

Creating Constructive Culture

The Gladstone Regional Council Journey

Leslie Seminutin
Manager Culture and Capability

Agenda

1

Prepping the
Journey

2

Starting the
Journey

3

Staying on the
Journey

Prepping the Journey

1. Know your Why
2. Create a plan
3. Choose your measure
4. Build a budget
5. Engage your Leaders/Prime your employees



**A business's culture can
catalyze or
undermine success.**

Matthew Corritore, McGill University



Know your Why



Create a Plan



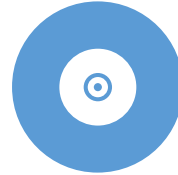
WHAT'S THE
CURRENT
SITUATION?



WHAT'S THE
OPPORTUNITY?



WHO'S THE LEAD
AND SPONSOR OF
THE PROJECT?



WHAT'S YOUR
TARGET OUTCOME?



WHAT ARE YOUR
MILESTONES AND
DELIVERABLES?

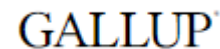


WHAT ARE THE
BENEFITS?



WHAT'S IN SCOPE
AND OUT OF SCOPE?

Choose your Measure



Build your Budget

Consider the cost of:

- Milestones
- The measure
- Consultant support
- Training
- Celebrations



Engage your Leaders/Prime your employees

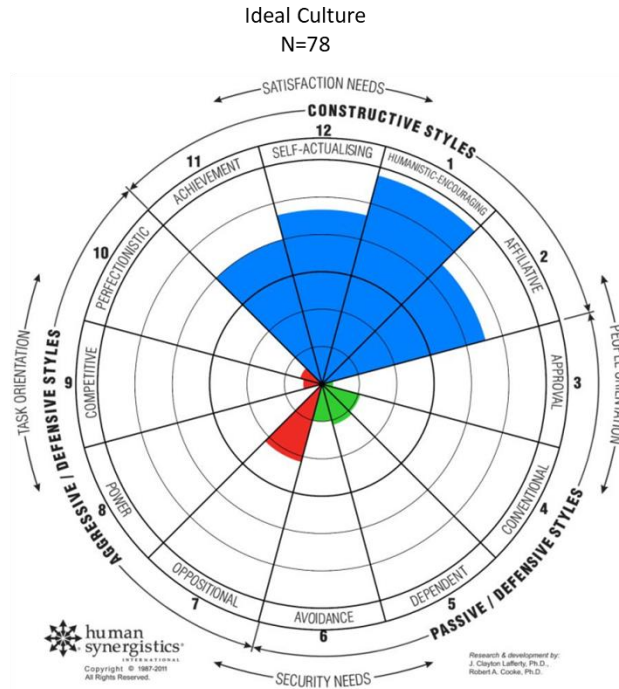
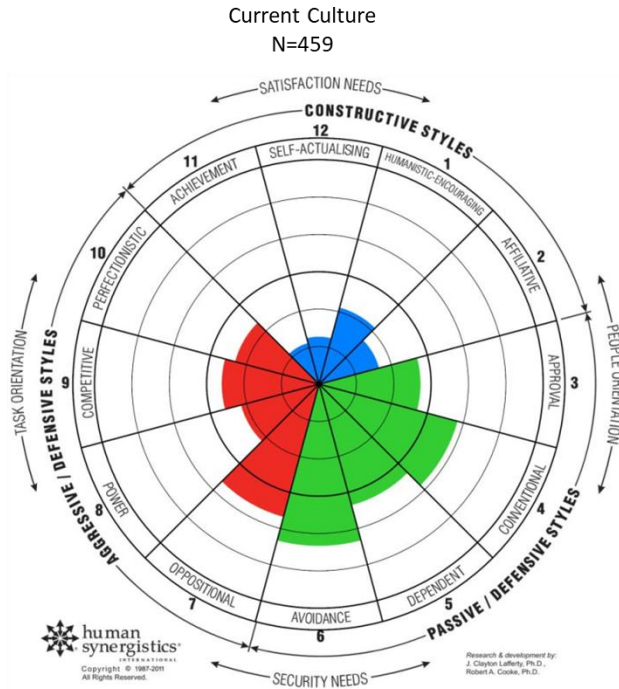
- Share the why, the plan, the measure and the budget with your leaders
- Create leader notes to support them to speak to their team
- Share contact lists of experts in the business
- Deliver engaging stories to plant the seed with your employees
- Build Culture Champions networks

Starting the Journey

1. Understand the current Culture
2. Build capability
3. Communicate, communicate, communicate



Understand the Current Culture



Build Capability



Communicate, Communicate, Communicate

Creating a culture that is #ProudlyGRC

We are proud of who we are and what we do.

We are #ProudlyGRC!

In 2021, we set out to measure and improve our workplace culture.

This started by defining what our ideal culture looks like at Council and asking for feedback from our people about how we are currently do things. In listening to the feedback we've able to better understand our levers for improving our culture and how this in turn impacts organisational performance.



Collaboration Space



Culture Quick Links & Resources

-  [Creating Culture Collab Space](#)
-  [Culture Action Plan](#)
-  [Culture Survey 2023 - Leader Speaking Notes](#)
-  [Culture Survey Results](#)

Staying on the Journey

1. Create clarity on the Culture want to have
2. Operationalise the Culture
 - a) Equip employees with the “how” of culture in their day to day work
 - b) Maximise the Leader impact
 - c) Develop actions based on the results
 - d) Be Agile – go where the energy is
3. Check the Pulse
4. Celebrate your success



Culture Action Plan

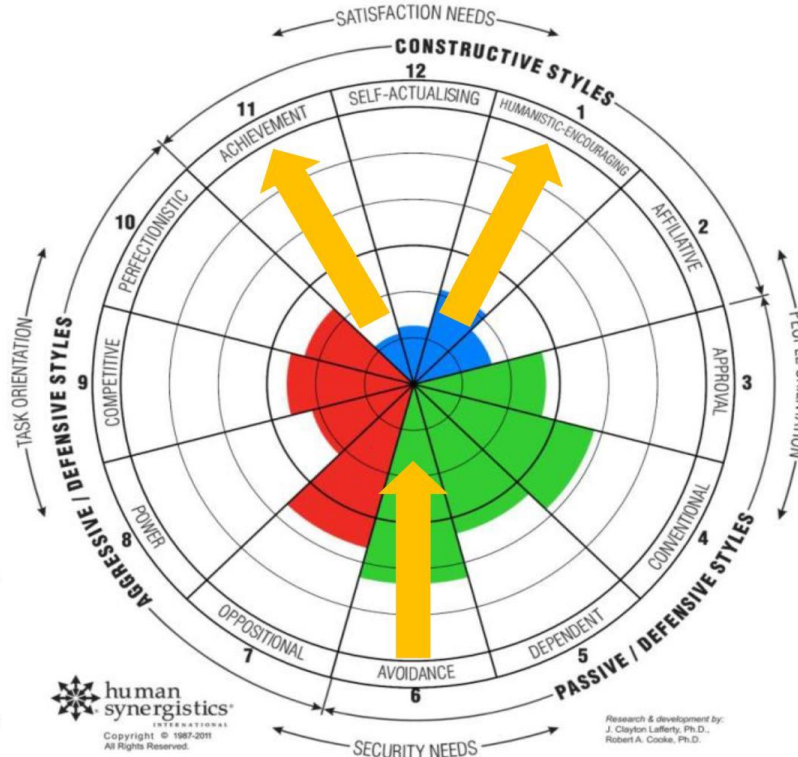
Our Objective

More Achievement

- Think ahead and plan
- Openly show enthusiasm
- Know the business
- Explore alternatives before acting
- Pursue a standard of excellence

Less Avoidance

- Make necessary decisions
- Take responsibility
- Act in a timely way
- Maintain a constructive approach during setbacks or difficult circumstances
- Deliver on commitments



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Research & development by:
J. Clayton Lafferty, Ph.D.,
Robert A. Cooke, Ph.D.

More Humanistic Encouraging

- Resolve conflicts constructively
- Help others to grow and develop
- Give positive rewards to others
- Involve others in decisions affecting them
- Be supportive of others

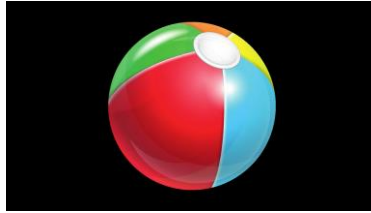
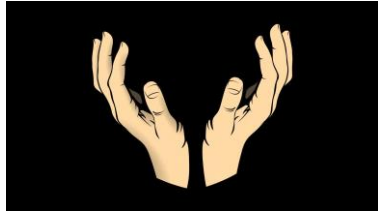
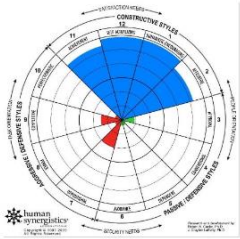
Create Clarity on the Culture you want to have

	Initiative 1	Initiative 2	Initiative 3	Initiative 4	Initiative 5
2022/23	<p>Clarifying our Mission</p> <p>We want to be clear on why we're here and who we serve.</p> <p>We need to know which behaviours we want to start and which ones we seek to stop.</p>	<p>Building Constructive Leaders</p> <p>We want to set our leaders up for success by growing and nurturing constructive skills and qualities.</p> <p>We want to optimise our capability and resources so our leaders can breathe.</p>	<p>Celebrating our Achievements</p> <p>We want to improve the way we share the great work we do at GRC and acknowledge our co-workers.</p> <p>We want to enhance the way we recognise achievement in our organisation.</p>	<p>Making Change Stick</p> <p>We want to improve our change management behaviours.</p> <p>We want to embed and maintain change in our organisation.</p>	<p>Ensuring we are Constructive</p> <p>We will measure our success in the culture journey to confirm we are on the right track.</p> <p>We want to know how we monitor progress towards our goals of more achievement, more humanistic encouraging and less avoidance?</p>
2023/24	<p>Clarifying our Mission</p>	<p>Building Constructive Leaders</p>	<p>Optimising our Decision Making</p>	<p>Creating Career Pathways</p>	<p>Ensuring we are Constructive</p>

#ProudlyGRC



Equip employees with the “how” of culture in their day-to-day work



- We are constructive
- Hold things loosely
- Remember the beach ball
- One team
- We play our part

Culture Activity

Activity – 5 min

- 1) Look at the 2 pictures on your table.
- 2) Discuss what the picture might be
- 3) Pick one of your options

- Being able to understand - or at least consider - someone else's perspective is an important skill.
- It can help with communication skills, empathy, social skills, comprehension, social inferencing etc

Culture Activity



Culture Activity



Culture Activity

We have different perceptions because:

- We have different information AND interpretations about the same event/decision/issue.
- Our interpretations come from different life experiences that have shaped the lens through which we see people, workplace issues, etc

Consider the following questions:

- Is your perception affecting a relationship within the business that is important to the team's success?
- Is your perception affecting how you view the quality of your work? The organisation's work?
- What could you do tomorrow to adjust your perception?

Maximise Leader Impact

Key Activities of Effective Role Modeling

1

Say

Leaders communicate the importance of culture.

2

Behave

Leaders' personal behavior is consistent with the culture.

3

Operate

Leaders manage business processes based on the culture (e.g., budgets, structures, policies).

Percentage of Organizations Where Leaders Consistently Do Each Activity

83%

29%

19%

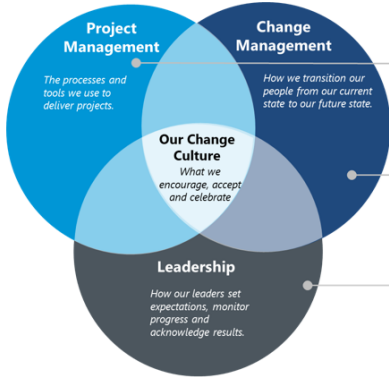
Impact on WCA

1%

5%

18%

Change Framework



Project Management
The **technical** side of change. How we Design, Develop and Deliver change.

Change Management
The **people** side of change. Supporting our people to Engage, Adopt and Use change.

Leadership
Leading the **technical** and **people** side of change.

Leadership Capability Framework

To create a strong organisation, each person in the system, regardless of position or title, must exercise leadership.

Lead Self
Self-motivated leaders...
Are self-aware
Understand their values, strengths, and opportunities for growth and manage their assumptions.
Demonstrate character
Lives the council values and proactively builds a constructive culture by respecting others, showing integrity and being resilient.
Manage themselves
Deliver on commitments and take responsibility for their health and safety.
Develop themselves
Actively seek and utilise feedback for personal growth.

Engage and Develop Others
Encouraging leaders...
Communicate effectively
Actively listen and encourage open discussion.
Promote the development of others
Support and encourage others to grow their skills and achieve their goals.
Build teams
Create a clear sense of purpose and involve employees through collaboration and cooperation.
Contribute to the creation of healthy organisations
Champion an inclusive workplace where health, safety and wellbeing is promoted and prioritised.

Achieve Results
Goal orientated leaders...
Set direction
Inspire performance by identifying, establishing and communicating clear and meaningful expectations and outcomes.
Align direction with vision, service values and Corporate Plan
Create a clear connection from our organisation's long-term plans through to each employee's daily work.
Take action
Implement decisions, hold people accountable and provide customer-focused service.
Assess and embed
Measure and evaluate outcomes, compare the results against established standards, and sustain change.

Develop Relationships
Collaborative leaders...
Continuously Improve
Collect information, encourage open discussion, and use quality evidence to influence action across teams.
Work constructively across teams to achieve results
Create connections, trust and shared meaning with individuals and groups to ensure collective delivery.
Connect with community
Support the success of our region by engaging and collaborating with diverse groups.

Support Improvement
Successful leaders...
Encourage Progress
Create environments of creativity aimed at incremental organisational change.
Demonstrate critical thinking
Think analytically and constructively challenge the status quo to identify and embed improvements.
Champion and lead change
Embrace change and lead with focus and optimism.
Strategically align to the future
Scan the environment for ideas, best practices, and emerging trends that will shape the region.



23 ways to celebrate our achievements in 2023

Hollie Miers
Communications and Public Relations Specialist (Acting)

Hello and Happy New Year from our Celebrating our Achievements Culture Working Group!

We hope you all had an enjoyable break and are just as excited as we are to kick some new goals this year. Kicking goals is great, but even better than that, is when we take the time to reflect on our achievements, and of course, celebrate them!



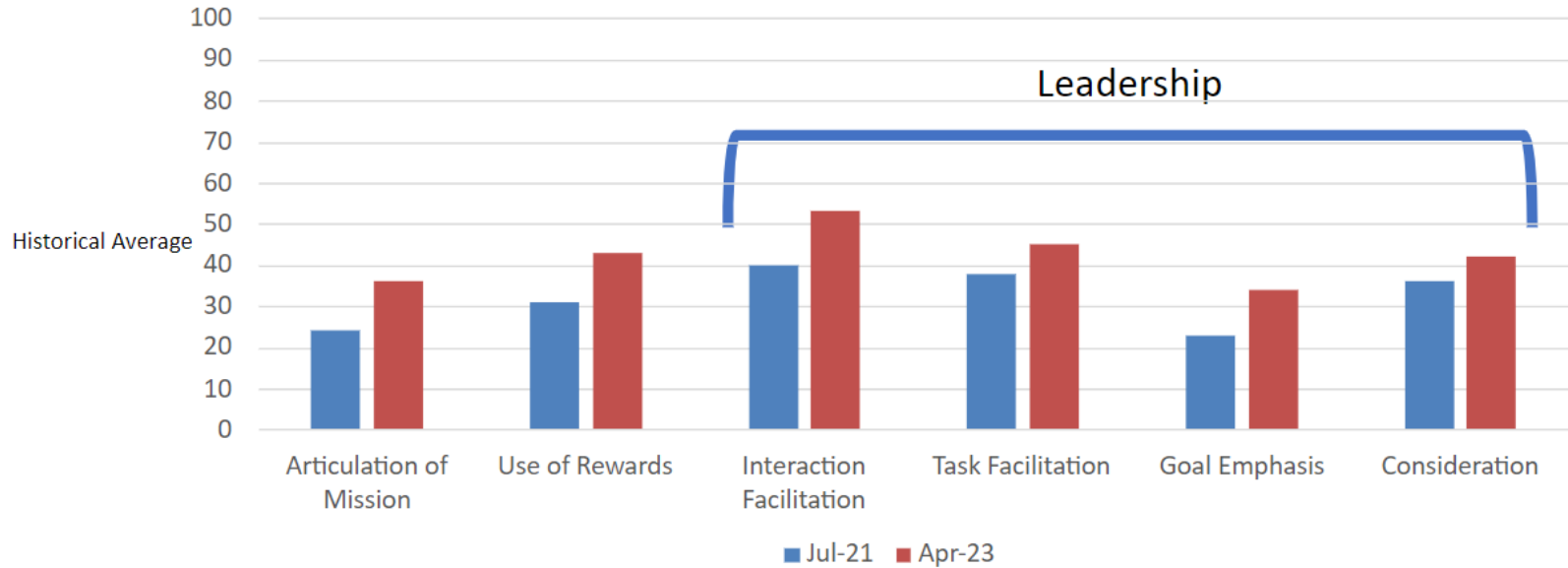
Be Agile – go where the energy is

To get on a path to success,
we need a plan.

To achieve success,
we need to be flexible
when the path is blocked.

@simonsinek

Check the Pulse



Celebrate Success

- Say thank you in a card or email
- Write a success story for the webpage
- Call out a team/employee in a meeting
- Bring treats to recognise an achievement
- Send praise on MS teams
- Organise a team lunch
- Draw a thank you on a whiteboard



GRC Change in Culture over Time

2021 OCI (Past) results are profiled below along with **Current** OCI (Present) results along with the **Ideal** (Future) for comparison purposes.

Past

2021 Culture
N=459



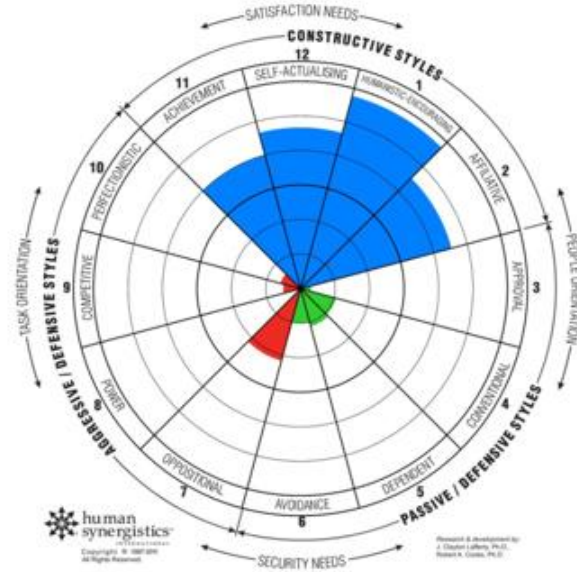
Present

2023 Culture
N=535



Future

Ideal Culture
N=78



GRC Culture Journey – our recipe for success

2021

Culture Champions Network
Culture Survey
Debriefs
Culture Coach
Culture Steering Group
Proud Pause
Culture Webpage
Digi Stories
Posters
Lock Screens
Leader Notes
Cribb Room TV
Human Synergistics training

2022

Operational Plan Item
Culture Action Plan
Culture Working Groups
Pulse Survey
We Did
Thank you Cards
#ProudlyGRC campaign
Leadership Capability Framework
We Did
Connected Managers
Team Leader Needs analysis
Team Action Plans
Awareness to Acceptance Exercise
Stop, Start, Keep Exercise
Culture added to Corporate Orientation
Individual Development Plans

2023

Culture Survey
Culture Hub
Digital Thank you's
23 ways to celebrate in 2023
GRC Leader Certificate
Adopting Culture language into Policies and Corporate Standards
Debrief Champions
Connected Teams
Business Partner Model
Change Framework
Team Building days
Celebration Budget
Myth Busters
Monthly 1:1s

2024

Debriefs
Action plans
Appreciative Inquiry
Specific Team Support
Cross functional support
CARE club
Culture Activities and Tools
Career Pathways
Succession Planning
Decision Making Distribution
Decision Making Communication
Capturing Value from Retiring Employees