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DEVELOPING HEALTHY ORGANISATIONS



Introduction

As part of our 20th anniversary in business, we created the Developing Healthy Organisations Programme to help participants critically examine their aspirations for the health of their own organisation.

This is an insights-based programme of collaborative research, intended to build partnerships with a range of public, third sector bodies and private organisations. The initial phase involved Welsh Local Authorities, a Government funded national service, and a leading UK Charity's Wales operation. As a private organisation we also went through the process ourselves to ensure a joined up approach. The Developing Healthy Organisations workshops gave participants a chance to reflect on the reality of 'where you are now' and 'where you want to be': an opportunity to set goals that considered the health and well-being of the organisation as a whole, with a laser sharp focus on people.

Each organisation participated in at least one 'Developing Healthy Organisation' workshop and received a tailored report capturing the outputs of their session. A number of organisations opted to continue to build their relationship with Practice Solutions to further accelerate their progress, through the delivery of additional Developing Healthy Organisation workshops with wider departmental and leadership teams, or through bespoke sessions focused on their own local needs.

The Developing Healthy Organisations Programme is about more than delivering a number of workshops. As we move through the programme, identifying the emerging themes and big questions, we want to build collaboration and create meaningful action that will help not only those participating organisations, but others across the wider sector.

By creating a network of like-minded individuals at a senior level, we want to create further opportunities for organisations to share knowledge and learning. We want to help our public services and their partners identify what it means to be a Healthy Organisation and to have a renewed focus on developing talent and people.

FEEDBACK

This was a good time to take a step back and think about the bigger picture in relation to staff well-being and organisation direction

I thoroughly enjoyed the workshop, even though I was a little sceptical at the start. I think it's important to take time to do an exercise like this

Context

The context in which the public sector is operating is well documented and clear to all those who work in, or with the sector. Despite a recent uplift in funding, public services in Wales remain under huge pressure and still need to continue to find innovative ways of working to do more with less, encourage less demand on services, and adapt to legislative direction, particularly the Well-being of Future Generations (Wales) Act 2015¹.

Whilst the instruction may seem clear, these are challenges that are testing the sectors' thinking, especially as the 'low hanging fruits' have been picked and more radical organisational design decisions need to be taken.

We are living through a period of rapid technological change, the nature of work is changing with employees now expecting greater flexibility, there is more visibility and understanding of mental health issues that affect one in four people², and employers are placing greater demands on their staff.

Yet whilst the world of work has changed, in some cases the 'employer' hasn't sufficiently changed its approach to managing people, and in the worst cases are either unable to or unaware of the need to get the best out of and support staff to work in new ways.

The changing nature of work

We often hear about the impact of austerity on public services, but what about the impact of the changing nature of work? Have we truly considered how we maximise the opportunities of five generations in the workplace? We now have environments with the Silent Generation, Baby Boomers, Generation X, Millennials and Generation Y working side by side. How do we manage the 24/7 always 'on call' culture that exists, and reconcile that with a recent report that claims that 'presenteeism' is costing UK employers around 26bn annually³? In addition, much has been done over recent years to raise awareness of mental health issues, and there is a huge amount of research that tells us that belonging to and feeling connected to an organisation is critical to its success. The Chartered Institute of Personnel and Development tells us that "Engaged Employees... will not only be happier, healthier and more fulfilled, but are also more likely to drive productivity, better products or services, and innovation"⁴.

What is a healthy organisation?

The World Health Organisation defines health as "a state of complete physical, mental and social wellbeing, and not merely the absence of disease"⁵. All definitions of a healthy organisation should ideally encompass this diverse view. Over recent years, definitions of healthy organisations have evolved from a focus on the physical work environment to include psychosocial factors, such as workplace culture and a connection with the community.

In the midst of this ever-evolving context, our Developing Healthy Organisations programme builds on these challenges and research, and offers the public sector and its partners some clear pointers as to where the focus might need to shift.

¹ Future generations: <https://futuregenerations.wales/about-us/future-generations-act/>

² Mental Health: <https://www.mind.org.uk/news-campaigns/mind-cymru-campaigns/time-to-change-wales/>

³ Presenteeism: <https://www2.deloitte.com/uk/en/pages/consulting/articles/mental-health-and-employers-refreshing-the-case-for-investment.html>

⁴ Engaged employees: <https://www.cipd.co.uk/knowledge/fundamentals/relations/engagement/factsheet>

⁵ WHO health definition: <https://www.who.int/about/who-we-are/frequently-asked-questions>

Practice Solutions

For over 20 years we have been supporting organisations to confidently lead, manage, sustain and improve services that ensure the well-being of their workforce and the communities they support.

As part of our 20th anniversary we wanted to invest in an area that we were passionate about, people. From our direct experience working with large and small organisations, we recognise that the day to day pressures are increasing and that this has an impact on individuals from across the organisation and our communities. However, we have also seen the creativity and innovation that is taking place to manage the changing world of work.

We are proud to be a Welsh organisation that is a leading value-based consultancy, operating across sectors in Wales and the UK. Our experience is enhanced by our range of expertise from leadership, organisational development and transformational change, to digital and creative services, communication and engagement. We believe that our ability to offer this wide range of services, using a targeted and strategic approach is what helps us to stand out. Our team of core staff, associates and innovation partners, is made up of leading experts in their field, and our network spans across Wales and the UK.

We are in a unique position where our knowledge and experience enables us to see the benefits of this shared learning on a day to day basis. Whilst the challenges leaders face are often unique to their sector or organisation, we believe that there is benefit in coming together to learn from different approaches. One of the outcomes of this work will be putting in place a support framework or network for leaders, in order to help drive the Healthy Organisation agenda. We will create a safe space for these discussions to happen, in order to drive positive culture change in our workforces.

FEEDBACK

I think the most useful part of the training session was opening up the conversation amongst the group. We wouldn't have had those conversations if they hadn't been facilitated in that way

Thought-provoking and motivating

I thought the workshop was interesting and made me think about the organisation in a 'bigger picture' way and how my role affects and fits in within the organisation - something that I don't tend to think about on a regular basis.

Methodology

The first phase of our programme consisted of a series of facilitated workshops. Each workshop brought together a mix of senior leaders including Chief Executives, Heads of Service, middle managers, and staff. The individual focus group reports are personal to the organisations involved, but through our analysis of the reports, we identified emerging themes that had a common thread and crucially had significance for the wider sector. The focus groups were structured using four facilitated exercises to identify how to create and sustain a healthy organisation.

THE DESTINATOR



A strategic tool used to determine the most desirable future state for the organisation, versus the current perception, aggregated to determine the current position.

ENABLERS AND BLOCKERS



An analysis exercise using post-it notes to identify and consolidate the top enablers and blockers to achieving the desired future position.

ORGANISATIONAL CORE



A tool that identifies the current commercial, cultural and causal focus within the organisation, in order to provide a current cultural context.

CHALLENGER BUCKETS



A means of identifying the 'brilliant basics' that are currently practised and what a 'magic wand' would do to create and sustain a healthy organisation.

In working with our clients to examine what it takes to develop and sustain a 'healthy organisation', we delivered nine workshops to nearly 100 participants across public, private and third sector organisations, identifying some of the key questions being faced and potential solutions.

The evaluation of the workshops shows that there is a high demand for this work in the current climate with 100% of participants feeding back agreed that these were timely and relevant workshops and 80% rated our facilitators knowledge of the subject as excellent (based on 76/88 responses). As one participant said: **"Really useful to think and take stock. Some key pieces of work to take forward."**

Workshop Outputs



THE DESTINATOR

The foundation exercises for each workshop was for the participants to mutually agree a destination of travel: **their own 'Destinator'**.

To do this, participants were asked to be aspirational in their thinking and define four poles along two axes. The vertical axis defines the continuum between the organisation's current position and an organisational goal. The horizontal axis defines the continuum between the current workforce characteristics and the desired workforce characteristics.

In all cases, the group's destination is the top right quadrant: the 'where we want to be'. The bottom left quadrant indicates the groups' assessment of their current position. After defining the four poles, each participant in the individual focus group was asked for their assessment of their organisations current position in relation to those poles. These scores were then aggregated to give a single position for the whole group.

Put simply, the strategic intent is to move from bottom left to top right: the **aspirational** position for their healthy organisation.



Above: Aggregated Destinator positions of the Healthy Organisation workshops

The illustration above shows the outcome of this exercise, with the positioning of all of the 'where we are' spots superimposed from all of the groups. The collected results show that all groups feel they have some way to travel from their current position to their goal, however there are differences. This is due to a number of factors: each group defined their poles in their own context, it's a subjective and time-bound exercise, and the level of self-challenge in each group varied. This should not take away from the overall message though: the strategic intent is to create and sustain a healthy organisation and each organisation recognises that there is more to do.

Common Themes

Whilst each workshop produced a different Destinator, clear common themes emerged. These are worth looking at from the 'where we are now' and 'where we want to be' positions.

Where we are now: Surviving not thriving

This was a phrase used in one of the workshops, but sums up the overall feeling of a stretched, struggling, and often reactive sector that has had to deal with nearly a decade of cuts. It's been tough, and it is of great credit to those who have weathered the storm. Despite a myriad of organisational medium and longer-term plans though, for many of our participants surviving is about just getting through the day. Thriving, on the other hand, is about prosperity and growth.

Question 1: How does your organisation help your people to thrive, prosper and grow as well as measure performance effectively?

Where we are now: An unsettled workforce

There were many adjectives used to describe the current workforce characteristics: disjointed, anxious, desensitised, disengaged, constrained and uncertain. But there was also recognition that despite increased workloads and inconsistencies of management practice, the workforce is still often hardworking and dedicated. This needs to be a stark warning to leaders and managers: your people expect more from you, especially from those who are continuing to give their best but see poor performance tolerated. The modern day leader needs a unique set of skills and behaviours in order to manage the challenges of this unsettled workforce, which ranges from a multi-generational workforce to increased well-being needs.

Question 2: How does your organisation support the workforce to adapt to a very different future?

Where we want to be: High-performing organisations

The nature of the Destinator is to be aspirational, so this is not to say that the organisations involved are not high performing in some respects (indeed, one stated that they were already a top performing organisation) but shows that there is an appetite to perform at a higher level. The collective performance will only be as good as the individual performance, so there was recognition that to achieve high performing organisations, we need high performing individuals. The workshops also highlighted that they wanted to be an employer of choice and that staff should be proud to work for their organisation. Looking further to the future, it's no surprise that high performing organisations attract high performing individuals.

Question 3: How would you define a high performing organisation, and what would be its characteristics?

Where we want to be: An engaged and empowered workforce

These words may feel like clichés to some, but they came up in every workshop. Employee engagement is about involvement, meaning, and being invested in the cause, whilst empowerment is about giving permissions, freedom and license to do great work. Of course, there needs to be systems and processes to support good governance, but the aspiration from the workshops was that more can be done to engage and empower staff to become the high(er) performing workforce.

Question 4: Has employee engagement become tokenistic, and how do you know you are measuring it effectively?

Where we want to be: Customer and community focussed

There was a clear and consistent ambition to be more customer and community focussed. The outlook ranged though: some participants expressed a desire to depart from the outdated 'council knows best' attitude, others wanted to better listen, connect and be agile, and others saw the huge potential of partnering with communities to maximise their potential. There was a feeling that often frontline staff bear the brunt of complaints and in dealing with these issues could become disengaged with the value of what organisations were delivering. A customer service ethos should be at the forefront of good community engagement and this is something that varied widely across the workforce.

Question 5: How well do you understand your communities, and how can you partner effectively with them to meet their needs?

Where we want to be: Values driven organisations

Every organisation has some form of mission, vision and/or values statement. What the Destinator exercise sought to do was not to contradict, but stretch this thinking in the context of developing a healthy organisation. The words used by the participants to define their 'where we want to be' position included rich and value driven words such as: listening, respected, supported, confident, proud and sustainable, in addition to the already highlighted engaged and empowered. However, mission, vision and values statements are meaningless without the appropriate behaviours embedded and widely displayed from the top of the office down. Some organisations found it useful to then look at a specific additional session revisiting Mission, Vision and Values, as the thinking around Healthy Organisations began to shape their overarching approach to delivery. Again, this was focussed on how those values can be actively applied rather than just a meaningless piece of paper, or poster on the wall.

Question 6: How do your workforce and your leaders demonstrate your values?



ENABLERS & BLOCKERS

As the follow-on exercise to the Destinator, the questions posed here to workshop participants were simple: what will enable you to achieve your goals, and what will block you.

Participants completed this exercise individually before grouping the results to decide the overall themes, which were captured and reported back through their individual Healthy Organisation reports.

A common feature across all groups was that often the same categories emerged as both enablers and blockers, suggesting that areas of good practice exist, but these can be undermined by inconsistent approaches across an organisation. When we scale those results up, dominant common themes emerge.

Common Themes

Culture

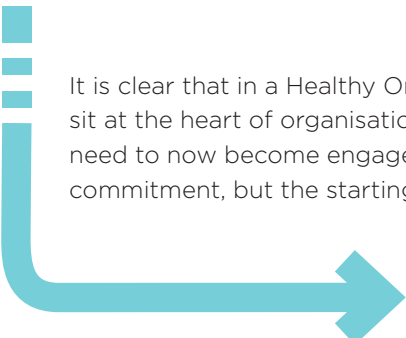
Organisational culture is something that can be difficult to see or define, but its influence is profound: it is how we think and feel about our work, it shapes the behaviours that we adopt and it is manifested in the stories that we tell about our day at work. In short, it's 'the way we do things around here'.

Culture featured in many discussions under the additional headings of workforce and staff, resistance to change and problems with process, it also strayed into areas concerning leadership, communication, strategic planning and capacity. Organisational culture can encompass everything, but in the context of Healthy Organisations the primary focus was on people and change.

Our workshop participants wanted to see their organisation supporting change, but also recognised that it needed to be coupled with a workforce willing to change. There was a desire to see improved performance management systems that addressed poor performance and recognised that until this was tackled it would remain more of a blocker than enabler. A performance management system is important, but the key element is having confident managers with the appetite to have those difficult conversations.

The dreaded silo working was mentioned, and the inevitable sub-cultures that exist in large and complex organisations. This shows that these are re-occurring issues that have not been solved or perhaps have started to return following leadership or culture change, and that tackling these areas is crucial to creating a Healthy culture.


Participants commented that staff wellbeing and reward was an aspect of culture, which was not just about the financial reward, but also about being a great place to work both physically and mentally. A workplace with greater trust enables flexibility of working practices and provides space for more creative and strategic thought to abolish antiquated processes. We identified that sometimes simple, practical steps such as painting tired offices and providing changing facilities for those who wanted to be more active in their travel to work can make a big difference. One idea that was explored was around Trojan Mice, introducing small well-focused and easily manoeuvrable initiatives that focus on building creative relationships to improve culture.



It is clear that in a Healthy Organisation, culture needs to be top of the agenda, as people need to sit at the heart of organisational change. Those same people that comprise the unsettled workforce need to now become engaged and empowered. We all know that cultural change takes time and commitment, but the starting point has to come from the leaders.

Question 7: Is your organisational culture stagnant, who drives change and what needs changing?

Communication & Engagement



Internal and external communication featured strongly as both an enabler and a blocker. Our participants wanted more dialogue and discussion and less broadcast, and indeed two Destinators referenced being listening organisations. The key benefits of good communications for participants included greater clarity of strategic direction and open and honest discussions with all staff and managers about corporate expectations. This in turn leads to becoming more connected as an organisation with better staff engagement and more opportunities to break down silos and barriers. How leaders communicate should be a key part of any comms plan both internal and external and there was an expectation for leaders to communicate more frequently and consistently, with less of the detached 'top-down cascade'.

Digital communication was highlighted, but it was surprisingly absent as a common theme, mentioned by just a couple of workshop participants. For organisations to be more modern, listening, connected and engaged, more needs to be done in this area and it very obviously links to culture and leadership. Our work also highlighted a lack of digital leadership at the top of the office with an aspiration for more modern communication methods such as video. As we worked through this area, questions were raised about whether the resources were focused in the right areas to engage with the workforce in the right way.

As a result of years of cuts, organisations have often looked to make savings by streamlining communication teams and focusing predominately on external communications. As identified from these sessions there needs to be a renewed internal focus so that it becomes Communication and Engagement. Staff need to feel engaged and able to influence change. The balance to be struck is the blend between corporate communications, listening to staff, customers and communities, and embracing more modern and innovative methods of communicating to support the cultural shift.

Question 8: How do you make your organisation's approach to communications and engagement relevant to its sub-cultures and multi-generational audience?

Leadership

Our participants told us that this underpins everything. From communicating more effectively, to being brave and inspiring, but most importantly being willing to embrace change and lead staff through it. This is about the behaviours and values shown by leaders, and staff can see through it when it's not authentic.

It is recognised that leadership in this age is difficult, and for the council participants especially, effective local political leadership was critical to enabling the healthy organisation, despite the national context that has for some time been very unstable.

Throughout our workshops, the highlighted enablers of culture, staff time and capacity, and community engagement can all be built upon through the enabler of Leadership. There was talk of 'sparkly' leadership in one workshop, where leaders shine brightly and can light up others. It's also about senior leaders being more visible in the organisation – "walking the talk", and ultimately, those people at the top do have the ability to set the cultural tone.

Capacity and Resource was also referenced as an enabler and blocker and the reality is that there *are* fewer resources. What's clear is that new approaches are needed, and more liberated cultures could unlock new ways of doing things that in turn has a positive impact on the stresses that staff face. The challenges faced are varied, from multi-generational workforce, an ageing workforce, an increase in mental health problems, finding the balance of work life integration, to ensuring you are retaining talent in the right roles. **In order to harness the potential of the willing people in our future healthy organisations, this means leading in a different way.**

Question 9: Where are the examples of brave and inspiring leadership in your organisation and how are you expanding leadership capabilities?

FEEDBACK

Really positive to have an opportunity to collectively reflect on the strengths of the organisation, our aspirations, values etc...

It was great to have quality time to "reflect". I think we identified some "quick wins" and game changers that we could implement at low cost

All the group activities were clearly explained and were presented in a fun way. Was almost a team building exercise and worked very well



ORGANISATIONAL CORE

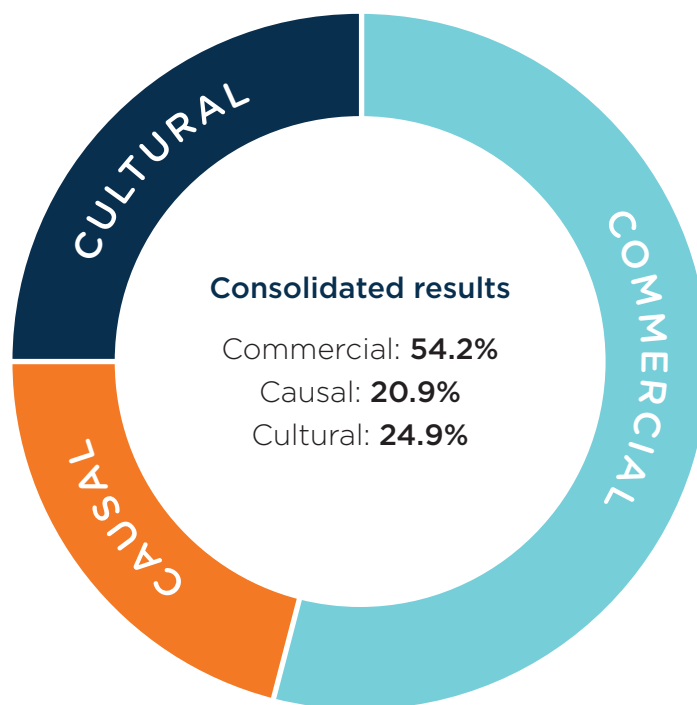
This is a simple and subjective activity that asks each individual to assign a percentage weighting to how much they feel the organisation is focussed on three aspects that make up the organisational core.

The outcomes of this exercise proved very thought provoking for all of our participating organisations. At the heart of every organisation, three factors are at play:

- £ Commercial:** For the cash. The organisation's fiscal responsibilities.
- ♥ Causal:** For the hope. The organisation's reason for being.
- 👥 Cultural:** For the fulfilment. The organisation's focus on people.

With our participants completing this exercise individually, the scores were collated to give an overall result and reported back to each client in their own tailored report. Whilst the results by organisation varied (as a consequence of the local context and the outlook of workshop participants), the consolidated results show us that the commercial focus dominates, whilst cultural lags behind.

Below: Aggregated Destinator positions of the Healthy Organisation workshops



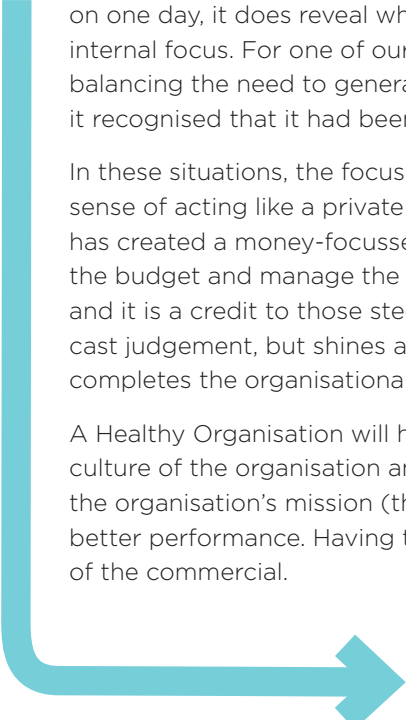
Common Themes

Commercial / Cultural / Causal

'What does this tell us?' was the question posed by all of the groups when presented back with their organisational core. Whilst this exercise is subjective, and only represents a snapshot of one moment on one day, it does reveal what it feels like to work for a particular organisation and its perceived internal focus. For one of our clients, the organisational core has helped them to think about balancing the need to generate revenue whilst delivering the right kind of business; whilst for another it recognised that it had been too money-focussed.

In these situations, the focus for staff feels heavily commercial: not necessarily commercial in the sense of acting like a private sector operation, but in that the financial situation facing public services has created a money-focussed mindset where the narrative has been dominated by trying to balance the budget and manage the cuts. Councils, in particular, have had to survive in this environment, and it is a credit to those steering the ship that they have survived. This exercise is not intended to cast judgement, but shines a light on areas that have taken a back seat: the cultural and causal that completes the organisational core.

A Healthy Organisation will have a balanced organisational core. Staff will feel valued within the culture of the organisation and be truly engaged with their work, they will be deeply connected to the organisation's mission (the Causal) and in turn, productivity and innovation increases, resulting in better performance. Having this balance of Causal and Culture will in turn help to ensure the stability of the commercial.



Question 10: Is your organisational core appropriately balanced, and if not how will you rebalance it?





CHALLENGER BUCKETS

The final exercise was to identify the Brilliant Basics and Game Changers to achieving a healthy organisation.

Brilliant Basics

The Brilliant Basics builds upon the Enablers but is also about recognising what is already done well, and therefore you should do more of. It's also about not just doing the basics but *doing them brilliantly*.

This is the 'keeping the lights on' section of our report, and every group, without exception, listed elements of staff, workforce, or people as the basis of what they do well. Whether this was simply acknowledging hard working and dedicated staff, recognising that there had been investment into workforce development or referencing local staff wellbeing initiatives, it was a consistent theme.

Crisis Management came up as a common brilliant basic as the culture in a crisis often brings out the best in organisations as teams are forced to work together in different circumstances with an added pressure that can create a positive 'we're in this together' attitude. However, this does not always transfer into every day work. Areas such as governance and budget management also came up as common brilliant basics. These are areas that have faced a lot of scrutiny over the past 10 years and it is to be expected that this is a consistent area that is done well. A couple of our groups highlighted other areas, such as being self-aware or being innovative, suggesting that the basics don't have to just be the things that are tactical, but can cross over into the strategic.

Game Changers

The Game Changers are then the things that our groups would do if they were given a magic wand that would help them get to where they want to be. This is about being aspirational and allowing staff to be as creative and free thinking as possible. If the Brilliant Basics were mostly operationally tactical, then our groups started to think more strategically when it came to the Game Changers, with a diverse mix of initiatives and wishes.

As before culture change was a common desire; where everyone felt proud to work for the organisation and where challenge was welcomed. Organisational Development was another focus, moving from traditional HR approaches to strategic OD, where performance measures have the right metrics in order to drive the right behaviours, and where staff are able to have greater opportunities for creative thinking, supported by a flatter management structures that improves communications and increases efficiency.

Building on the focus on culture and people, our workshops revealed that there is intolerance for poor performance, with two groups wanting to remove the 'dead wood' and provide opportunities for the willing and committed staff. One group captured this as 'change the people or change the people' and another recognised the importance of retaining talented staff and celebrating success. There were common issues around performance management being ineffective resulting in stagnation of roles and difficulties in providing career progression opportunities. This reflects the needs of a 21st century workforce, where flexibility, agile working and job rotation has become a crucial part of a thriving workforce.

Two groups very strongly focussed on the health of their workforce as game changers, where the stigma of mental health was removed, and a 'prevention not cure' approach was adopted to workplace illness. In addition, a 'health budget' was allocated and the acknowledgments that work should be a place where people are happy, fulfilled and have improved self-confidence.

Other areas highlighted that were seen as game changers included Digital and Data, Partnerships, and managing complex working environments more effectively. Digital and Data did seem to be lacking as a common theme during our workshops, suggesting that more needs to be done for leaders to upskill themselves in these areas. It's widely acknowledged that digital is not just about the technology, but creating a mindset where modern organisations can 'think digitally'. Participants made reference to the need for organisations to 'let go' a little and work more effectively with communities and stakeholders, and the Environment area was around being more able and aware of working in complex national political (with both big and small P's) areas.



Question 11: How do you know your organisation is consistently addressing the well-being of your employees?



Question 12: How does your organisation promote a culture of creativity and innovation?

FEEDBACK

Sharing vision and aspiration – identifying what is important and what we value – practical application from workshop and strategic development meeting “real time action”.

It's an opportunity to review the organisation as a whole rather than just your service area

Knowing that discussion groups such as today is reflective of the organisation, not locally centred or siloed

Conclusion

Our Developing Healthy Organisations programme has been a privilege to lead. The organisations that have opened their doors to us have approached this work with honesty, openness, and have demonstrated an appetite for improvement and a clear understanding of the value of people in creating a healthy organisation.

The consolidated results from the workshops have identified a number of clear themes which are all documented and commented upon in the body of this report, but ultimately boil down to three key areas: **Leadership, Culture, and Communication and Engagement**. These are the areas highlighted as the Enablers to achieving a healthy organisation through our workshops, and are all underpinned and made possible by the recognition of and acceptance that we need to lead in a different way. As Engage for Success put it:

“We need a new leadership approach for the modern world of work and it’s more human. We need to understand how to take better care of ourselves and the people we lead... Its about doing “human” better. And it’s the only way we’re going to survive and thrive in this new era of digital overload, uncertainty and opportunity.⁶”

As we compiled this report, and the themes emerged, we thought it would be helpful to pose some questions to help organisations address these areas of Leadership, Culture and Communication and Engagement. Some may be more relevant and searching than others, depending on where a particular organisation is in developing its own healthy organisation, but we think that this offers a framework for organisational change. We’ve called them ‘A difficult dozen: questions for leaders’. How you may wish to use these is entirely at your discretion, but we hope that they will stimulate thought, but more importantly help you create action and change as you develop your own healthy organisation.

The work doesn’t stop here though. This is just a starting point and our ambition is to continue to facilitate, support, challenge and champion developing healthy organisations. We want to do this as a coalition of the willing, and are reliant on the input and involvement of those who can help lead the way in unlocking the potential of people to deliver brilliant public services.

⁶ Engage for success: <https://engageforsuccess.org/>

A difficult dozen

Questions for leaders

1

How does your organisation help your people to thrive, prosper and grow as well as measure performance effectively?

How does your organisation support the workforce to adapt to a very different future?

2

3

How would you define a high performing organisation, and what would be its characteristics?

Has employee engagement become tokenistic, and how do you know you are measuring it effectively?

4

5

How well do you understand your communities, and how can you partner effectively with them to meet their needs?

How do your workforce and your leaders demonstrate your values?

6

7

Is your organisational culture stagnant, who drives change and what needs changing?

How do you make your organisation's approach to communications and engagement relevant to its sub-cultures and multi-generational audience?

8

9

Where are the examples of brave and inspiring leadership in your organisation and how are you expanding leadership capabilities?

Is your organisational core appropriately balanced, and if not, how will you rebalance it?

10

11

How do you know your organisation is consistently addressing the well-being of your employees?

How does your organisation promote a culture of creativity and innovation?

12



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