

Okay - Now What?



*Building a
Great Workplace
Programme*

*Strategies and practical solutions to
transform your organisation into a
Great Place to Work*

How to Build a Great Workplace

The *Unlimited/JRA Best Places to Work Survey* has given you answers about how you're rating as a place to work. But it's also left you with the burning question "how can we lift our game and do better next year?"





In response to this dilemma John Robertson and Associates (JRA) and Catapult have created The *Building a Great Workplace Programme*. The *Building a Great Workplace Programme* provides strategies and practical solutions that can transform your organisation into a great place to work.

The programme is strictly for organisations with a very real commitment to building a great place to work. It requires sponsorship at the CEO level and the commitment of senior management both in terms of time and support.

FOUNDATION OF THE PROGRAMME

JRA is New Zealand's leading workplace survey company, with hundreds of organisations and many thousands of employees having completed JRA's various workplace surveys over the past decade.

JRA's analysis of this mountain of quantifiable data has enabled them to build a model that encapsulates the qualities and characteristics of great workplaces – its **Anatomy of a Great Workplace™**. The model identifies four key pillars to building a great place to work:

-  A clearly articulated vision, and values that are real
-  A sense of community and optimism in the future
-  A focus on developing people to realise their full potential
-  A performance culture where high standards are set, and demanded

The *Building a Great Workplace Programme* provides strategies and practical solutions for improving performance across all four pillar areas. What's more, delivery is customised depending on your needs. For example, you may need to build all four pillars from scratch, or you may want to focus on one pillar. Whatever your need, our unrivalled knowledge of best workplaces and organisational development provides you with the know how and support to transform your performance.

PROGRAMME ARCHITECTURE

The in-house programme is crafted to your specific needs, and has four phases.

Phase One: Commitment, Measurement, and Analysis

As with any major performance improvement initiative two factors are vital. The first is the commitment of the organisation's leadership to building a great workplace. The second is the setting of key performance indicators to measure and assess progress.

An intensive session between the *Building a Great Workplace* team, comprised of senior JRA and Catapult consultants, and your CEO and senior management team, results in the following outcomes:

- Identification of gaps between your current state and being a great workplace
- In depth discussion of your organisation's survey results including the drivers behind the results and their implications
- Agreement on priority areas and performance objectives
- Agreed commitments of the senior management team and implications for leadership

Phase Two: Strategies and Solutions

With priority areas identified, we'll work with you to develop a customised implementation programme. The team provides advice and guidance on strategies and practical solutions throughout. For example:

- Training workshops providing you with "how to" strategies and solutions
- Helping you design and customise improvement activities and initiatives
- Coaching and guidance in relation to implementation
- Helping with implementation where necessary – for example running workshops with second and third tier managers

Phase Three: Review and Assessment

What impact are the strategies and solutions having? Phase three measures and reports progress against the key performance indicators identified in phase one.

Phase Four: Maintaining Momentum

You will want to sustain your results and continue to improve. Phase four is about sustaining performance improvement through involvement in a community of like-minded organisations who share your goal of creating a great workplace.

The *Building a Great Workplace Programme* provides a unique opportunity to engage in peer forums with other organisations undertaking the programme. The purpose is to share experiences, build understanding of 'real world' pragmatic approaches and to provide clients with a ready made 'buddy system'. The *Building a Great Workplace Programme* will also arrange mentoring visits to workplaces excelling in your key focus areas.

Why Invest in the Programme?

New Zealand organisations know that building a great workplace makes sense. Simply stated, the more people like working for your organisation the better your organisation will perform - using whatever measure of performance you care to apply: productivity, profitability, competitiveness or service quality terms.

Over the last decade the relationship between the quality of the workplace and the commitment of staff has been the subject of intense academic research. There are more than 50 empirical studies showing that employee centred management is associated with both superior employee attitudes and better organisational performance.

The seminal study by Huselid¹ shows even minor improvements in people management results in remarkable improvements in key business performance indicators. His study of 1,000 US companies revealed that a one standard deviation improvement in people management practices was associated with a 7% decrease in staff turnover and a US \$27,000 increase in sales per employee. Similar findings can be found for a variety of industry sectors and across a wide number of countries.

Closer to home, Guthrie's² study of New Zealand firms revealed a one standard deviation increase in the use of employee centred management practices was associated with a per employee increase in productivity from NZ\$150,000 to NZ\$260,000. These firms also enjoyed significantly higher employee retention rates.

Research using JRA's *Best Places to Work* database shows substantive positive benefits from adopting a 'best place to work' approach to employee management. Comparing the top 20 Best places to Work (The Leaders) with the

bottom 20 Best Places to Work (The Laggards), JRA finds employees in the Leaders category to be:

- 14% more engaged with their work
- 18% more likely to stay with the organisation
- 23% less stressed with their work
- 25% more discretionary effort compared to the Laggards

Findings such as these are simply too compelling to ignore – great workplaces make great business sense.

The companies behind the Building a Great Workplace Programme

The *Building a Great Workplace Programme* is a joint initiative by JRA and Catapult Limited.



John Robertson & Associates

JRA is New Zealand's leading workplace survey organisation with the largest database of employee attitude and opinion in New Zealand. JRA is a founder partner of the *Unlimited/JRA Best Places to Work in New Zealand Survey™*, the largest employee engagement survey in Australasia. JRA also undertakes the *New Zealand Workplace Survey™*, the *Local Government Workplace Survey™*, and other fully customised workplace surveys.
www.jra.co.nz



Catapult is a business performance consultancy specialising in leadership and organisational and team performance. Catapult has worked with many private and public sector clients helping develop and implement organisational development initiatives.

Catapult also runs in-house leadership programmes and *Catapult Leadership*, a three-day residential leadership programme.
www.catapult.co.nz

**For more information on the *Building a Great Workplace Programme*, call:
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1 Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635-672.

2 Guthrie, J. P. (2001). High-involvement work practices, turnover, and productivity: Evidence from New Zealand. *Academy of Management Journal*, 44(1), 180-190.

