

Consulting

Modernisation of HR – HR 2015

Culture Change: Signalling what needs to change

Jane Booth, Associate Director, PwC

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pwc

Culture change: Signalling what needs to change

- HR in the Future: The DMITRE challenge
- Shifting culture – minus the models
- The importance of signalling and storytelling
- The role for HR as people leaders

The DMITRE challenge



1. The mission and core business for each function, identifying the appropriate culture and values - particularly around investment and trade.
2. Organisation design principles and key performance indicators, recommending any necessary changes in structure and accountability.
3. The broad skills base required within each function and identification of capability gaps.

Context

- A remit to deliver a cross government role, working effectively with other agencies on the economic development agenda
- Poised for growth, a solid pipeline of strategic projects, and significant potential for greater inwards investment – a shift in government focus
- Clear mandate to drive investment, integration and innovation across two of the government priorities – ensure one doesn't grow at the expense
- Still evolving as an agency – and will continue to do so
- DMITRE must now move quickly to position itself for success

Key challenges

- DMITRE is still in its infancy as an agency and will continue to evolve
- Clarity is the watchword we heard consistently throughout the consultation
- Like any merger blending the best of previous cultures with a fresh perspective – it will take time
- Teams across the agency need to work together around strategic priorities, focussed on opportunities and the achievement of outcomes

A clear steer

- Align with strategic priorities
- Aspires to be nimble, agile, responsive
- Wants to leverage a flexible capacity etc
- No residual elements of previous organisations
- A fresh culture ...

Early signals:

- Widespread consultation – 80 people in total in 50 meetings, workshops or conversations
- Co-creation - worked closely with the review Steering Committee throughout

Key challenges for DMITRE

- Clarity of whole of government policy for economic development and DMITRE's policy role
- DMITRE's role as the lead economic agency and as a partner working effectively with other agencies
- The role of Trade needs to reflect changing needs and new priorities
- Building commercial awareness and approaches – introducing account management, refreshing case management as critical enablers
- Deepening capability – international perspective, demand led thinking to underpin value chain understanding

A cultural shift – key signals

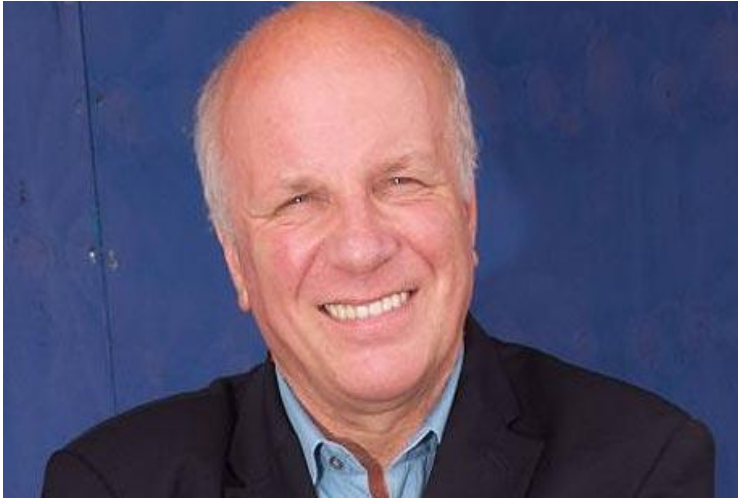
- DMITRE could re-orient itself by organising around opportunities rather than traditional models
- Teams will come together in new structures, but will work in a matrix style according to the capability required
- A more commercial approach is essential
- Productive partnerships and a cross government role are key

The challenge for HR

“Change is everywhere
Time is against you
Everyone is stretched
Immediate targets must be met,
Business must go on.”

**“This is the new BAU”
(Andrew Want)**

Signals and storytelling



Signals and storytelling

Global campaign



Cadbury

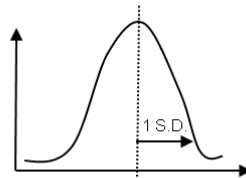
Britain and Ireland



Driving the business

General Manager Upgrade allows us to significantly impact the economic output through consequential management of competence knowledge

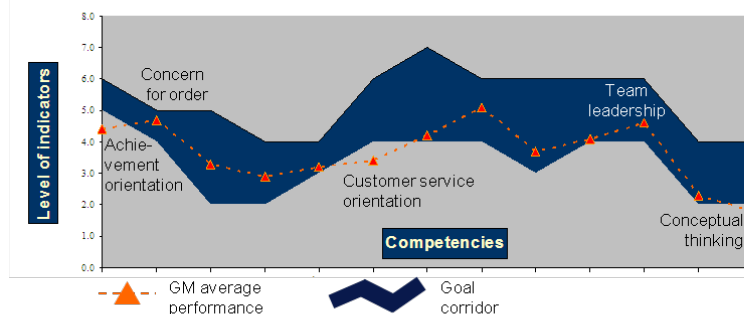
Headlines



- Value of 1 S.D. in complex roles is up to 48%
- 40% of 48% is attributable directly to behaviour as a single influencer
- This 40% is based on **hard economic fact**

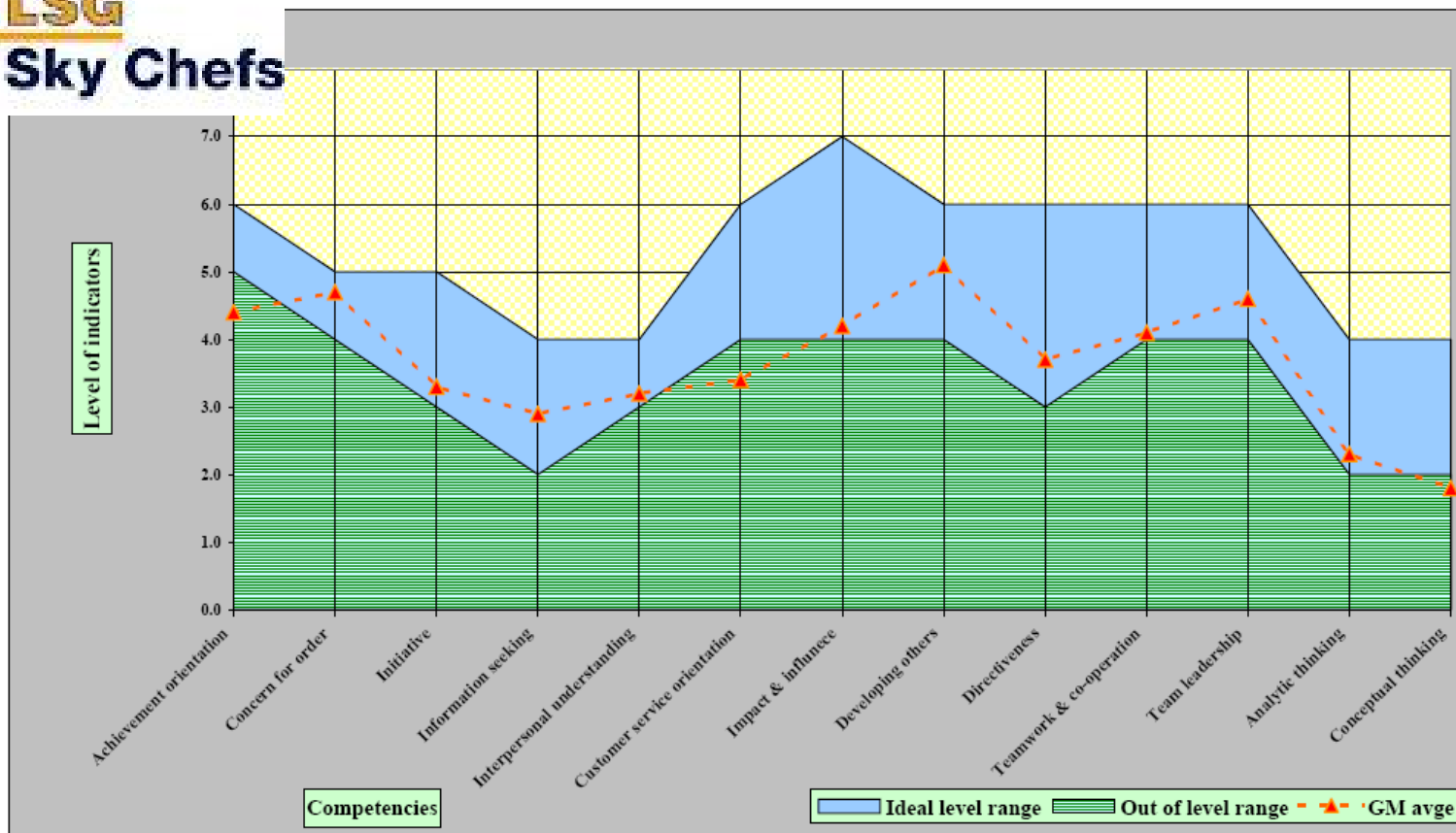
Tools are available

Competence profile of current GM's:



- Behaviour is measurable at a highly granular level
- The power lies in the granularity
- The process discipline is essential to get the result
- The process is profile driven
- Core requirements are:
 - Internally validated profile
 - Robust assessment process
 - Consequential actions based on output

Driving the business



Get in the scrum

CROUCH – get down close to what's really going on where we are now in the business

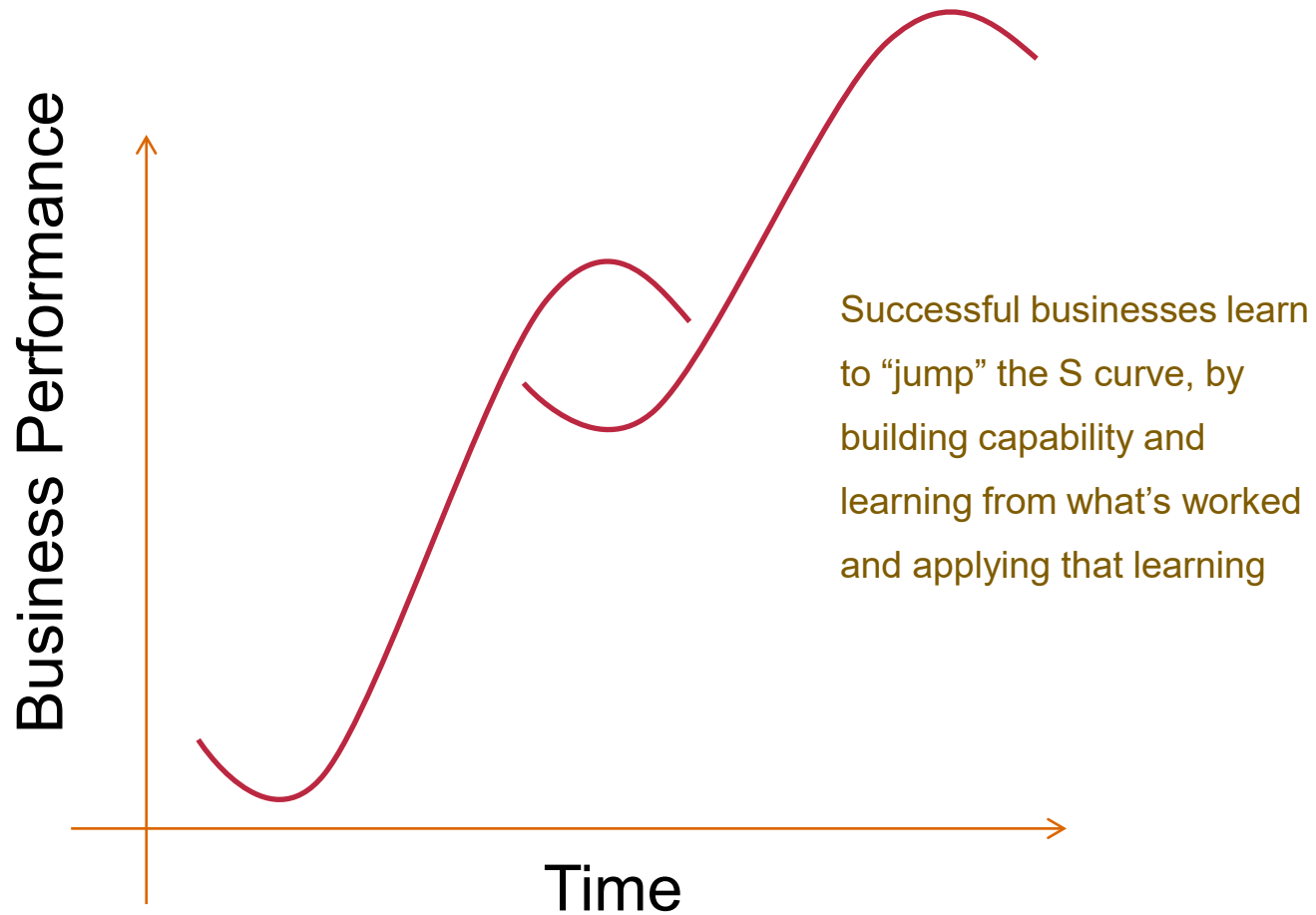
TOUCH – connect with each other, check in with where you are

PAUSE – reflect before acting, what do you really need to do before committing to action? What's going to deliver the right outcome?

ENGAGE – Execute



... Because change isn't linear

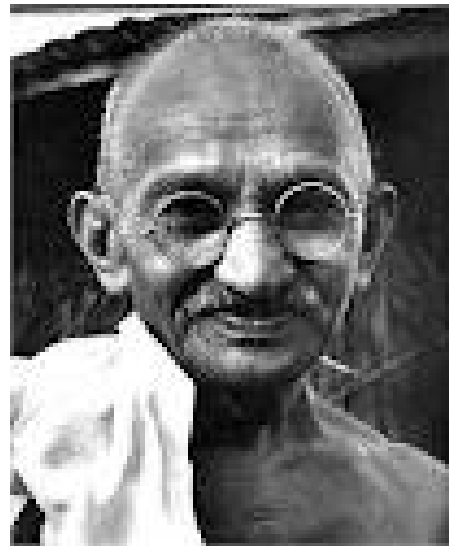


What's the role of leadership?



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Be the change you want to see





Thank you!