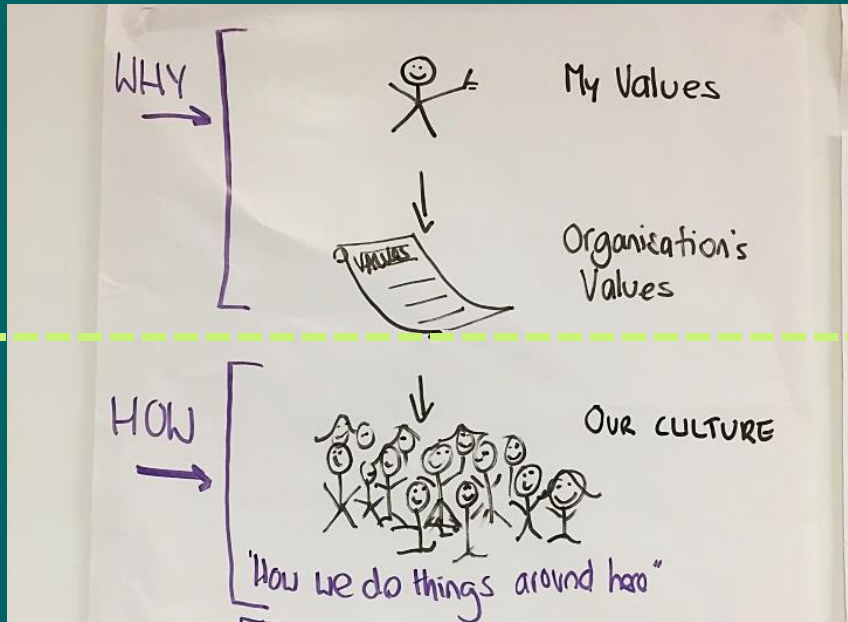
“How we do things around here.”

Patterns of thinking



Patterns of behaviour

“How we do things around here.”



***“RESPECT is important to me.
So I’m always punctual.”***

“RESPECT is one of our values.”

***“Nobody runs on time here. Don’t
stress.”***

Different types of thinking patterns drive different patterns of daily behaviours.

"We're just too busy."

"The therapists don't talk to us."

"Nobody ever turns up on time here."

"We say we value honesty, but nobody speaks up."

*"One Team.
One Dream."*

5. They admit mistakes. They admit when they don't have the answers and they make it safe for others to do the same.

“Psychological safety is a belief that one will not be punished for speaking up with ideas, questions, concerns or mistakes.”

- Amy Edmondson



Questions??

2.Align the internal and external brand

“Branding is what
people say about you
when you’re not in the room.”

Jeff Bezos, Amazon

Align your internal and external brand

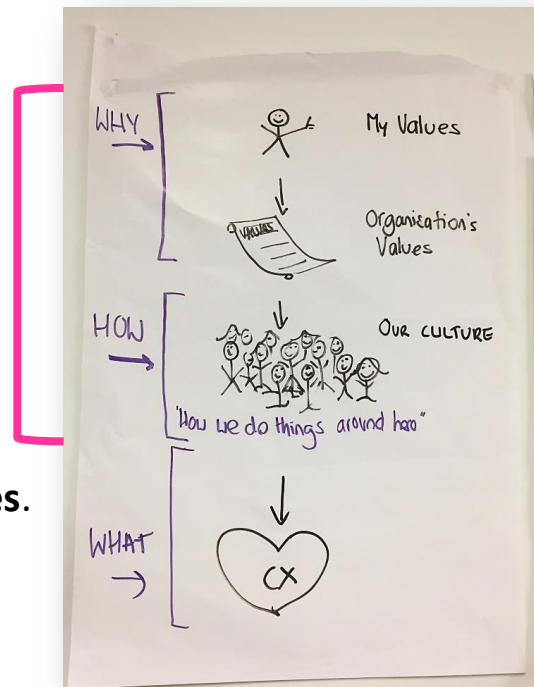
The internal brand drives employee engagement.
It links the brand's values to daily behaviours.

The internal brand is built on TRUST

Your employees feel a sense of identity and purpose.
They understand your WHY (your purpose and values)

**Creating a great culture requires us to LIVE the organisation's values.
And apply them to the actual employee experience.**

*E.g.: If you say you stand for 'EMPOWERMENT' or 'INTEGRITY'
How does that impact how you hire and fire?
How do you performance manage? How do you reward?*

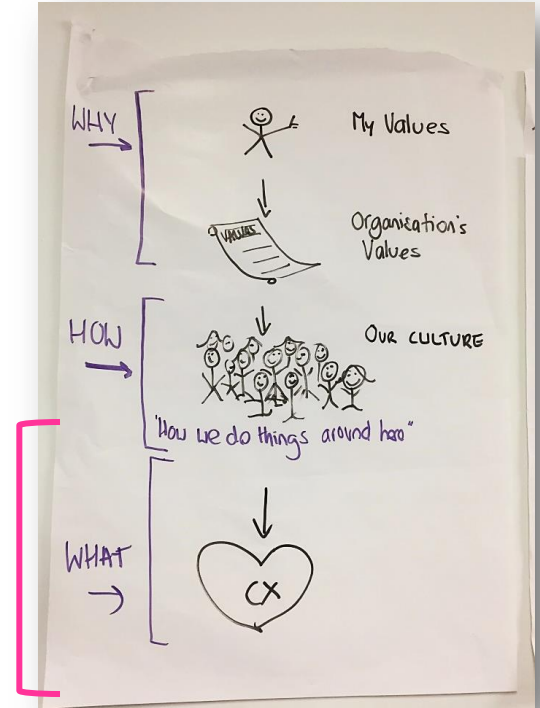


Link your internal and external brand

The external brand is built on TRUST

(not billboards, websites or brochures)

When your culture reinforces your brand values, you begin to deliver a consistently superior quality, values driven, customer experience.



3. Stories that build CULTURE

Stories DEMONSTRATE your values are LIVED. They are critical for culture building, promotion and protection.



SO WHY DOES THIS WORK?

Because the brain loves stories.


Because stories take people on a journey.
This makes it EASY for them absorb and
remember your message.

Only a story can answer the question:
Why should I trust you?



"This makes sense!"

THE **Essentials** OF GREAT STORYTELLING

- 
1. Ensure relevance to your audience
 2. Follow a structure
 3. Be authentic
 4. Tell it in the first person; share something of yourself
 5. Add visuals if possible (images 60,000 faster than text.)





“ The origin story IS our culture. Storytelling, and the origin story in particular, is the most important tool in our armoury. We also empower others to tell their origin story. For example, why did they say ‘yes’ to working with Fighting Chance?

–Laura O’Reilly, CEO Fighting Chance

22 people: 20 managers 'had a mission statement', 2 managers were on a mission.



STORIES are the ultimate 'sense-making mechanism'.

The stories you need to tell:

1. The organisation's origin story (or 'Mission story')

2. The CEO's story: *Why I do what I do. Why this organisation means to me, How I came to work here, How grateful I am for x and why.*

3. The 'values-in-action' stories (or 'Brand stories')

- Client: *Why I chose x, What my goals are now*
- Employee: *Why I love my job.*
- Carer / family member: *Why we chose x, The difference x has made to my life.*
- Donor: *Why I give to x, What x means to me.*

4. The Action Plan

“The reason so many efforts to establish ‘corporate values’ are basically worthless is because they emphasise BELIEFS rather than ACTIONS.

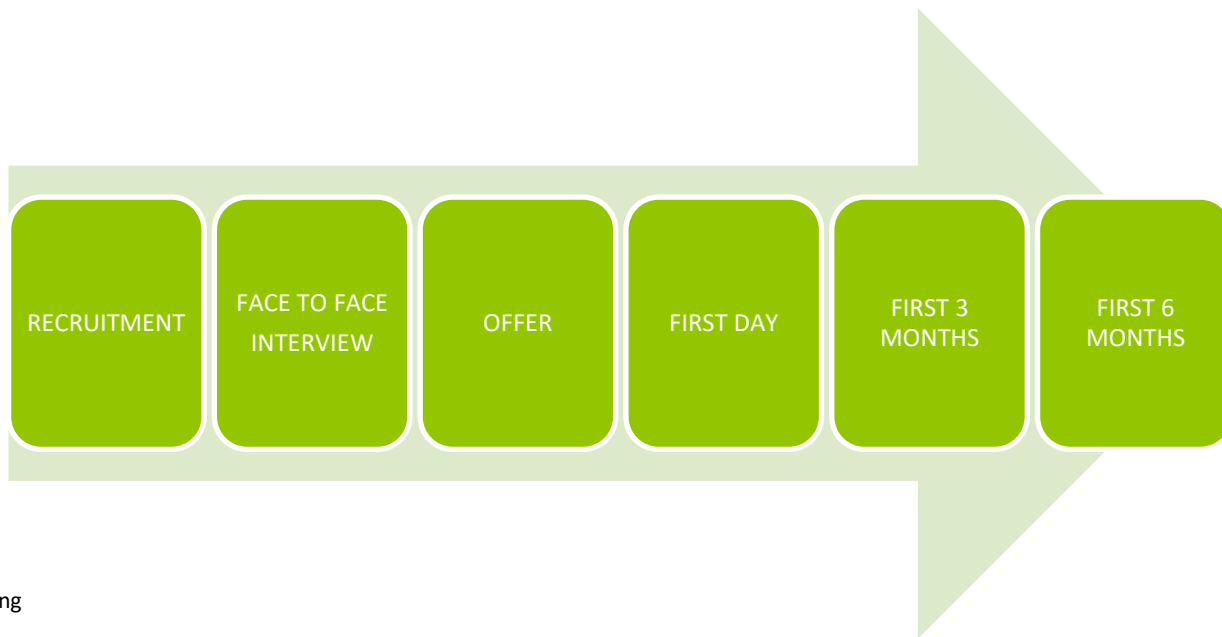
What you do is who you are.”

- Ben Horowitz

The Staff Journey Map: Reveals the ACTUAL employee experience

Helps you 'safely' identify cultural stress points and prioritise actions.

- *Where did we fall down for you?*
- *What's possible if we really did live our values?*



The Cultural Action Plan

Get your team to develop it!


Identifies the actions & tools that:

1. Connect employees to the organisation.
2. Connect employees to each other.
3. Connect employees to the customer


Source: *'Share of Mind, Share of Heart. Marketing Tools of Engagement for Nonprofits'* Sybil F. Stershic



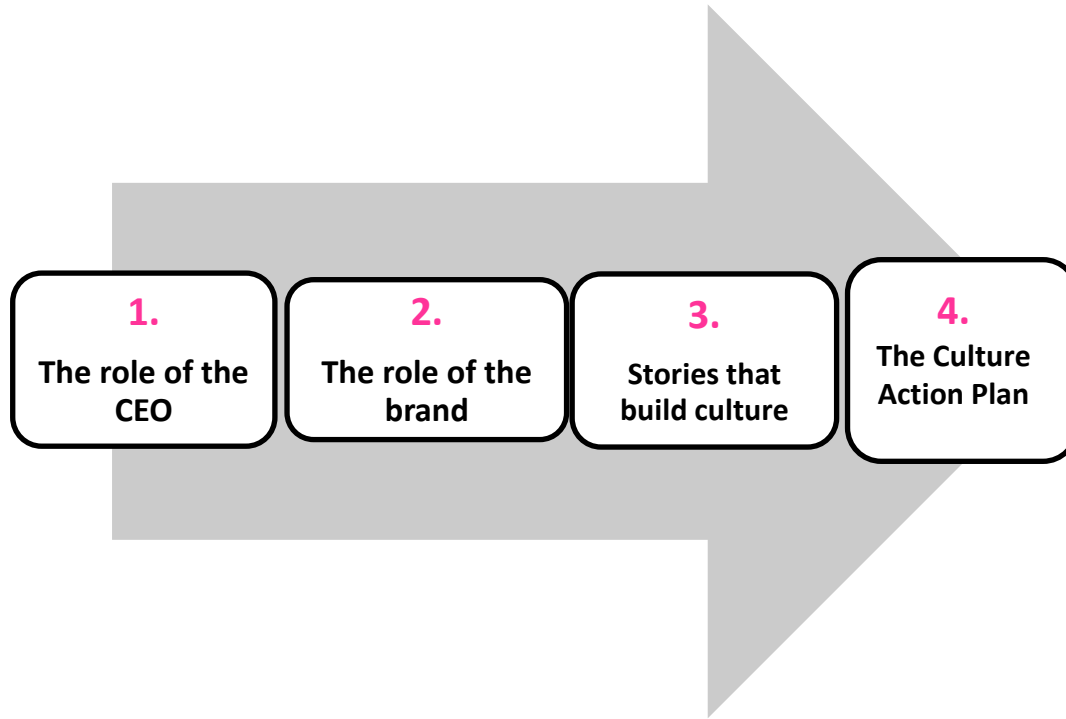
Better indicators for Workplace Culture

- 
1. Weekly team meeting attendance rates.
 2. Monthly absenteeism and retention rates.
 3. Monthly team social events.
 4. Monthly staff rewards/awards **TIED TO YOUR VALUES**.
 5. Monthly rate of service cancellations versus services delivered.
 6. The number of CEO site visits/ month.
 7. The number of CEO–frontline team leader **face-to-face** meetings.
 8. The number of CEO– customer (and family) face-to-face interactions/ month.
 9. The number of **ACTIVE** cross-functional projects.
 10. Board meeting attendance rates.
 11. Positive and negative customer feedback rates.
 12. The number of employees who can tell your organisation's **ORIGIN STORY**
 13. Performance management incentives tied to the organisation's values.

Common things leaders get wrong with culture

- 
1. Culture is left to the HR team or the CEO *“puts it to one side because we’re just too busy”*. The CEO has not grasped the importance of storytelling, being seen to walk the talk, listen or inspire.
 2. Measures of culture are lagging not leading indicators. What gets measured daily/ weekly/ monthly gets managed daily/ weekly/ monthly.....
 3. The organisational structure has only been “adapted” for the new funding model not reinvented. It does not support one culture, it supports silos of sub-cultures.
 4. The existing staff team don’t receive FREQUENT, TRANSPARENT COMMUNICATION from their managers.
 5. The Board has not been come to grips with the reality of the sector transformation or the business. Strategic plans lack the rigour required

What we've covered today:



The Challenge

When you tune out today,
I'd like to ask you to
share more stories
of the actual personal impact of the
new reforms on your staff.

Because when we commit to culture
we are committing to being a
**champion for our employees
and our customers.**

Image: Courtesy The Housing Connection

Questions??

"Thoroughly enjoyed
it. I will take a lot
back to the
workplace."



"Fran's Culture Masterclass was one of the best workshops I've ever attended. 10/10."

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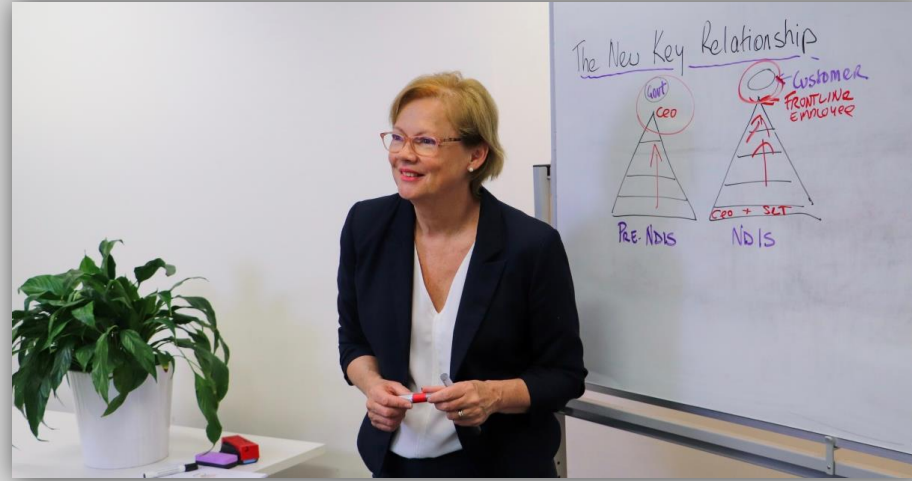
SYDNEY	3 March
PERTH	19 March
DARWIN	28 April
BRISBANE	6 May
NEWCASTLE	13 May

Early Bird expired.

Early Bird exp. 28 Feb. 3 places left.

For more info or to book visit: www.fcmarketing.com.au/the-culture-masterclass

THANK YOU!



Let me know how you go 😊.

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