

# PERFORMANCE KEYS

## CASE STUDY THREE

Large Mortgage Broking Company located in NSW in 2007/8

45 staff

### **The 'apparent' challenge or symptom**

High staff attrition rates

### **The 'real' challenges or causes**

- Lack of vision, purpose and direction
- Mediocre culture
- Middle management under pressure/stress

### **Our solutions**

1. Senior Management workshop to craft vision, purpose and values statements plus create some B.H.A.G. goals

#### **Result**

The above desired outcomes were achieved as well as being a good bonding session and something that can take to the team for endorsement.

2. Team workshop where vision, purpose, values and goals were shared for feedback and agreement

#### **Result**

This creative interactive workshop achieved a great result in terms of the team identifying the purpose and direction and in particular the core values that would guide day to day decision making and communication etc. It achieved a great 'buy in' and people were keen to see how they would be implemented in the workplace.

3. Team workshops where department purpose statements were created using a presentation formats like words, painting, cut outs and music etc

#### **Result**

This took the result from the planning day and encouraged departments to create their own vision statements with a high focus on customer service. This gave them a sense of 'tribe within the bigger tribe'

4. Culture survey, report and action plan

#### **Result**

- The culture survey identified where improvements could be made from an employer and team member perspective so that we had 'win win' outcomes. The team understood that in order to have a successful sustainable company required a meeting of management and team member minds. The survey achieved this and for once everyone is operating off the same page in terms of desirable behaviors that support the goals and values of the company.
- The action plan supported these outcomes with a heavy focus on internal and external customer service which was identified as one of the key essential business drivers.

5. Series of implementation meetings over 12 months

#### **Result**

- This really was the 'sealing of the road' part. The action plan and implementations supported by senior and middle management meant progress was kept top of mind. We structured an

agenda that supported things like 'practical examples of our core values in action'. The performance appraisal process included core value behaviors for the first time.

- Team members enjoyed the fortnightly and subsequent monthly implementation sessions and genuine progress was being made particularly in the areas of team work and customer service.

### **Subsequent progress**

- In the first year there was only team member who left of their accord and was not due to extenuating circumstances like partner being moved interstate. This was a significant improvement on the previous 2 years. However in the 12 months following the program senior management failed to endorse any further implementation work assuming that it was all over and embedded in the business however there was no internal champion to maintain the momentum and things slid back a notch.
- The lesson is that the process of business, people and cultural improvement is ongoing and the bar must be re-set and sometimes raised each and every year. As the old saying goes 'if you aren't moving forward you are going backwards'