



# GLOBAL CONSULTING

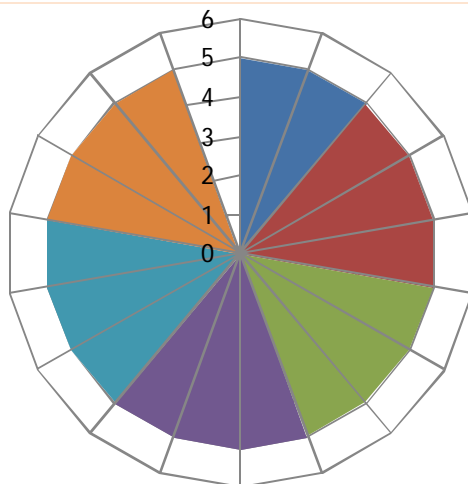
## GLOBAL PERFORMANCE CULTURE SURVEY

Managing organizational culture is one of the most difficult challenges facing business leaders today. Reconciling the demands of dynamic market environments with the need to create workplaces which are productive and motivating is a daunting task for all CEOs.

The Global Performance Culture Survey provides your organization with detailed analysis of the performance focus of your culture, of the key culture attributes which help drive sales growth, increased productivity, improved employee satisfaction, profitability and shareholder value.

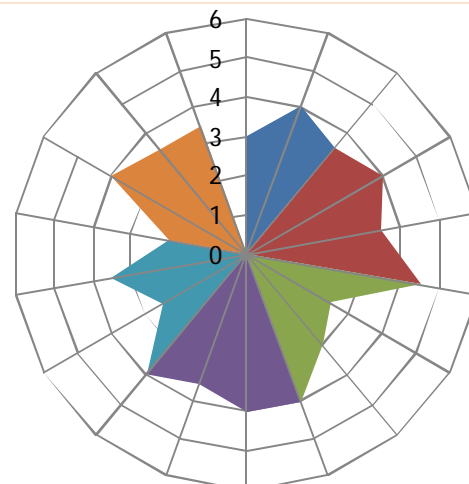
Comprising a comprehensive analysis of your organizational culture across Six (6) Dimensions and eighteen (18) Management attributes, the survey provides a foundation for realigning your culture to improve effectiveness, and achieve your strategic agenda.

### Ideal Performance Culture



■ STRATEGIC FOCUS    ■ COHESION  
■ PARTICIPATION    ■ LEARNING  
■ PERFORMANCE FOCUS    ■ AFFILIATION

### Your Current Operating Culture



■ STRATEGIC FOCUS    ■ COHESION  
■ PARTICIPATION    ■ LEARNING  
■ PERFORMANCE FOCUS    ■ AFFILIATION

We know that a high performance culture will deliver improved productivity and profitability, promote employee satisfaction and retention, and ultimately generate enhanced shareholder value. The insight provided by this survey is only the first step in creating a Performance Leadership Culture.

Global Consulting's Survey Reports provide guidance on how you can achieve a high performance culture. Global Consulting's Action Planning Portal provides the Virtual Management environment to enable you to effectively plan, and manage the transformation process.

See over.....

## SURVEY FOCUS

The Global Performance Culture Survey comprises 90 questions which measure your organizational culture across Six (6) Dimensions and eighteen (18) Management attributes. These include:

1. **STRATEGIC FOCUS** - the extent to which your organization has articulated, communicated and Gained commitment to a coherent framing of Strategic Direction including:
  - **Vision** – articulate and communicate the vision
  - **Strategy** – frame and communicate your Strategy and Targets – how you will realize your Vision?
  - **Values** – defining, communicating and committing to a set of values across your organization
  
2. **COHESION** - the ability of your organization to coordinate and control people, and processes, to achieve high levels of consistency and cohesion, including:
  - **Coordinating** – creating alignment and consistency in how business is done across the organization
  - **Consensus** – applying decision making practices which achieve consensus and a commonality of approach.
  - **Control** – how well does your organization plan for, and control business activities.
  
3. **PARTICIPATION** - the extent to which your organization includes its people in decision making, promotes collaboration and values people as critical assets, including:
  - **Decision making** – how much authority do your people have to make decisions?
  - **Team Building** – how well does your organization deploy and support team work?
  - **Competence Development** – is your organization committed to building core competence?
  
4. **PERFORMANCE FOCUS** - the commitment of the organization to measuring performance, providing feedback, recognizing, and rewarding, and applying discipline;
  - **Performance Information** – to what extent are targets and performance information considered and deployed in the organization?
  - **Recognition and Reward** – the extent to which you recognize success, and reward success;
  - **Consequence Management** – does your organization hold its people accountable for performance, and what approach does it have to managing poor performance?
  
5. **LEARNING** - the ability of your organization to effectively respond to and learn from external customer and market dynamics, including:
  - **Innovating** – the extent to which your organization initiates change to improve performance;
  - **Market Response** – how responsive is your organization to customer experiences and requests?
  - **Organizational Memory** – the extent to which your organization promotes learning and knowledge management within the workplace;
  
6. **AFFILIATION** - the extent to which your people are motivated, satisfied in their work, and committed to the organization, including:
  - **Role Clarity and Support** – do your people know what is expected of them? Do they feel supported?
  - **Motivation** – how effective is your organization in motivating employees, and will they stay?
  - **Career Opportunity** – To what extent do your people feel they have a future with the organization?

## SURVEY INSTRUMENT

The Global Consulting Survey is administered on-line. The Survey Content comprises two categories of questions:

### THE CULTURE ATTRIBUTES

<i>In this organization.....</i>		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
<b>ROLE CLARITY AND SUPPORT</b>							
61	Members know exactly what is expected of them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
62	Members are uncertain how they are supposed to act at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
63	# Members receive conflicting messages from different parts of the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
64	The work environment is very supportive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
65	I feel good when I am at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### DEMOGRAPHICS

Clients select the range of demographic data they require. Examples include specification of:

**Business Unit:**

**Age:**

**Gender:**

**Organization Level:**

**Years with Organization:**

**Other 1:**

**Other 2:**

## SURVEY PROCESS

### COORDINATION

Global Consulting recommends the appointment of an internal Coordinator to manage the Survey Process within your organization. Your Global Consultant will work with your Coordinator to administer the survey. An Administrator's handbook is provided for the coordinator, and guidelines provided on sampling (structuring your respondent groups).

Limited customization is available including custom questions, and customization of analysis parameters (sampling) – see below.

### BRIEFINGS

An On-line briefing is providing for key managers and the program coordinator. Survey information booklets are provided for each participant.

### SURVEY ADMINISTRATION

The survey is administered On-line – using our secure on-line questionnaires, and data collated in the Performance Culture database. Participants are invited to complete the survey, and will be able to partially complete and return to their survey during the administration window (normally 2 weeks). The administrator will be able to review response rates using the on-line survey portal.

### DATA ANALYSIS

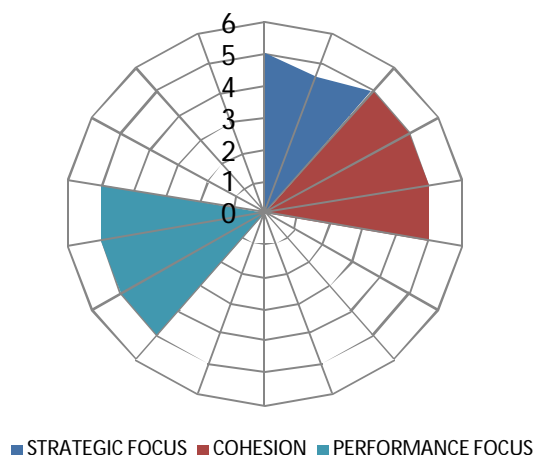
The Global Performance Culture survey is designed to enable understanding of how your culture is affecting your performance, and to learn how to realign or tune the culture to improve performance.

#### STRATEGIC FOCUS, COHESION AND PERFORMANCE FOCUS

Organizations which are strong on Strategic Focus and Cohesion tend to be successful in financial performance, achieving higher Profitability, Return on Investment and Return on Assets.

Conversely, organizations which have high Consistency and lower Strategic focus tend to achieve lower and often declining returns.

Additionally, organizations which score high levels of Performance Focus in addition to Strategic Focus and Cohesion tend to experience stable, high returns in stable markets.

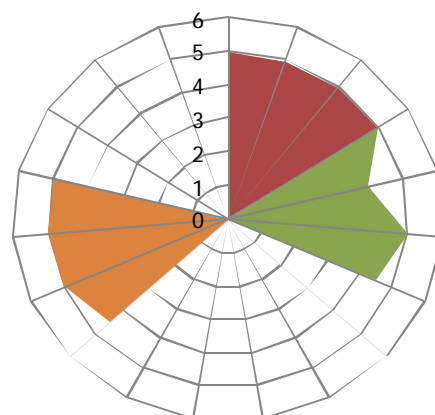


### COHESION, PARTICIPATION AND AFFILIATION

Organizations which are strong on Cohesion and Participation tend to achieve high levels of employee retention, which contributes to improved product and service quality.

Organizations strong in Cohesion and Participation also typically have high levels of Affiliation, with employee loyalty and retention a major focus of management,

Conversely, organizations which have high Cohesion and Participation and or Affiliation, but lack focus on Strategy and Performance tend to be less profitable, enjoy lower returns, and risk obsolescence.



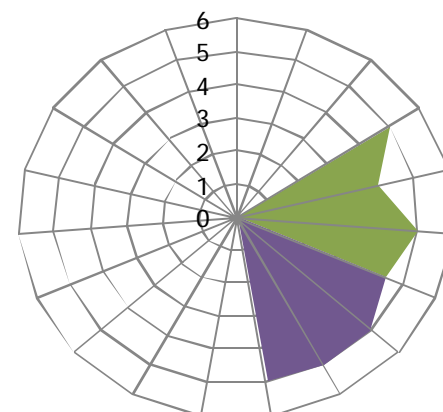
■ COHESION ■ PARTICIPATION ■ AFFILIATION

### PARTICIPATION AND LEARNING

Organizations which are high in Participation and Learning are typically innovative, responsive to market changes, and deliver high levels of service quality. They can also offer employees challenging work environments, but may encounter high levels of stress and high turnover.

Organizations High in Participation, but low in Learning tend to have limited growth potential, although retention of low performing staff may be high.

Conversely, organizations which score high in Participation and Learning, and enjoy high Strategic Focus typically enjoy high sales growth, and growing market share



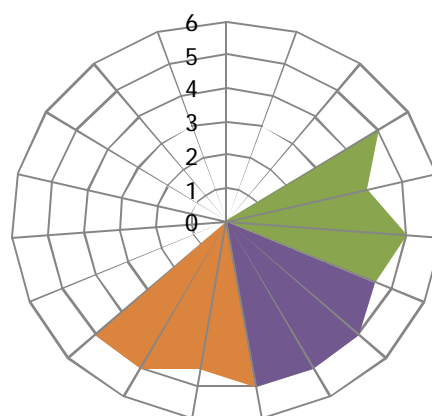
■ PARTICIPATION ■ LEARNING

### PARTICIPATION, LEARNING AND AFFILIATION

Organizations which score high in Participation, Learning and Affiliation tend to enjoy high levels of employee satisfaction, high levels of customer satisfaction and high employee retention.

However, high levels of Participation, Learning and Affiliation do not ensure growth and profitability. High Strategic Focus, Cohesion and or Performance Focus are required.

Conversely, High Strategic and Performance Focus does not always "fit" with high Affiliation, and organizations often struggle to achieve alignment of people management processes with demands for growth and innovation.



■ PARTICIPATION ■ LEARNING ■ AFFILIATION

Effective Organizations need to align their culture with their Strategy. The culture they select can be both Participative, and Performance focused. Similarly, it is also possible to enjoyed High levels of cohesion, while being adaptable, although few organizations can claim to have successfully achieved this balance.

The challenge then for most organizations is reaching the balance of external market demands, with internal interests to achieve a high performing culture.

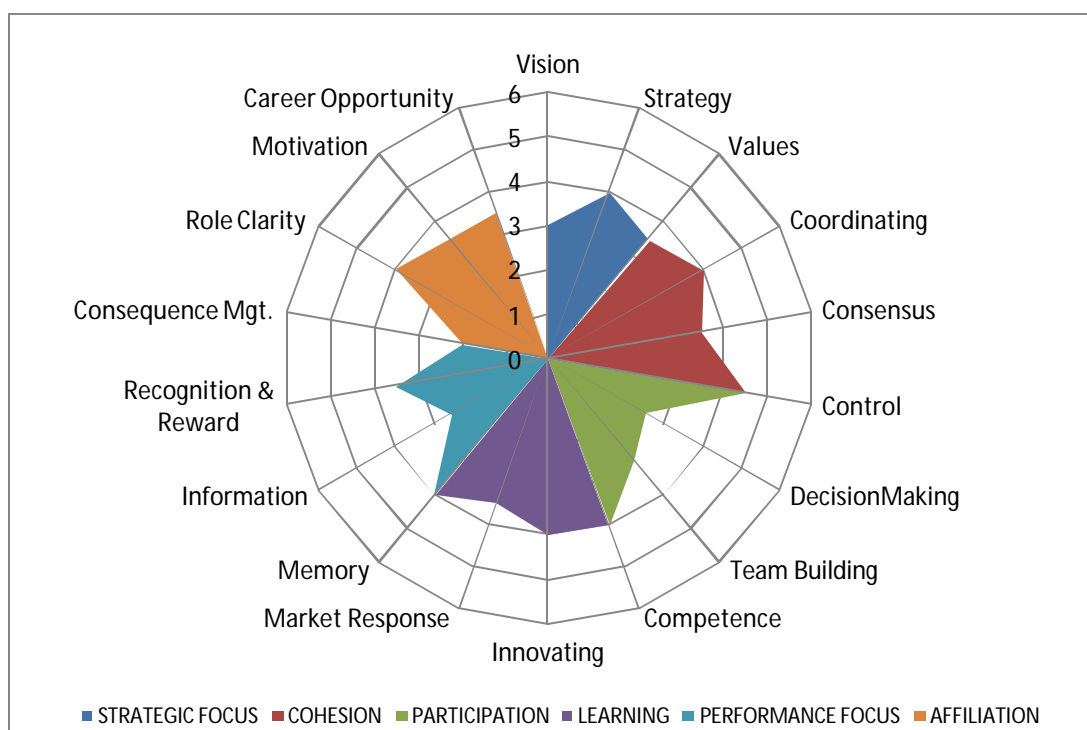
Your Report will enable you to consider which Model of Organization Culture best fits your business needs, and where to focus your improvement action planning.

## SURVEY REPORT

Your report will comprise a number of levels of analysis:

### SUMMARY OVERVIEW

The summary overview provides a representation of your Results by Performance Culture Dimension:



The Culture Profile chart illustrates the distribution of results across the 6 Dimensions in the Performance Culture Matrix. A high score (5) indicates a high level of agreement across your organization with the value propositions in the questionnaire, and conversely, a low score (1) indicates very low acceptance of the culture propositions.

This Profile chart should also be analyzed by Business Entity, and by Organization levels... the **Gap Analyses** (see over).

## DIMENSION AND ATTRIBUTE BREAKDOWN

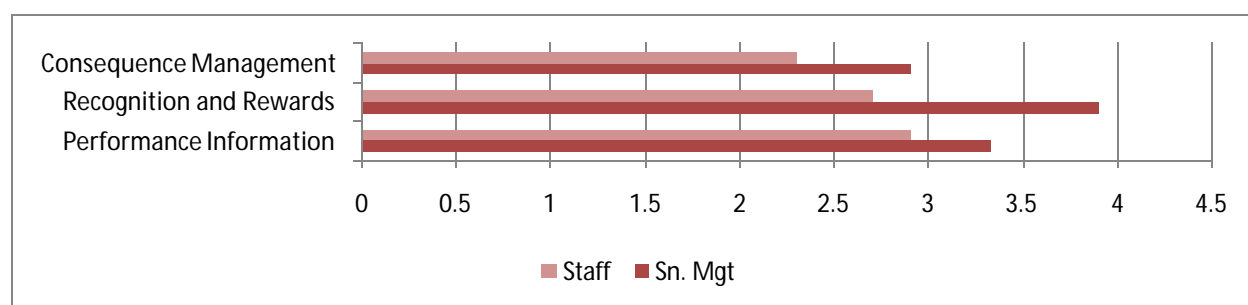
Results are provided by Dimension and Attribute.

In this organization.....	Strongly Disagree		Strongly Agree		
CONSEQUENCE MANAGEMENT	1	2	3	4	5
1 Individuals are held accountable for their performance			3.1		
2 We distinguish poor performance as effectively as high performance		2.1			
3 We work with poor performers to improve their results and avoid turnover where possible	1.2				
4 There is a clear linkage between performance and consequences (i.e.. dismissal)			3.5		
5 Management demonstrate a high level of integrity when dealing with poor performance		2.7			
<b>INDEX</b>	<b>2.5</b>				

Results are color coded, with dark green ■ indicating the highest score, and red ■ indicating the lowest score.

## GAP ANALYSIS

The gap analysis view presents your data in terms of apperception gaps between Senior Management and Middle and non-management employees of the organization. This 'perception gap' presents the challenge for the Senior Management to bridge, and forms the basis for the Action Planning Program.



## INTERPRETATION

Your survey report will include an interpretation commentary, which will assist you in both understanding the implications of your results, and in determining the action strategy needed to improve. The example below illustrates interpretation in regard to the analysis of CONSEQUENCE MANAGEMENT

CONSEQUENCE MANAGEMENT	Result
<p><b>Observations</b></p> <p>There appears to be some degree of personal accountability for performance. However, you may not have effective systems and processes for defining good versus poor performance, and this can impact the morale of high performing staff.</p> <p>Additionally, your processes for improving the performance of underperformers may be inadequate. Lack of a clear linkage between poor performance and consequence damages morale. Conversely, a clear linkage without systems for supporting poor performance can create an atmosphere of fear, and subsequent high attrition of staff. Finally, lack of transparent processes and consistent practice can impact your reputation for integrity if you have to dismiss employees.</p>	<p><b>Consider</b></p> <p><i>Develop a policy statement for managing Poor Performance</i></p> <p><i>Train Managers in managing Poor Performance.</i></p> <p><i>Communicate Consequence Management Policy</i></p> <p><i>Align Consequence and Incentive Management processes.</i></p> <p><i>Ensure employees receive frequent feedback on their performance and that of the business</i></p>

## ACTION PLANNING

The purpose of the Global Performance Culture Survey is to enable Action to improve Organization performance. Action Plan forms the next step in developing a Performance Leadership Culture.

Your Survey report will contain actions for consideration (see above). On review of the Survey Report, you will need to frame Action plans to address shortfalls in the Culture Profiles.

Global Consulting recommend deploying Action Plans on the Global Virtual Workspace. This workspace enables each Business Unit to set an Independent Workspace, and each Manager to set a series of Personal Action Plans.

## PORTAL FEATURES

- Business Unit specific virtual workspaces;
- Individual Manager Project Planning;
- Tracking and Progress Monitoring;
- Supporting Files and documents available on-line;
- Discussions forums and blog functions;
- Coaching Tools provided to support specific solutions;
- Web Conferencing facility;
- Secure access and document management;
- Accessible 24/7 worldwide.



## COSTS

The Global Performance Leadership Survey is priced to enable small and large scale deployment, and can be administered easily across multiple locations. For more information:

## CONTACTS US

For a free consultation on the needs of your business, contact us on:

Global Consulting Pty Ltd.

154 Hampden Road

Nedlands, Western Australia

Tel: 61 8 9297 1733

[www.global-cn.com](http://www.global-cn.com)