



Why **CULTURE** is the Main Driver of Performance & Profit

**And why Structures, Systems & Processes alone DO NOT Drive Profit**



# IMPROVEMENT

what we really mean  
by **CHANGE**

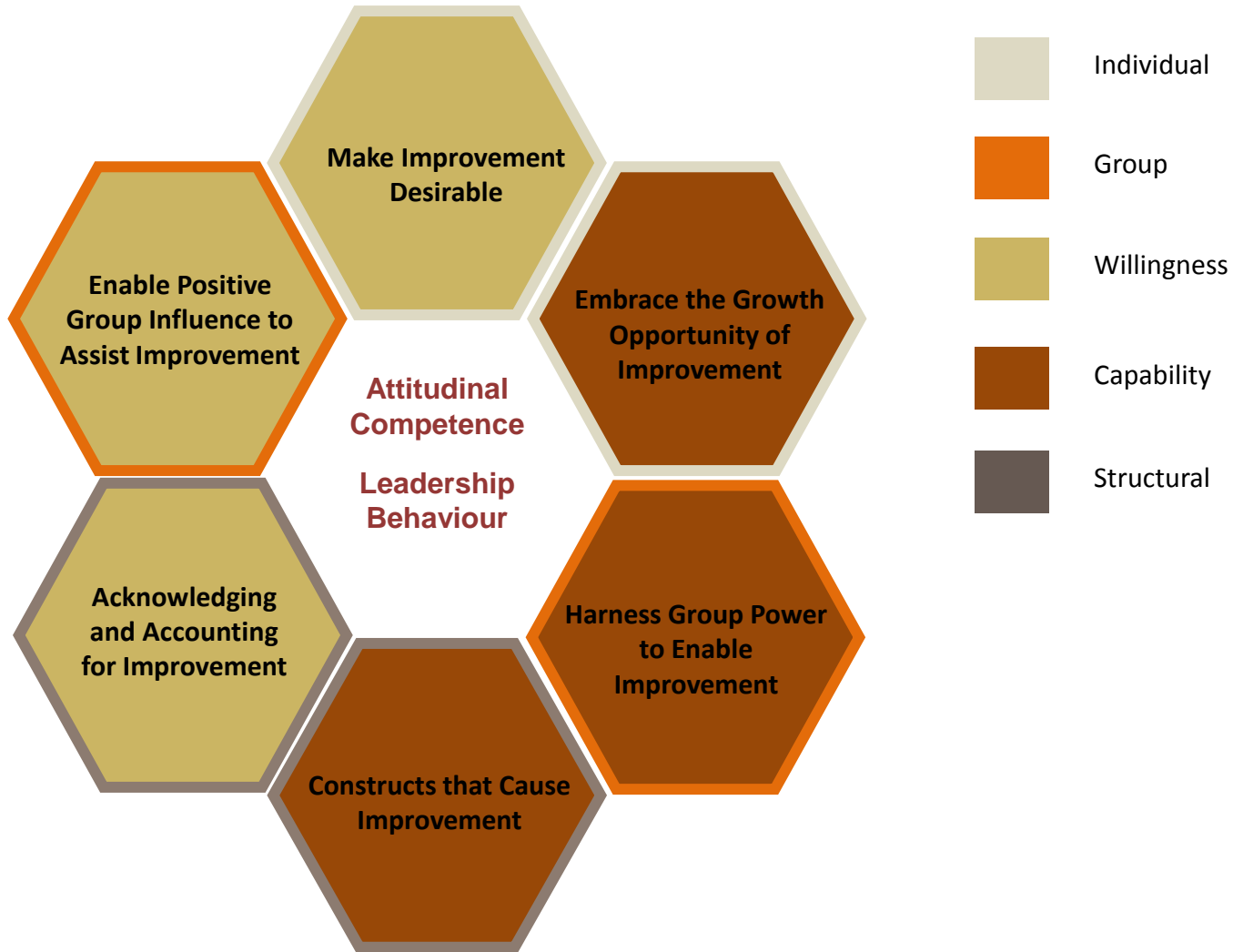
Begin with the **END** in mind...

- **Do your people have the attitudinal skills to embrace improvement?**
- **Does Leadership have the skills to enable improvement?**
- **Is there clarity about what improvements are desired?**

# Change: the Givens

- The purpose of chosen change is improvement.
- Resistance to change is natural to most people.
- Most improvement attempts fail.
- The existing culture and rushed poor planning/preparation are the primary causes.
- The cost of the failures is large; and often hidden.
- Successful improvement is readily achievable.
- Improvement requires individual behaviour change supported by effective leadership.

# An Improvement Model

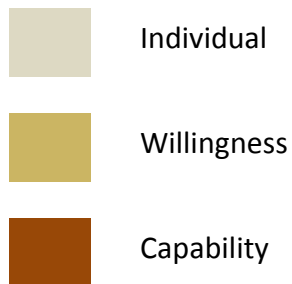
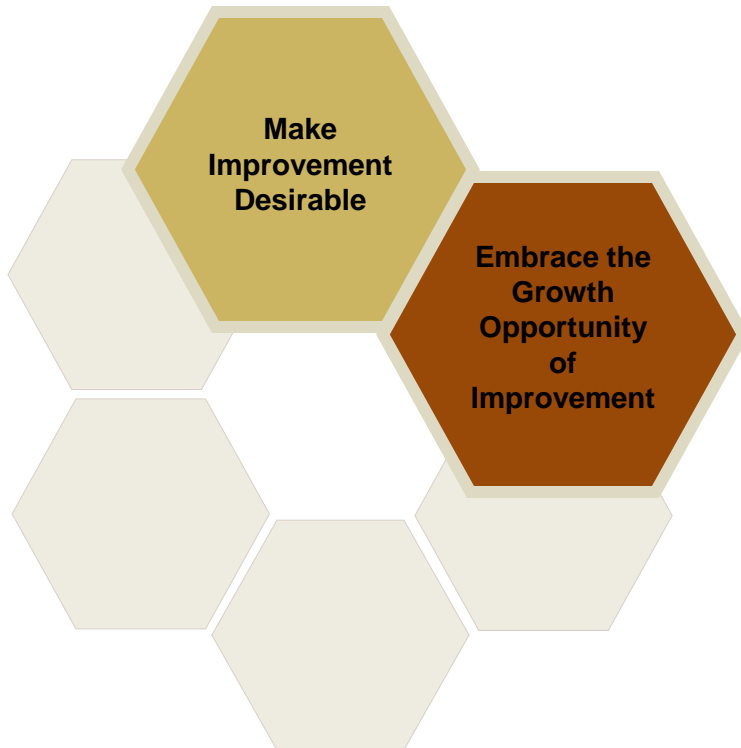


# Step 1: Ensure Leadership Readiness



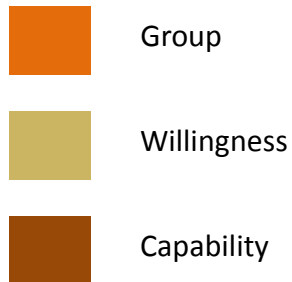
- Prepare the leadership team for attitudinal competence and ideal leadership behaviour.  
**The aim is to enable modelling and coaching for both**
- Clarify what improvements are desired.  
**The aim is to prepare to guide the others to agreement before improvements take place**
- Develop the ongoing communication plan.  
**Communication requires to be frequent, effective and positive with respectful supportive correction**

## Step 2: Engage Individual Willingness and Capability



- Prepare teams for Attitudinal Competence and Leadership Behaviour.  
**The aim is to enable support and peer coaching for both**
- Clarify what improvements are desired.  
**The aim is to gain group agreement and joint ownership before improvements take place**
- Assist teams in accepting the opportunity to excel in the improvements.  
**Provide individual support and coaching - aim for individuals enjoying improvement**

# Step 3: Engage Group in Implementation



- Assist teams in implementing the opportunity to excel in the improvements. **Provide peer support, coaching and measuring the improvements**
- Ensure collaboration within teams and departments. **Through regular effective communication as per plan**

# Step 4: Acknowledging & Accounting Structure for Improvement



- Ensure acknowledgement and accountability measures are implemented.  
**Requires all leadership levels to be proactive**
- With participation of teams: design structures, systems and processes that aid the desired improvements.  
**Requires regular internal facilitation, leadership and coaching**



Today more than ever, improvement is essential and must be continuous, carefully planned and implemented. To achieve sustainable improvement, remember that the greatest impediments to your success are:-

- **The existing culture**  
for the culture to improve, individual behaviour must improve.
- **Insufficient planning and preparation**  
most attempts are made at the eleventh hour.

### David Deane-Spread

"In less than 12 months we have exceeded our turnover by 60%, lost no staff, have a waiting list of people wanting to join us and won our industry award for excellence"

*Peter King. Managing Director. Kings Park Electrical 1999*

"We saw overall Insurance Strike Rates lift from the mid 50's to mid 80's within 6 months. Currently, it stands at 105%"

*Andrew Ierace. Local CEO. ANZ Personal Banking 2004*

"Change in any organisation is difficult. With a new strategic plan and major reforms underway this organisation was a fertile ground for fear, ignorance and habitual behaviours.

Engaging David was a key strategy to enable this organisation and staff to move forward with confidence and a greater understanding of what leadership is about. We would not have achieved such change in staff without his skills and knowledge and leadership. '

He is respected by Association staff and I look forward to his continuing contribution to this organisation's future"

*Gordon Trewern. CEO. Nulsen Haven Association 2009*

"On behalf of the Board, I express my gratitude for the way you lead our planning session. We now have more clarity about our mission and the future focus of the organisation. This was achieved in a very positive and collaborative way - a first for many of us! Thank you"

*Dr. Frank Kublcek. Chairperson.  
Central Wheatbelt Division of General Practice  
2004*

