

Empowering change to build back better:

Leadership actions to drive organisation culture

1 Assess your organisation's culture through key factors - Clarity, Support and Control.

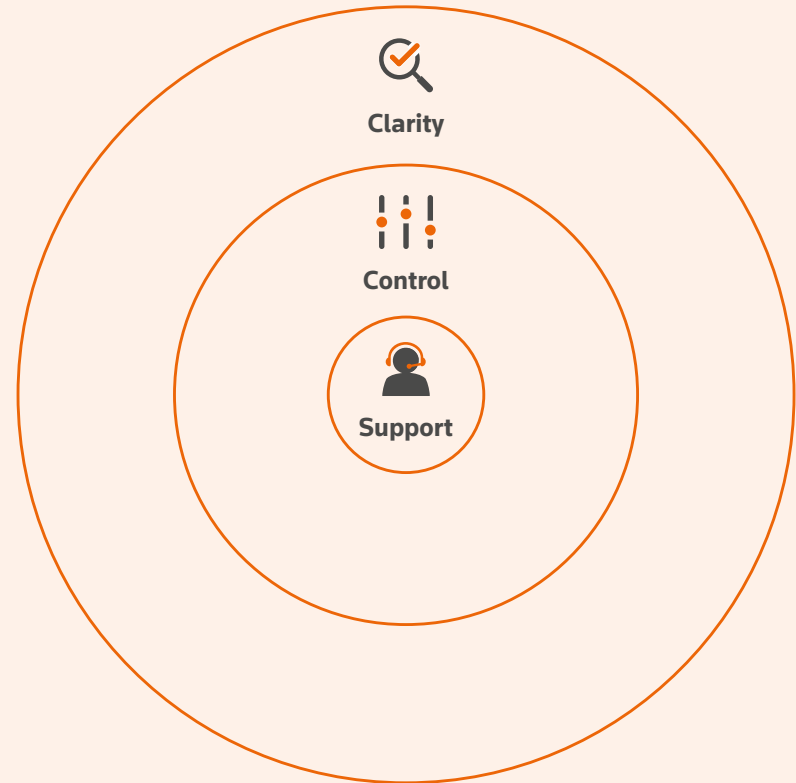
- 1. CLARITY** Is your organisation giving your people clarity around their roles, responsibilities and their expected contribution to the success of your organisation?
- 2. CONTROL** Do your people have control over when and how they work; do your people feel like they belong and that they have a voice in your organisation?
- 3. SUPPORT** Do your people feel supported through their career?

Organisational framework

As a leader it all starts with you.

What type of culture do you as a leader need to establish to build back better?

Is your leadership team role modelling new ways of working?



2 Analyse how you are performing as a leader in driving the items in each box using the **RAG status** framework.

Clarity

What are you doing as a leader on the following:

- Purpose – firm / company wide and individual contribution
- Values
- Strategy
- Goals
- Clear expectations
 - Hybrid working
 - Meetings
 - Clarity when not in office / availability
 - Fairness
 - Boundaries
- Trust, respect, belonging
- 'Outcomes focused'
- Transparency
- Inclusion
- Communication (repetition / timing / delivery method)
- Feedback, listening and action
- Talent development
- Accountability
- Adopting a growth mindset
- Consistency

Control

What are you doing as a leader on the following:

- Flexible working
- Remote working
- Accommodating work allocation preferences
- Freedom to set hours and focus on outcome
- Ability to take short notice leave for caring responsibilities
- Trust – confidence in being trusted
- Feedback – two way as a means of people influencing culture
- Feedback – regular mechanisms to gather feedback, e.g. pulse surveys, staff forum etc.
- Ability to rate clients / to push back on working for clients who don't align with culture or approach
- Use of tech, i.e. having the right equipment to work remotely

Support

What are you doing as a leader on the following:

- Alignment with control and clarity
- Support needs to be real – behaviours need to reflect policies (shadow of the leader)
- Building expectations into management performance – KPIs / payouts / appraisals
- How to whistle-blow anonymously
- Aligning to the right policies and directional steer (e.g. Mindful Business Charter)
- Providing structure
- Advocating the Mental Health First Aider programme
- Providing quality training
- Creating wellbeing champions, less formal than HR but a visible role e.g. ambassadors
- Enabling space to share and act like a sounding board
- Create an alumni programme ensuring outreach with key talent and encouraging returners
- Flexibility and fairness – wellbeing means different things to different people – Equality of opportunity
- Role flexibility – can you move talent around? Secondments
- Share personal stories showing alternative routes – role modelling (videos / campaigns)

3 Ditch the practices that repel Clarity, Support, and Control

- Presenteeism
- Inflexibility and unequal treatment
- Filling every moment with work
- Control
- Stereotypes
- One size fits all
- Rigidity
- Micromanagement – especially senior people
- Harassment (in its broadest sense), e.g. raised eyebrows when someone doesn't start work until 10am

4 Implement and execute the actions from the Clarity, Support, and Control lists

Result: Increased equality, inclusion, and overall employee happiness