

How do we develop a high performing innovative culture?

May 22 2012

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Thomas Friedman:

"... in the globalization system ... one of the most important and enduring competitive advantages that a country can have today is a lean, effective, honest civil service"

Translating Values and Meta Strategies Into Behaviors

A programme to develop an innovative high performing culture would have three elements:



What do I mean by Corporate Culture?



The Tree Metaphor

Why a tree?

- ◆ It's simple and universal
- ◆ Like culture, it's living
- ◆ Like culture, it has a hidden and a visible dimension
- ◆ Like culture, it needs nourishment and attention
- ◆ Like culture, it in turn, nourishes and sustains the community

Culture Metaphor



VISIBLE
ACTION
BEHAVIOR

HIDDEN
THINKING
PHILOSOPHY, VALUES

Culture Metaphor

CULTURE

=

+

VISIBLE

ACTION

BEHAVIOR

HIDDEN

THINKING

PHILOSOPHY, VALUES

Example of Kanbay Corporate Values

- ▲ We value respect for the individual
- ▲ We value our ability to create and exceed high client expectations
- ▲ We value honesty, integrity and open and caring communication
- ▲ We value attracting, developing and retaining a diverse group of people to achieve both personal and corporate goals
- ▲ We value an ownership mentality that encourages innovation and risk-taking
- ▲ We value a spirit of cooperation which is seen in our ability to perform in teams and partnerships
- ▲ We value work that enables us to give back to our global society

Values and Behaviors

Corporate Values	Organization Practices	Success Habits	Taboos
<p>3. We value honesty, integrity, and open and caring communication</p>	<ul style="list-style-type: none"> ▲ Regular forums for decision making, resolving issues and thinking through future company development. ▲ organization-wide communication on priorities, performance and results 	<ul style="list-style-type: none"> ▲ Speak from the perspective of the listener ▲ Talk directly to those concerned about any subject or matter of concern ▲ Give regular and timely development feedback 	<ul style="list-style-type: none"> ▲ Not dealing with people who do not perform ▲ Not speaking up in meetings ▲ Saying one thing and doing another

Values and Behaviors

Corporate Values	Organization Practices	Success Habits	Taboos
<p>4. We value attracting, developing and retaining a diverse group of people to achieve both personal and corporate goals</p>	<ul style="list-style-type: none"> ▲ Defined career paths ▲ Learning Environment towards growth ▲ Thorough organization induction for all new hires 	<ul style="list-style-type: none"> ▲ Hire people better than you ▲ Focus on individual responsibility in a context of strong teaming ▲ Personal development plan 	<ul style="list-style-type: none"> ▲ Opportunities based on length of service / influence ▲ Hide in the anonymity of a team so as to avoid accountability and individual responsibility ▲ Not rewarding the top performers

Operationalising the values in all aspects of the organisation is what creates a corporate culture



Operationalising Organizational Culture

Why is it important to operationalise organizational culture?

- ▲ Culture is the glue that binds the organization together – limiting people working at cross purposes
- ▲ Gives a field and boundary within which associates can act freely and responsibly
- ▲ It brings to the forefront and makes everyone aware of what is considered by the leadership to be important
- ▲ A conscious organizational culture facilitates a consistent client and employee experience
- ▲ Creates commitment, synergy and motivation
- ▲ Provides a values platform for complex decisions and actions
- ▲ It provides an environment for effective communication

Meta Strategies

The implementation of Meta Strategies are essential to create the mind shift enable operational consistency across all departments ensuring a consistent public experience. They facilitate integration and cohesiveness within and across departments

In Capemini we implemented a programme called I³ (I-cubed) focused on 3 meta strategies that were implemented across each office in the 40 countries and impacted all 100,000 employees.

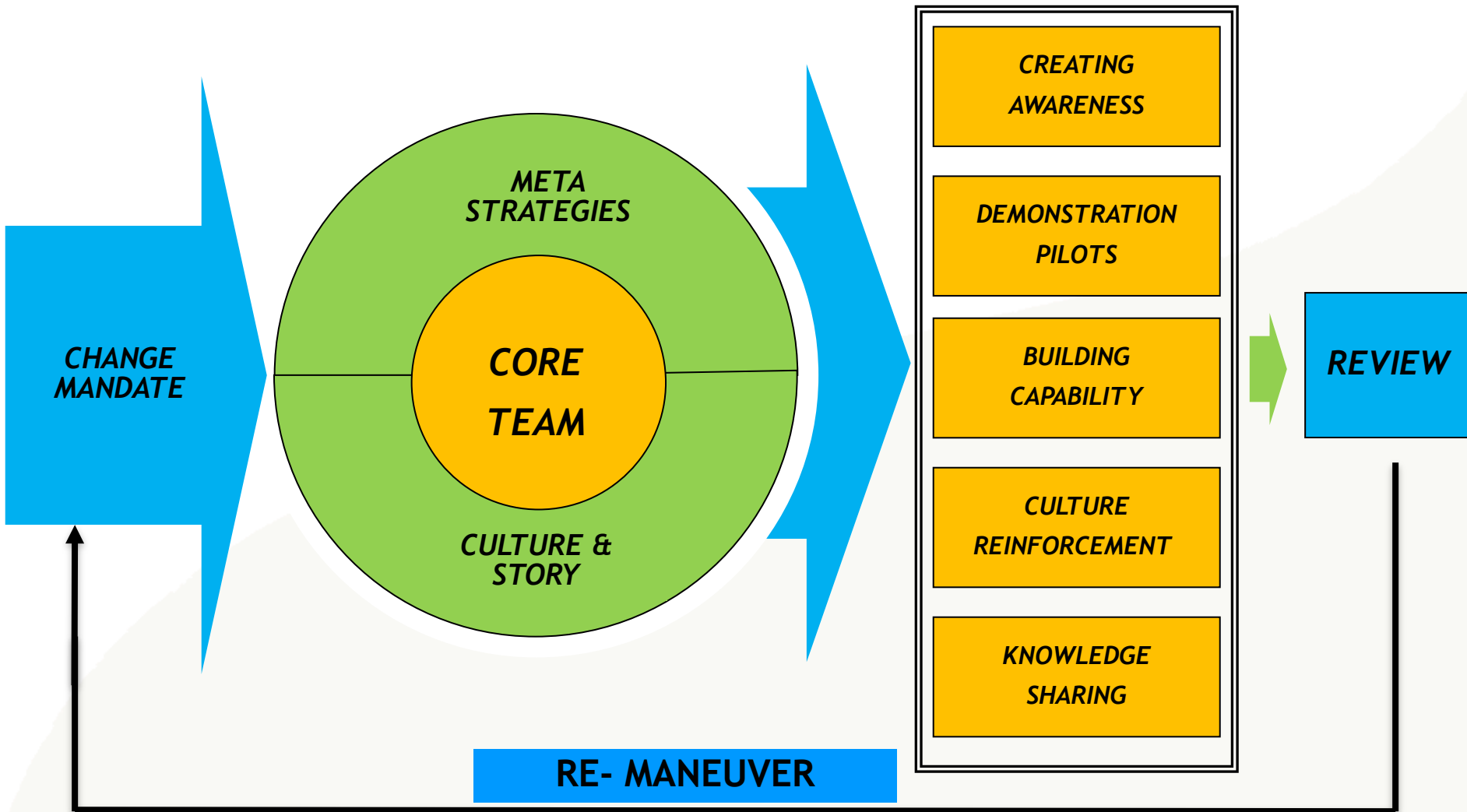
The 3 meta strategies for I³ were:

- ▲ **Intimacy** – to ensure a focus in all activities on delivering outcomes that were customer focused, delivering services that exceeded client expectations, and building relationships with key people within and outside the organisation
- ▲ **Innovation** – to ensure a constant flow of new ideas, change and innovative approaches in all service offerings and the organisation's operating practices
- ▲ **Industrialisation** – to ensure an effective and efficient approach to service delivery that is high value, is standardised where feasible, repeatable, process compliant and delivered at the lowest possible cost

Implications for Leadership in Operationalizing Organizational Culture

- ▲ Lead from the top
 - ▲ Executive management team must “walk the talk”
 - ▲ Highlight a value and behaviour in meetings and presentations
 - ▲ Don't be afraid to acknowledge a mistake you make
 - ▲ Make a positive example of people whose actions demonstrate the culture
 - ▲ Give timely positive / critical feedback about behaviours
- ▲ Ensure management creates structural opportunities to rehearse the culture with all associates
 - ▲ Ensure all client and associate interactions consistent with values
 - ▲ Open Houses and training programs rehearse culture
 - ▲ Awards for performance and culture
 - ▲ Deal directly with culture violations without exceptions
 - ▲ Culture orientation for all new employees
- ▲ Align business systems with the culture

Hence the need for a structured framework for Change Management



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