



**GLOBAL  
SYMPOSIUM  
2003**

The Annual Global Symposium  
Business and Mental Energy at Work

---

# The Third Annual Global Symposium on Business and Mental Energy at Work

## Enhancing Corporate and Workplace Culture

Presented by

Colin J Knowles & Grant Brecht  
Sydney - Australia

*WORLD  
STRATEGIC PARTNERS*



12/13/2003

1

*CLUB  
OF GENEVA*



# Objectives

Linking EAP to Influence Management Style,  
Quality of Work Relationships and  
Job Effectiveness in the Workplace:  
Australian Broadcasting Corporation  
A Case Study





# Definitions – Culture & EAP

---

## What is Organisational Culture?

- “... the ways of thinking, behaving and believing that members of a social unit have in common.”
- “Underlying assumptions about What and how we do things around here!”
- An organisation’s personality



# Definitions – Culture & EAP

## What is an EAP – Employee Assistance Program

\* Free, confidential counselling and advisory service for any work or personal concerns being experienced by employees.

- Administration of the overall program
- All assessments, counselling and referral services
- CORPpsych (summer and winter edition) newsletter
- ManagerLink - advice to Managers on people management skills / techniques
- Advice to HR and OH & S personnel
- Briefing sessions to managers / supervisors and employees
- Education / training for managers and supervisors
- 365 days, 24-hour emergency assistance service
- Two (2) corporate reports per annum
- Trauma / critical incident debriefing
- Promotional/educational materials
- Conflict resolution and mediation



# Australian EAP's - benchmark

Benchmark for Work Related Concerns (EAP)

20 – 30%

Australian Broadcasting Corporation (EAP)

54% - 1<sup>st</sup> quarterly report



45% - End of 1<sup>st</sup> year



# Overview

---

- The organisational setting
- Objectives of the program
- The approach taken
- Findings
- Action strategies to address findings
- Impacts and outcomes so far



# The Setting

1. Substantial unresolved change over an extended period
2. 25-30% reduction in staff budget over several years
3. Virtually no culture of management development
4. Many staff had worked with the corporation since school (30-40 years)
5. Aging workforce approaching retirement - little succession planning
6. Most managers promoted on technical rather than managerial skills
7. Substantial structural and managerial change needed to address impacts of reduced budgets and bring staff into coherent group



# The Setting

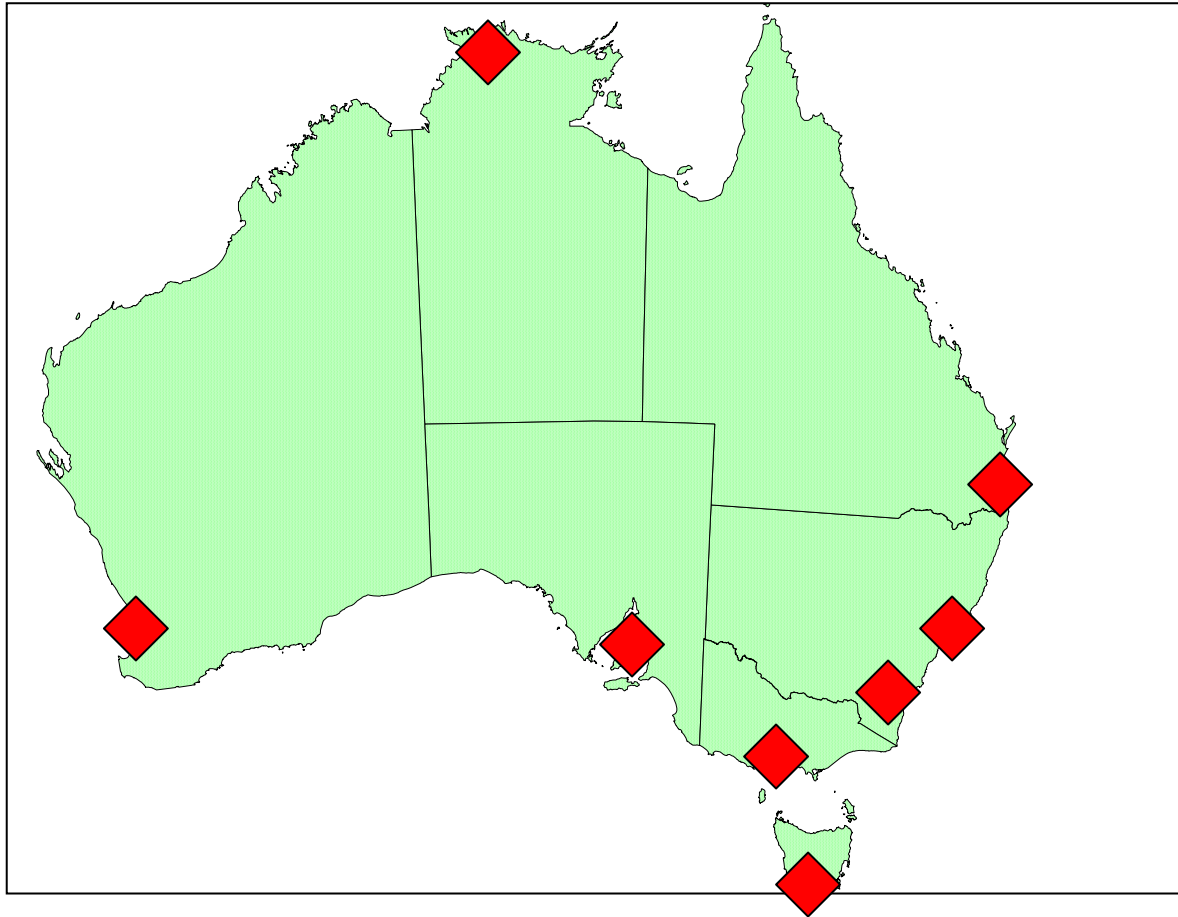
- The Australian Broadcasting Corporation is the Australian National Radio and Television Public Broadcaster which is fully funded by Government but otherwise fully independent of Government and answerable only to the Parliament.
- This case study relates to the Division of the Corporation responsible for the strategic planning, construction, operation and maintenance of all of the technical infrastructure of the Corporation (470 people).
- The Division has staff located in all parts of Australia and the infrastructure delivers three television networks, and six radio networks within Australia, as well as overseas radio and television services.



**GLOBAL  
SYMPOSIUM  
2003**

**The Annual Global Symposium  
Business and Mental Energy at Work**

# Major Centres





# Objectives

- Provide a forum for resolution of unresolved past issues inhibiting organisational growth
- Enhance communication at all levels of the organisation
- Enhance relationships between staff across the Division
- Address culture where many believed hours spent on the job were the primary measure of contribution
- Reduce suspicion about management motives to gain engagement in the change initiatives
- Engage staff in contributing to a process of continuous improvement



# Approach

- Tools and processes
- The first “pilot” study and its significance
- Engagement of Staff in the process
- Communication of the results
- Strategy to engage ownership of change
- Follow-up action



# The Tools - 1. OCI

## 1. Occupational Culture Inventory (OCI)

- Internationally recognised
- Psychologically sound in terms of Reliability & Validity
- Normed against a standard of excellence
- Australian data
- Allows for statistical analysis of test – retest

There are three parts:

- The OCI document - all 96 items are to be completed
- The Summary and Supplementary Questions -additional statements and questions (climate)
- The Demographic section



**GLOBAL  
SYMPOSIUM  
2003**

The Annual Global Symposium  
Business and Mental Energy at Work

# Tools - Occupational Culture Inventory

- 400 Organisations 5000+ Workgroups 100, 000 Individuals

## Constructive Styles

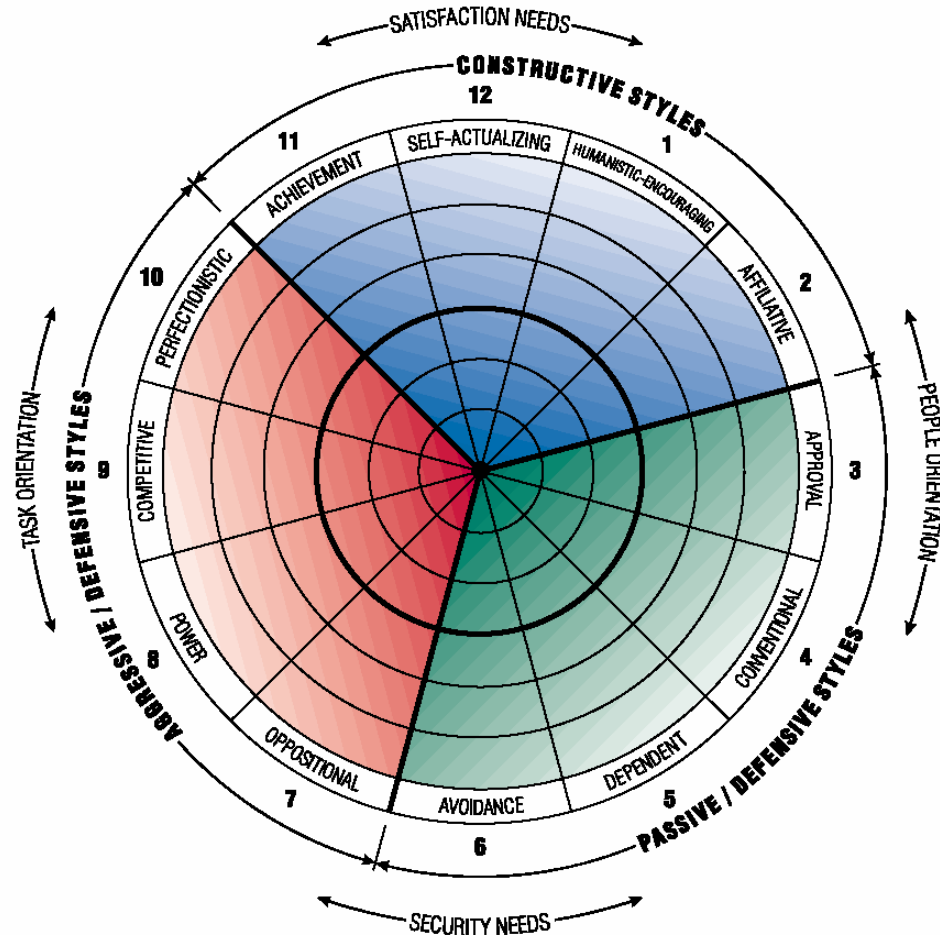
Pursue a standard of excellence  
Maintain personal integrity  
Be supportive of others  
Cooperate with others

## Passive Defensive Styles

Go along with others  
Not rock the boat  
Please those in positions of authority  
Wait for others to act first

## Aggressive Defensive Styles

Oppose new ideas  
Play politics to gain influence  
Compete rather than cooperate  
Appear competent and independent

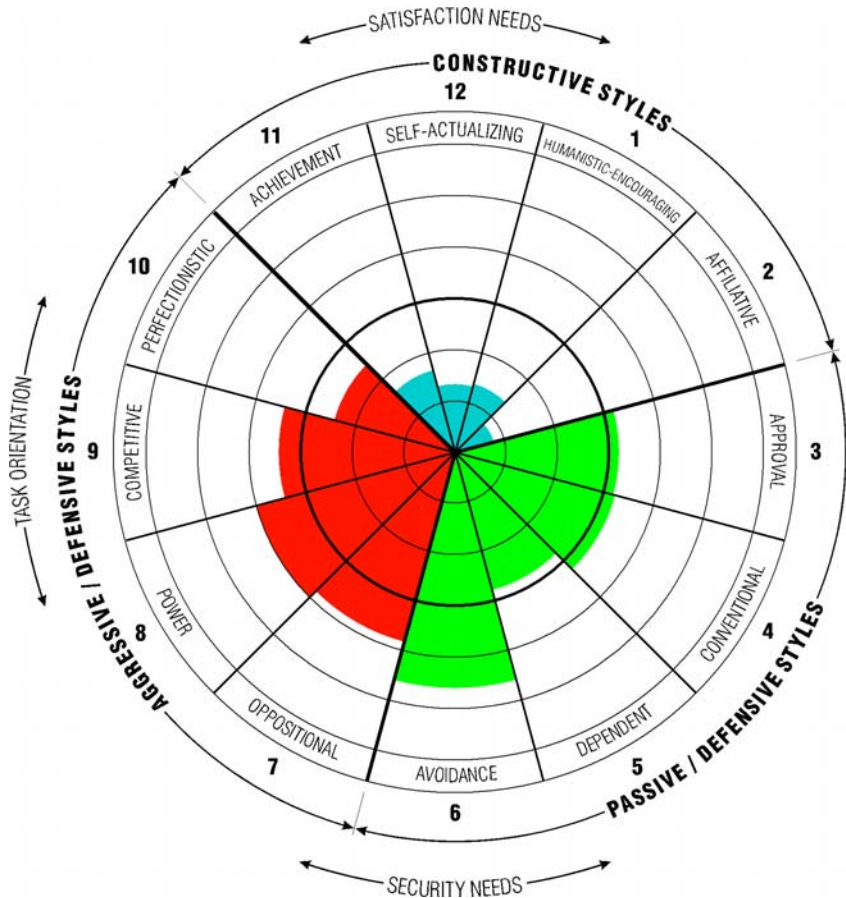




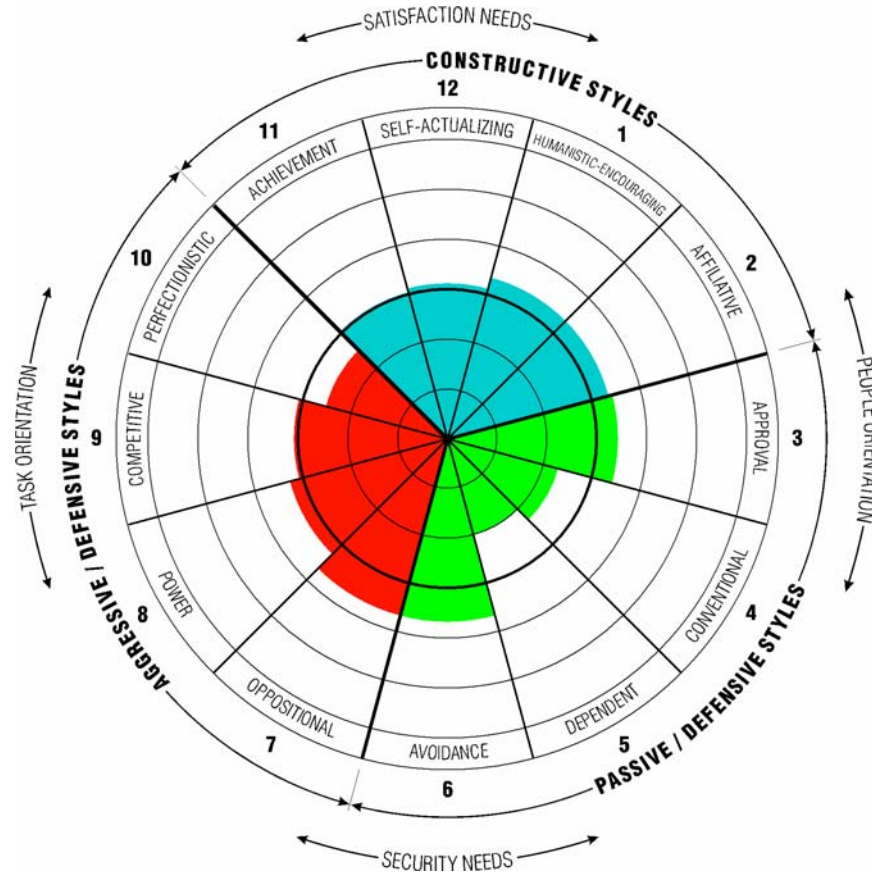
**GLOBAL SYMPOSIUM 2003**

The Annual Global Symposium  
Business and Mental Energy at Work

# Tools - 2. LSI & LI



Description by self = 6



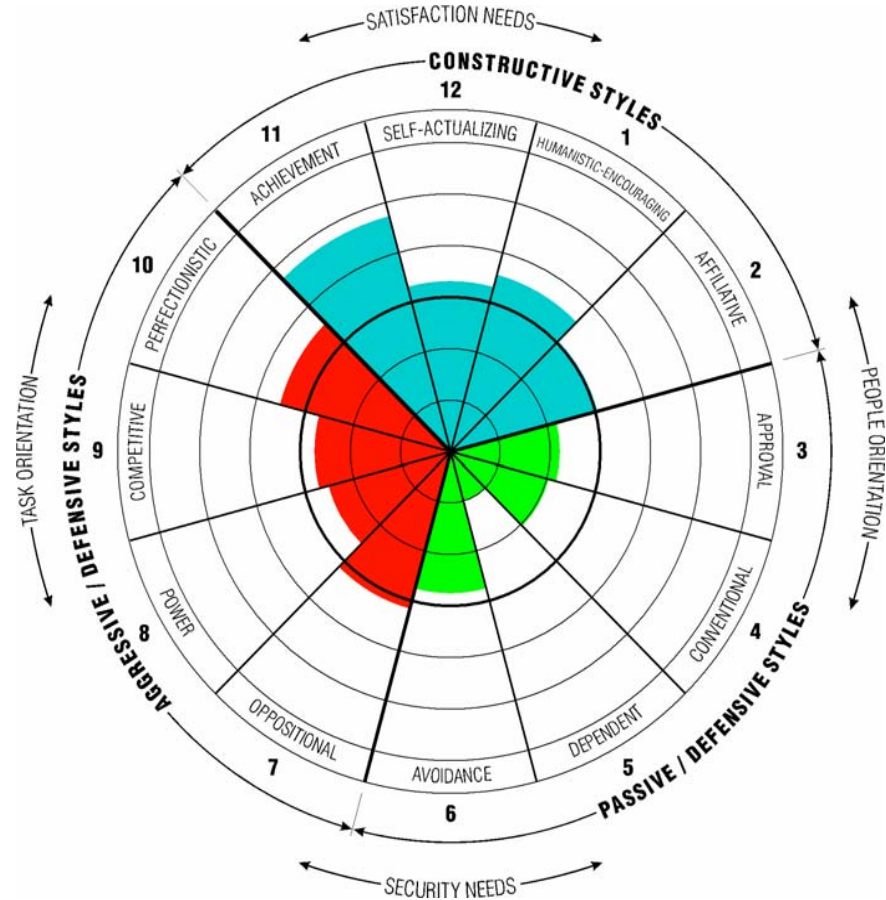
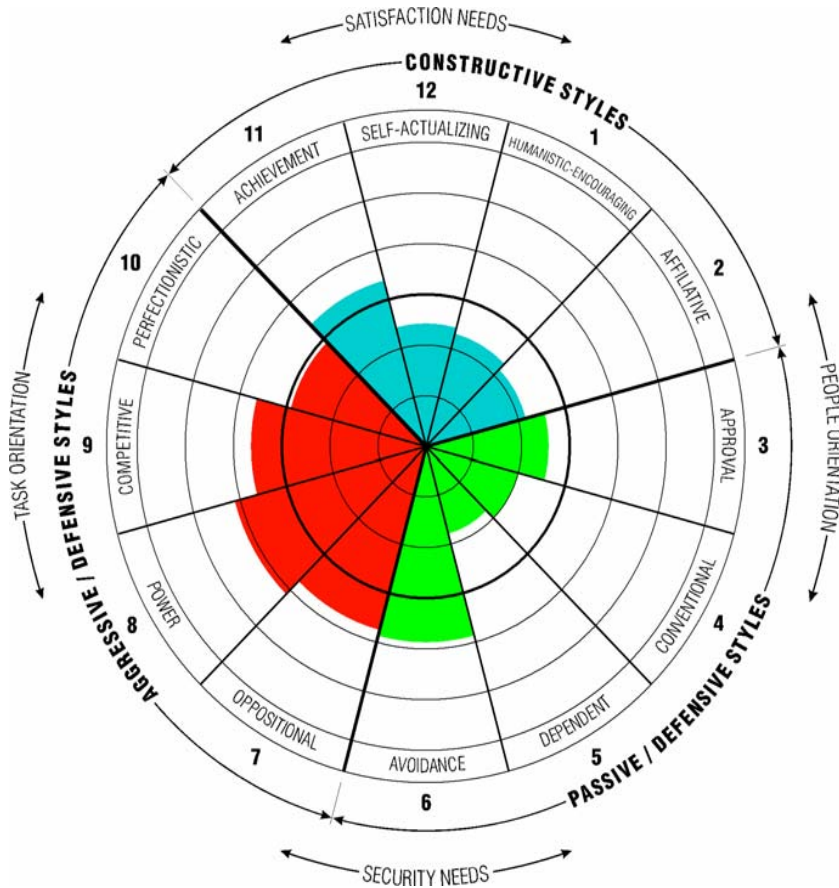
Description by Others; N = 28



**GLOBAL SYMPOSIUM 2003**

The Annual Global Symposium  
Business and Mental Energy at Work

# Pilot Study Results



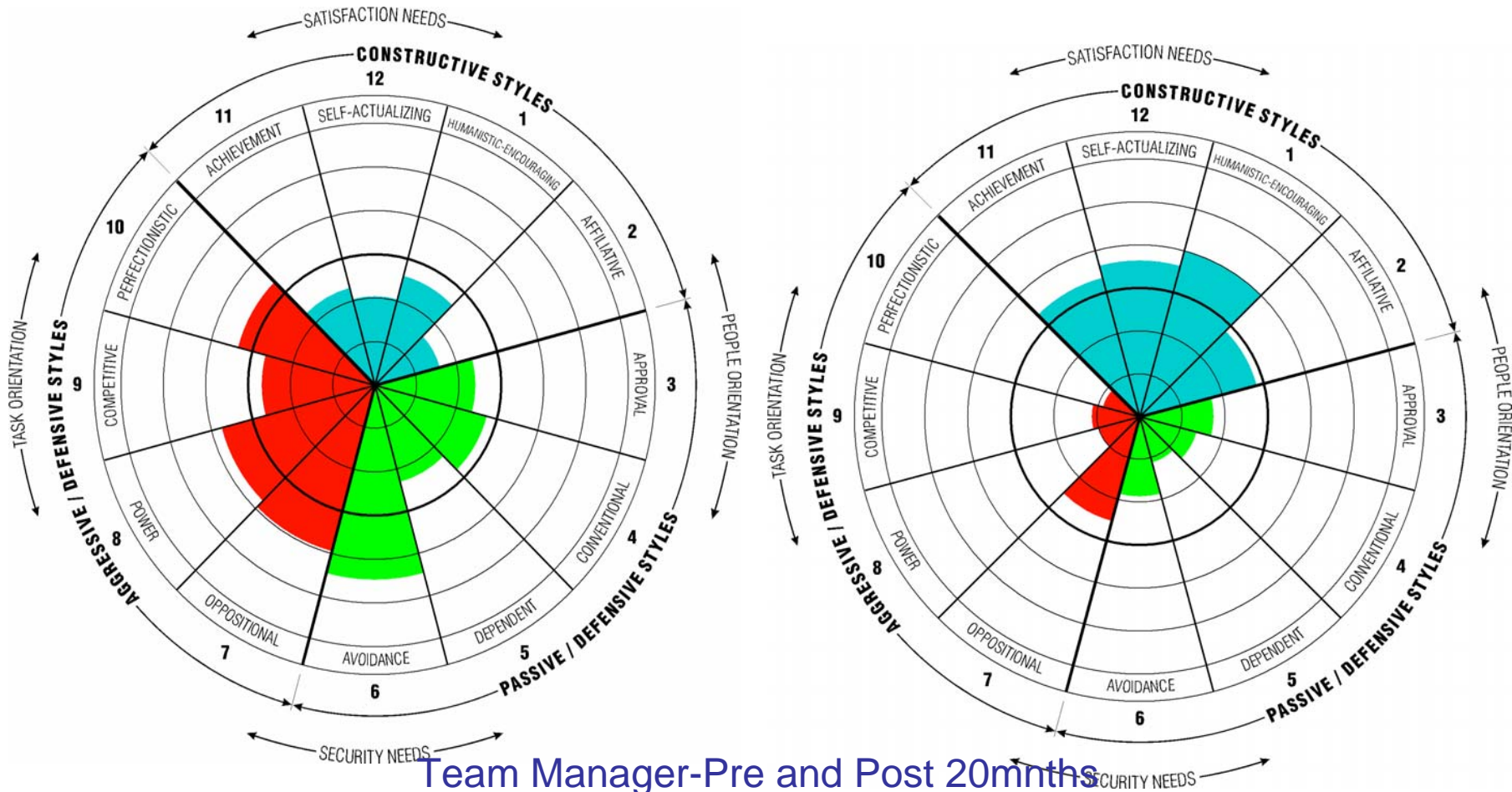
N = 49      20 month gap profile



**GLOBAL SYMPOSIUM 2003**

The Annual Global Symposium  
Business and Mental Energy at Work

# Pilot Study outcomes



Team Manager-Pre and Post 20mths



# Findings

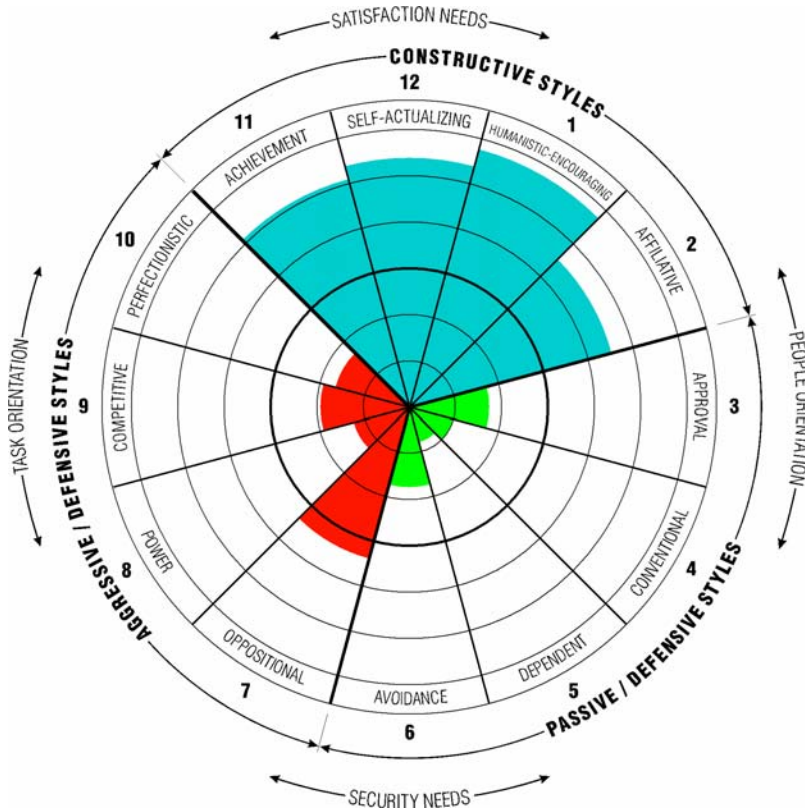
- Overall findings
  - The Culture
  - Leadership Impacts
- Some examples
- Follow-up engagement of staff and interpretation of results
- Response from Staff



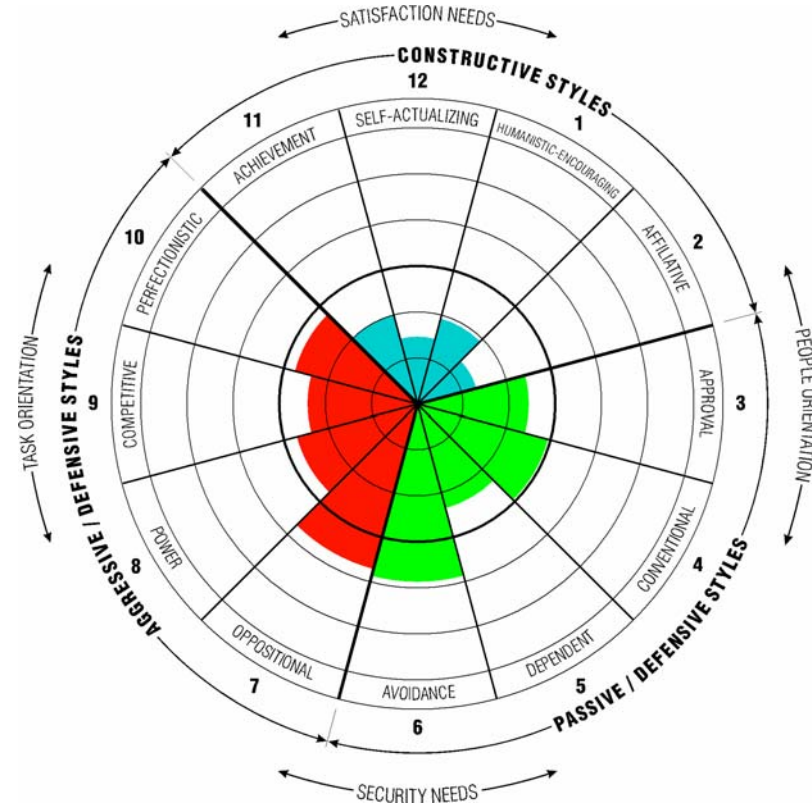
**GLOBAL SYMPOSIUM 2003**

The Annual Global Symposium  
Business and Mental Energy at Work

# Overall findings



Preferred Culture Circumplex; N = 86



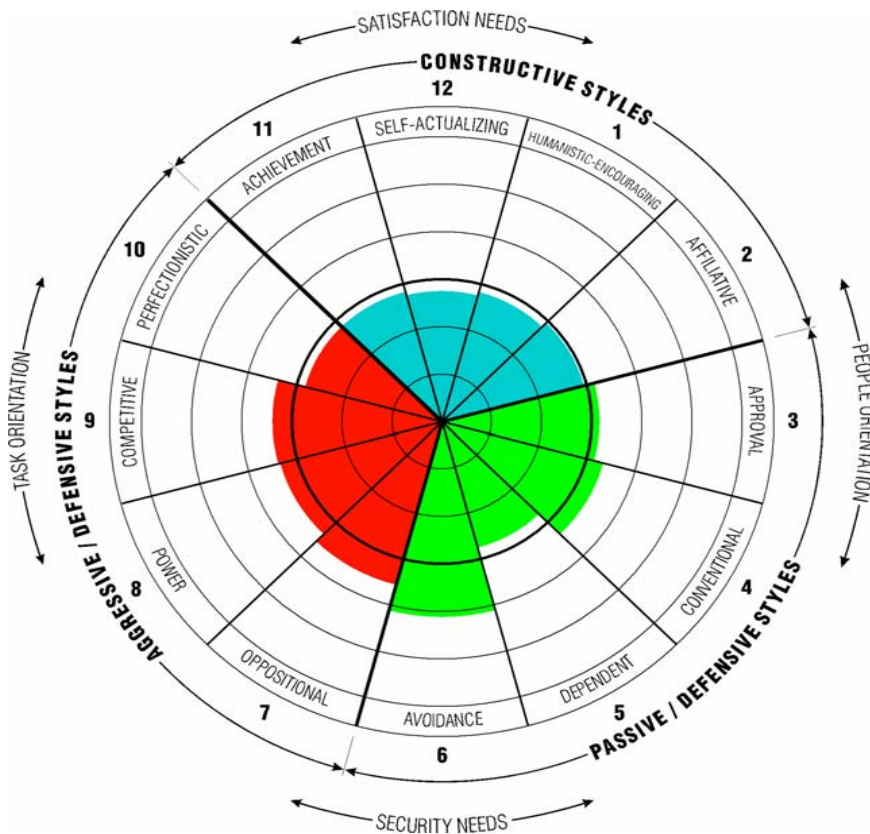
Actual Culture Circumplex; N = 344



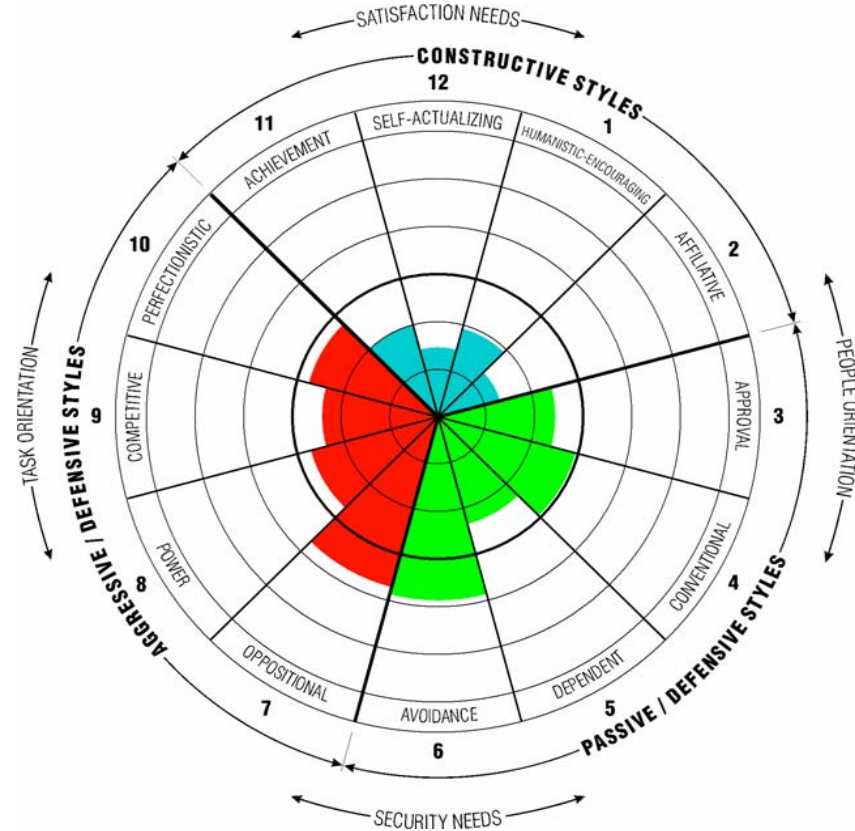
**GLOBAL SYMPOSIUM 2003**

The Annual Global Symposium  
Business and Mental Energy at Work

# Leadership Impacts



Managers LSI; N = 56



Actual Culture Circumplex;  
N = 344



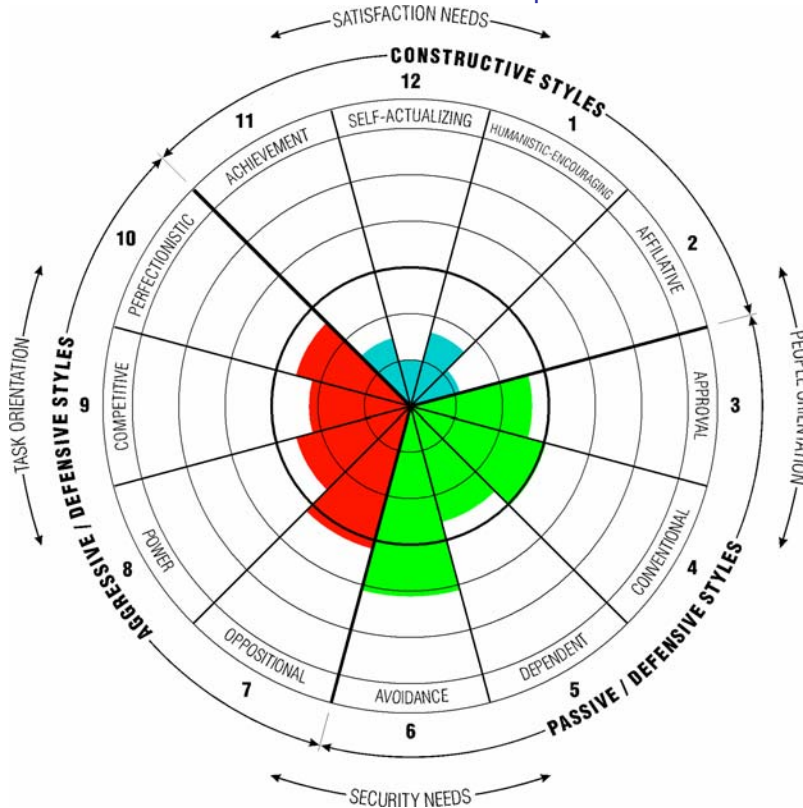
**GLOBAL SYMPOSIUM 2003**

The Annual Global Symposium  
Business and Mental Energy at Work

# Examples cont...

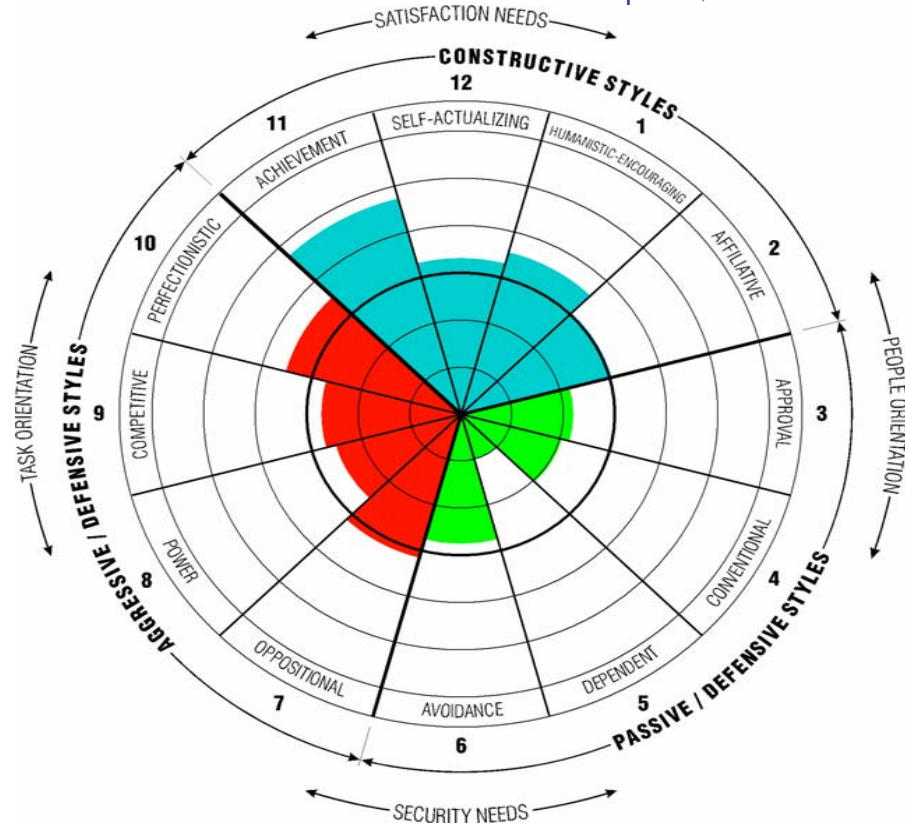
ISTP - App Serv ; June 2002

Actual Culture Circumplex; N = 34



Systems Engineering - NSW; June 2002

Actual Culture Circumplex; N = 12





## Implementing the initiative – T&D

---

- Briefings (Intro to program, why, how, Qu's etc)
- Complete & return questionnaires
- Data crunch – build profiles
- Feedback – Leadership, Management & staff (explore barriers/issues)
- Management profiling & 360 feedback
- Continuous Improvement initiatives – Leadership team & staff

## Building Ownership



# Continuous Improvement Initiatives

## 1. Leadership Development – 2days

- Review culture profiles and **\*Levers for Change**
- Who are we – Individual Strengths & work areas
- Responsibilities :& Accountabilities of Leadership team
- Vision and Mission statements for team
- 3-5 team ‘goals’

\*\* Follow on with Culture Enhancement workshops for ***all*** staff.



# Levers for Change

## Levers for Change

- *Supervisory/Managerial Leadership*
- *Supervisory/Managerial Influence Styles*
- *Organizational Culture and Mission*
- *Distribution of Influence*
- *Appraisal and Reinforcement*
- *Human Resource Management*
- *Quality of Communication*
- *Job Design*
- *Goals*



## Continuous Improvement Initiatives

### 2. Culture Enhancement Workshops – *all* staff (half day)

- Review culture profiles
- Change Management education-'ownership'
- Feedback from Leadership team (2 day w/shop)
- Revisit issues for staff
- 3-5 goals
- Continuous improvement emphasis



# Outcomes to Date

---

- Observations
- Direct feedback from staff
- Impact on EAP utilisation



# Conclusions

- Culture enhancement program has proven a successful instrument of cultural and workplace change
- Communication within the organisation has been improved
- Evidence of greater ownership of outcomes and personal responsibility for successful change
- Reliable instruments allow progress to be measured over time
- Evidence of success encourages further initiatives.



**GLOBAL  
SYMPOSIUM  
2003**

**The Annual Global Symposium  
Business and Mental Energy at Work**

---

**Thank You – Questions!**