Commitment to Purpose –
the catalyst for organisation change

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Responsibilities

Your Performance

Your Development

The Performance & Development of others

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The Catalyst for Change ----- For Improvement

Vision

Purpose

Performance

Change for Improvement

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Purpose – output framework

Alignment  
Integration  
Governance  
Efficiency  
Effectiveness  
Sustainability
Considerations – Relate to Purpose

Alignment
- Purpose
- Strategies
- Intent
- Activity, role & design
- Investment and spend
- Behaviour

Integration
- Learning
- Technology
- In-sourcing & outsourcing
- People processes – Appraisal, performance management, reward, equality, Discipline & Grievance etc
- Consultancy

Governance
- Organisational Approaches & Design
- Reporting
- Risk Management

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Learning strategy alignment

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## Intended Impact

<table>
<thead>
<tr>
<th>Event focus</th>
<th>People link</th>
<th>Organisation focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purpose/Intent</td>
<td>Underlying Requirements</td>
<td>Critical Actions</td>
</tr>
<tr>
<td>(knowledge)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(skill application)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(thinking preferences)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(behavioural application)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(link to competencies)</td>
<td>(link to qualitative)</td>
<td>(link to quantitative)</td>
</tr>
</tbody>
</table>

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Intended Impact

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Alignment of Purpose

- Agreed direction and Interpretation
- Positive handovers
- Executive commitment
- Collaboration

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Organisation Strategy - connectivity

Organisation Strategy - Direction

- Stakeholders
  - Values / expectations
  - Purpose & Scope
  - Investor Influence
  - Guide to strategic decision making

- Markets

- Advantage
  - Performance
  - Engagement
  - Reputation
  - Capability
  - Mission statement

- Resources
  - Skills
  - Assets
  - Finance
  - Relationships
  - Technical competence
  - Facilities – IT / design etc

- Environment
  - to compete
  - Factors affecting

Coordination & Collaboration

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## Link to Purpose – Why?

<table>
<thead>
<tr>
<th>Performance</th>
<th>Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase/ Enhance – output, input, action</td>
<td>Trust</td>
</tr>
<tr>
<td>Reduce - output, input, action</td>
<td>Loyalty</td>
</tr>
<tr>
<td>Generate – e.g. innovation, creativity</td>
<td>Honesty</td>
</tr>
<tr>
<td>Create</td>
<td>Care</td>
</tr>
<tr>
<td>Establish</td>
<td>Employee commitment &amp; opinion</td>
</tr>
<tr>
<td>Deepen</td>
<td>Customer commitment &amp; opinion</td>
</tr>
<tr>
<td>Change</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reputation</th>
<th>Capability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Social Responsibility</td>
<td>Confidence</td>
</tr>
<tr>
<td>Mutual trust</td>
<td></td>
</tr>
<tr>
<td>Local market development</td>
<td>Specifics – example: innovation; creativity</td>
</tr>
<tr>
<td>Recruitment – attraction</td>
<td>Retention</td>
</tr>
<tr>
<td>Industry perception - Compliance</td>
<td>Succession management and retention</td>
</tr>
<tr>
<td>PR – Marketing – service quality</td>
<td>Talent development – all levels</td>
</tr>
<tr>
<td>customer perception</td>
<td>Consistency of application</td>
</tr>
</tbody>
</table>

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Integration of Purpose

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# 4 Key Business Cultures

<table>
<thead>
<tr>
<th>Person Centred</th>
<th>Hierarchical</th>
<th>Flatter</th>
</tr>
</thead>
</table>
| Caring: relationship driven | ▪ Driven by personal relationships  
▪ Hierarchical with strong concern for individuals  
▪ Close face to face relationships  
▪ Benign leadership/strong reciprocity  
▪ Inputs more important than outputs  
▪ Pay influenced by tradition  
▪ Everyone gives more than ‘contract’ expects |  
| Formal: rules driven | ▪ Driven by rules procedures & status  
▪ Hierarchical with strong focus on roles/functions  
▪ Clear division of labour and recognition of status  
▪ Less interaction between staff at different levels  
▪ Depersonalised staff relationships  
▪ Pay influenced by collective bargaining |  
| Progressive: Excellence driven | ▪ Driven by continuous search for excellence  
▪ Strong on generating and implementing ideas  
▪ Strong focus on individuals and craft loyalty  
▪ Egalitarian in status evangelical in fervour  
▪ Strong face to face professional relationships  
▪ Lots of mentoring and coaching  
▪ Personal recognition as important as financial reward |  
| Entrepreneurial: performance driven | ▪ Driven by individual performance and excitement  
▪ Less hierarchical with strong focus on empowerment  
▪ Less division of labour, more team-work and recognition through achievement  
▪ Staff more loyal to their craft than the company  
▪ Personal initiative encouraged  
▪ Strong link between pay and performance  
▪ Outputs more important than inputs |  

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Learning & Performance Journeys

Performance Now
Initial Learning
Main Learning
Transfer Learning
Required Performance

Link to Purpose and Intent

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Learning Journey Management & Coordinated Implementation

To – Engage  Enthuse  Equip  Enable  Energise  Effect

Raise Awareness  Build Trust  Gain agreement  Gain Commitment  Achieve Advocacy

Communication

Initial Learning / Contact  Main Focus / Initiative  Make It Happen Activity  Review

Application

Clarify Intent  Pre-measure  Reaction  Application  Impact  Value & Return

Measurement

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Learning Journey for New Product Launch

Conference
Manager Training plus train for cascade inc new customer presentation

Individual Training

Individual + manager support via intranet

Paper guides + Internet guides for customer

Point of Sale support

Ongoing Support + FAQs

Try the Product!

28/9 – 18/10 Nov 4-6 Nov 14-21 Nov 24-26 Launch Dec 1 Dec 5/12 Through Dec

Micro Site

Exec & Specialist session
Resource Manual + customer presentation visual + Individual training notebook

Manager + Individual meetings with learning lunch, first meeting prep, Key moment application + Q&A handout (1)

Micro site: Advent Calendar + Quizzes(2) + Detail + programme helpline + learning lunches – ‘bring, snack & share’

Final prep day with Refresh ‘moment’

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Example – Aligned and Integrated

Customer Success

- Short term
- Long term
- Goal & Milestones

How you are recruited
How you are trained
How you are coached
How you are measured
How you are communicated to
How you interact with WW

They attend often
They recommend you
They stay .........................
They follow the .................
They purchase products
They are committed to .......

Part of the Group
Motivated to succeed
Well informed
Cared for

Committed
Authentic
Responsive
Entrepreneurial

These two combined are our learning intent & objectives......

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Purpose – Governance and Clarity of Responsibility

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Clarity and stages of implementation action

**Vision**

- Mission – Strategic goals
- Define purpose and meaning of approaches

**Leadership and management tasks**

- Values & behaviours
- Roles & responsibilities
- Specific deliverables

**Foundation**

- Processes, Plans
- Resources identified & allocated

**Transform**

- Responsibility, authority & accountability

**Improve**

- COMMUNICATION - MEASUREMENT

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Considerations – Relate to Purpose

**Efficiency**
- Investment and Budgetary Control
- Reporting methodologies
- Focused Scorecards
- Diagnostic control systems
- New Ways of Learning
- Research & Development

**Effectiveness**
- Evaluation Methodologies
- Measurement of programmes, function and people
- Quality Assurance

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Purpose drives Efficiencies

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Efficient?

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Purpose drives Effectiveness

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Effective?

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## Develop to Improve – Performance Development

<table>
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<tr>
<th>Cannot do</th>
<th>Can do</th>
<th>Will do</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop – Coach, Train, Stretch project, Action Learning Set, Secondment, Placement, Internal Interim for Development</td>
<td>Motivate, Support Additional Responsibility Coach others</td>
<td></td>
</tr>
<tr>
<td>In jeopardy!</td>
<td>Counsel – (potential to train causal element to release performance)</td>
<td>Will Not do</td>
</tr>
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Purpose drives Sustained Improvement - change

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Considerations – Relate to Purpose

**Sustainability**

Responsibilities
- Individuals
- Management
- Organisation Design & Culture – rhetoric and reality
- Team effectiveness
- Reward
- Learning and Development
- Wider people processes
- Peers

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Purpose – the catalyst for change

- **Design & Responsibility**
- **Support**
- **Action**
- **Results**

Purpose & Intent

Change

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Further Information

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