INTRODUCTION TO STOCKWELL BRETTON

Partners in Transformation
stockwellbretton.com

"Stockwell Bretton have always met or exceeded expectations and have found creative ways to break down barriers and build ownership in our business"

"We have been impressed by Stockwell Bretton's innovative, flexible and results-focused approach to delivering highly effective solutions."

- DIRECTOR GENERAL, DEFENCE

Stockwell Bretton has chosen to print this document on 100% recycled paper using a chlorine and acid free production process.

The mill producing this paper produces 86 per cent of its own energy, resulting in a low carbon footprint and zero landfill.

This choice is one part of a progressive and proactive sustainability strategy embedded in our company.

A MESSAGE FROM THE MANAGING PARTNER

Welcome to our 2016 capability statement, which provides a snapshot of what we can do for you and what we have planned for this year and beyond.

Stockwell Bretton is an Australian-owned, flexible and innovative management consultancy firm.

The sketch on the front cover helps to tell the story of what we do and who we support. The compacted cityscape shows the breadth of industries and causes we support, which includes (but is not limited to) health, transport, defence, smart government, sustainability, agribusiness, construction, banking, utilities, aviation, retail business, urban development, telecommunications, information technology, logistics and social welfare. We prefer to show this through a sketch because it demonstrates the interconnectedness of all these sectors and it's a lot more fun than a bullet point list!

Each year we find our company and our services changing as the environment changes and your needs evolve. We have always been good at being flexible and quickly adapting to a challenging situation. We don't have pre-conceived notions of how you need to do things. We are deeply experienced and we have proven methodologies, but we will always seek to understand your challenges first before we help you make a plan. That's how we are unique.

In a nutshell, we are Partners in Transformation. Your transformation can be small or large, but importantly, it represents a progression from your current situation to a better place for you and your customers. We combine our services to plan and deliver that transformation to meet your needs today and to position you better for the future. Here are some of the services we provide:

- Change Management
- Strategic HR & Talent Management
- Strategic Communications & Stakeholder Engagement
- Team & Leader Development
- Organisational Design & Development
- Workforce Planning
- Business Process Improvement
- Strategic Reform & Restructure
- Corporate Governance & Risk Management

"let's see if we can't solve your biggest problems together."

Of critical importance for us is the development of positive experiences. A positive experience is made up of so many elements that a well-planned transformation can deliver.

Inside your company, we see positive experiences being realised through steps like improving communications, connecting with your customers, developing capability, streamlining processes, improving governance, enhancing policies and creating exciting plans (to name a few). Outside your company we see positive customer experiences being realised through rich connections, simple processes, shared advocacy and attractive products.

As your transformation partner, we want you to have positive experiences that mirror the way we work with you. As an employer, we want to provide sensational, challenging and rewarding careers for our people. We find this focus brings the right people to us and in turn, delivers the right capability to our clients.

I encourage you to read more about how we work and what we have achieved. See what drives us and see how we can make a difference for you.

We would love to hear from you. Call us and let's see if we can't solve your biggest problems together.

Sincerely,

Michael Bretton
Managing Partner

ABOUT STOCKWELL BRETTON

WHO WE ARE

Stockwell Bretton is an Australian-owned, flexible and dynamic management consultancy firm. We exist to help our clients solve wicked problems and realise long term aspirations.

Unique to our industries and peers, Stockwell Bretton has a long term focus. Our planning horizon looks decades ahead instead of just years and through this we are aiming to be the lifelong career choice for talented people and a long-term strategic partner for our clients. We want to improve the industries and communities we work in and we want to see future generations benefit from our work.

In summary, we are here to take on big challenges, deliver big solutions and help you realise real and enduring benefits.

OUR PRESENCE

We support clients across Australia and New Zealand and we have offices based in Brisbane, Canberra and Wellington.

BRISBANE

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PH: 07 3180 0230

CANBERRA

info@stockwellbretton.com
2/99 Northbourne Avenue, Turner ACT 2612
PH: 02 6152 8500

WELLINGTON

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Level 4, 139 The Terrace, Wellington, 6011
New Zealand
PH: +64 220 754 900

WHAT WE DO

We offer a range of services aimed at driving positive transformation, including:

- Business Strategy
- Strategic Reform & Restructure
- Change Management
- Business Improvement
- Strategic Communications

- Stakeholder Engagement
- Organisational Design
- Workforce Planning
- Leader & Team Development
- Talent Management

- Strategic HR Management
- Policy Development
- Corporate Governance
- IT Systems Planning & Delivery
- Performance Management Frameworks

HOW WE DO IT

DISCOVER   PLAN   DEVELOP   DELIVER   EVALUATE   SUSTAIN
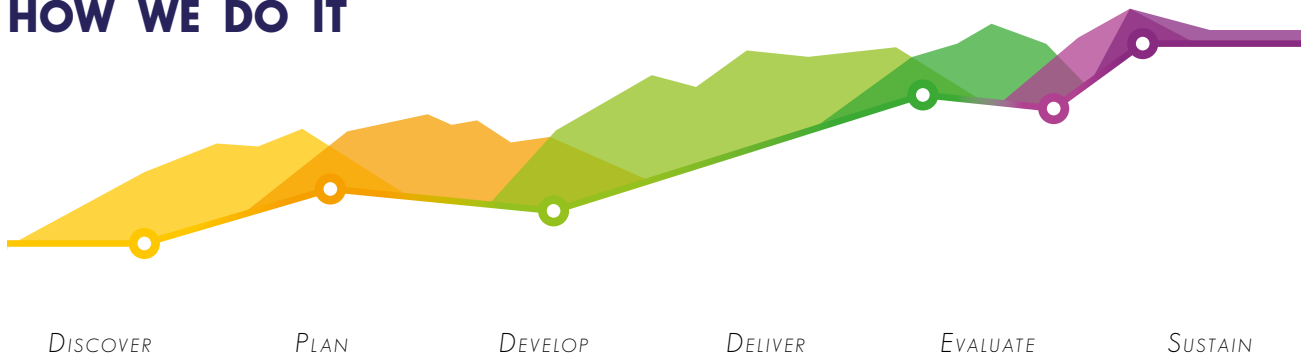
We strive to develop and maintain productive, robust relationships with our clients and deliver effective, fit-for-purpose solutions.

We focus on transferring knowledge and building your internal capability to support ongoing positive transformation.

We continually demonstrate excellence by building the right teams, with the right experience and culture, to deliver on our commitments to our clients.

We are passionate about what we do and why we do it and we consistently make a positive impact on our environment.

*We understand,
we connect,
we deliver,
we transform.*

OUR CLIENTS

OUR PAST AND PRESENT CLIENTS INCLUDE:

Australian Government
Department of Defence

Australian Government
Australian Taxation Office

QueenslandRail

medibank

Queensland Government

BRISBANE CITY

tafe Queensland

correctcomms

BAE SYSTEMS
INSPIRED WORK

TUH
It's my health fund

CAE

SunWater

ERGON ENERGY

Powerlink QUEENSLAND

OUR PEOPLE

Stockwell Bretton has built a highly credentialed team that lives and breathes our focus on quality, agility and long-term value.

Our Principals and Partners have decades of experience in their fields, alongside a healthy balance of private and public sector experience.

Our teams are developed around leaders in our key discipline areas which include; Human Resources and Organisational Development; Change Management; Strategic Communications and Engagement; Corporate Governance and Business Improvement; and Creative Design. We know that most projects will require a mixture of our services, so we create the mix of capability to meet your unique needs.

Our goal for our people is to build challenging and sensational careers that benefit from varied work, rewarding initiative and unique opportunities.

We know that it is the combination of the right elements that will yield success.

VALUES

RESPECT DIVERSITY TRUST EXCELLENCE PASSION

The Stockwell Bretton team demonstrates these values in every aspect of our professional and personal lives. It underpins our culture and is essential in the selection and engagement of our team.

We enter every situation with honesty, fairness and respect. We build trust, individually and as a brand through our behaviour and actions.

We continually demonstrate excellence by building the right teams, with the right experience and culture, to deliver on our commitments to our clients.

We are passionate about what we do and why we do it and we consistently make a positive impact on our environment.

OUR LEADERS

FIONA STOCKWELL

Fiona is a Partner of Stockwell Bretton, and has successfully provided a wide range of Strategic Human Resource, Organisational Development and Change Management services over the past 20 years.

Fiona specialises in organisational design and development, business improvement, capability development, learning and training facilitation, change and human resource management.

Fiona is innovative and highly effective, and has an enviable track record assisting her clients to achieve their project objectives and optimising organisational performance across a diverse range of industries in both the public and private sectors. Fiona's extensive experience with her long-term clients is a testament to her ability to form close and successful working relationships with her clients.

MICHAEL BRETTON

Michael is a Partner at Stockwell Bretton and has excelled in providing a wide range of Project Management and Business Advisory services over the past 16 years. Michael is incredibly passionate about helping organisations to achieve sustainable outcomes.

Using an innovative and practical approach, Michael specialises in the delivery of complex infrastructure and business reform projects, corporate governance solutions and strategic procurement, risk and change management activities. Michael has a strong record of assisting clients to achieve their project objectives and optimising organisational performance across a diverse range of industries in both the public and private sectors. Michael also works with executives, leadership teams and boards to help improve their planning, performance and operating model.

BENJAMIN SMITH

Benjamin is a Principal Consultant at Stockwell Bretton and has successfully provided a wide range of Management Consulting and Business Advisory services over the past 18 years. Benjamin specialises in strategic communications and change, business improvement and organisational development.

Ben's passion lies in helping individuals, organisations and cities improve. This passion has driven Ben to play a pivotal role in the planning and delivery of over 20 major pieces of infrastructure, including light rail systems, airport runways and terminals, motorway upgrades, major bridges, tunnels and network coordination centres. At an organisational level, Ben has successfully supported the planning and delivery of critical systems for Brisbane City Council, the Queensland Government, Federal Government, Queensland Rail, Ergon Energy, Suncorp Bank and Hastings Deering.

Sophie Low

Sophie is a Principal Consultant at Stockwell Bretton, based in our Wellington office, and has broad experience delivering business improvements and change across the manufacturing, IT, telecommunications and public sectors over the past 20 years. With an engineering background and an uncommon mix of IT, project and HR expertise, Sophie brings to her work an end-to-end view of business operations and a strong appreciation of the interconnectedness of strategy, people and processes.

Sophie is passionate about the 'people' side of business capability, especially the practicalities of behaviour change in support of system and process change. She advocates strongly for the positive effects of high quality dialogue, and approaches that tap into the energy and talents of the workforce.

James Valentine

James is a Principal Consultant at Stockwell Bretton, based in Canberra, who has over 16 years local experience in a Human Resources and Management Consulting with Federal and State Government clients and private entities.

James is very passionate about achieving a business's goals through the development of core people strategies derived from evidence based consulting and resulting in data driven recommendations. James takes a creative and pragmatic approach to consulting, working collaboratively with his clients to achieve the best outcomes and provide a foundation for future successes.

James has had specific experience in the development and implementation of shared services models, workforce transformation programs, organisational design, performance management frameworks, talent management strategies and the development of career frameworks.

Angela Penfold

Angela is a Principal Consultant at Stockwell Bretton and has successfully provided a wide range of change management and communication services over the past 12 years.

Angela specialises in change management, communication and organisational reform projects. She has developed and implemented change management programs and communication strategies nationally and internationally across a range of industries including the transport, health, immigration, engineering and government sectors. She is also a qualified and experienced workplace investigator and has undertaken and supported a number of investigations for Stockwell Bretton.

Systems review and needs analysis to recommend and implement new COTS software

Challenge

A major organisational review conducted by a water utility identified critical gaps across systems used by the HR Group. Stockwell Bretton were engaged to undertake a detailed review of the existing HR systems and recommend solutions to meet the needs of the organisation over the next 10 years.

Approach

The team assessed the existing systems, processes and outputs by working with key stakeholders and existing system providers, and conducting benchmarking discussions with suitable organisations. Options to enhance the existing system were assessed, alongside a detailed product analysis to understand alternatives in the market - capability, applicability to the business environment, implementation options and associated costs. Based on the review and analysis, the procurement of a new integrated HRIS was recommended. This was accepted and Stockwell Bretton managed the procurement of a new system by tender and led implementation of the system via a cross-functional team of HR (owning requirements and configuration), the vendor (owning features and customisations), and IT (owning integration and UAT).

Result

The HRIS was successfully implemented, providing improved services across payroll, employee information management and self-service, time and attendance, performance and talent management, and reporting (including analytics and business intelligence).

Change management and vendor relations during core e-health system implementation

Challenge

A federal government organisation identified the opportunity for a digital transformation that would reduce manual processing and improve governance. To support this transformation Stockwell Bretton was engaged to provide advisory services, acting as a conduit between the vendor and the organisation to ensure the developed solution would achieve its intended objective.

Approach

Stockwell Bretton worked with the organisation to develop a transition plan for integration of the system into the production environment. The plan identified deployment risks and an approach to ensure minimal disruption to business as usual during rollout. Through actively engaging with the vendor we developed a readiness checklist that identified all key requirements for transition preparedness. We conducted regular pulse surveys to identify issues associated with rollout, obtaining user experience data that provided detailed feedback through all stages of the transition.

Result

The implementation approach ensured minimal disruption to service provision throughout transition. Issues were identified and resolved efficiently and lessons learned from each site were applied to subsequent implementation activities. Where system functionality presented issues we worked collaboratively to develop interim solutions and ensure no degradation in service for the customer.

Implementation of complex case management model improves patient outcomes

Challenge

After an audit of clinical reviews, a significant national health care provider engaged Stockwell Bretton to design and implement a national solution for the effective management and coordination of complex cases. Once designed, implementation of the model with national consistency in 62 health facilities was a significant challenge.

Solution

To support implementation we developed a range of tools and templates to operationalise this model including a standard operating procedure, process maps, forms as well as case tracking and reporting templates. To ensure the successful integration of this model into current practice, the team developed and implemented a national training program for key staff within health facilities, as well as development and dissemination of fact sheets and FAQs for staff and patients. We also established a National Reference Group; a group of key professionals who meet regularly to provide ongoing technical advice to health facility staff on application and refinement of the model.

Result

Evaluation of the solution has indicated enhanced customer experience for patients with complex cases, less cases 'falling through the cracks' and enhanced clinical outcomes for patients, which in turn has enhanced the client's position as a strong health care provider.

Design and implementation of strategic change and communication program

Challenge

A large government agency undertook a comprehensive reform program expected to impact services to over 100 000 Australians. Due to the perceived reduction in services and the public scrutiny associated with this reform, Stockwell Bretton were engaged to provide strategic change management, communication and stakeholder engagement services.

Approach

Stockwell Bretton consulted extensively within the organisation to identify key reform milestones and map them with associated change and communication activities to support program objectives. To address the interests of internal and external executives we developed a stakeholder analysis and engagement strategy which articulated perceived risks associated with the project, and management strategies to ensure positive engagement with these stakeholders.

Result

Successful partnering with the organisation and external stakeholders ensured that the reform was successful with no reputational damage for the organisation or engaged providers. Through effective change and communications management, adjusted in response to customer feedback, Stockwell Bretton reduced resistance; internal stakeholders had an improved understanding of the reform while customers could readily identify the benefits this initiative offered.

Organisational redesign and business improvement to realise cost savings

Challenge

A large utility company undertook a significant reform and restructure project to reduce operating costs by $6M. Stockwell Bretton was engaged to guide the design and implementation of the reform, including organisational redesign and change management activities.

Solution

Stockwell Bretton used an engagement and design approach that built ownership amongst staff and key stakeholders, who included Government ministers as well as industry and union representatives. Under our guidance, the vision and objectives of the reform were established, and changes to organisational structure, processes, and culture were designed. Stockwell Bretton supported the execution of approved activities by training and supporting staff leading the change, and guiding and advising senior leaders throughout the reform.

Result

With support from Stockwell Bretton the organisation successfully completed the restructure and transition to the new operating model with limited resistance and an enhanced corporate culture. The reform exceeded the organisation's objectives and delivered savings of $10M. Stockwell Bretton's approach built internal capability and better equipped the organisation for continuous improvement beyond the reform project.

Redesign of clinical health services enhances internal capability and client outcomes

Challenge

A large federal government agency responsible for providing healthcare to a national customer base engaged Stockwell Bretton to enhance service provision through redesigning clinical services. The developed solution needed to capture all points of the health care continuum from the customer perspective, from initial entry through to discharge, as well as articulate the internal capability required to support this model. The developed model was to also align to technical authority requirements and achieve key recommendations that were delivered as part of a previous clinical review.

Solution

Understanding the extensive knowledge possessed by internal stakeholders, Stockwell Bretton partnered with the agency to develop the preferred model for service delivery. Through surveys and workshops we gained an understanding of current practices; the perceived strengths and limitations and misalignment between these practices and the intended objectives. Working closely with subject matter experts Stockwell Bretton designed a proposed model that improved efficiency, increased governance and accountability and provided enhanced reporting capability. In designing this model Stockwell Bretton ensured enhanced performance could be achieved within existing resource constraints.

Result

Endorsement for the proposed model was achieved from the agency sponsor and the technical authority. Consultation feedback identified that stakeholders were supportive of the developed solution and could identify how it would enhance organisational performance and improve client experience and outcomes.

Cultural change program improves staff morale and team performance

Challenge

A leading health fund engaged Stockwell Bretton to support the delivery of a cultural change program, commencing with two specific business groups and then extending to the broader organisation. Specifically, after receiving consistent feedback from employees, managers and customers, the Executive identified some negative cultural attributes including unhealthy competition between two teams and within those teams, as well as negative perceptions and comments about other teams and members of the organisation. These teams felt they were the key contributors to the organisation, that their value should be recognised over and above that of other teams.

Approach

To assist the organisation change this culture, Stockwell Bretton designed a cultural intervention and implemented this via workshops with the two teams. The workshops were designed to enhance cultural awareness and provide participants with the tools and techniques to change organisational culture. The workshops provided participants with an understanding of what organisational culture is, how it develops, the influence it has on performance and morale for the immediate team, and the entire organisation. Participants worked collaboratively to define their current culture; identify their 'dream state' culture and analyse the barriers and enablers relating to achievement of this end state. Through effective facilitation, they identified solutions, actions, priorities and individual responsibilities for working towards this culture; and making incremental changes over time.

Result

Through these cultural awareness workshops, our team was able to provide staff with the knowledge and skills to improve their working environment. The knowledge transfer and ownership that participants gained provided the foundation to improve collaboration within and between teams. It also created the desire and confirmed the commitment to drive cultural change; with staff consciously undertaking activities to realign the organisation's culture to promote an open and inclusive work environment; increasing overall staff morale.

Cultural reform program for major health insurer

Challenge

A leading health insurance provider undergoing a significant organisational reform was experiencing reduced staff morale and issues with organisational culture. Understanding that people were integral to the success of the reform the organisation engaged Stockwell Bretton to develop and deliver a series of cultural workshops to realign the corporate culture and increase team effectiveness.

Solution

Our change experts worked with key stakeholders within targeted business areas to identify the key challenges faced by their team and the objectives of the change initiatives. To improve individual performance and team effectiveness we developed a series of cultural workshops. Delivered at the team level, these workshops promoted collaboration in an environment that had previously been largely autonomous; participants shared individual experiences and challenges and then worked together to define the vision for their culture moving forward. Through exploration of individual behavioural profiles, and individual resilience, teams worked together to define a strategy to achieve their cultural vision that would allow for these individual differences.

Result

Stockwell Bretton's cultural workshops supported realignment of the corporate culture. Enhanced understanding of their team members provided the foundations for a high-performance team culture; individuals working collaboratively towards shared objectives and feeling a sense of ownership of their internal culture. Through improving culture at the team level the organisation experienced increases in staff morale, in turn supporting the overall reform objectives as staff were better equipped to manage the changes they were faced with.

Selecting and developing talent – getting it right

By Fiona Stockwell

We know that effective talent management strategy is critical for organisational effectiveness. But how do you ensure you're investing in the right people? This article discusses the importance of firstly defining talent, and ensuring a robust approach to identifying and assessing talent, that includes a focus on past performance as well as future potential.

Defining what talent looks like for your organisation

Before you spend your dollars on developing talent within your organisation, you need to first define it. What it looks like for one organisation may be quite different to another. The key questions we need to ask include:

- What are the critical skills, capabilities and experience your organisation needs to thrive?

- What drives success, now and in the future?

- What does a talented employee look like in your organisation?

Whilst the capabilities and skills may change, there are some fundamental considerations. A good way to think about it is as an equation, which I've used to help a number of organisations define talent. Simply, **performance + potential = talent.**

Both are equally as important as the other, however, you can't have one without the other. The model below demonstrates the key elements of both.

Achievements and experiences – this will tell you what you need to know about past performance – what the employee has done and what they have achieved (here and in other organisations) and this can be assessed via performance appraisal and one-to-one interviews.

Personal Attributes– will inform both performance and potential – what behaviours, how often and how well does the employee demonstrate desired organisational behaviours. This will contribute to a measure of past performance but is also very predictive of how the employee will behave in the future, therefore, informing future potential.

Knowledge and Skills – will tell you what the employee knows and what they can do, including technical and non-technical capabilities. Those that are most important to you and your organisation will most likely be defined in capability frameworks, competency models and roles descriptions. They can be assessed via performance appraisal, work samples, aptitude tests and interviews with employees and their managers.

Personal Attributes – This is the kicker – and probably the most difficult to assess objectively. The key personal attributes that are critical to identifying talent in your organisation include self-awareness and emotional maturity, insight, learning capacity, and individual motivation/aspiration. How do we measure these attributes with precision? Behavioural styles and emotional intelligence assessments will provide a sound basis to identify and measure some of those personal attributes, however there remains a degree of personal judgment and subjectivity to round out the assessment.

Identifying Your Talent Pool

Once you've identified what talent looks like in your organisation, you need to design a process for identification and confirmation of your talent pool. As indicated above, in most cases, this will include a combination of formal and informal assessment and measurement tools including:

- Review of previous Performance Appraisals

- Interviews and discussions with individual employees and their managers

- Conduct of formal behavioural styles and emotional intelligence assessment

- Conduct and analysis of 360 degree feedback processes

- Aptitude tests and work samples

So what's the most ideal blend of assessment tools? How detailed do you make the process? My advice is that it depends on the organisational situation. Your approach needs to be robust enough to ensure you are selecting the right people, but not over-engineered to the point that it is cumbersome.

If managers are involved in the assessment process, it is critical that they have a shared understanding of the assessment process and are trained in the use of interviewing techniques. Once an initial talent pool has been identified, you should also test it with the Senior and/or Executive Management Team as a whole, prior to confirmation.

Legitimising HR in business

By James Valentine

Whilst some organisations are seeing the strategic value of the HR function, in many others it remains a personnel administration and 'issues management' function, leading to the notion that anyone can do HR. Business has discovered that should the Human Resource or people function fail to "fire" it creates a never ending list of issues that require time and finances to overcome. So how did the professional community come to this view of Human Resources and how can we as HR professionals correct the misperception?

The historical view: The emergence of Human Resources during the industrial era signaled a shift of focus to the basic rights and responsibilities employee's held and executed. The administration of these functions fell to a new, yet undefined class of worker in the form of the ever so humble HR practitioner. The position and duties were created out of necessity and as such were never truly developed with the foundation of rigorous study and certification. This, over many decades, has resulted in the proliferation of individuals who have moved into the HR profession as a matter of course.

During my career I have met many HR Directors and General Managers who have attained the position after commencing their career in other professional areas. Engineers, lawyers, recruitment agents, chefs, military personnel have all "fallen into" Human Resources, and I might add, many of them are excellent at what they do.

Still a way to go: Gaining a real seat at the executive table was an issue 20 years ago, which should have been well and truly resolved. However it hasn't been….still many organisations that believe they are using HR has a strategic function are not, so whilst HR may have a 'seat at the exec table', how meaningful is it and what is the real contribution?

To be recognized along with the other executive functions in an organization in legitimacy and impact is a wish that many HR Managers, Directors and GM's have long held. In part this barrier is self-imposed due to the HR community's reluctance to embrace opportunities to legitimise or professionalise their function.

Recent Australian research in the public sector demonstrates that, whilst many HR staff consider themselves to be HR Practitioners, their focus is not HR but personnel administration. This topic was considered as part of recent research undertaken by the APSC and delivered in the APS Workforce Contestability Report ("Unlocking Potential- APS workforce Management Contestability Review") in which Sandra McPhee notes that "In order to remain relevant and continue to offer the best policy advice and service, the APS is transforming the way it does business."

The report notes that whilst current advances in technology have allowed the HR function to move away from manual processing activities in order to play a stronger role in long term business strategies, many HR functions struggle to be recognized as strategic advisors. A survey completed as a part of the report found:

- 42% of companies surveyed reported that the impact of HR on organisational success is weak
- 85% of companies surveyed believed that HR needed to transform to meet new business priorities [1]

HR Certification: This idea that HR requires transformation and lacks significant impact on business success has led to a growing movement in our industry now which is calling for certification in Human Resources. Note I use the term certification rather than qualification for two reasons:

- Qualifications in human resources have existed for a long period of time and the term itself refers to the passing of examination or assessment in the field.
- Certification verifies a level of competency in the delivery of said function, as designated by a professional organisation.

Qualifications are critical however certification goes a step further. Through certifying the HR function and its individuals, it places legitimacy on the function for the organisation. Here is a measuring stick that highlights the fact that a HR Practitioner not only understands the function but can deliver the function to a high level of quality and expertise. Much in the same way solicitors and barristers, accountants and doctors must be certified.

Here in Australia there are a growing number of professional bodies' and organisations looking to tackle this opportunity head on. The Australian Human Resources Institute (AHRI) has recently released its certification pathways program which offers a clear pathway to certification for all levels of experience in the HR industry.

So how do we, as part of the Human Resources community, change the perception of our industry, influence gaining a "seat at the table" and legitimising our profession? Surely certification would be a giant step towards achieving this. Reach out to AHRI and other similarly minded organisations, seize the opportunity that is now being presented to us and bring a level of legitimacy to the HR function.

[1] Unlocking potential - APS workforce management contestability review; Sandra McPhee AM

Maintaining the right team setting during change

By Benjamin Smith

As organisations change to become more flexible and we ask our people to work in dynamic situations, it's important to consider how to maintain the best team environment. There's a lot to consider and it's not as simple as getting the right people in the right roles, there are a number of other behavioural and physical settings that can influence how well a team performs.

So, to give your thinking some structure, a good place to start is the fundamentals of team operations, including the essential ingredients for success and the optimal climate.

Druscott and Wolfe (2001) have documented three critical conditions for team success and they include member trust, a shared sense of identity and collective efficacy.

While there are no surprises here, the challenge is developing these conditions for teams that are geographically spread and who have little personal contact through which to build trust, collective identity and efficacy.

A similar challenge is developing self-confidence, or efficacy, in a new team who have not yet experienced success together. This gap may be filled by sharing the previous successes of the individuals, identifying and celebrating early wins and giving the team the freedom to try and fail. As much as success benefits a team, a failure where some great collective learning's are gathered can be just as beneficial.

As important as the conditions are the environmental settings, or team climate. Anderson and West (1998) suggest that an ideal team climate includes a shared vision, participative safety, task orientation and strong support for innovation.

The two elements that stand out here are participative safety and support for innovation. These require genuine collaboration, trust and transformational leadership.

It is important to note that participative safety is not about protecting team members from criticism. Rather, it's about developing enough collective respect so that members can critique each other in an open and positive way, stepping away from blame and focusing on how members can learn from each other. In much the same way as sporting teams that pat each other on the back or slap hands in support even when they have made a big mistake, participating in safety empowers a strong group culture, supported by a sense of objective accountability.

Strong support for innovation aligns with an exciting organisational theme of encouraging entrepreneurialism within company ranks. As Randi Zuckerberg describes in her discussion of latest trends, what she calls the "Entreployee" can meet the needs of the creative individual while giving the company the level of progressive thinking it needs to stay competitive. Organised events like "hackathons" first seen in the ranks of Facebook employees have fuelled the consideration of sprint-based efforts that are removed from your standard tasks. No matter what the method, supporting innovation requires leaders to deliberately relinquish control and encourage efforts guided by a few boundaries and some key principles.

In fact, the glue in all of these elements is positive leadership. We know that in the early stages of team development, members are overly dependent on their leader as they "suss out" their peers, consider how they will contribute and determine whether the modus operandi of the team works. In relation to the forming, storming, norming team development model, leader reliance is especially heavy in the first two stages.

There is also a heavy reliance upon the guidance of a leader in times of change. In particular, shifting from a traditional hierarchical team environment to an open, collaborative and honest working style requires a leader to step up, model the new behaviour and show the move is genuine by taking on some criticism and really working with it.

All told, the team setting needs to be a continual point of reference for a leader and indeed the team members. It is common place for elite athletes to visualise a strong performance before competition and often this visualisation is strengthened through remembering how good a previous win felt. As a team, the same approach can be taken through recognising great success, the feeling of team harmony and the steps that contributed to a positive outcome.

Under the high performance team methodology developed by Stockwell Bretton, these moments of optimal team performance are captured, celebrated and leveraged through photos, imagery and story-telling.

This has the effect of making corporate teams feel like elite athletes, which often leads to members taking their team settings much more seriously and reaping the benefits. After all, everyone wants to feel like a champion, highly supported and at the top of their game. After all, isn't that what we strive for in our organisations?

The difference between consultation and communications

By Benjamin Smith

There are many instances where terminology outgrows its initial definition and the product ultimately delivered leaves people scratching their heads. None more so than the ongoing confusion around the word 'consultation' in the corporate and political environment.

By its definition, consultation refers to a process by which an audience of appropriate stakeholders will be engaged to gain feedback that will contribute to and ultimately help shape a planned activity. The shaping comes from the way the next steps are informed through the audience contributions.

Communications, on the other hand, refers to a passing of information onto a targeted audience, which may be two-way in its interaction but it contains no commitment to make use of what comes back. Most of what we see today is communications and that's fine – as long as that was the intention.

Unfortunately what we see applied in practice is a whole lot of communications described as consultation. The great crime here is not that a purely communications approach was applied; it is that it was called something else. Something that tends to be a bit more work and that requires a level of genuine flexibility.

Expectation management is the key theme here and it seems obvious that the real solution is calling that spade a spade and moving on. It may be a great surprise to some leaders, but if there is no scope for the feedback to influence an outcome, the audience would often rather hear that upfront and make a decision on how much they will engage with the process. But, if you mistakenly build an expectation that input will be used in a meaningful way and then not meeting that expectation, you only contribute to the overwhelming cynicism that exists around public input into government or corporate policies and products, not to mention losing the potential advocate or consumer you may be counting on.

Of course we do need to acknowledge that both public and private organisations have an agenda and they need to get things done for the good of those who they serve. There should not be an expectation that all things need to be consulted on and nor should there be an unending window of feedback opportunities. Thresholds and time periods need to be set and audiences should be informed in good time to participate within the stated times.

The critical factor here is that the expectation is both set and met in a way that is genuine and aligns with the knowledge of how information will be distributed, captured and then considered.

The core values outlined by the International Association of Public Participation rightly point to a continuum of engagement that uses the level of impact as a guide for the level of involvement that should be planned for the relevant stakeholders.
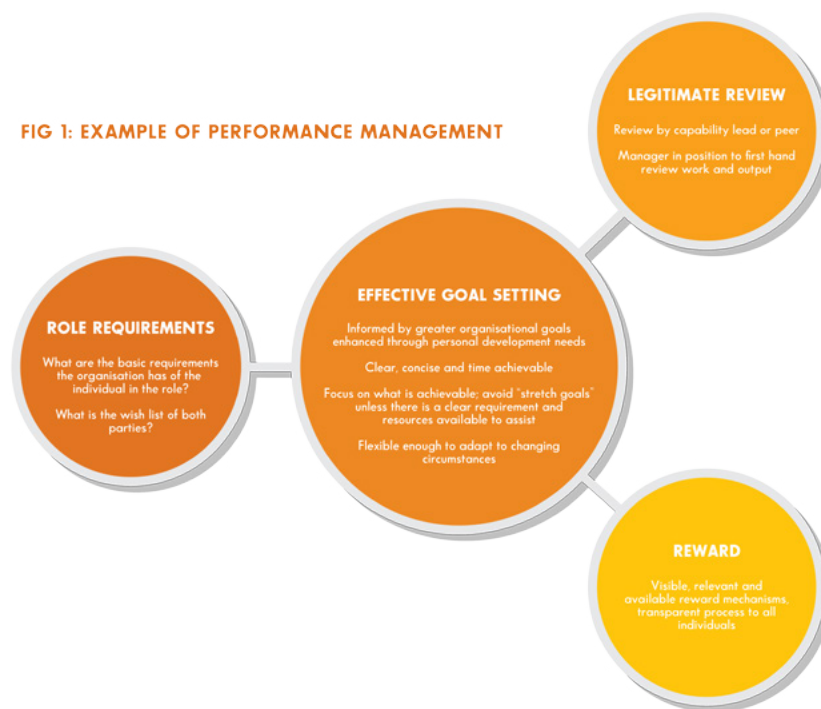
What I like about this continuum is that it demonstrates that the "consult" level is not about laying down and leaving your project's fate to the feedback of your audience. Instead, it demonstrates that at the "consult" level you are engaging for input into decisions and the information will be considered in a visible manner.

Consulting is not about losing control, it's about building ownership through participation.

When working on a project that aims to make a specific improvement over a limited period of time, you must seek to seed the ownership with those who will be "on the ship" for the long haul. It's their world, not yours and if you can engage with them, get their guidance, build their ownership and improve their working lives, you are on your way to making a positive difference.

But – remember, this won't happen if you don't start out by setting the right expectations through challenging the norm and clearly identifying when you're consulting versus just communicating.

FIG 1: EXAMPLE OF PERFORMANCE MANAGEMENT

LEGITIMATE REVIEW

Review by capability lead or peer

Manager in position to first hand review work and output

ROLE REQUIREMENTS

What are the basic requirements the organisation has of the individual in the role?

What is the wish list of both parties?

EFFECTIVE GOAL SETTING

Informed by greater organisational goals enhanced through personal development needs

Clear, concise and time achievable

Focus on what is achievable; avoid "stretch goals" unless there is a clear requirement and resources available to assist

Flexible enough to adapt to changing circumstances

REWARD

Visible, relevant and available reward mechanisms, transparent process to all individuals

Performance management: humanising the approach.   By James Valentine

We have all heard it before: "An organisation and its success are reliant upon its people"

But how true is this? Is an individual's performance really key to the success of the larger business? Is an organisation truly the sum of all of its parts? Do organisations do enough to effectively manage and measure the individual's performance to be able to support this statement?

The success and growth of business has often been realised through enablers and influencers such as systems, markets and branding. This may be because such things are easily measured through performance indicators and metrics used to understand their efficiency and effectiveness.

However, with the notion that an organisation's success may in fact be reliant on its employees, these types of checks and measures also need to be appropriate to use in measuring an individual employee's performance as well.

This is a reasonable approach, and certainly has been the accepted way of both managing underperformance and recognising and rewarding success. However, somewhere along the way many organisations have forgotten that people exist in a very different cognitive state than databases, CRMs, HRISs, global branding success or an upturn in a certain market. While there is a requirement to not only set and monitor goals and responsibilities for all staff, there is also a need to recognise the unique way in which each of us operate and manage.

With this in mind, surely there is a missing element in the measure of an employee's performance. Below is a diagram of a standard performance management framework and the required inputs (Role Requirements), processes (Legitimate Review) and outputs (Reward) (fig 1).

This diagram illustrates the basic elements, if designed and

executed correctly that would make up a successful and effective performance management system.

Effective Goal Setting: This is undoubtedly core to a successful and effective performance management process. The defined goals and targets need to be in line with the organisation's aspirations, coupled with the individual's desire for professional development. The goals set must also be soundly grounded in clear, concise language and direction, be achievable in a fair timeframe and be supported by the organisation in resourcing and capability.
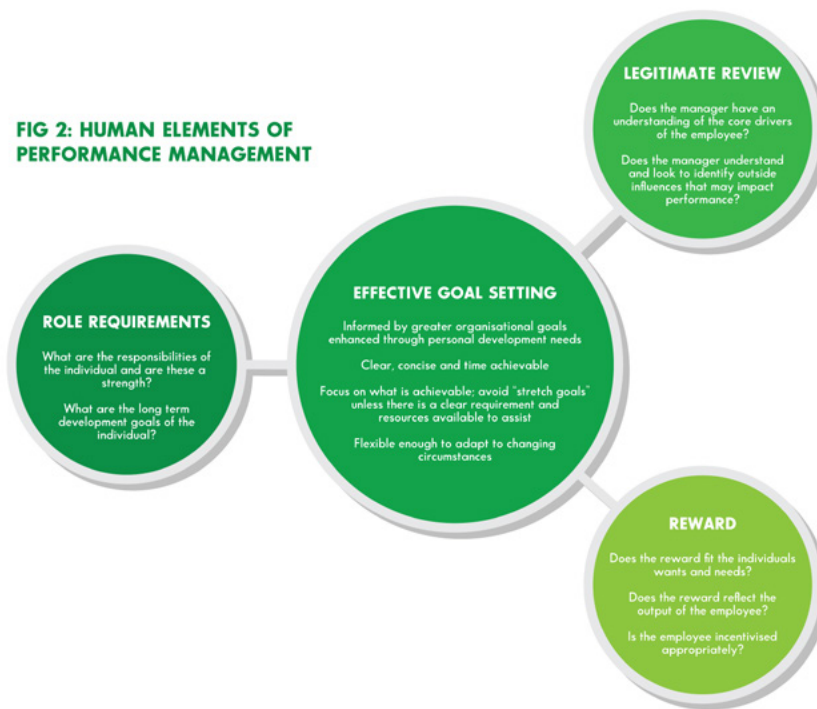
Role Requirements: These are simply the basic requirements that are inherent in the individual's position. Be it a job description, position description or term of reference, the direction and required output of the individual should be clearly communicated and understood. These requirements - key inputs into the goal setting - should also reflect the needs of the organisation.

Legitimate Review: The review process should be conducted by a manager or supervisor who has the capability and expertise in the employee's field. They should be closely connected to the employee's work and understand their required outputs. The review process should be conducted regularly and as required. It is not always sufficiently done on an annually or quarterly basis.

Reward: The rewards of exceeding performance goals should be visible and transparent to the employee at the time of goal setting. The rewards should be achievable and relevant to the required outputs whilst staying in line with organisational policy.

The key to all of these elements, indicative of an efficient Performance Management Framework, is effective communication. This is the human element which is lacking

FIG 2: HUMAN ELEMENTS OF PERFORMANCE MANAGEMENT

LEGITIMATE REVIEW

Does the manager have an understanding of the core drivers of the employee?

Does the manager understand and look to identify outside influences that may impact performance?

ROLE REQUIREMENTS

What are the responsibilities of the individual and are these a strength?

What are the long term development goals of the individual?

EFFECTIVE GOAL SETTING

Informed by greater organisational goals enhanced through personal development needs

Clear, concise and time achievable

Focus on what is achievable; avoid "stretch goals" unless there is a clear requirement and resources available to assist

Flexible enough to adapt to changing circumstances

REWARD

Does the reward fit the individuals wants and needs?

Does the reward reflect the output of the employee?

Is the employee incentivised appropriately?

in today's approach to performance management – the part that understands human uniqueness - the part that should be regarded as the most important element of managing an employee's workload and performance.

Just as goal setting is the core of performance management, conversations with clear and direct communication and understanding is at the core of effectively managing performance. Too much of the required empathy for individuals is lost in a mandraulic and system based administratively heavy performance management process which is unfortunately the norm today.

People work best when they feel inspired, included, challenged and ultimately incentivised. The way a manager and an organisation can foster this is through introducing this type of human approach to performance management.

Below is a representation of how the same basic performance management process shown above would be enhanced through the addition of open communication and a more human approach (fig 2).

Effective Goal Setting: While goal setting remains key to the process, the goals become more effective when a true understanding of the individual's goals are set. This is done through open communication that illustrates the true benefits to both the employee and organisation of realising the goals.

Role Requirements: With clear communication, the role requirements are more clearly understood by the individual and the manager and can better assist in helping the employee reach their long term career aspirations. Through better understanding the employee's capabilities it is easy to identify strengths and areas of development when assessing them against the expected outputs of the role.

Legitimate Review: The humanised version of this element now encompasses the employee as a person rather than an enabler or influencer. The manager should have an understanding of what the employee's personal and professional drivers are, how they could best utilise the performance management process to realise these and how to track them against required outputs. Similarly through understanding the employee as a person, the manager will gain insight into any possible external influences or impacts which could derail the employee's performance and act to support them appropriately.

Rewards: Tailored toward the individual employee and where they are placed on the career continuum. The rewards reflect what is most likely to drive an employee to succeed and feel incentivised which will ultimately lead to a more effective output and result. An individual who has a clear understanding of what benefits are available to them through strong performance will strive to meet the goals set.

All of these elements, still representative of a successful performance management process, now reflect a deeper understanding of the employee. It embeds their needs, wants and drivers into the process and seeks to define the employee's responsibilities, set the required goals, manage and review the employee through the process and incentivise them appropriately.

Whilst we are probably years, perhaps decades from a truly paperless/administrative negligible performance management review process, organisations can start the process right now to improve the experience and tighten the effectiveness of the performance processes through embedding basic human understanding and approaches into previously rigid management structures.

WHY THE ANT?

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