



SARA 2014 Conference October 2014

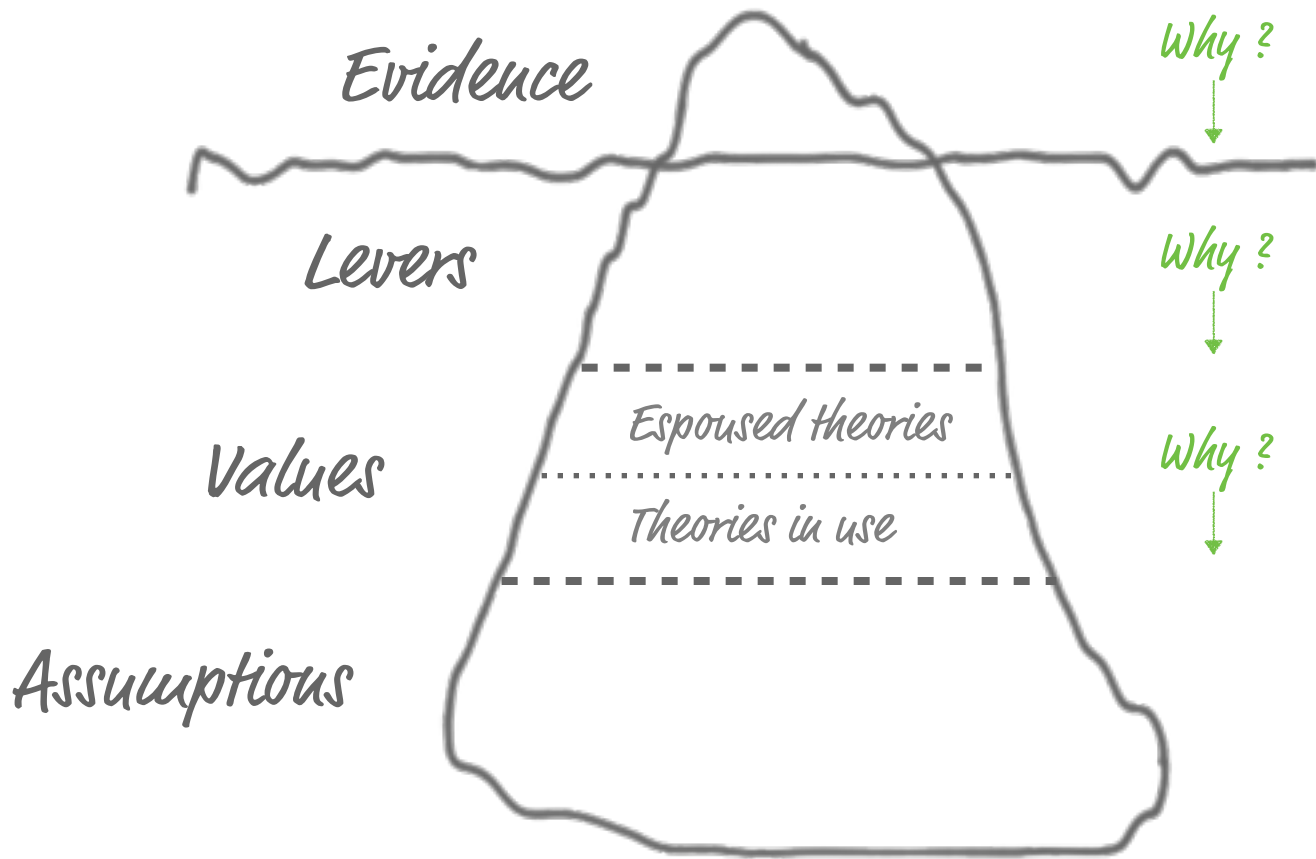
Are our HR practices outdated?

The need to evolve organisational culture and people-practices.

Presented by: Marie-Claire Mclachlan

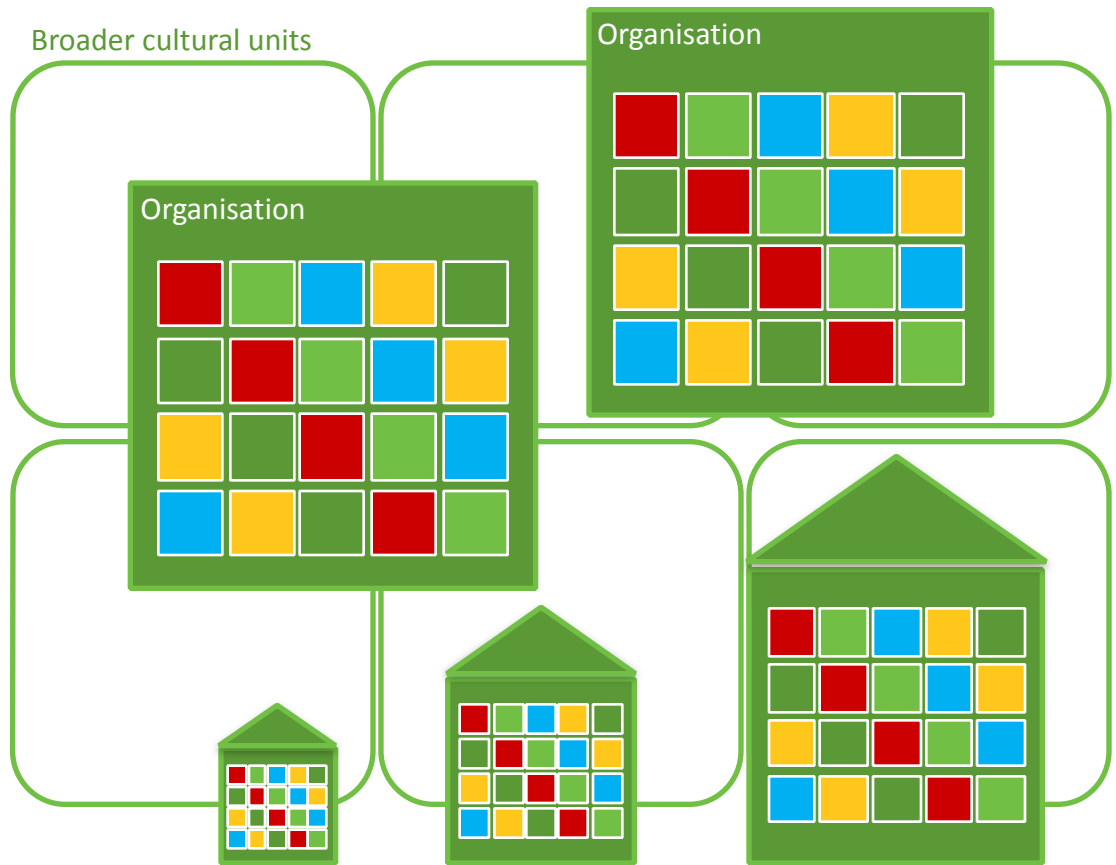
Culture 101

The culture of “anything” ... elements of culture



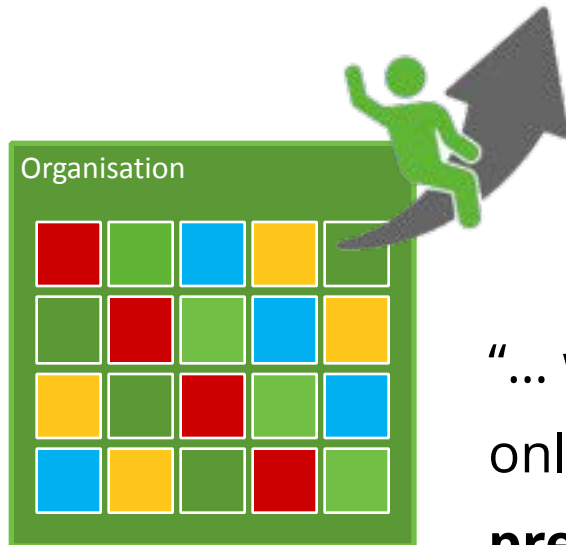
(<http://www.davegrayinfo.com>)

Why is it important to understand culture?



(Schein, Edgar H. 2009. *The corporate culture survival guide*. Jossey Bass, Kindle edition.)

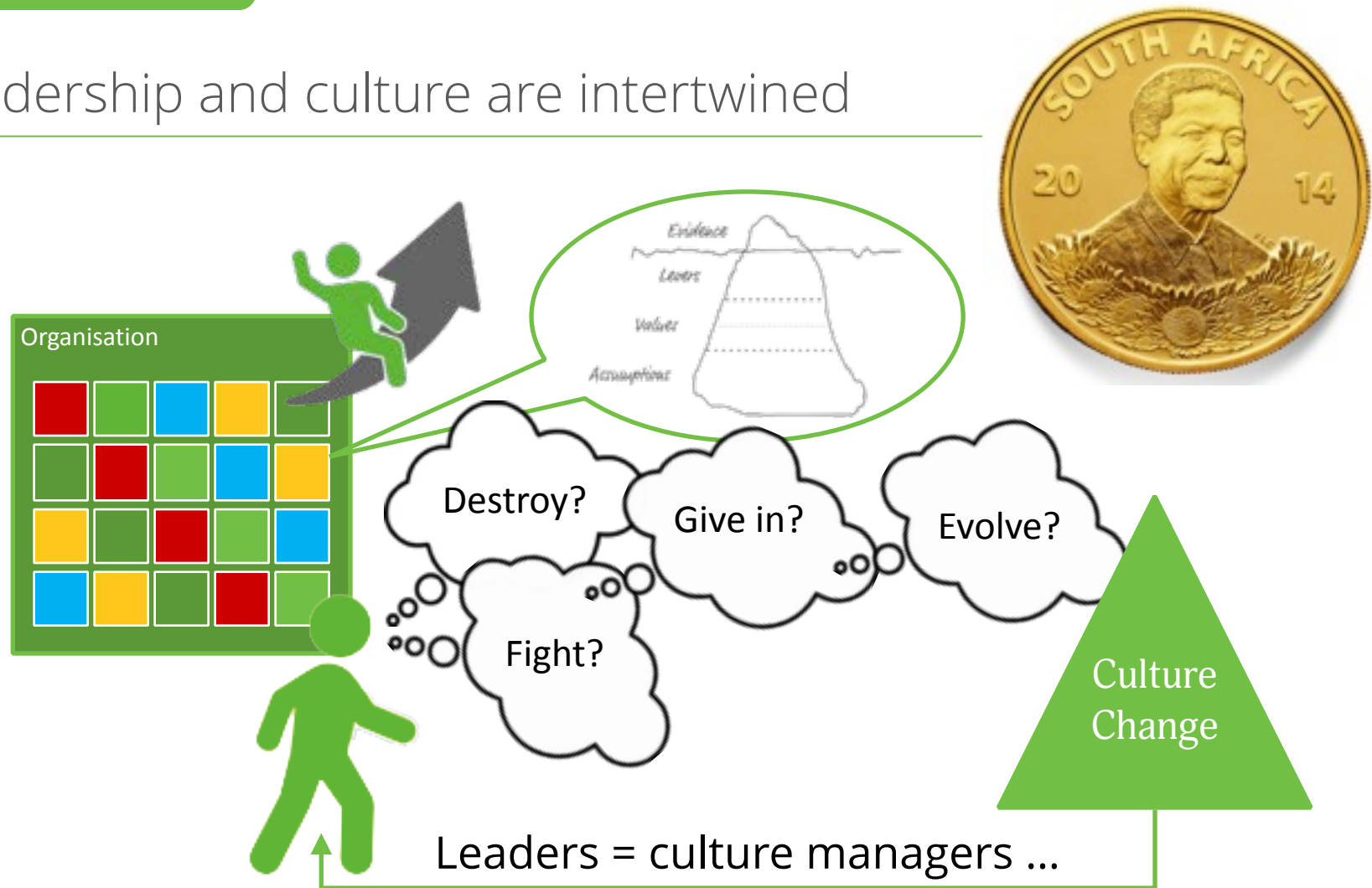
Leadership and culture are intertwined



“... we function as ‘leaders’ in that we not only **reinforce** and **act** as a part of the **present culture**, but often begin to **create new cultural elements.**”

(Schein, Edgar H. 2009. *The corporate culture survival guide*. Jossey Bass, Kindle edition.)

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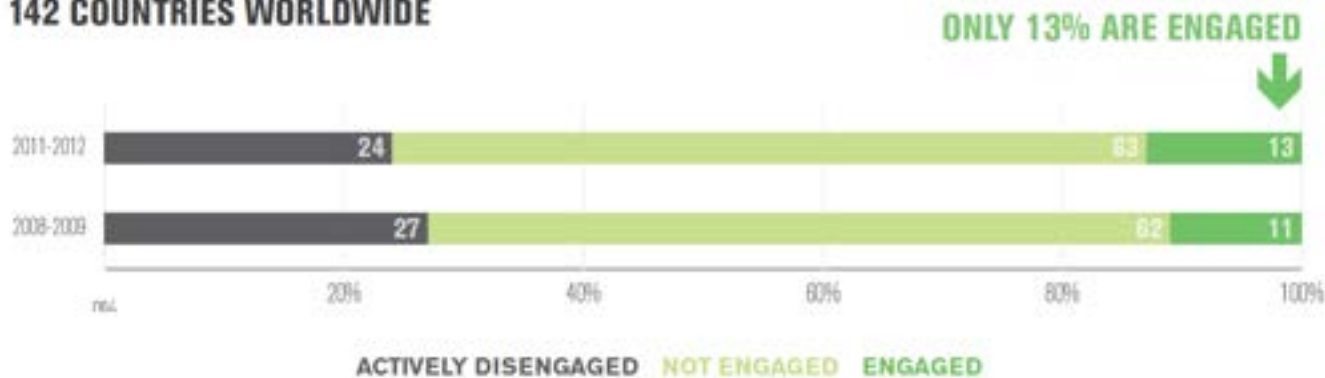
(Schein, Edgar H. 2009. *The corporate culture survival guide*. Jossey Bass, Kindle edition.)



So, what's the evidence
telling us?

13% of employees across 142 countries worldwide are engaged in their jobs

OVERALL ENGAGEMENT AMONG THE EMPLOYED POPULATION IN 142 COUNTRIES WORLDWIDE



GALLUP EMPLOYEE ENGAGEMENT CATEGORIES

- 1 Engaged** employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.
- 2 Not Engaged** employees are essentially "checked out." They're sleepwalking through their workday, putting time — but not energy or passion — into their work.
- 3 Actively Disengaged** employees aren't just unhappy at work; they're busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.

(Gallup, 2013. *The State of the Global Workplace: Employee Engagement Insights for Business Leaders Worldwide.*)

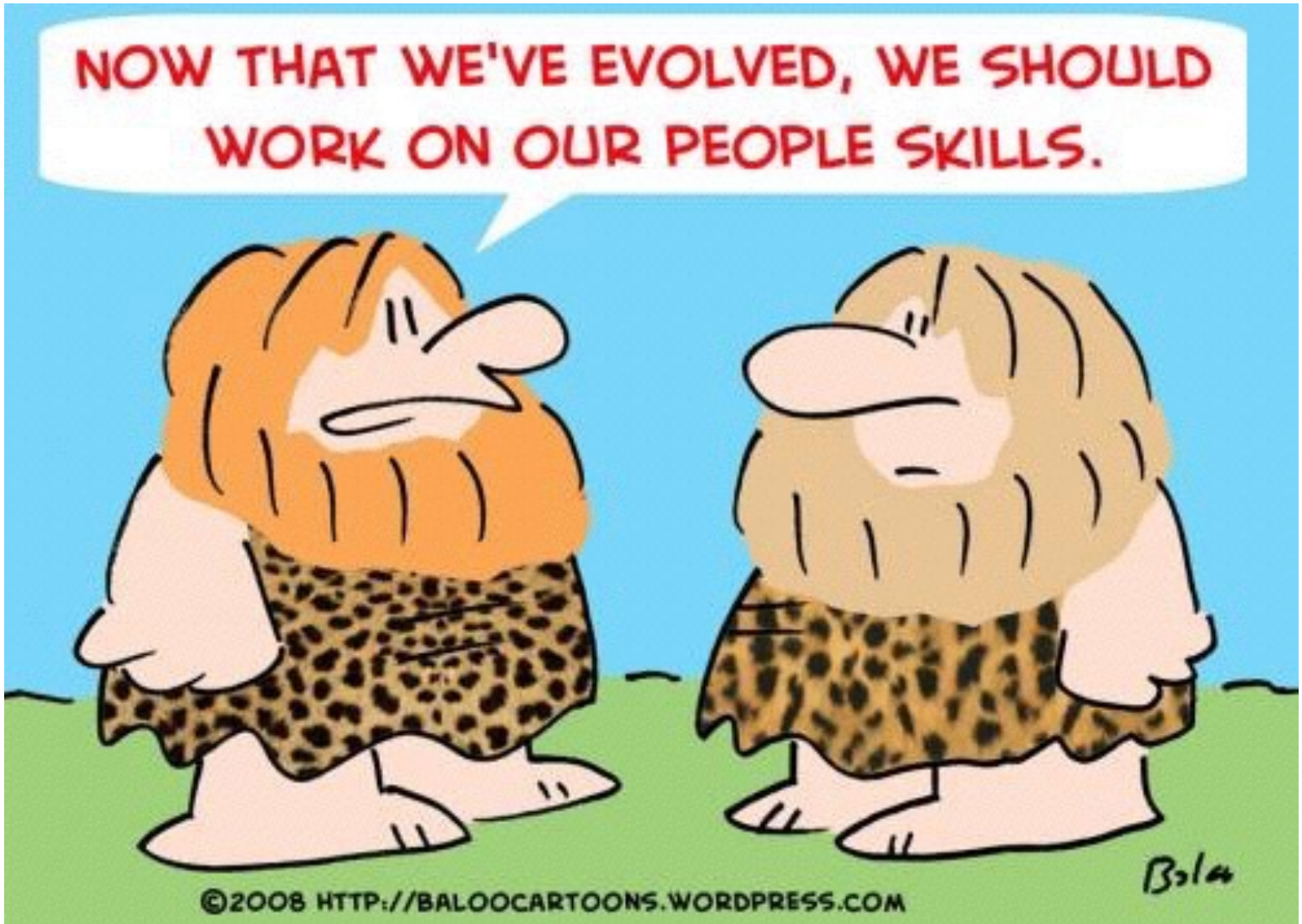
9% of employees in South Africa
are engaged in their jobs

	ENGAGED	NOT ENGAGED	ACTIVELY DISENGAGED
Nigeria	12%	65%	23%
Botswana	10%	52%	38%
South Africa	9%	46%	45%

(Gallup, 2013. *The State of the Global Workplace: Employee Engagement Insights for Business Leaders Worldwide.*)

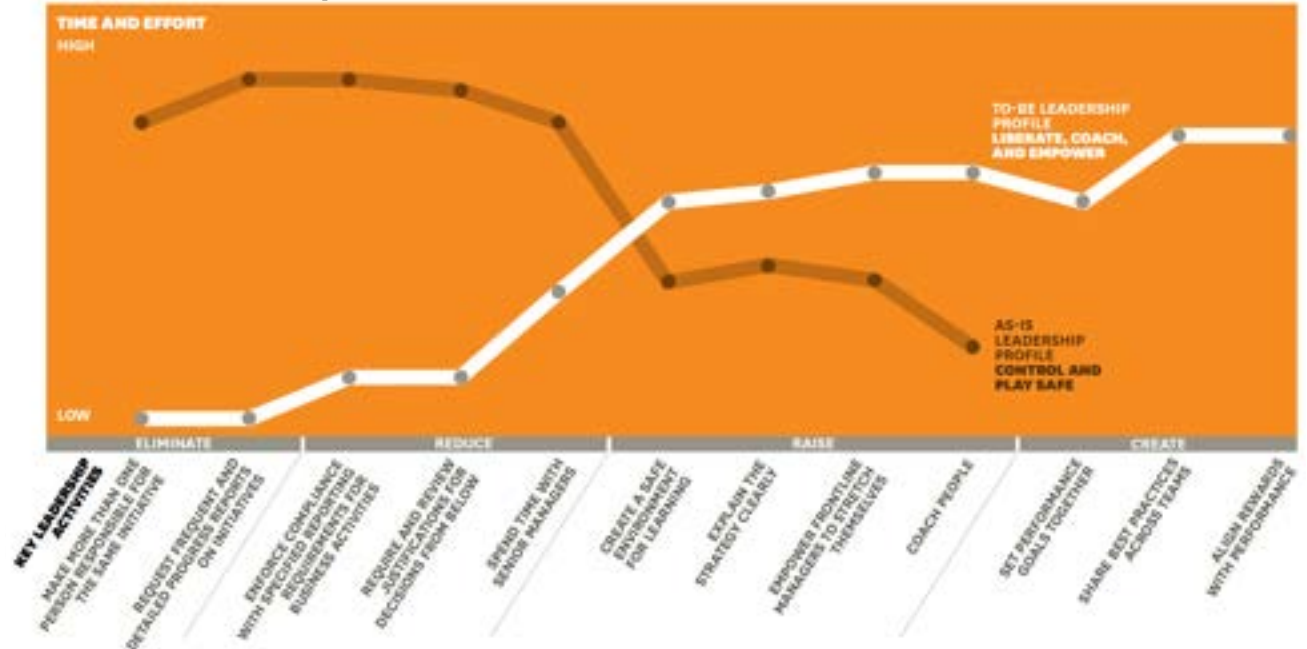


"OOG GOT TIRED OF HUNTING AND GATHERING, SO HE INVENTED TAXES."



Liberate, Coach & Empower

To be Leadership Canvas of BRG's Midlevel Managers.



What does and activities do leaders invest their time and intelligence in that should be reduced well below their current level?

What does and activities should leaders invest their time and intelligence in that they currently don't undertake?

(Kim and Mauborgne. 2014. Blue Ocean Leadership. Harvard Business Review, May 2014.)



- Quantitative Benefits
 - ↓ Turnover & absenteeism
 - ↓ Recruitment and training costs
 - ↑ Customer satisfaction scores
 - ↑ Financial performance
- Qualitative Benefits
 - ↑ Leadership & market alignment
 - ↑ A sense of freedom & ability to perform
 - ↑ Boosted motivation
 - ↑ Talent pull

(Kim and Mauborgne. 2014. Blue Ocean Leadership. *Harvard Business Review*, May 2014.)



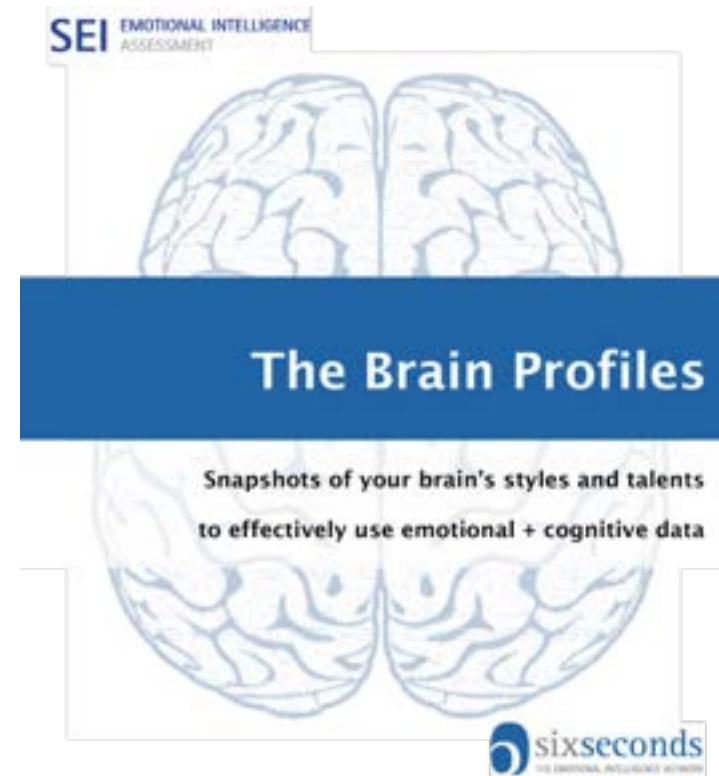


3 ways to accelerate employee engagement according to Gallup

Select the right employees and managers

Develop employees' strengths (talents)

Enhance employees' wellbeing



(Gallup, 2013. *The State of the Global Workplace: Employee Engagement Insights for Business Leaders Worldwide.*)

SEI EMOTIONAL INTELLIGENCE ASSESSMENT

The snapshot of your brain's current style for processing emotional and cognitive data

BRAIN BRIEF PROFILE

Your brain's preferences (not necessarily your behavior) **in focus, decisions, and drive**

For **Marie-Claire McLachlan** Date: **Oct, 6 2014**

Focus: your brain is better at perceiving the emotions (vs. collecting rational data).

Decisions: your brain likes finding alternatives (vs. careful evaluation).

Drive: your brain likes pushing for practical actions (vs. planning for long term).

Brain Style: The Superhero.
The "Superhero's Brain" focuses on emotion first (and may not attend to factual data). These brains make decisions based on the opportunity, and sometimes ignore risks, which can generate creativity and action - are you using these capabilities? This Brain Style is motivated by practicalities. The Superhero Brain likes to "do it all." Do you recognize yourself? If not, probably you are not using all your brain's strengths... See *The Brain Brief Interpretation Guide* for more. www.6seconds.org/bbig

Asset: Quality of Life
Your EQ Brain Style helps you create a life that's comfortable and meaningful for you.

Opportunity: Health
If it's a priority, you can leverage your brain style to create more physical and emotional vitality.

Profile Provided by: Jayne Morrison <jayne@6seconds.org>
For more on the Brain Brief and next steps, contact your provider at the email above, and visit www.6seconds.org/brain for free resources.

Brain Brief Profile

Synthesis of how our brains work to process cognitive & emotional data.

SEI EMOTIONAL INTELLIGENCE ASSESSMENT

Insights into your current "Brain Apps" key tools for the people-side of performance

BRAIN TALENT PROFILE

For **Marie-Claire McLachlan** Date: **Oct, 6 2014**

Like a smart phone app, a "Brain App" is a tool for your brain. These "apps" let you perform important processes using cognitive + emotional data to achieve results. These learned capabilities help people be effective at work and in life.

Your Top Brain Talents in Order

Proactivity
With this App running, the brain is committed to taking action and achieving without the need for external pressure.

Resilience
This App is about turning challenges into opportunities, learning from problems and moving forward.

Risk Tolerance
A brain running this app can juggle complexities and maintain an even balance.

Emotional Insight
Brains with App are likely to understand people and predict human needs and dynamics.

Entrepreneurship
This App enables a capability to see the future, turn problems into opportunities, and then create a path forward.

Collaboration
This App includes the capability to connect, work with others to manage and build shared understanding.

The 18 "Brain Apps" - your top 6 are highlighted:

To learn more about your Brain Apps, access your free BTP Guide: www.6seconds.org/btis
To contact the person who provided you this profile: Jayne Morrison <jayne@6seconds.org>

Brain Talent Profile

Key capabilities to generate results and create the future.

SEI EMOTIONAL INTELLIGENCE ASSESSMENT

Insights into your current "Brain Apps" key tools for the people-side of performance

BRAIN DISCOVERY PROFILE

For **Marie-Claire McLachlan** Date: **Oct, 6 2014**

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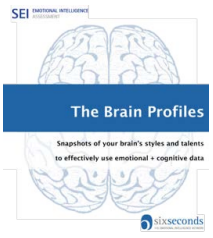
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Brain Discovery Profile

Linking Brain Style and Talents to performance.

Dashboard

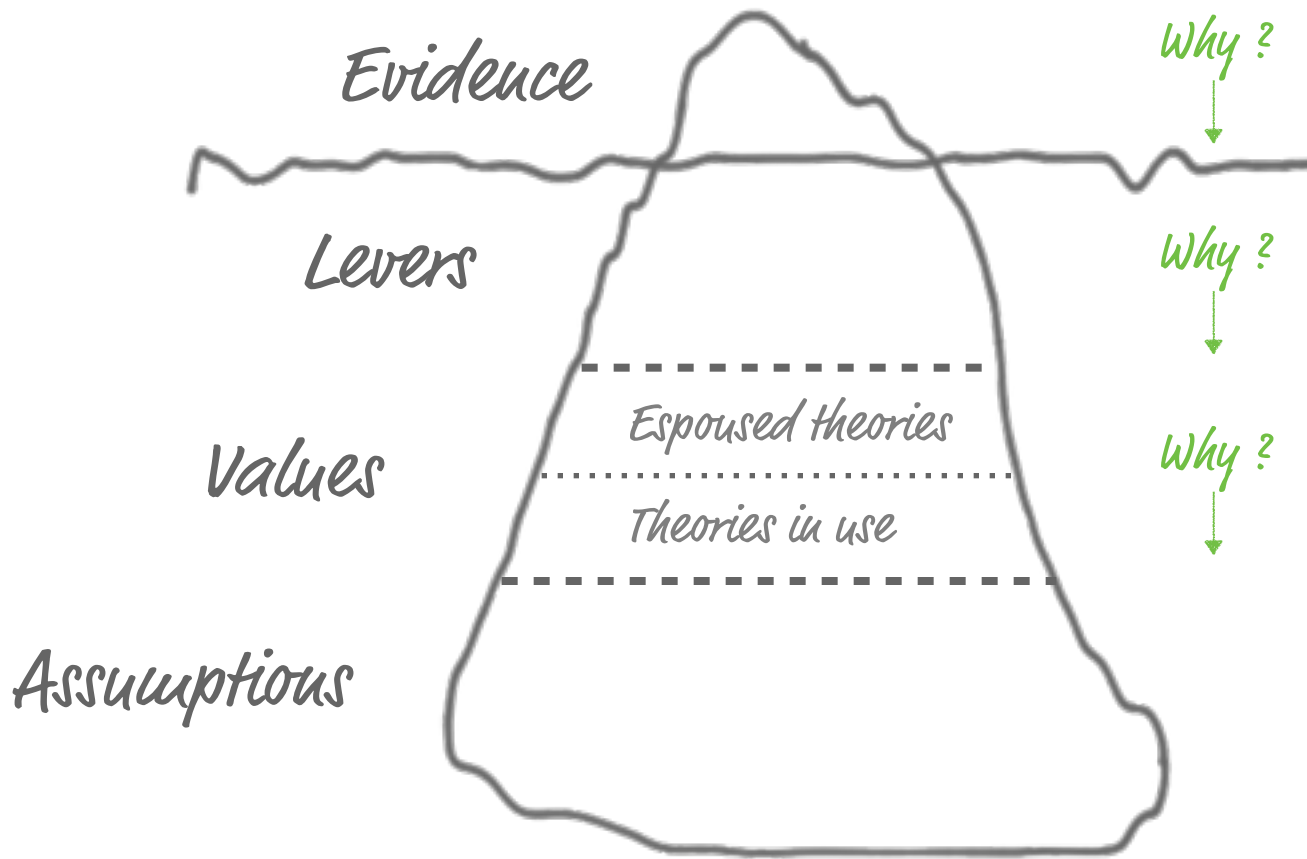
1-page summary of a group showing the link from EQ & Brain Style to Talents and then to Performance.



(Six Seconds)

What kind of culture are you
cultivating?

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(<http://www.davegrayinfo.com>)

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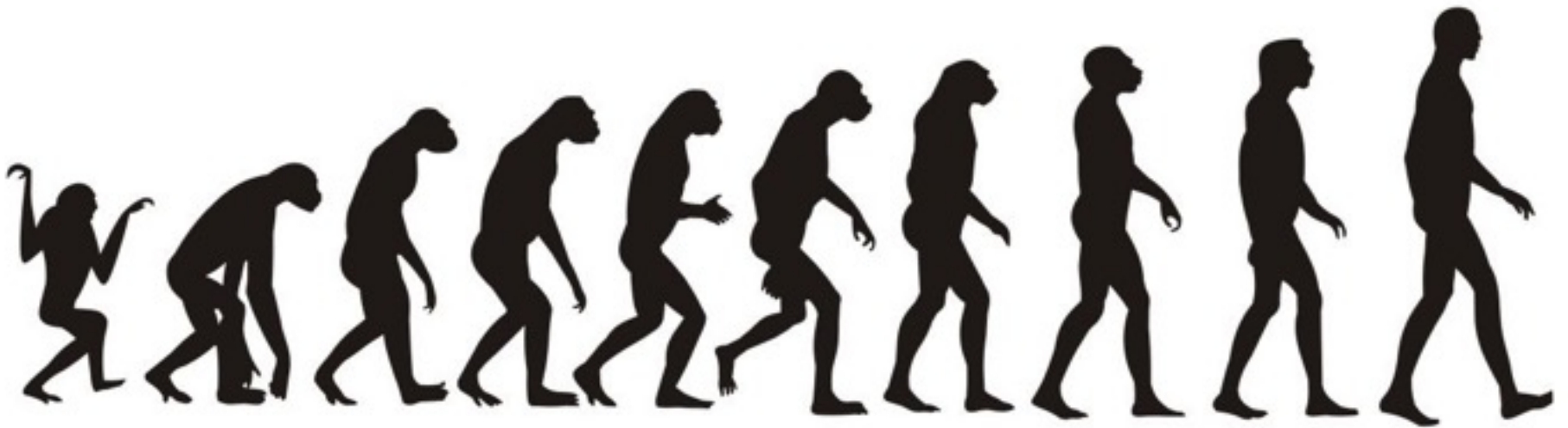
Culture map

	Assumptions <small>(Often invisible) beliefs about how the world really works.</small>	Values (What we care about) <small>Who are our heroes? What stories do we tell?</small>	Levers (Rules of the game) <small>How we try to manage and control the work process.</small>	Behavior (How we work) <small>How we actually behave.</small>
Resources	What do we assume about resources?	Why do we govern resources the way we do?	How do we access the things we need to do our work? - Time and space - Funding - Tools and training - People and expertise	How does the way we govern resources affect the way we do our work?
Decisions	What do we assume about how to make good decisions?	Why do we make decisions the way we do?	How do we make decisions? - Who decides when we work? - Who decides where we work? - Who decides how we work? How do we set goals? How do we change the rules?	How does the way we make decisions affect the way we do our work?
Incentives	What do we assume about motivating people?	Why do we reward the things we do?	What do we measure? How do we track progress? What do we reward? What do we punish? How do we hold people accountable?	How do the things we measure, reward and punish affect the way we do our work?

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Are you ready to evolve?





CultureCode

connect | collaborate | create

www.culturecode.biz