

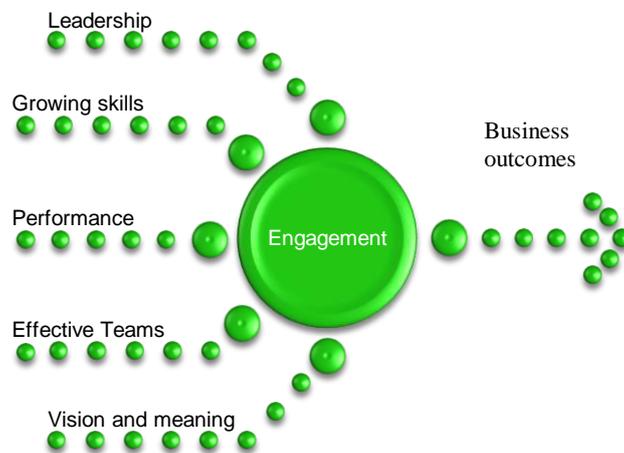
performance culture **overview**

Engagement

We work with organisations to create real behavioural change through engagement and the alignment of the discretionary effort to the strategic direction of the business. Engagement has well established links to business outcomes such as higher productivity, customer service and innovation, and lower sick leave, absenteeism, turnover and accidents.

Change is achieved through partnering with our clients to measure engagement, monitor progress and evaluate the impact on the business to ensure the desired change is occurring. We have access to world class, cost effective surveys which can measure engagement quickly and effectively. We can support you with planning, communication and action planning. Typical areas of work include, working with you to align the following drivers of engagement:

- 80% of engagement is derived from a person's relationship with their direct line manager. Working to build this relationship is the biggest factor in building engagement. Our approach to **leadership** development has its research foundations in Positive Psychology and Positive Leadership. These have a well-established impact on engagement, collaboration, happiness, resilience and wellbeing (see our leadership development brochure for the available programmes).



- Creating a **performance** culture. People are motivated by being stretched and being given the opportunity to perform. We can facilitate planning, creating aspirational goals, and aligning HR systems to communicate those goals to people and help managers provide ongoing feedback on progress - recognising good performance and addressing poor performance - through coaching and having appropriate conversations.
- People want to work in **effective teams** - having good relationships with peers is key to their happiness at work and dealing with work related pressure. Helping Leaders create a positive climate and using meetings, values, wellness initiatives, team member's strengths and fun activities effectively will build positive working relationships.
- Developing people** in line with their strengths and using tools to include them in decision making are key drivers of engagement, happiness and resilience. Leadership approaches and systems need to be realigned to focus on strengths and to involve people in decisions which affect the way they work.
- If we are to engage people we need to understand what excites them about the role they are in or your organisation. What is your purpose and what are ways you communicate it and your achievements? Identifying the **meaningfulness** of the role and building mechanisms in to connect people to this is a significant motivator for people.

The services overleaf can be used separately or in conjunction with an engagement initiative.

Performance Culture

The research has long shown that the performance appraisal doesn't increase performance for individuals. So what does? Creating a performance culture where people know what is expected of them, they know how their role links to the organisations goals, they are recognised for good performance on a regular basis, their manager gives them monthly feedback on performance and stretches them, coaches them addresses performance issues and manages other people in the team who are not performing.

The key person in creating a performance culture is the line manager of each team - their leader. Our leadership programmes give managers the skills, tools and confidence to see the opportunities to recognise good performance and the confidence that addressing poor performance appropriately won't damage relationships. There are systems we can help you put in place to make it easy for your leaders to create a performance culture.

Key support we are able to provide:

- Facilitating the setting of business goals or capturing these from strategic or business plans to create clear roadmaps for staff to understand direction and priorities.
- Integrating the business goals into performance management systems so these are cascaded to individuals - so the individual can see how their job matters and management have clearly established accountability.
- Linking monthly coaching to annual performance goals (with a line of sight to business goals) to align effort and priorities, and providing training and support to create a coaching culture in your organisation.
- Linking appraisal and coaching systems to reward and recognition system to ensure remuneration and incentives are tightly tied to high priority tasks.
- Providing leadership development that helps leaders (more information is available in the positive leadership brochure):
 - see good performance to recognise it and confidence to address poor performance in a way that won't damage their relationship with their staff.
 - create opportunities for top performers to have the space to achieve and stretch themselves

You always want your people to know where they stand. See, one of the things about appraisals for people, appraisals shouldn't be every year. The world changed in a year, they've changed in a year. You've got to let them know, "Here's what you're doing right, here's what you can do to improve." And you've got to be on them all the time.

Jack Welsh

Did you know?

- Managers effective at coaching outperform their peers by 2:1 in productivity, staff retention and financial performance.
- NZ managers are the worst in the OECD at managing poor performance, and are among the worst at recognizing good performance.
- The optimal time between feedback sessions is one month. In NZ, the average time between feedback sessions has decreased from quarterly to six weekly in the last four years.
- A good day for 76% of people, is where they feel as though they have achieved something.

Who we are

John Eatwell (Post Grad Dip, Chartered Organisational Psychologist, IOD, Psych Society).

John has worked with a number of organisations to define successful leadership and measure Team Leaders through to Executives against these in *Development Centres*, feeding the results and compiling development plans. He has created *Leadership development programmes*, taking individuals from first appointment through the first five years of their leadership journey including induction, transition to management, core leadership and management skills and development of the depth of their knowledge through further study. John runs *Positive Leadership* and *Leaders Coach* courses and supports the implementation of leadership on the job through coaching.



Pete Cammock (PhD)

Peter has worked with NZ's top companies on their leadership development over the last 20 years as well as being a key driver of the Public Sector Leadership Development and the Canterbury and Otago Executive MBA Programmes. He has a strong interest in complexity, creativity and positivity in leadership and in the personal foundations of emotionality, character and alignment that underlie effective organizational leadership. Described as "one of the nation's best leadership writers" Peter is the author of two books, "The Dance of Leadership" and "The Spirit of Leadership" and a number of international publications.

Andrea Gardner (Post Grad Dip, Chartered Organisational Psychologist, HRINZ, Psych Society).

Andrea is a seasoned organizational psychologist and human resources practitioner with experience in the public and private sectors. Andrea has particular interest and expertise in the areas of leadership development, culture and engagement, psychometric assessment, staff selection, and HR policy and process. An accomplished facilitator and trainer, Andrea has worked with diverse groups of people in NZ and in far-flung international locations. She adapts her style to suit each industry but has a particular affinity for local and central government, manufacturing and professional services. Andrea is engaging, creative and down to earth. She prides herself on her ability to design and deliver workable, effective and original solutions to organizational challenges.



Tom Matthews (B.Sc., M.Ed., Cert. Counselling, Post Grad Dip Business)

Tom's background includes having completed Masters degrees in solution focused counselling, education and postgraduate business leadership. He has spent the last decade studying the field of positive psychology and its applications to individual and organisational change and leadership which has created a solid platform of techniques and experiences to draw on for the coaching work he does. Tom Lectures on leadership at the University of Canterbury. As a lecturer, counsellor, and facilitator, Tom focuses on practical, scientific interventions that enhance wellbeing and resilience, which ultimately open the pathways toward increased human functioning.



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