Delivering Organisational Performance Through People and Culture

Hello!
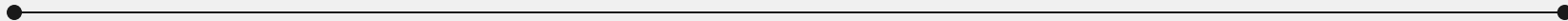
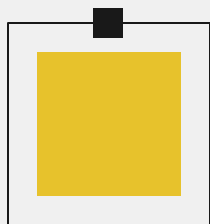**Dominic Spayne**
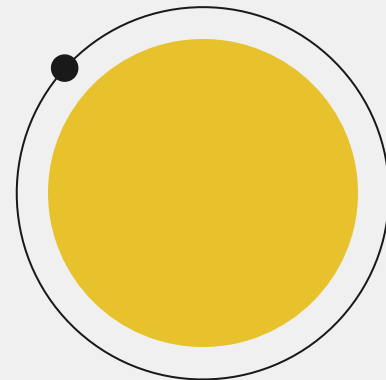Chief Executive
Shared Lives South West

Purpose of today;

Show how people are the main driver of organisational performance

"The only real difference between one organisation and another is the performance of its people."

—Peter F. Drucker

01

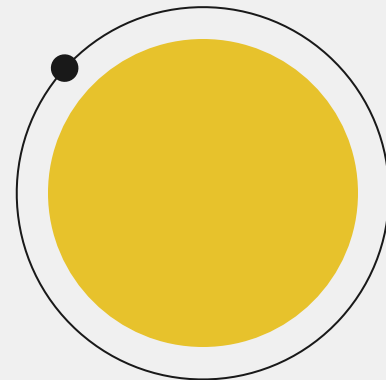# A story about leadership

Our struggle to embrace people and culture

"A culture is strong when people work with each other, for each other. A culture is weak when people work against each other, for themselves."

—**Simon Sinek**

02

A story about integrity

People and culture in action

"Integrity is making sure that the things you say and the things you do are in alignment."

—Katrina Mayer

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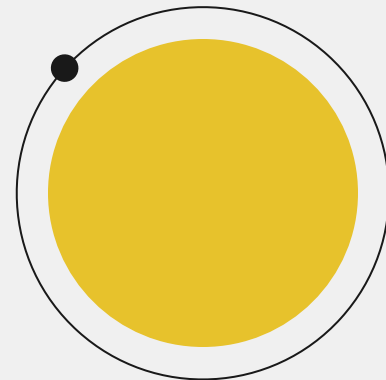
Personal insights and reflections

How we delivered our people and culture strategy

"Organisational culture is made up of shared values, beliefs and assumptions about how people should behave and interact, how decisions should be made and how work activities should be carried out."

—Chartered Management Institute

What does culture look like to us?
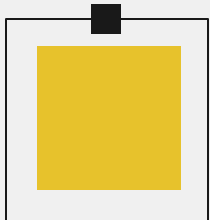
Kindness
We treat each other with kindness and compassion at all times

Transparency
We have an open and transparent approach to decisions and information; everything is shared unless it is private or confidential to an individual

Honesty
We encourage honesty in feedback and questioning

Belonging
We want to learn about each other, to bring our whole self to work, so we can better understand and support each other
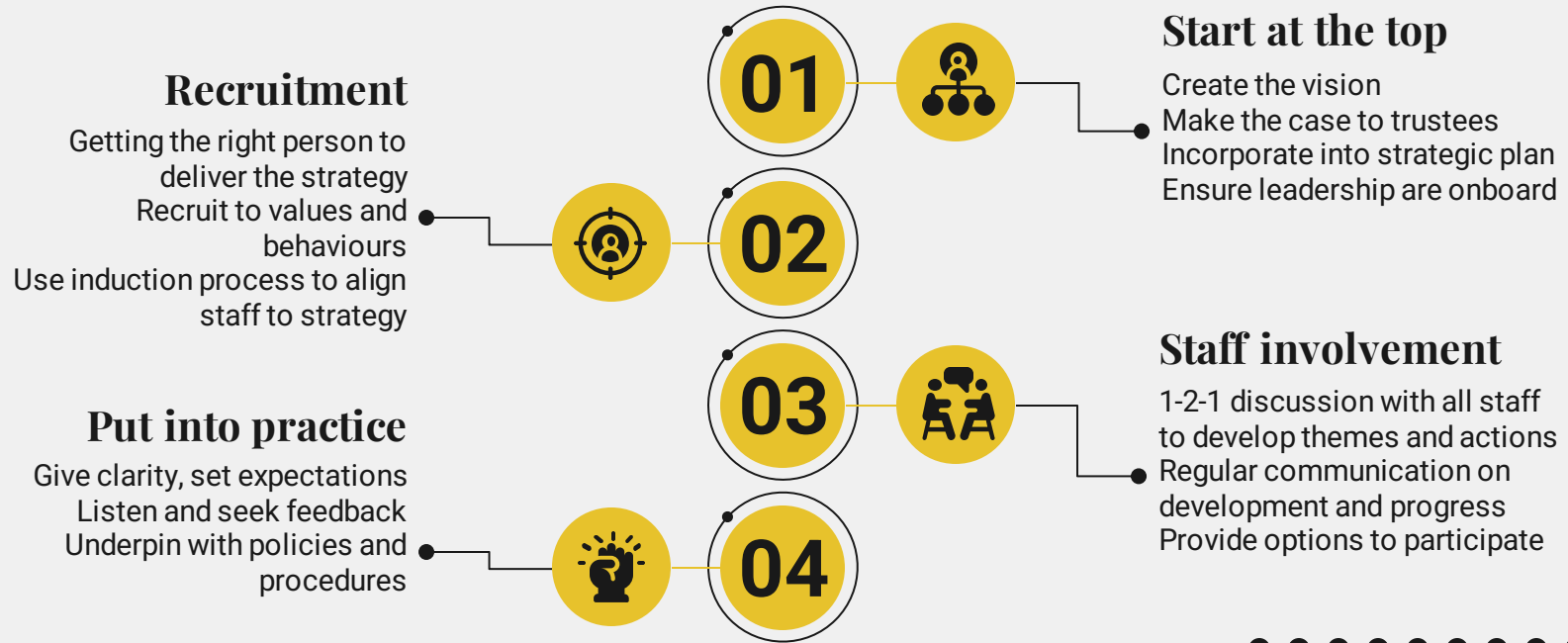
Wellbeing
We strive to place individual wellbeing ahead of organisational needs

Joy
We want a fun and happy workplace, so everyone wants to come to work!

Embedding people and culture strategy

01

Start at the top
Create the vision
Make the case to trustees
Incorporate into strategic plan
Ensure leadership are onboard

Recruitment
Getting the right person to deliver the strategy
Recruit to values and behaviours
Use induction process to align staff to strategy

02

03

Staff involvement
1-2-1 discussion with all staff to develop themes and actions
Regular communication on development and progress
Provide options to participate

Put into practice
Give clarity, set expectations
Listen and seek feedback
Underpin with policies and procedures

04

Our people and culture strategy

Resilience

We will be a forward-thinking skilled resilient team supported by robust workforce structures and planning to meet Organisation aim.

We attract people with the right character and talent through a consistent value-based recruitment process across the organisation.

Inclusion

We will have a culture that embraces and promotes diversity and inclusion, where engagement is generated from open and honest communication, and all contributions are recognised and celebrated.

Wellbeing

We will create a psychologically safe environment, where all feel well supported.
We take a proactive preventative approach to ensure service delivery is not impacted by absence.

Leadership

We will employ skilled Leaders with high emotional intelligence, who champion our culture, reflect our values and uphold agreed principles.

Setting our values and behaviours

- **Leadership development** – Values-based leadership, focusing on behaviours before skills

- **Agreed organisational values** – Determined by leadership as part of a vision for the organisation

- **Staff collaboration** – Group work to define values statements and what 'values in action' look like, ongoing discussions in staff forums

- **Embedded into practice** – Incorporated into supervision, appraisals, feedback and recognition awards

- **Explored personal values** – Coaching sessions to understand personal values available to all staff

Nurturing authentic leadership

Vulnerability based trust
Create a culture where leaders feel comfortable being vulnerable and sharing their challenges, failures, and uncertainties, building trust with others

Develop emotional intelligence
Provide training and development opportunities that focus on self-awareness, empathy, active listening, and effective communication

Values-based leadership
Help leaders identify their core values and integrate them into their decision-making and actions

Psychological safety
Create an environment where leaders can communicate openly and honestly, share information, provide feedback, and challenge each other
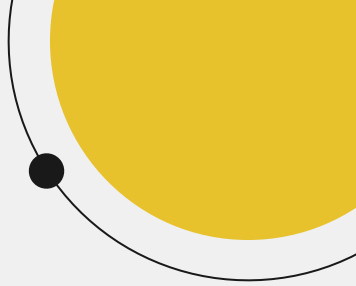
Self-reflection
Encourage leaders to engage in self-reflection to understand their values, strengths, and weaknesses

Wellbeing
Ensure leaders prioritise their well-being and model this behaviour in their support to others

Our 'Principles of Leadership'

- **Character** - Role model the right values and behaviours with humility, empathy and accountability

- **Trust** - Being honest, authentic and caring to create a psychologically safe workplace

- **Unity** - Working for others to create an equitable community full of joy and fun

- **Purpose** - Embed purpose and autonomy to inspire others towards our vision

- **Learning** - Supporting others to develop their skill, knowledge and character

- **Legacy** - Set expectations and build resilience to advance the organisation

"The three things that motivate people; autonomy, mastery and purpose."

—Daniel Pink
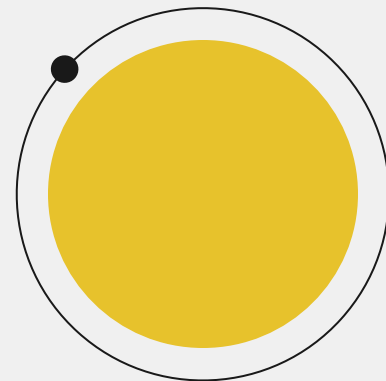
Final thoughts

Recruitment is everything
Don't be afraid to let people go, take time to get recruitment right, put effort into inductions

Do the right thing, even if its hard
Be brave with providing feedback, challenge issues early, ensure you have good policies in place and follow them

Does remote working work?
Talking, listening and building relationships are a key part of a successful organisation, not a distraction

Transparency
Be open and honest, share everything you can – in the absence of information people will create their own story
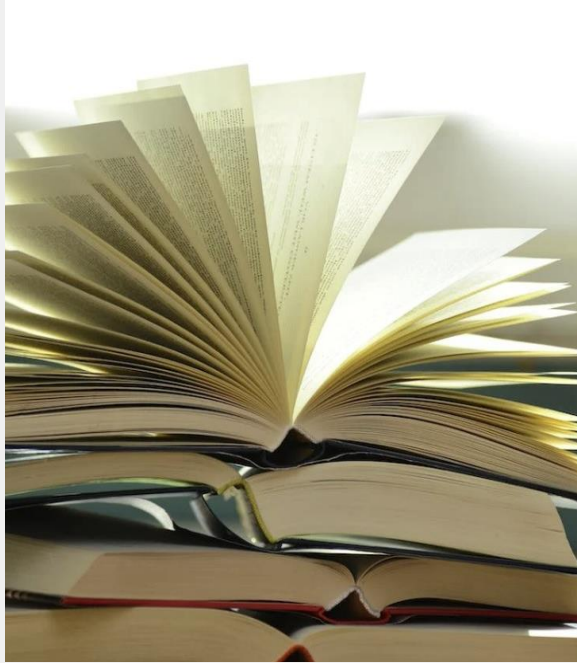
Understand your values
Knowing your values helps you to be authentic, to understand what motivates you and to identify causes of conflict

Educate yourself
Read books, listen to TED talks, follow inspirational people on social media, and talk to other people about their experiences

Suggested reading...

- **Drive** Daniel Pink (2009)

- **Start With Why** Simon Sinek (2009)

- **Legacy** James Kerr (2013)

- **The Culture Code** Daniel Coyle (2018)

- **Brave the Wilderness** Brene Brown (2017)

- **Four Thousand Weeks** Oliver Burkeman (2021)

- **The Four Agreements** Don Miguel Ruiz (1997)

- **Telling The Story** Geoff Mead (2014)
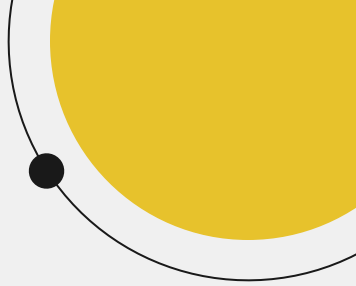
Thank you!

Do you have any questions?

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