



Six programs demonstrating key factors in creating a high performance workplace. Includes major case studies of Mobil and Centrelink.

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VIDEO WORKBOOK



SEVEN DIMENSIONS

SEVEN DIMENSIONS is a Melbourne-based video and training resources production company, specialising in business training products. Eve Ash, a psychologist and trainer, established Seven Dimensions in 1979.

Eve Ash is one of Australia's most successful producers of training films, videos and resources. Since 1979, Eve has produced over 400 training video titles which are distributed in 40 countries and have won over 110 international awards for creativity and excellence.

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SEVEN DIMENSIONS

www.7dimensions.com.au

8 Daly Street

South Yarra Victoria 3141

Australia

Ph +61 3 9826 2277

Fax +61 3 9826 4477

Email: info7d@7dimensions.com.au

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Overview

Creating a High Performance Workplace is a training package which includes:

- ♦ six videos
- ♦ a workbook with self-paced learning modules for each video.

This training package will take you through key factors and processes in creating a high performance workplace. The six videos provide a comprehensive strategy for achieving high performance through effective leadership, team-based work systems, quality customer service, the Balanced Scorecard and Key Performance Indicators (KPIs) and systems of reward and recognition.

The series follows the experience of two very different Australian workplaces, each at a different stage in the process of achieving high performance - a Mobil Oil lube plant which has already achieved dramatic new levels of high performance, and Centrelink, a government agency, which is in the early stages of the process of change. The videos include expert comment, information and analysis from staff, managers and workplace consultants.

Target Audience

A high performance workplace is one where everyone in the organisation contributes to those levels of performance. This package is appropriate for executives, managers, supervisors/team leaders, team members and even frontline employees. Whether you are the CEO, a senior executive, manager, consultant, team leader or team member, **Creating a High Performance Workplace** will assist you in:

- ♦ exploring the issues and concepts related to high performance
- ♦ developing skills and strategies for creating a high performance workplace.

Creating a High Performance Workplace has been uniquely designed to be used with a diverse audience. The training package (videos and workbook modules) can be completed by individuals in self-paced learning, or it can be used in group training workshops and discussions.

Description of Videos

The six videos in **Creating a High Performance Workplace** are:

VIDEO 1: STRATEGIES FOR CHANGE (14 mins)

This video sets out the fundamental steps needed to move to high performance - benchmarking, developing a framework for change, identifying and strengthening partnerships with stakeholders and creating an environment which facilitates and maintains continuous growth and ongoing development.

- ♦ Benchmark to Improve
- ♦ Develop a Blueprint for Change
- ♦ Improve Partnerships
- ♦ Create a Learning Environment

VIDEO 2: SUCCESSFUL LEADERSHIP (14 mins)

Effective leadership is an essential factor in achieving high performance. This video identifies key leadership qualities and skills for leaders at all levels of an organisation. Find out what makes a good leader and explore how you can become a successful leader.

- ♦ Develop Trust
- ♦ Be a Motivator
- ♦ Show Competence
- ♦ Be Supportive
- ♦ Provide Direction
- ♦ Empower Others

VIDEO 3: PUTTING CUSTOMERS FIRST (15 mins)

This video covers key training areas for achieving superior customer service by putting customers first. These include identifying customers, asking for feedback, injecting service enthusiasm and streamlining service procedures to provide personalised service and ensure customer satisfaction.

- ♦ Know Your Customers
- ♦ Ask for Customer Feedback
- ♦ Create Service Enthusiasm
- ♦ Streamline Procedures
- ♦ Personalise Service
- ♦ Ensure Satisfaction

VIDEO 4: SUCCESS FACTORS FOR TEAMS (12 mins)

Organisations must recognise the value of teams in achieving high performance and put time and resources into making sure teams are successful. This video outlines six key factors to increase commitment and accountability and improve the productivity, efficiency, morale and overall performance of teams.

- ♦ Clarify Purpose
- ♦ Determine the Game Plan
- ♦ Clarify Roles
- ♦ Develop Ground Rules
- ♦ Communicate and Consult
- ♦ Energise the Team

VIDEO 5: THE BALANCED SCORECARD (13 mins)

This video shows how Mobil and Centrelink are using the Balanced Scorecard to measure performance. The Scorecard uses both financial and non-financial Key Performance Indicators. Management and staff establish KPIs for the whole organisation as well as for each level of the organisation.

- ♦ Introduce a Balanced Scorecard
- ♦ Develop and Implement KPIs
- ♦ Review Progress

VIDEO 6: REWARDING PERFORMANCE (13 mins)

Organisations need to recognise and reward individual, team and organisational achievements. This video sets out steps for achieving high performance by establishing appropriate and successful systems of reward and recognition.

- ♦ Make a Commitment
- ♦ Choose Rewards
- ♦ Negotiate Agreements
- ♦ Maintain Momentum

Video 1

STRATEGIES FOR CHANGE



1. TARGET AUDIENCE

This module comprises activities and background information related to the video **Strategies for Change**. Whether you are the CEO, a senior executive, manager, consultant, team leader or staff member, it will assist you in exploring the issues and concepts related to developing strategies for creating a high performance workplace.

2. BACKGROUND

The video includes case study footage from two very different Australian organisations going through change. One is private enterprise - a Mobil Oil lube plant, a manufacturing site, which achieved outstanding success after near closure a few years ago. The other is Centrelink, a large government organisation with 24,000 staff spread over 400 offices. Centrelink was recently established by bringing together several government departments to create a new, streamlined customer focused service.

3. KEY TRAINING POINTS

Centrelink is only starting its journey to high performance while Mobil has already achieved outstanding improvement in performance. Both organisations identified similar strategies to achieve success. The key strategies covered in this video are:

- ♦ Benchmark to Improve
- ♦ Develop a Blueprint for Change
- ♦ Improve Partnerships
- ♦ Create a Learning Environment

4. USING THIS MODULE

This video and workbook module can be completed by individuals in self-paced learning, or it can be used in group training workshops and discussions.

The best way to use this video and workbook is to complete the activities and watch the video segments in the following way.

| | |
|--|------------------------------|
| <i>Before the video</i> | Complete activities 1 & 2 |
| <i>Watch the video to the end of Benchmark to Improve</i> | Complete activity 3 |
| <i>Watch the video to the end of Develop a Blueprint for Change</i> | Complete activities 4 & 5 |
| <i>Watch the video to the end of Improve Partnerships</i> | Complete activity 6 |
| <i>Watch to the end of the video</i> | Complete activities 7, 8 & 9 |

Activity 1

Essentials for Change Quiz

Complete this activity before watching the video **Strategies for Change**.

Below is a quiz about change. Circle the response(s) you think are important for change to occur.

1. To start the change process, any organisation needs to
 - a) Recognise a need for change
 - b) Have the support of management and staff
 - c) Be willing to allocate the time and resources to implement change
 - d) Establish a sense of urgency

2. The change process needs to include strategies which
 - a) Compare current performance to best practice in other companies
 - b) Include a well thought out game plan
 - c) Explore the partnerships with internal and external clients
 - d) Create an environment where people can improve their performance in a non-threatening way

3. For change to occur there needs to be
 - a) Clear goals and objectives
 - b) A well managed process
 - c) A company vision which reflects ongoing change
 - d) A willingness to learn from others

4. The plan for change can take many forms, but needs to include
 - a) The principles of customer service and quality
 - b) Agreed-on values and behaviours
 - c) Health and safety issues and standards
 - d) A clear set of measures of performance

5. An important strategy for change is
 - a) Communicating with everyone involved
 - b) Talking with customers and clients
 - c) Talking with suppliers, owners, shareholders
 - d) To concentrate on internal change first

6. In a high performance workplace, there is continual improvement. This means people
 - a) Are encouraged to question decisions and processes
 - b) Are expected to solve problems
 - c) Are allowed to try new things
 - d) Learn from mistakes

Check your answers on page 16.

Activity 2

Challenges to Implementing the Change Process

Complete this activity before watching the video **Strategies for Change**.

Many organisations experience obstacles and challenges when they begin the process of change.

Often the biggest challenges to change result from internal factors such as:

- ♦ a lack of willingness to embrace change
- ♦ a fear of change
- ♦ failure to include everyone in the process
- ♦ failure to manage the change process
- ♦ failure to allocate resources for initiating and implementing change
- ♦ failure to remove obstacles and barriers within the internal systems and processes.

Think about your organisation and a situation involving change. It may be a recent change, a current change or a proposed change. It may be a restructure, merger, expansion, downsize, or it may even be implementation of new technology or procedures in one area alone.

Think about the internal obstacles and challenges involved in that change. What did you, or are you likely to, experience?

| Situation involving change | Internal obstacles & challenges that had/have to be overcome |
|----------------------------|--|
| | |

Identifying some of these obstacles and challenges to change can assist you in developing strategies for effective implementation of change.

We will return to this information in a later activity.

Activity 3

Benchmark to Improve

Complete this activity after watching the **Benchmark to Improve** segment of the video **Strategies for Change**.

High performance and best practice involves benchmarking the key processes other organisations use which have proved successful. To start benchmarking you need to:

- ♦ identify the processes/systems/procedures that need improvement
- ♦ identify where best practice exists - it is often best to look outside your industry
- ♦ plan for a benchmarking exercise - where to go, questions to ask, what to look for, writing of report
- ♦ complete many such exercises. Involve as many people as possible - make recommendations
- ♦ disseminate as much information as possible to as many people as possible.

Learn from other organisations - their difficulties, their achievements and how they became excellent. The next step is to continue to improve and become a benchmark for others to assess and improve their performance.

Have you benchmarked processes that other organisations successfully use? If you have, what were they and did you learn from the experience?

If you haven't yet benchmarked the processes used in other organisations, start your benchmarking plan now! List which processes you could benchmark and which organisations could meet this need.

| Benchmarking processes (which organisations) | What did/could you learn? |
|---|---------------------------|
| | |

Activity 4

Develop a Blueprint for Change

Complete this activity after watching the **Develop a Blueprint for Change** segment of the video **Strategies for Change**.

Change needs to be well managed. There needs to be a framework for change. A blueprint articulates a vision for the workplace, a desired set of values to provide guidelines, a clear set of measures and a game plan to achieve the vision.

The blueprint for change can take many forms. It can be built on service principles, shared behaviours, or a set of guiding principles based on improving quality and customer service, staff satisfaction, health and safety, or profit.

What would you include in your blueprint for change?

You may also consider some of the following strategies and points:

- ♦ plan and create short-term wins
- ♦ assemble a coalition of people who will lead the change - people who have impact
- ♦ create a vision for the future
- ♦ communicate the vision and have change managers model it
- ♦ remove obstacles to achieving the vision
- ♦ change systems and structures to enable others to act on the vision
- ♦ encourage risk taking.

Activity 4

Develop a Blueprint for Change (continued)

| Your Blueprint | For your organisation | | For your department/team | |
|---|-----------------------|-------------------------|--------------------------|-------------------------|
| | <i>Exists</i> | <i>Needs developing</i> | <i>Exists</i> | <i>Needs developing</i> |
| A vision | | | | |
| A desired set of values | | | | |
| Shared behaviours or guiding principles | | | | |
| A clear set of measures | | | | |
| A game plan to achieve the vision | | | | |
| Clear goals and objectives | | | | |
| A strategic direction | | | | |
| Business plans | | | | |
| Progress reviews | | | | |
| | | | | |
| | | | | |
| | | | | |

Activity 5

Communicating the Blueprint

Complete this activity after watching the **Develop a Blueprint for Change** segment of the video **Strategies for Change**.

The vision and values set out in the blueprint or framework need to be in clear, simple language, without jargon, so that everyone can understand and relate to them. And they need to be developed with everyone's input, not by management alone.

To own the vision and understand it, everyone needs to understand where the organisation could be in the future. The vision needs to be communicated to everyone and they need to be involved in its refinement.

Think about the strategies you could use to motivate your staff and how you would communicate your blueprint for change to them. Write some strategies in the space below and consider ways to communicate these to others.

| Strategies | How to communicate them to others |
|------------|-----------------------------------|
| | |

You may have included:

- ♦ involving them in the development of a shared organisational or departmental vision
- ♦ involving them in the development of a set of values for the organisation
- ♦ use of focus groups to seek feedback from teams on the change process
- ♦ actively encouraging people to offer suggestions for change
- ♦ involving them in their own individual development and performance plans.

Activity 6

Improve Partnerships

Complete this activity after watching the **Improve Partnerships** segment of the video **Strategies for Change**.

Identifying stakeholders (those who have a stake in the workplace) and improving relationships is a fundamental factor in creating a high performance workplace. The most important partnership is the one between management and staff, but other important partnerships are between the organisation and their suppliers, their customers or end users, unions, owners, shareholders and other organisations.

Improving partnerships means communicating with all stakeholders and making them aware (and even involving them in the creation) of the blueprint for change.

When all stakeholders have been identified, the next step is to refocus on these partnerships and forge closer links. It is then important to continually review progress and put energy and resources into maintaining these critical partnerships.

Use this activity to

- ♦ identify all your stakeholders
- ♦ list what you need to do to improve partnerships and how you review and maintain these relationships
- ♦ evaluate the success of these actions

| List the top six groups of stakeholders | What does each stakeholder expect from the organisation/workplace? | What actions can be taken to improve relationships with each stakeholder? |
|---|--|---|
| | | |

This exercise will be invaluable in assisting you to improve your relationships with your partners.

Activity 7

Create a Learning Environment

Complete this activity after watching to the end of the video **Strategies for Change**.

The high performance workplace is a learning environment. Learning is fundamental to improvement and starts by removing blame from the workplace.

A learning environment is one where people continually build their competencies and learn from mistakes. There is a commitment to continual improvement, people are actively encouraged to question, to solve problems, to take the initiative and to try new things. Most importantly, everyone in the high performance workplace acknowledges that learning takes time and requires resources.

Is your workplace a learning environment? The following questionnaire will assist you in determining where your organisation is in relation to creating a learning environment. Circle the response which best describes your organisation...

| In our organisation we... | Strongly Agree | Agree | Disagree | Strongly Disagree |
|---|----------------|-------|----------|-------------------|
| 1. Make quality time for individuals to do off-the-job training. | 3 | 2 | 1 | 0 |
| 2. Value mistakes as a learning approach. | 3 | 2 | 1 | 0 |
| 3. Allow people to try new things only under direct supervision. | 0 | 1 | 2 | 3 |
| 4. Teach people problem-solving strategies. | 3 | 2 | 1 | 0 |
| 5. Create individual training and development plans for each team member. | 3 | 2 | 1 | 0 |
| 6. Have designated coaches and mentors. | 3 | 2 | 1 | 0 |
| 7. Have a range of learning resources available to the team. | 3 | 2 | 1 | 0 |
| 8. Tend to blame when things don't go well. | 0 | 1 | 2 | 3 |
| 9. Have inadequate induction and training for new people. | 0 | 1 | 2 | 3 |
| 10. Are afraid to make mistakes in case the organisation loses customers. | 0 | 1 | 2 | 3 |
| 11. Encourage our people to learn, improve and grow. | 3 | 2 | 1 | 0 |
| 12. Encourage patience when dealing with new employees. | 3 | 2 | 1 | 0 |
| 13. Invest time, resources and energy into developing people. | 0 | 1 | 2 | 3 |
| 14. Often discourage innovation and creativity. | 0 | 1 | 2 | 3 |
| 15. Regularly celebrate achievements. | 3 | 2 | 1 | 0 |

Is your organisation a learning environment?

Add up the numbers of the responses you circled and check how well your organisation is creating a learning environment.

- 40 - 45 Great! You have created a high performance learning environment. Explore the video to assist your organisation to maintain this creativity and continual growth.
- 31 - 39 Going well, keep going, learning takes patience and time. The video will help you to refine your strategies.
- 16 - 30 You are at the beginning of your journey. The video will offer further insights and strategies to assist you on your way.
- 0 - 15 You have a long way to go. Working with the video and workbook will help you understand more about creating a learning environment.

Answers to

Activity 1: Essentials for Change Quiz (page 8)

All the answers are correct.

The challenge is for you to help develop and implement strategies for change, which will actually bring about change in the workplace. Viewing the video will give you a range of strategies used by people and organisations already involved in creating an environment which facilitates and maintains growth and development.

Activity 8

Create Learning Opportunities

Complete this activity after watching to the end of the video **Strategies for Change**.

Learning not only takes time - it requires resources. In the high performance workplace, people are given time to learn and the resources they need to continually improve.

How can your organisation/workplace create more opportunities for learning? In what area is learning most required? Be very specific and creative when writing down your ideas. This will assist you and your team in developing and implementing strategies for creating more learning opportunities.

| Given the changes envisaged in your workplace, what learning needs can you identify to support these changes? | How are you going to bring about this learning? |
|---|---|
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Activity 9

Revisiting the Challenges to Change

Complete this activity after watching to the end of the video **Strategies for Change**.

Turn back to page 9 and have another look at your list of challenges to achieve successful change. Write down your ideas on strategies for overcoming these challenges.

| Challenge | Strategies for overcoming challenges |
|-----------|--------------------------------------|
| | |

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