Work Culture Change

Drivers and High-level Essentials

Dr. Angus I. McLeod
Corporate Drivers for Change

There is... ‘a dramatic need to increase three skill sets’:

- Higher cognition
- Technical skills
- Social & Emotional skills. ‘Work-culture skills’

Staff-retention Key Learning

- Staff rarely leave for more money (in spite of what they tell you)
- They mostly leave their supervisor/manager, NOT the company.

Drivers for Change: Why Workers Leave

‘The number #1 reason for leaving a job:

People tend to leave their manager, not their job; a reported 50% of Americans have done this’ (Gallop).

https://www.gallup.com/services/182138/state-american-manager.aspx/

So, upskill Supervisors and Managers!
What Culture Change is Needed?

Typical Stages for Business Success

1. Supervisor training in coaching skills (reduce staff-leavings, especially in first 90 days)
2. Corporate Feedback System – adopt, in practice and procedures
3. Multi-tasking at shop-floor to approved standards and posted for all (cover absentees)
4. Where necessary, form teams and healthy competition for team-recognition
5. Behavioral Norms - Develop and Support at all levels (use for promotions etc.)
6. Extend Behavioral Norms to include ‘call-out’ acceptance when infringements are observed in safety, quality, waste, productive-efficiency in any work location, at any level
7. Culture aligned personality test-pass required for ANY position/interview in the company
8. Leadership training for executives, starting with the C-suite ‘Coaching-Leadership’; ‘Coaching Culture’ humanistic approaches to leadership
9. Appoint 50% or more women to the most senior positions for corporate success.
10. Incorporate community projects including secondments to charitable bodies.

Key Factors in Sustainable Change Work

- Harness & develop the vision with change-agents at all levels
- Create a clear vision and plan aligned to business objectives at C-suite
- Develop the buy-in widely
- Commence change-skills in senior-leaders FIRST
- Tune the L&D environment to support training and change
- Identify and develop coach ‘experts’ **internally** to champion behaviors
- Create management resources (and structures including measurement/incentives) to focus on embedding change in the mid- and long-terms
- Create Reward & Recognition policies
- Adopt Performance AND Behavioral norms for promotion & financial benefits.
Corporate Feedback Systems

There are MANY systems; pick one that will work in your work-culture. E.G.

AIDI

1. Action observed
2. Impact on me/us
3. Desired behaviours
4. Impact on me/us which will result from change.
Multi-tasking on the shop floor

Benefits of Multi-tasking

1. Advancement (satisfaction) for those that want it
2. Real-time displays encourage others to strive
3. Opportunities to bargain for autonomy (esp. within ‘team’)
4. Supervisor ability to cover for absentees with minimal disruption.

- Glencore-Xstrata Division went from 0% Behavioral Norms to 25%
- GE went to 50% behaviours & 50% performance norms in corporate reviews (Richard Peers called them the ‘what’ and the ‘how’).

1. Major European (EEC funded study over many years) shows autonomy importance.
Multi-tasking on the shop floor: Skill Levels

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>Understands the steps required to complete the prescribed task</td>
</tr>
<tr>
<td>2</td>
<td>Performs the task safely and to quality specification but not to takt-time</td>
</tr>
<tr>
<td>3</td>
<td>Performs the task safely, to quality specification and to takt-time.</td>
</tr>
<tr>
<td>4</td>
<td>Can supervise and mentor the task to the Task Developer Standard</td>
</tr>
<tr>
<td>5</td>
<td>Is certified to do repairs (boxed symbol) on all equipment used during the task</td>
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[28] Takt-time is the rate at which a finished component/product task needs to be completed in order to meet the production criteria (and/or the customer demand).
## Behavioral Levels

<table>
<thead>
<tr>
<th>Stage</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Understands the (plant) behavioral norms (stage 1)</td>
</tr>
<tr>
<td>2</td>
<td>Demonstrates a good working use of the behavioral norms (stage 2)</td>
</tr>
<tr>
<td>3</td>
<td>Demonstrates improved working use of the behavioral norms (stage 3)</td>
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<tr>
<td>4</td>
<td>Can demonstrate all behavioral norms seamlessly and is ready to remind others, politely, and at any level of seniority, if the behavioral standard is not being met by that other person (stage 4).</td>
</tr>
<tr>
<td>Team Playing</td>
<td>Accountability</td>
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<tr>
<td>--------------</td>
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</tr>
<tr>
<td>Fred J</td>
<td></td>
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<tr>
<td>Lindy C</td>
<td></td>
</tr>
<tr>
<td>Debs K</td>
<td></td>
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<tr>
<td>Arun B</td>
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Skills & Behaviors Calibration/Certification

Team: Phoenix
Date: Feb-21-2020
Author: Josh Able
**Behavioral Norms**

These are best developed among executive ‘change-agents’
The behaviors will support the desired work-culture

E.g.

1. Energizing,
2. Engaging,
3. Empowering,
4. Empathizing
Behavioral Norm example: EMPOWERING

1. Actively asks for new ideas and suggestions, acknowledges these and gives credit where these lead to improvement

2. Is open to people’s ideas and suggestions and will research & test application of these where doubts remain

3. Encourages initiative in others where they may be able to take the lead in planning and implementing change

4. Encourages cross-organization working and ensures people collaborate to get things done

5. Delegates responsibility and decision making to enable results to be achieved quickly.

In the last few months, how often have you exhibited any/all of the FIVE key behaviors identified for Empowering?
Call-out Acceptance

- Create an acceptable ‘interrupt’ format for calling out transgressions from behavioral norms
  - [raises hand, waits for silence];
  - “when you said, {quotes} did that suggest deviation from our corporate norm of ‘not talking over others’ ”

To be trained, demonstrated and used in any situation (internal staff only) at any level of seniority.
Culture-aligned Personality Tests

- It is harder, more expensive and slower to train soft-skills than technical skills

- So, strive to employ those who already meet our minimum standard of behavioral norms or higher

- Nucor will only appoint staff (at all levels, including C-suite) that have a personality test-pass to join a hiring-list of prospective employees.

  - This is maintained in spite of the hiring issues prevalent widely in the US and locally (c. 40% annually in manufacturing).
**Leadership Training – Start with the C-suite**

Senior executives will deliberately block or undermine change if they do not role-model the new work-culture. Support with 6-12 months of individual coaching. In larger companies, it is typical to start coaching the next level of executives 6 months or so afterwards. The above helps to prevent silo’ing of old and new behaviors in the same business.
Women & Business Success

‘We found that going from having no women in corporate leadership... to a 30% female share is associated with... a 15% increase in profitability for a typical firm’

Two key effects are:

- Increased skill diversity
- Gender diversity affects the bottom line.

Incorporate Community Projects

- Invest in local communities
- Offer paid time off (PTO) for volunteering
- Encourage employees to collaboratively serve your communities
- Offer opportunities to participate in local recreational activities?

Perks cost little, if anything, but can make a tremendous difference in how employees feel about their companies\(^1\).

**Offer secondment periods to support your local community charities.**

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