



empowering people for results

SYSTEMS & PRACTICES HEALTH CHECK

THE MISSING LINK FOR CULTURE LEADERSHIP

Your systems and practices drive behaviour and are a key lever for culture alignment.

Firstly, using the term system or practice, does not mean the IT system. It is reference to a replicable set of activities or practices that are set up (a system of work) and implemented across the organisation to achieve an outcome or purpose.

For example, your Onboarding System will constitute a set of practices, processes and accountabilities for both folks joining your organisation to follow, as well as those for your leaders, your People & Culture team, your Finance and IT departments, etc to enact. That is, the system drives the behaviour and sets the cultural tone.

Most importantly, the way you set up our systems and what you choose to emphasize sends messages to people about what you value.

It starts at the top.

Your business strategy sets the tone for what is important and then every system and practice is levelled up from there.

Consider your performance and remuneration systems, and the setting of Executive Team KPIs. Do they provide for bonuses and rewards based on Business Unit success over Enterprise success? If so, you are encouraging and rewarding siloed behaviour.

Similarly, if your sales reward program drives individual achievement based on profitability and 'hitting the numbers' over customer experience and customer care metrics, guess what – the drive for profitability will win over customer service.

Likewise, how are your governance and accountability matrices set up? Does your decision making and delegated authority empower people to do their role?

Does it say, 'you are an experienced and trusted leader and have the authority to transact in your role' or does it say, 'we know better and we will make all the big decisions'?

WHAT YOU CAN EXPECT FROM GOOD SYSTEMS PRACTICE & DESIGN

Behaviour	Impact	Risk
Celebrated	🏆🏆🏆	⬇️⬇️⬇️
Constructive	🏆🏆	⬇️⬇️
Co-operative	🏆	↔️
Convenient	- 🏆	⬆️
Corrupt	- 🏆🏆	⬆️⬆️
Criminal	- 🏆🏆🏆	⬆️⬆️⬆️

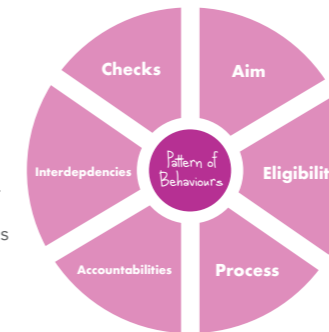
- Greater productivity
- Improved profitability
- Four times earnings per share than your competitors
- Effective organisational risk management
- Increased employee engagement
- Increased organisational profile and brand workplace wellness
- confidence, consistency and trust in your leadership
- Employer of choice status

Source : Gallup

OUR HEALTH CHECK & DESIGN FRAMEWORK

The careful examination of six key design elements of your system and practices enables you to develop an understanding of the gap between your intended user behaviour compared to actual behaviours in action.

You can uncover the design elements that you want to amplify and those that you may seek to redesign or re-implement.



"Your systems and practices are leadership by remote control".

Do you know how they are impacting the way people behave right now?

SYSTEMS & PRACTICES ALIGNMENT

	POORLY	IMPLEMENTED	WELL
WELL	Co - Operative / Allowable Behaviours Limited Opportunity B	Celebrated / Constructive Behaviour Productive Outcomes A	
DESIGNED	Corrupt / Criminal Behaviour Wasted Resources D	Convenient / Tolerated Behaviour Work Around C	

POORLY IMPLEMENTED WELL

Key
 A = Keep C = Re-design & Re-implement
 B = Review Implementation D = Remove / Stop

Great systems design and robust implementation provides productive and aligned behaviours.

Sometimes, when designing and implementing our systems we do not place the same rigour as we would if commissioning a new IT platform or Finance and Accounting System. And often end up with wasted effort, workarounds and shortcuts, or at worst case - poor and illegal use of valuable resources.

A health check of your systems and practices will enable you to test if your systems are enabling people to behave as aligned to your culture and as you intended. This will also help you identify the targeted design and implementation opportunities to achieve the most productive behaviours.

"Much culture work talks about systems. This process gave us the time to look at how we set up our systems, what parts people engage with and what parts impact our culture."

"It provides a strong platform for leaders to reflect on the impact of the practices they are designing and implementing"

"The summary findings were especially powerful when pairing with senior leader interview data that demonstrated a strong correlation between their insights and how they reflect this in their behaviour"

Nick Theori
 Senior Manager Culture, Learning & Development

SYSTEMS & PRACTICES HEALTH CHECK PROCESS



Our systems & practices health check is a combination of facilitated interviews and workshops with a group of respected team members, representing all parts of your organisation. The aim is to review your selected systems, practices and symbols and against a robust framework to examine and score each element.

We will seek to understand the connection between the framework element, the behaviour patterns that are intended and those that are actually experienced.

As part of the health check, a simple report is developed outlining key findings and recommendations to gain alignment of your systems and practices to drive the patterns of behaviour that will deliver on your culture strategy.

WHO IS THIS FOR

- People and Culture professionals who have accountability for good systems design and implementation.
- Business Leaders and Boards who rely on fit-for-purpose systems and practices that enable aligned behaviour.

TYPICAL LIST OF SYSTEMS & PRACTICES

STRATEGY & GOVERNANCE

- Strategic Plan
- Business Plan
- P&C Strategy
- Accountability Matrices
- Risk Matrices
- Prioritisation Matrices

CUSTOMER EXPERIENCE

- Net Promoter Score
- Customer Journey

ORGANISATIONAL ARCHITECTURE

- Organisation Design
- Role Design
- Role Interdependencies
- Role Capabilities

PEOPLE & CULTURE

- Performance Management
- Reward & Recognition programs
- Talent Attraction and Retention
- Leader Development
- Learning & Development
- Career Development
- Talent Mobility (Promotion, Re-deployment, Redundancy)
- Health, Wellbeing & Safety
- Communication

EMPLOYEE EXPERIENCE

- Organisational purpose
- Organisation values
- Organisation culture

LEADERSHIP

- Role of Leader
- Top Team
- Leader Development

WORKING WITH US

Our systems and practices health check can be provided in several ways.

- Facilitator led by us
- A focussed mentoring program
- Train-the-Trainer mode, transferring capability to your team
- Face to Face or remote modules

Clients

A sample of clients Rosemarie has worked with during her consulting career, include the following organisations;



ABOUT ROSEMARIE



Rosemarie as the founder of P2P Solutions, is an experienced culture and leadership professional with extensive experience both leading teams and working with executive stakeholders and their teams in developing strategies to effect cultural change and great leadership.

Working at the intersection of strategy and culture, Rosemarie is passionate about the co-creation of practical workforce solutions that always deliver on business strategy whilst building an aligned organisational culture and capability - enabling people and business to thrive.

She has deep experience in managing stakeholders and building leader capability to effect major cultural, structural and systems change.

Rosemarie's experience includes working in all Australian States and Territories, APAC, North America and Europe, supporting clients in all tiers of Government, Resources & Energy, Information Technology, Telecommunications, Banking & Finance, Facilities Management, Construction & Engineering and Professional Services sectors.

Rosemarie has worked as a Global Leader with internationally respected consulting firms and has also held various Executive People & Culture, Sales & Marketing roles in the Information Technology and Communications sector. Rosemarie draws upon these experiences daily in her leadership work.

Rosemarie works to enable you to:

- Understand the deep connection of your systems and practices to the enablement of your strategy
- Mentor you, and your team, to grow your capability to drive and embed long term transformational culture change.
- Build a high performing, aligned team ready to lead your culture that empowers people to be their best.
- Build a practical and pragmatic People & Culture plan to deliver on your business strategy
- Design and embed your organisational architecture to enable people to deliver exceptional outcomes and great customer experiences

As a culture and leadership expert, Rosemarie is often called upon for speaking events and public commentary on culture and emerging workforce trends



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