

Organisation Culture - Case Study

Why Can't We Keep Our Staff?

Organisations benefit from a continued self reflection! Third Sigma provides a number of diagnostic strategies which enable organisations to get to the heart of breakdowns affecting the bottom line. One popular avenue is the use of Human Synergistics diagnostic tools.

Company X was a 'good' company! It had global recognition and was often mentioned in the Australian Financial Review. How then could it account for excessive staff turnover – up to 38%? This had become a costly breakdown for Company X. On the surface each department seemed to be working reasonably effectively but something was stopping this 'good' company from becoming 'great'!

For genuine change to happen, things have to be done differently.

How do we know what needs to change? By measuring behaviour, both on an individual and organisational level, what was originally guesswork becomes real and tangible. All organisations benefit from reliable and valid feedback.

Without diagnosis, organisations can be blind to what is stopping them becoming more successful.

With Company X, Lyn Traill administered the Human Synergistics 360 degree Life Style Inventory to measure individual behaviour within the Leadership team; and the Organisational Culture Inventory to measure Organisational behaviour. It was a shock to the Leadership team to find that they were operating out of "high Avoidance". The beauty of these Human Synergistics instruments is that they take a snap shot, a picture, in time and the results can be a beneficial wake up call.

Company X gave staff the opportunity to have their say about why they thought there may be high Avoidance. Revelations included:

- Accountability – Fear of being seen as incompetent
- Parameters for problem solving – no ceiling level of authority
- Lack of respect for management/ each other/ company values
- Procrastination with deadlines ... and much more!

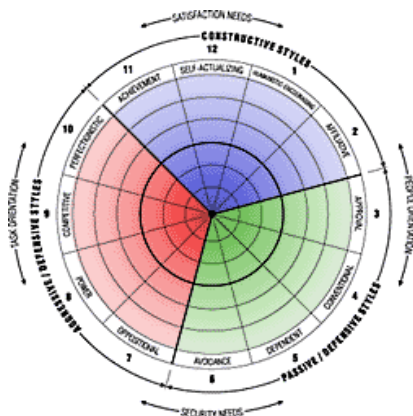
All information summed up a lack of commitment.

Subsequently in depth conversations were held at all levels. Measurable action plans were put into place.

Already there has been a change as the company is proactive in reaching their goal of moving from a 'green' company towards becoming 'blue'.

Once leaders can see the impact of their styles and strategies, then effective strategies can be learned and changes can be made which will have a tangible effect on the bottom line!

Enter the Human Synergistics Circumplex on which behaviour is measured.



The **Blue Constructive styles** reflect a healthy balance of people and task-related concerns and promote the fulfilment of higher order needs.

The **Green Passive Defensive styles** represent an unduly strong orientation toward people as opposed to tasks, fuelled by and reinforcing individual insecurity.

The **Red Aggressive Defensive styles** emphasise tasks over people and is driven by underlying insecurities.

Within each of these segments there are four styles. We will elaborate on these styles and their consequences in upcoming newsletters.

For example, from the results of their individual surveys we were able to analyse the following results in the Avoidance style of Company X:

<p><i>In terms of how people approach their work, we want our organisation's culture to be one that encourages people to...</i></p>	<p><i>However, the organisation's structures, systems, technology and skills qualities intervene and instead encourages people to</i></p>
<ul style="list-style-type: none"> • Think ahead and plan • Pursue a standard of excellence • Work for a sense of accomplishment • Enjoy their work • Take moderate risks • Take on challenging tasks 	<ul style="list-style-type: none"> • Treat rules more important than ideas • Switch priorities to please others • Never to be blamed for problems • Follow orders, even when they are wrong • Not 'rock the boat' • Fit into the 'mould'
<p><i>In terms of how people interact with each other, we want our organisation's culture to be one that encourages people to...</i></p>	<p><i>However, the organisation's structures, systems, technology and skills qualities intervene and instead encourages people to</i></p>
<ul style="list-style-type: none"> • Maintain personal integrity • Encourage others • Use good human relations skills • Resolve conflicts constructively • Help others grow and develop • Show concern for the needs of others 	<ul style="list-style-type: none"> • Build up their power base • Please those in positions of authority • Never appear to lose • Avoid confrontations • Demand loyalty • To be seen and noticed

This was powerful data for Company X to work with. A 'retest' will take place within 12 months to measure how the company is performing.

This is only one example of an effective measurement process which requires professional synthesis and combined individual and team coaching to produce sustainable change.

Contact us on 1300 766 092 to talk to Lyn Traill about how you can get assistance with your organisations' culture and management team effectiveness.