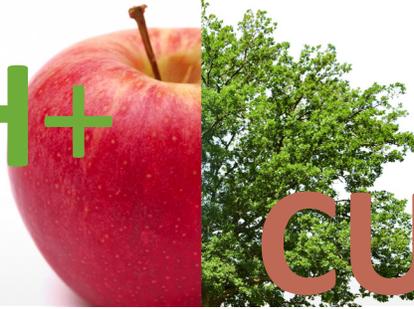




HEALTH+



CULTURE

PHASE IV

DEPLOY ACTION PLANS

Managers to Leaders

Although the words may sometimes be used interchangeably, a manager is not always a leader. Work Effects focuses on making this shift to ensure sustainable change. Some managers have a natural investment in quality leadership, others couldn't be paid to attend a leadership seminar, and the majority have interest but don't know where to start.

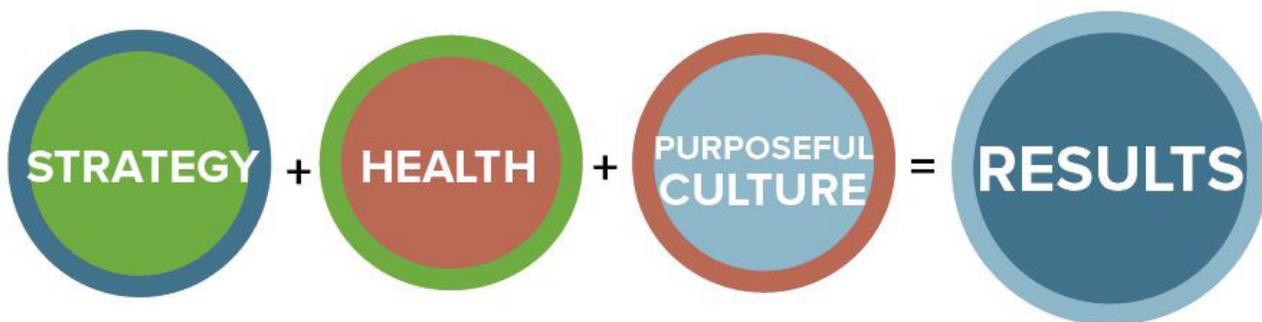
This majority tends to also be discouraged by the lack of rewards or recognition for being an effective and innovative leader; without this extra credit they don't see the value in going that extra mile. Phase IV is designed to give them the motivation to go the extra mile, and when done correctly, it will feel like only an extra stride.

Champions of Culture

Once the culture champions are established, they will be put into groups of 5-7 managers. The champions can be from any part in the organization, whether it's an HR professional, a senior leader, a passionate frontline worker, or an influential change agent at any level.

Data from Phase II helps to identify individuals with high potential that the organization has identified.

Once we have determined who has the skills and ability to really lead this sort of a transformation, we provide the tools, for the best way to do this facilitation and cover the roadblocks that they may run into.



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These groups come together on a regular basis and are responsible for reviewing the action items and discussing best practices, along with what has been showing up across the organization.

For example, if workgroups needed help facilitating feedback, the culture champions would offer support and participate in that fine tuning. While meeting with these groups, we share our wisdom, experience and knowledge to tie in specific techniques and tools to use with workgroups.

Our commitment is helping people sustain change, so this step typically lasts from 4-6 months.

By The Numbers

This analysis provides key indicators of performance and highlights the managers challenging themselves to provide different kinds of recognition and rewards. We demonstrate our impact in the organization and the progress of the culture champions and leaders.

To do so, we create a dashboard with the champions and identify what's the key rate of change these workgroups are having. We identify the key people metric— maybe productivity, turnover, sick days, time to fill a job, etc.— along with looking at the key operational measurement, such as the throughput, level of quality, level of operational pieces.

This analysis includes the impact on the market, reviewing the key customer metric, market influence, and guest satisfaction metrics; and the final piece is the key financial metrics. We track all of those on a month to month basis, and then meet with senior management on a monthly basis and look for connections and changes.

The people who are implementing their strategic goals and action plans will have greater productivity reflected in improved metrics.

All the while, we are holding people accountable for the types of changes that were designed and creating dialogues needed to ensure sustainable change and success. This approach to change management maximizes purposeful culture with strategic goals connected to the right culture for the organization.

Phase IV Deploys:

- Rewards and recognition systems
- Governance committees
- Sustainable plans for change and for achieving strategic goals
- Monthly dashboard metrics
- Resources to support leaders
- Purposeful culture



Strategy must go through **culture** to produce **results**

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730 2nd Ave S Suite 100
Minneapolis, MN 55402

612.333.4272
info@work-effects.com