

Creating a Culture of Engagement



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Creating a Culture of Engagement



- Some research
- Some models for consideration
- Some funny thoughts and words
- The real world

Culture is our united
cause –
it's what is core

A SUSTAINABLE CULTURE FOR LONG TERM SUCCESS



“A target-focused culture breeds helplessness”

Sir David Walker, former advisor to Board of HSBC

“Only long term advantage has is its organisational culture” ...

“The only way to build or restore trust in the long term is by transparency, good communication and most importantly, the way an organisation behaves”

Ian Powell, Chairman of PwC

A SUSTAINABLE CULTURE FOR LONG TERM SUCCESS

“Good management cares about morals and values – they bring clear benefits to organisations. They are fundamental to the decisions employees make, the actions they take and the business outcomes that follow”

Ann Francke, Chief Executive CMI
The MoralDNA of Performance

MORAL DNA OF PERFORMANCE - CMI RESEARCH BASED 2500 COMPANIES

Findings – ethics matter

- Stronger management ethics and high levels of performance go hand in hand
- Employee engagement and staff recruitment levels are higher
- Managers in organisations with coaching, visionary and democratic leadership styles report better performance
- Public sector and large organisations face the biggest challenges

MORAL DNA OF PERFORMANCE – RECOMMENDATIONS

Policy makers, senior managers

- Focus on purpose, values, leadership and culture
- Invest in leadership
- Make decisions more on basis of values, not just on rules

- Harness diversity
- Win hearts as well as minds – engage and empower

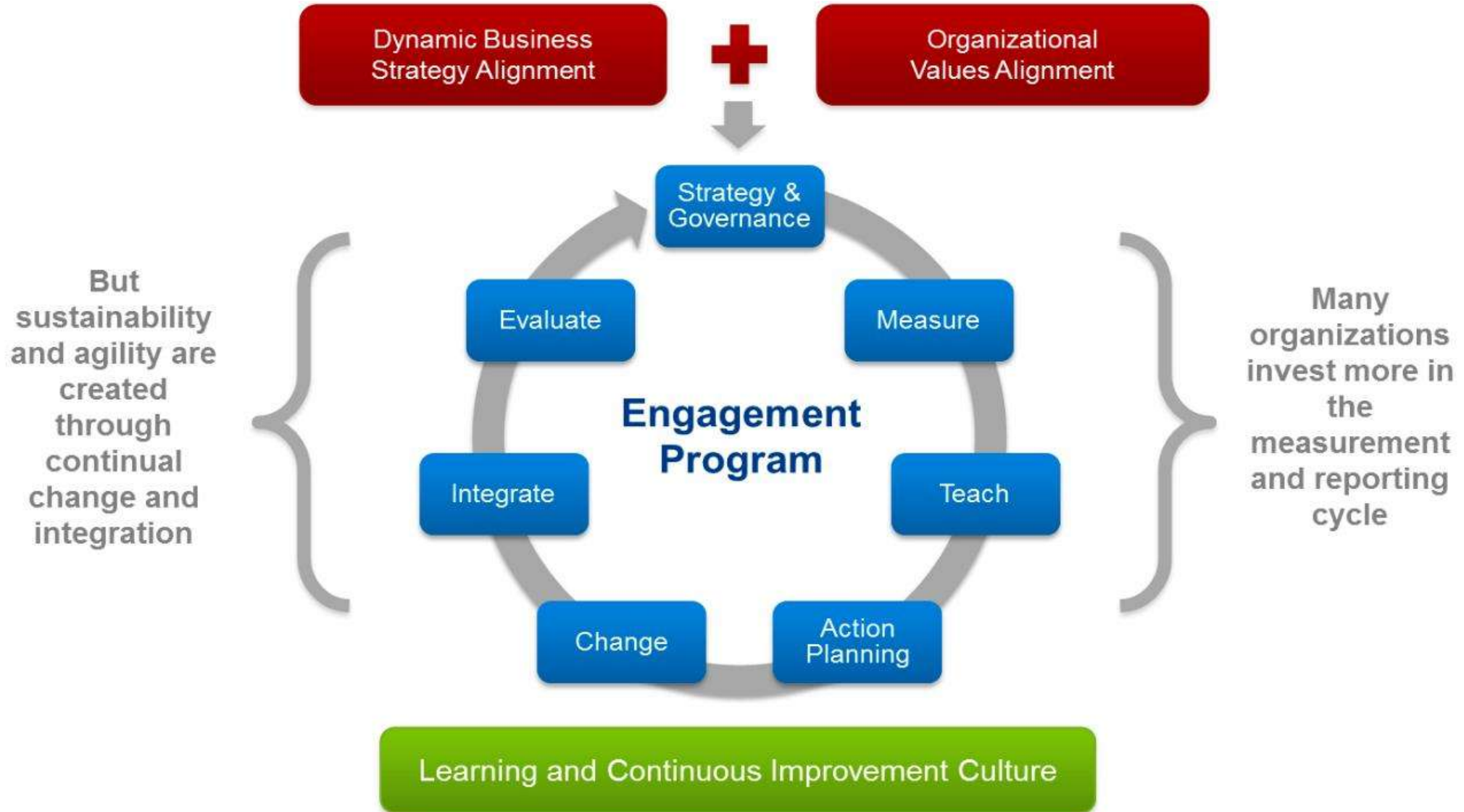
- Measure what really matters
- Reward and recognise values based behaviours

Individual managers

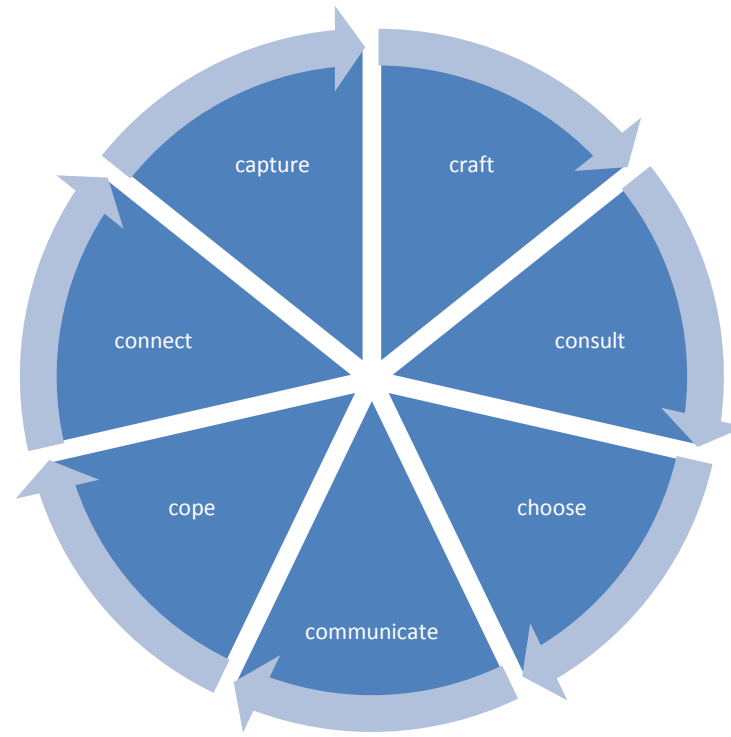
- Care more
- Stand up for the values you believe in
- Identify Moral DNA

- Ask yourself right questions
 - what rules
 - how will act with integrity
 - who will benefit
 - who might not
 - what's truth

- Lead – listen, engage, appreciate, do
- Be inclusive
- Be professional



KOTTER MODEL – TAKING PEOPLE WITH YOU



HELLO

my name is



***Change,
Next Change.***

A Case Study

CASE STUDY



Organisational Review 2013



Corporate Plan 2014-17

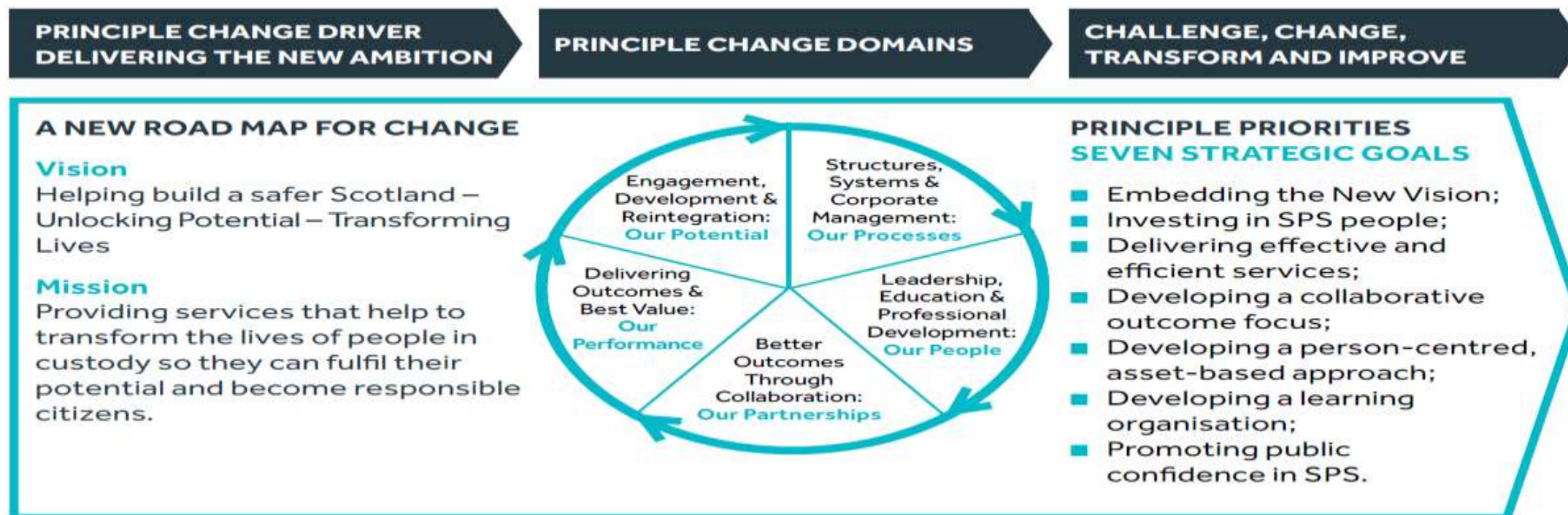


People Strategy 2014-17



The Journey So Far...

THE CONTEXT – ORGANISATIONAL REVIEW OUTCOMES



THE PEOPLE STRATEGY AIMS:

To create the environment for individuals
to thrive and be successful...

...To have a well led, high performing and
professional workforce that are proud to make a difference.

SPS Organisational Review, October 2013



THE JOURNEY SO FAR...

Understanding the challenge

- Operating environment
- Context - Organisational Review “ To be”
- Focus Groups
- Fact find “As is”

Overarching People Strategy

- Prepare overarching strategy – how get from “As is” to “To be” - , guiding principles, approach, progress so far, what means for staff, measures
- Equality Impact Assessment
- Communication and Engagement
- People priorities culture, professionalisation, leadership, HR effectiveness
- Why, what, how, when

Roadmap for change

- Develop the strategy - emergent
- Explore options, delivery
- Implementation plan plan
- Bring in expertise/ external partners
- Programme governance

Building staff and TUS engagement

Jan – Mar 2014

“Explore” through Focus groups

- Focus groups on People Strategy – 320 staff
- SCCJR Training Review – 176 staff

April – Jan 2015

“Share” through new national events”

- Exec Team host events
- TUS updates (monthly) plus through existing channels
- 2x PLR events
- 4 x National Staff Panel events
- People Strategy Intranet
- Think Tanks

June – Dec 2014

“Create” through Think Tanks”

- Set-up Think Tanks
- Identify key themes from focus groups & 2013 staff survey
- Set-up 8 think tanks
- Multi-disciplinary teams
- New Think Tank share-point
- Eight group “SMEs” meet regularly to exchange views

Nov – Jan 2015

“Reflect & refine” “Conference”

- Think Tanks share findings and consult with delegates
- Think Tanks review feedback and incorporate into proposed next steps
- Consider findings of Staff Survey 2014 to inform actions
- Prepare Business Cases if budget implications
- See proposed next steps

UNLOCKING POTENTIAL
TRANSFORMING LIVES



OUR ICEBERG IS MELTING – GETTING STAFF INVOLVED

- Staff Panel

- Think Tanks



Thinking differently can help change behaviour and lead to better results.

We have collected information, read about penguins, had a few laughs, thought about the past, present and future, talked to colleagues – all to help change people’s thinking.

Changed **thinking** can change **behaviour.**



Feeling differently can change behaviour **more** and lead to even better results.

We have created a cultural timeline – our story of how we have been part of on-going cultural change.

The timeline demonstrates we are on our change journey and quite a way along.

Does it help to change how you feel about change in our organisation?

A change in **feelings** can lead to a significant change in **behaviour.**



Culture is our
united cause –
it's what is core

Similarities for staff and prisoners – one culture reflects the other

It is about leadership

MUST keep this a secret!

Our diversity is our strength

It's a feeling of worth

Culture is our united cause – it's what is core

We manage crisis really well

We look up to the more experienced staff

Loyal and professional staff – years of experience

We generally have a supportive culture

Young guys are missed – need to invite them in

To get people on board we need staff to feel and see what's happening

Let's celebrate our achievements more ... let's get staff to think about the positive improvements

Massive positivity from staff for the organisational review — genuine interest for staff

We are on the journey and we are quite a way along.

We can change – we have changed

Changed, then changed again, until it worked

I'm here to-day because I believe we have the seeds of continuous improvement

Finally we have a steer from the top

It takes time to persuade people – let's explain it in a way people understand

SOME FUNNY THOUGHTS AND WORDS

OVER TO YOU

- Thoughts, questions, suggestions
- Examples of what's worked for you, lessons learnt