[Dr]AdamFraser

THRIVE

The new Competitive Advantage.

FINAL REPORT

[Dr]AdamFraser

Situation

A marketing department within a University were experiencing significant problems with engagement and culture within their team. They had gone through a significant amount of change and were finding it difficult to get the central team and the facility teams to work together. They engaged Dr Adam Fraser to design and run a program to improve the cohesiveness of the culture and improve the performance of the team.

Pre Program Research

Before the start of the program the members of the team were interviewed and asked what was most important to them and how did they want the department to grow and evolve.

The data showed that there were four clear standouts. These became the strategic focus for the program.

1. To be more innovative in their approach to work, work on more interesting projects and really question how they do things. The ultimate result would be an improvement in the service they provide.
2. To collaborate more, not only within their team but also across the different teams within the department. The significant challenge to this was that they have a central marketing function and marketing functions that exists in the separate faculties.
3. To become a community where they share resources, treat each other with respect and have each others backs. They have a historical cultural headache in that central and faculties saw each other as competition and people said “we don’t get along”.
4. Have a clear vision around where the department is trying to go and what it stands for.

The overarching outcomes we achieved were:

1. A series of special projects were designed and actioned to increase the level of innovation and collaboration within the marketing team. These projects resulted in clear business outcomes.
2. A clear picture of the type of culture they wanted to exist in the team.
3. A clear strategic focus for the marketing function.
4. A list of specific behaviours and overarching mindset required to achieve that desired culture.
5. An action plan to make those behaviours part of the marketing teams DNA.
6. Most importantly we had a lot of hard conversations and got a number of things out in the open that had been holding the team back.

Here is a pre and post survey that clearly shows how the team progressed in specific areas following the program.

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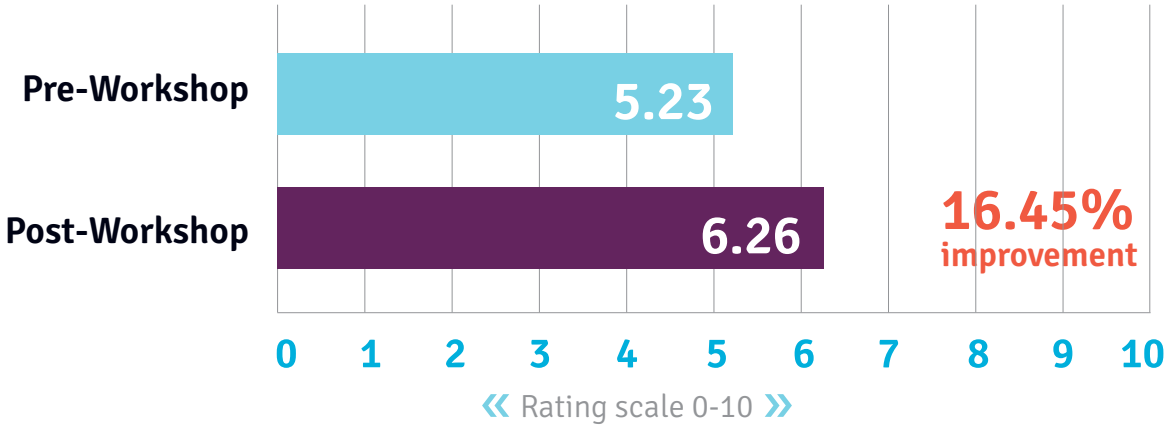
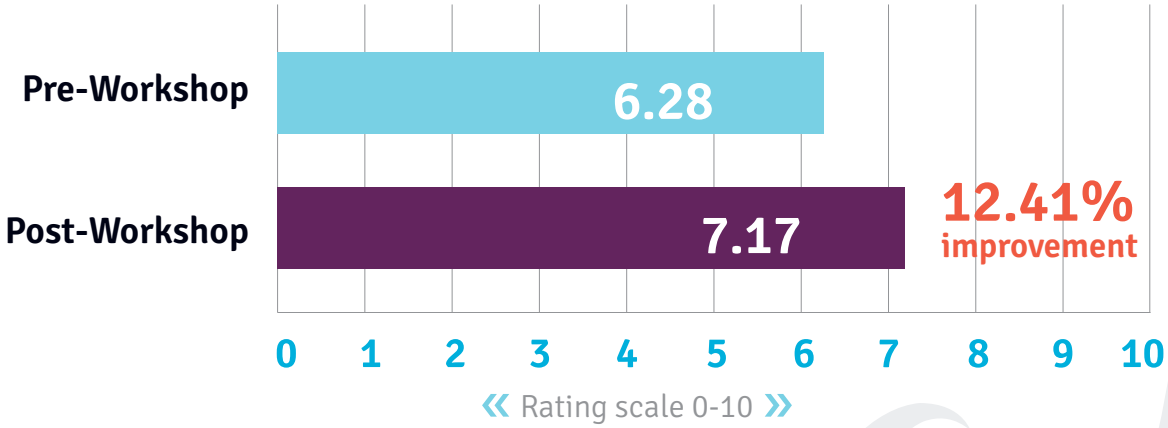
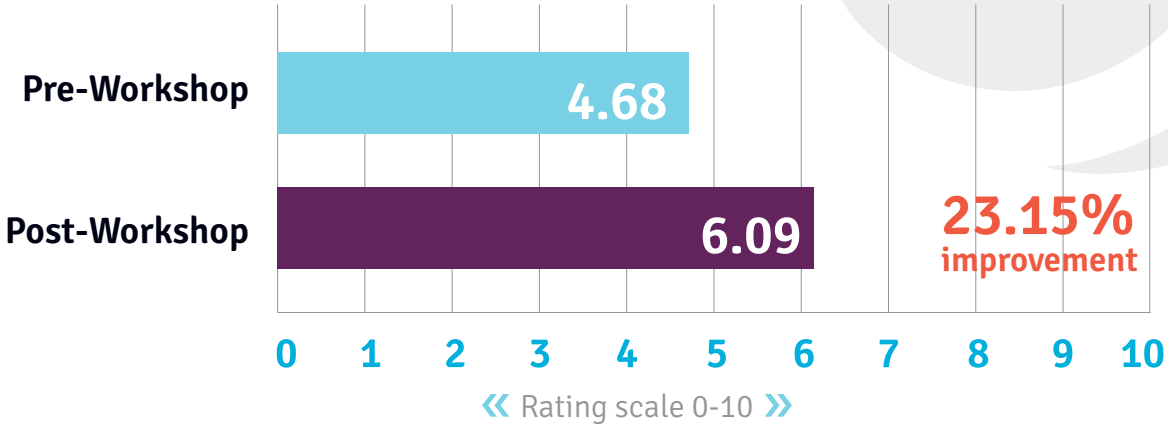
Q1 » How innovative would you rate your marketing team?



Q2 » How collaborative is your immediate team within marketing?



Q3 » How collaborative are the different teams within marketing?



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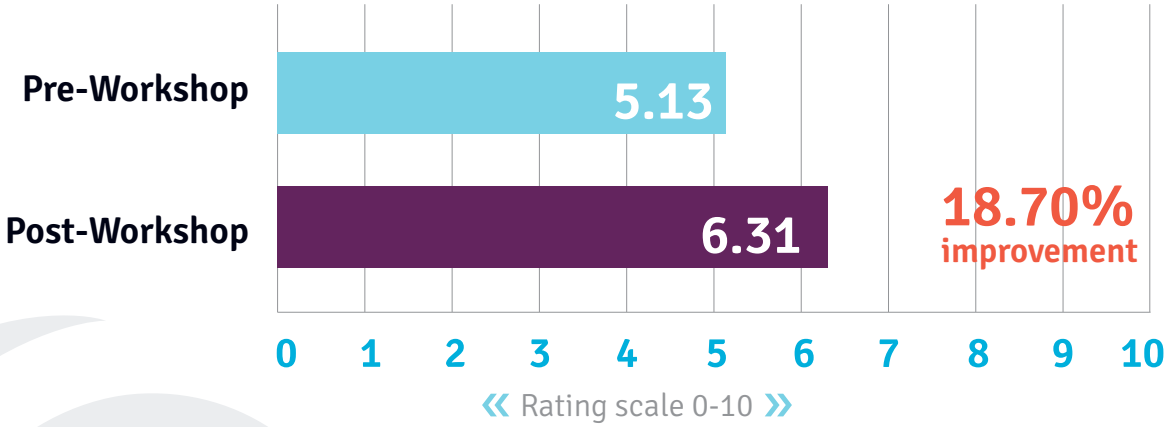
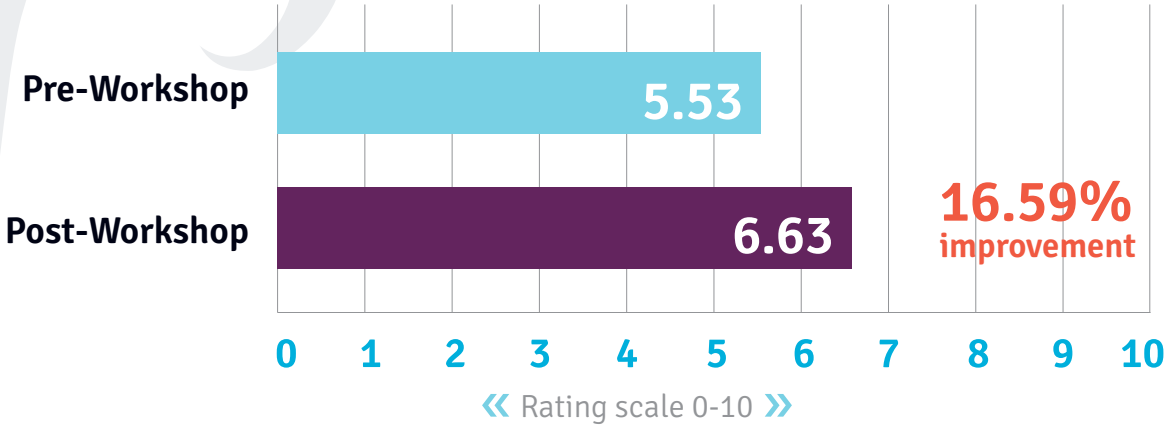
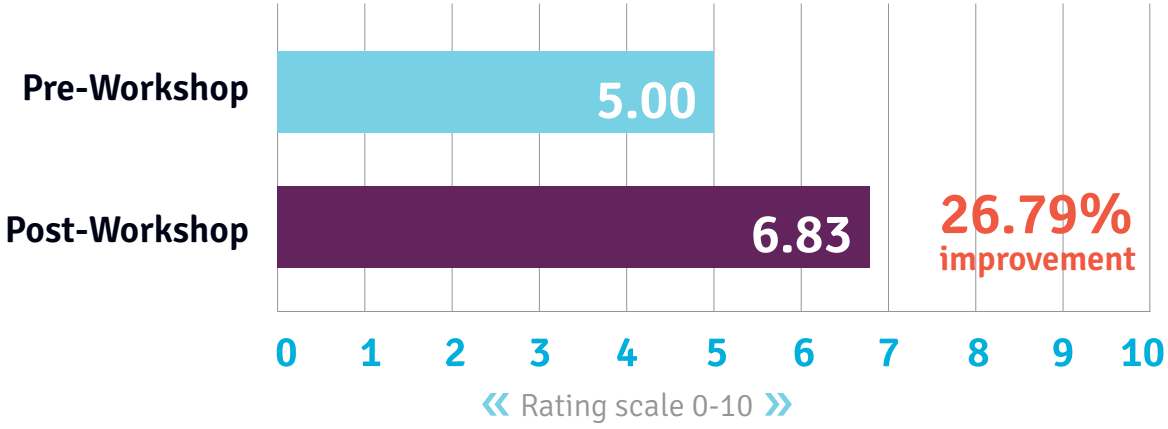
Q4 » How supportive is the culture within marketing?



Q5 » Do you feel safe to fail and push the boundaries within your team?



Q6 » Do you have clarity around vision and purpose of the team?



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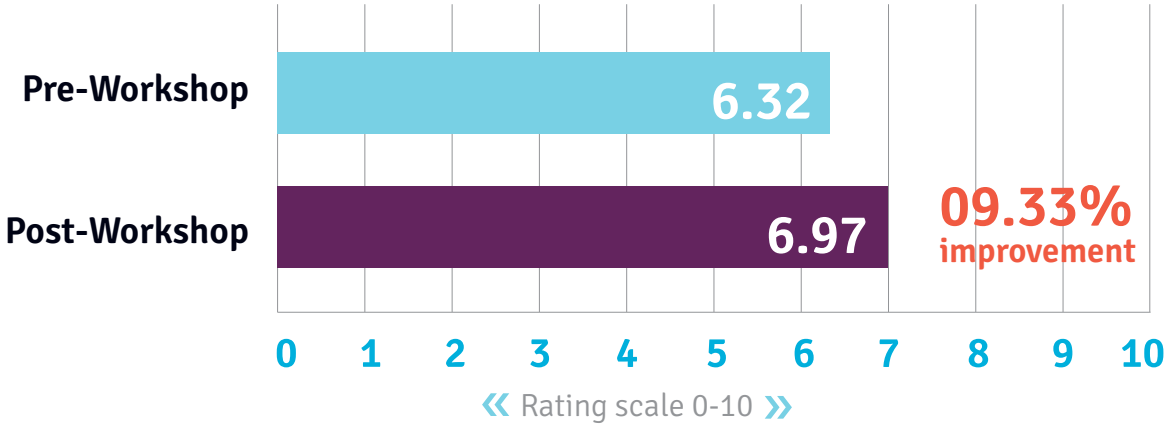
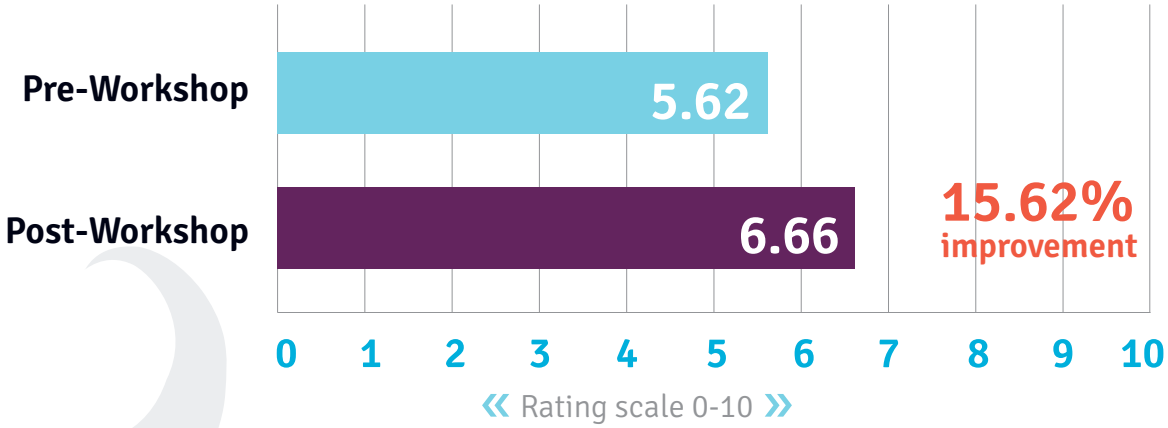
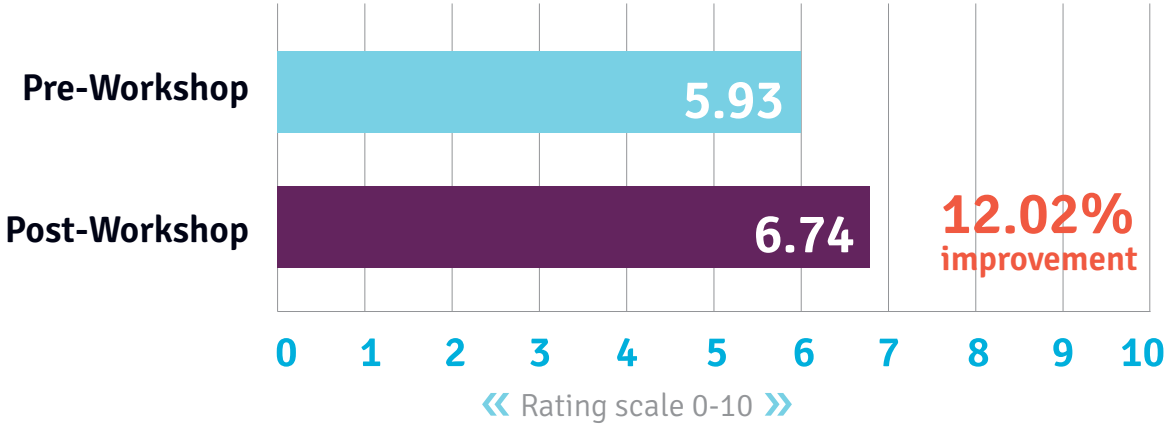
Q7 » Do you feel safe to share new ideas within your team?



Q8 » Do you feel inspired to come to work?



Q9 » Do you feel engaged at work?



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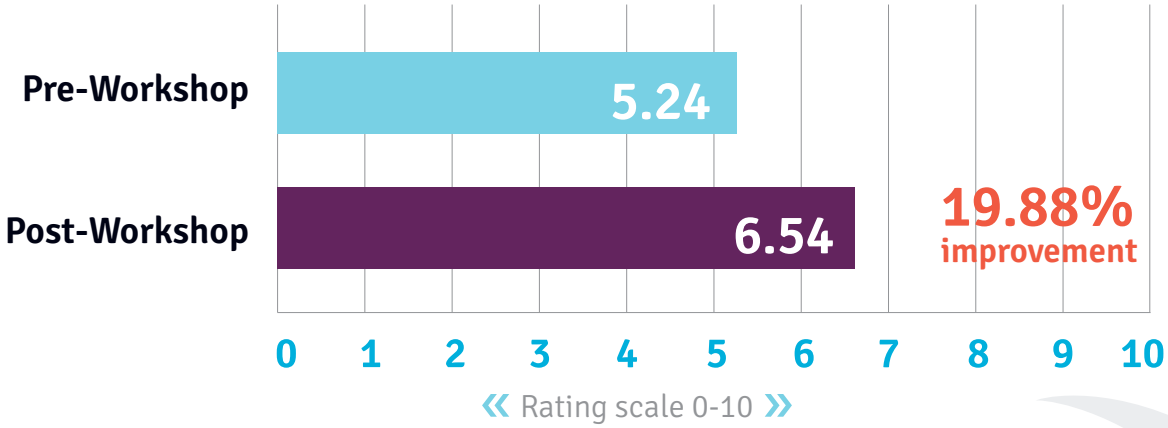
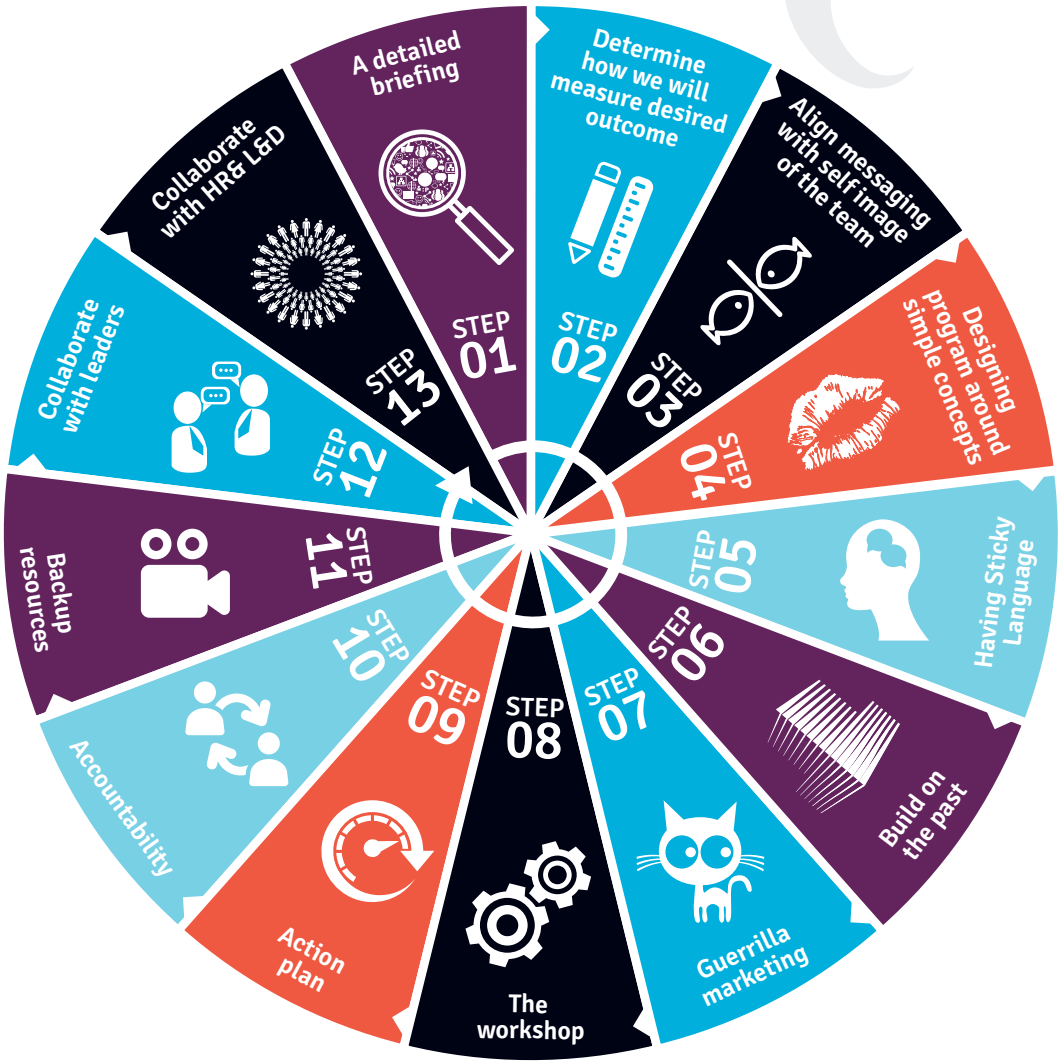
Q10 » Do you have clarity around your role and expectations?



Process undertaken

The delivery of workshops as only a small part of training. What happens outside the workshops is as important if not more important than what happens in the workshops.



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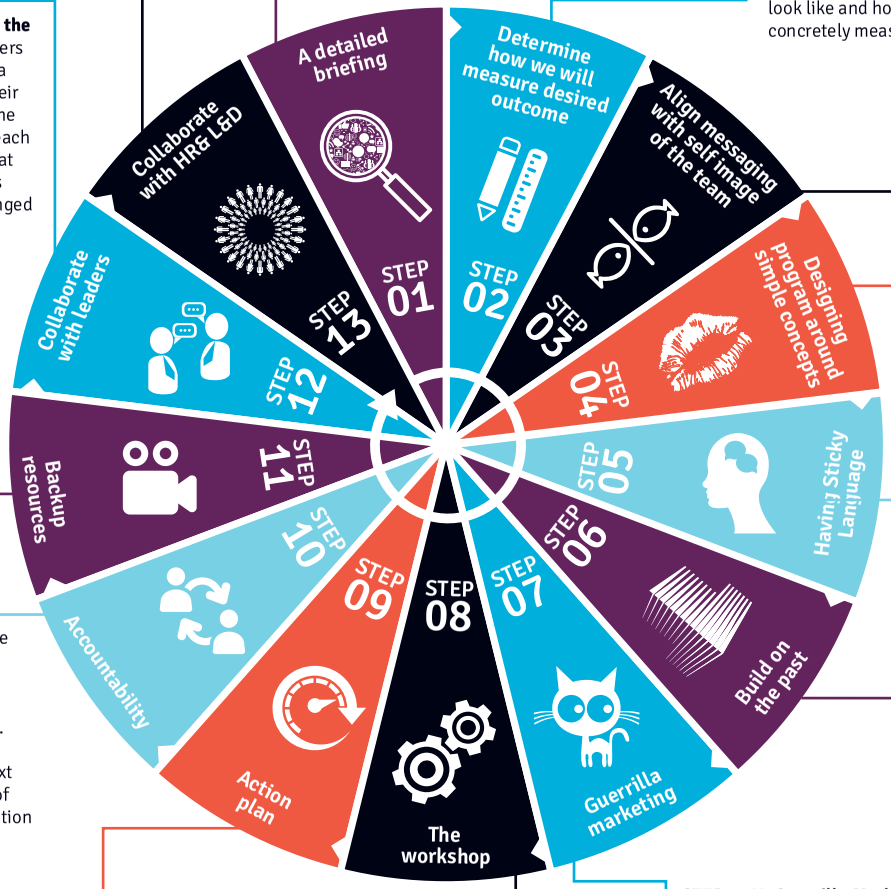
The Integration Process



STEP 01 » A detailed briefing. This is the information gathering activity. The brief is used to determine what the desired outcomes of the program are, as well as to understand the future strategy of the team. In addition the briefing process allows us to understand the culture of the team and the language used within the team.they even come in the room. The team must have five to seven touch points before the program starts. These range from videos, desk drops, posters, mascots handed around the office, surveys to problem solving activities.

STEP 02 » Determine how we will measure that the desired outcomes. Training that does not result in a change in behaviour is wasted training. From the outset we must determine what does successful behaviour change look like and how will we concretely measure it.

STEP 03 » Align messaging with the Self Image of the team. Align messaging with the Self Image of the team. Teams only adopt new behaviours that are aligned with their self image. When you ask people to do behaviours that not aligned with their self image they become anxious and fight the change. For example we did a leadership transformation program for the supervisors within an electricity company in northern Queensland. Their challenge was the supervisors did not lead the teams they tried to be their mates. Being the leader did not align with their self image. After multiple failed leadership programs, the HR team asked us to come up with a solution. We designed a leadership program around why the Queensland state of origin team are so successful. We built the program around the role of the captain. We got them to think of themselves as the captain and taught them to functional behaviours of a captain. The program was a great success in terms of attendance and behaviour change because we aligned the training with a self image they were comfortable with.

STEP 04 » Designing the program around simple concepts. While there is great depth in our work the attendees need to have simple concepts that they can hold onto and keep front of mind so they can change behaviour.

STEP 05 » Having sticky language. The language in the program needs to be sticky so that people walk out of the room remembering it and using it in their daily communication.

STEP 06 » Build on the Past. The training must be aligned to and built on the past so that the team see it as a cohesive part of a greater development plan.

STEP 07 » Guerrilla Marketing. To engage a group you must build curiosity and engagement before they even come in the room. The team must have five to seven touch points before the program starts. These range from videos, desk drops, posters, mascots handed around the office, surveys to problem solving activities.

STEP 08 » The workshop. Content is delivered. The style of the workshop is scientifically proven information delivered in an engaging and practical way. With each principle we teach we give them the science, show them how it relates to their situation, practical examples of implementation and finally have them map out a clear action item of how they will make it a reality in their own world.

STEP 09 » Action Plan. In the workshop each person leaves with a very clear action plan that they will carry out post workshop.

STEP 10 » Accountability. Following the workshop people are held accountable for their action plan via three strategies. Firstly they are put into accountability pairs, so a peer keeps them accountable. Secondly their direct manager keeps them accountable. Thirdly before the next workshop they must fill in a case study of how they have implemented the information and what they learnt from the process.

STEP 11 » Back-up Resources. Following the workshop a series of resources (videos, templates, articles) are sent out to the participants. These summarise and reinforce the key principles covered in the workshop.

STEP 12 » Collaborate with the Leaders. We involve the leaders in the program and use it as a tool to cement and enrich their leadership. For example in one program the leader opened each session and talked about what they learnt from the previous session, what they have changed and what their vision for this current workshop is.

STEP 13 » Collaborate with HR or L&D. We involve the HR or L&D team in the program to increase their internal brand and build stronger relationships with the team going through the program. For example in past programs HR have conducted coaching sessions in between workshops and also helped facilitate the actual workshops.

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Workshop #1 » What is important to you as a group.

The focus of this workshop was to introduce the program and its purpose to the group.

Following this we presented to them the results of the surveys and interviews around what they wanted to achieve as a group. We discussed the importance of these as well the business case for achieving them.

We then covered Jonathan Haidt's change model which outlines for change to occur you need the following:

1. Clear behaviours to implement
2. Be emotionally engaged in the change
3. Have an environment that supports that change

The main group broke into smaller groups of 8 and they came up with a special project to achieve one of the four strategic focuses for the program.

Each group mapped out a specific action plan that they would put in place by the next workshop.

The accountability implemented was to send this plan to Dr Fraser and their direct manager.

These plans were shared amongst the groups so that everyone knew what people were working on.

Some of these projects included:

- Monthly lunch between the University academics and the marketing function. This is where the marketing department keep the academics up to date with their activities. Also they discuss action plans to collaborate better. This was a critical project as these two groups rarely interact and collaborate.
- Social calendar to build relationships within marketing.
- Redesign of the marketing intranet to allow more interaction and sharing of information.
- Marketing staff exchange program.
- Monthly TED style presentations from people within marketing on the projects that they were working on.

Workshop #2 » What makes us Tick.

The focus of this presentation is about showing each individual how they all contribute to the team moving forward and evolving.

Specifically:

- What is self awareness and how to develop it.
- How we all affect culture
- How to develop a Growth Mindset
- What gives them a sense of meaning and purpose in their work.
- What are their signature strengths

In addition this workshop showed them how their personal ambition was aligned to the strategic focus of the team.

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Workshop #3 » How do we need to behave.

In this workshop we facilitated the group to come up with the road map to achieve the culture that they wanted.

Specifically:

What we focused on was what does it mean to be a community, how does a community behave?

- Following this I asked the smaller groups to come up with what are the predominant mindsets they will need to exhibit but most importantly what are the exact behaviours they will need to exhibit (a behaviour is something you can see or hear, it cant be vague like “be more engaged” or “treat people with respect”).
- All this data was collected and then the group voted on the top 6 characteristics of a community and the top 5 mindsets.

The results of this workshop were:

What it means to be a community

1. A safe environment to show vulnerability, express ideas and ask for help.
2. Share Resources and Collaborate.
3. Proactively look to help others rather than focusing on competing with others.
4. Recognise and Understand each others expertise and skills.
5. Keeping each other accountable for completion of tasks and sticking to the desired behaviours that represent our culture.
6. Have an understanding of peoples situation, pressures, work loads. Know what other departments are grappling with.

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How we Behave

The following mindsets and behaviours were identified as being critical to driving the culture that the marketing team were aiming for.

#1 MINDSET »
Recognise the value of others.

BEHAVIOUR: Regularly acknowledging the contribution and success of others. Celebrate shared success. Work shadowing/ exchange to understand the roles of people we complete projects with. People from different groups have informal catch ups.

#2 MINDSET »
I am responsible for my own behaviour.

BEHAVIOUR: Do not fall into victim, persecutor or rescuer roles. Victim - poor me I can't do anything about this situation. Persecutor - It's all their fault, those people are so wrong and I am right. Rescuer - I have to fix it all and make everyone happy.

Rather than blame others for situations, talk in the first person about how you can influence or improve the situation. "I will approach it this way " "I will do this to facilitate a better outcome...."

#3 MINDSET »
Openness to new ideas.

BEHAVIOUR: Do not dismiss ideas without proper consideration. Never embarrass or shame people for ideas. Asking people about their intention behind the idea. Actively listen to peoples ideas. Ask curious questions that gets them to explore the idea on a deeper level.

#4 MINDSET »
We are accountable for what we say we will do.

BEHAVIOUR: We acknowledge/ learn from our own mistakes. Clarify roles and accountabilities. Clarify goals. Assign tasks and deadlines. Regularly meet face to face where you communicate progress, barriers, issues, results.

#5 MINDSET »
Empathy for others.

BEHAVIOUR: With the other teams you are working with ask them what they have going on in terms of workload. With people you work with constantly put yourself in their shoes and ask what pressures will they have on. Ask people how they like to work best and be communicated with best.

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Workshop #4 » Where to next.

In this workshop the results of the voting was presented back to the group. They discussed the importance of these behaviours to the culture and then the group came up with a strategy plan to start to embed these behaviours into their day to day behaviours. The following is the plan.

Part 1 » Every 2 weeks we will meet in our immediate teams.

Part 2 » Prior to the meeting individuals will rate your team against these behaviours.

Part 3 » You must site examples that justify your rating.

Part 4 » The teams score is collated and examples pooled.

Part 5 » As a team you discuss each score and come up with strategies to move the team forward.

Part 6 » That data is then put to a central record the rating and examples of each team is made public.

Since the program they have been implementing these behaviours and continuing to drive their special projects.

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