

**Culture? It's what makes
workplaces work**

The trust issue (2020 update)

“Trust is important in the good times but also in the bad because life goes in peaks and troughs and there's going to be a point when you're going to require that trust, and if you've lost it before, how do you go about demonstrating that actually you are not going to repeat history?”

The John Lewis Partnership
“Reinforcing employee trust in the wake of COVID-19 is so urgent, companies can't afford not to take it seriously.”

Josh Bersin (Bersin by Deloitte)
“Myth: Trust is managed from the outside in – controlling a firm's external image
Reality: Trust is managed from the inside out – running a good business”

Harvard Business Review, September 2020

Trust is the fundamental bedrock that binds us together as humans, our relationships, our actions, our expectations of others. If trust is important in the good times, it becomes utterly essential in the bad. In the wake of COVID-19, it's now become literally a matter of life and death. Can I trust my employer to keep me safe?

BC (before COVID-19), our ten-year strategies were about creating digitally enabled organisations, designed to help us work better, smarter, allowing a more flexible approach to working remotely. Digital transformation 2030 took place on Monday 23 March 2020.

To be fair, some organisations were ahead of the curve when it came to remote working, but for many the idea was unthinkable. Why? Lack of trust. As Leena Nair CEO Unilever says:

“I've been amazed by how many companies are still so suspicious of home working. Some have been forced to let their people work from home for the first time and it's shocking how many seem to distrust their own people.”

As we come to terms with this seismic shift and all the implications it has on our workplace and people, (a recent People Lab poll has 91% of respondents not wanting to return to how they worked BC), there is one theme that dominates it all... TRUST.

Trust in each other, trust in our leaders, our leaders' trust in their people.

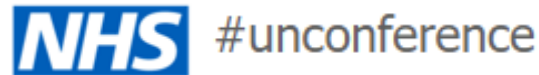
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**Culture is not something
you have on the wall or a
Powerpoint slide. A
culture needs to grow
and germinate from
within**

Sidney Dekker, Just Culture

**Culture isn't something
you are, it's something
you do**

Daniel Coyle, The Culture Code

**Culture eats strategy
for breakfast**

Peter Drucker

**Culture is the worst
behaviour a leader
tolerates**

John Amaechi, OBE





This is not about fuzzy, holding hands around a campfire, kumbaya stuff. That's not what values and culture and mission is about. This is about building an organisation for success. This is about winning. This is about doing stuff to make sure your organisation and your people are aligned around the same thing

Justin Moore, CEO of Axcient



When employees are satisfied and engaged, the result is deeper customer connections and an elevated customer experience

Corey du Browa
SVP of global communications



Business critical KPIs linked to engaged workforce



Engage for Success



Enabling a high performing culture

1. Have **visible, empowering leaders** who can share a strong **strategic narrative** about the organisation, where it's come from and where it's going
2. Recruit, train and support **engaging managers** to better focus their people and give them scope; treating them as individuals, coaching and stretching
3. Give all your **employees a voice** for reinforcing and challenging views, acknowledge them as central to solving your business challenges and driving **innovation**
4. Have **organisational integrity** – make sure the values on the wall are reflected in day to day **behaviours** of EVERYONE in the business at all levels. There is no 'say – do' gap, anywhere



Enabling a high performing culture (1)

Have **visible, empowering leaders** who can share a strong **strategic narrative** about the organisation, where it's come from and where it's going





Enabling a high performing culture (2)

Recruit, train and support **engaging managers** to better focus their people and give them scope; treating them as individuals, coaching and stretching



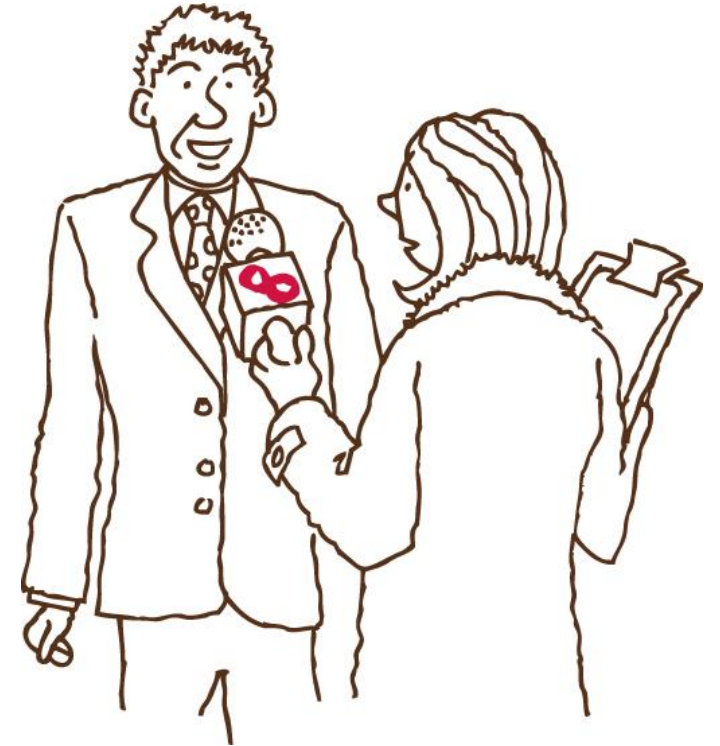


Safe, Compassionate, Accountable, Reflective, Fair



Enabling a high performing culture (3)

Give all your **employees a voice** for reinforcing and challenging views, acknowledge them as central to solving your business challenges and driving **innovation**





“Who is better placed to suggest improvements to our business than the 65,000 colleagues who live and breathe it every day?” M&S CEO Stuart Machin



Enabling a high performing culture (4)

Have **organisational integrity** – make sure the values on the wall are reflected in day-to-day **behaviours** of **EVERYONE** in the business at all levels. There is no ‘say – do’ gap, anywhere

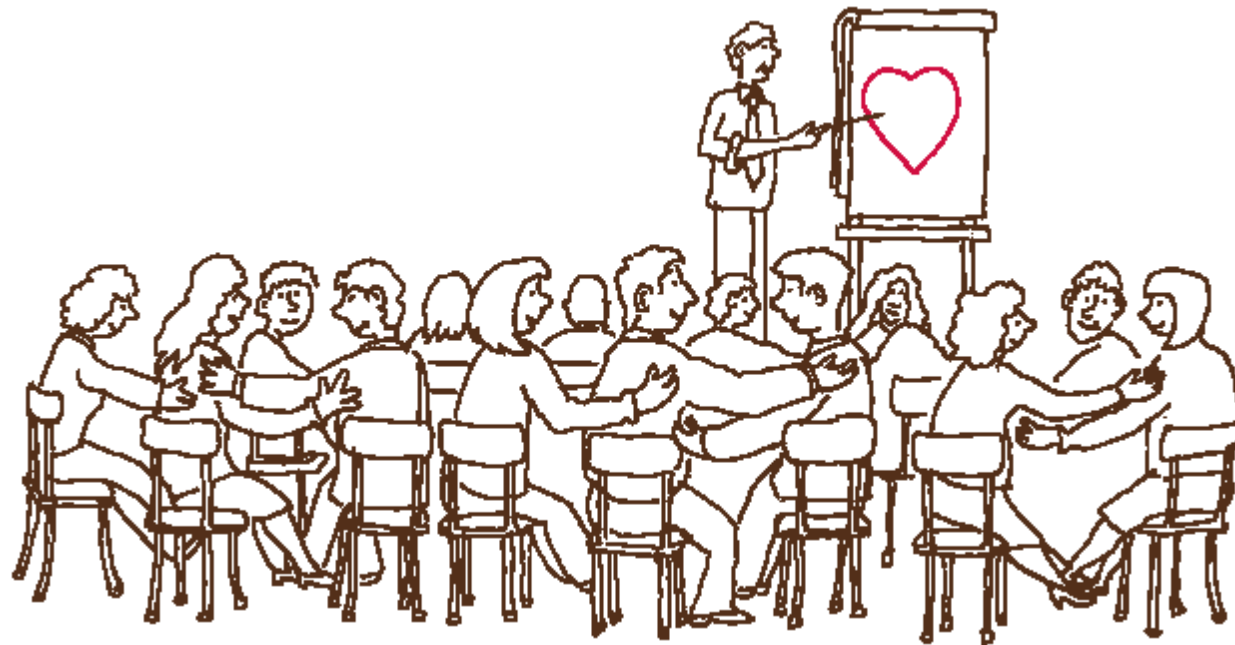




**WE RACE
AS ONE**



Actively manage your culture



Slido #5854538

**Culture makes
workplaces
work**

Jo Moffatt

For shareholders
For leadership
For managers
For everyone who works there
For the customers and
communities you serve

And everyone owns it



THANK
YOU

