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ChangeTracking®

Redland City Council

Strategic Analysis  
October 2013



**Redland**  
CITY COUNCIL

**High performance. Delivered.**

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# Changes taking place at Redland City Council

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*Redland City Council has set upon a bold change agenda in 2013. The change agenda is inclusive of organisational restructures, work redesigns, culture change, technology and business improvement initiatives aimed at improving processes and reducing costs to strengthen the Council's position to deliver on its Vision.*

The change agenda at Redland City Council will impact on multiple lines of business with a clear expectation of significant change. The scope of the change will lead to many change management challenges and will have an impact on the majority of employees in the Council.

It is crucial to measure and monitor the change effort, and make timely adjustments to navigate the change journey.

This will ensure that the change agenda does not adversely affect the business performance. To implement the portfolio of projects successfully, change management effort is required at all levels of the organisation.

Redland City Council leaders need to see where change is on track to deliver the expected benefits and where it is not. With data at their fingertips showing acceptance of change and change performance, leaders have the information they need to effectively navigate risks and roadblocks and prevent employees reverting to the old way of doing things within new structures/ technology etc.

# Redland City Council

## Overall Summary CT1 Oct 2013

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### Key messages

- Redland City Council is positioned in “Struggling under pressure”. This region is in the ‘Unsustainable’ zone - performance is seen to be marginally improving but the average of the ChangeTracking clusters ranks below the database norm. Organizations that are positioned in this unsustainable Region typically consist of people that are ‘struggling’ to complete the task at hand and often angry, frustrated and upset.
- Lowest scoring drivers indicate that participants;
  - are experiencing high levels of fear and anxiety;
  - feel they do not have the systems and processes (specifically tools and equipment) in place to achieve their objectives; and,
  - do not see the need for, nor involved in, the implementation of the changes taking place, in part because they do not see that the changes will result in improved Group performance.

### Focus areas

1. **A combination of ‘Top-down’ and ‘Bottom-up’ action planning is required** – there are 115 different slices of the response data, which are spread across 16 of the 20 regions on the Change Map. This means that there is little commonality in the data, so one top-down approach is unlikely to meet the needs of the different teams. Each team requires its own action plan.
2. **Looking strategically across the Council, from ‘Struggling under Pressure’ there are two main paths toward High Performance:**
  - i) **move toward ‘Good, but not yet great’** - first focus on the feelings/spirit in the organisation, increase face-to-face discussions to build trust in leadership and clarify people’s roles and responsibilities.
  - ii) **move toward ‘Yes, but’** – create opportunities for greater involvement to manage internal rumours and build stronger understanding and agreement to the vision for the future.

# Key Actions

High  
Performance

## Address feelings of fear and anxiety

- Establish a clear communication plan based on detailed stakeholder analysis to provide clear and timely information to staff (it is better to say, "I have nothing to say", than to say nothing at all).
- Make face-to-face communication between leaders and staff meaningful and transparent. Focus on increasing awareness of the need for change and what it means for individual team members.
- Involve staff in decisions on new ways of working – conduct workshops to solicit their opinions and leverage their skills and knowledge

## Enable staff with the right systems and equipment

- Conduct a training needs analysis to identify capability gaps
- Identify and implement quick wins to close gaps e.g. develop job aids, quick reference guides
- Deepen the skills of key staff to support others in the transition to new ways of working
- Execute pre go-live activities like 'Conference Room Pilots', 'Day in the Life' to build capability in, and understanding of new systems

## Improve team leadership

- Formalise processes for Team Leaders to coach staff on what is expected of them in their roles, establishing what their part in new ways of operating will be
- Have Team Leads share the Council's vision for the future
- Increase formal communications from the leader to the team about the change; this will improve staff perception that the Team Lead is actually leading the change. It is important that communication is clear and free of jargon to maintain credibility.

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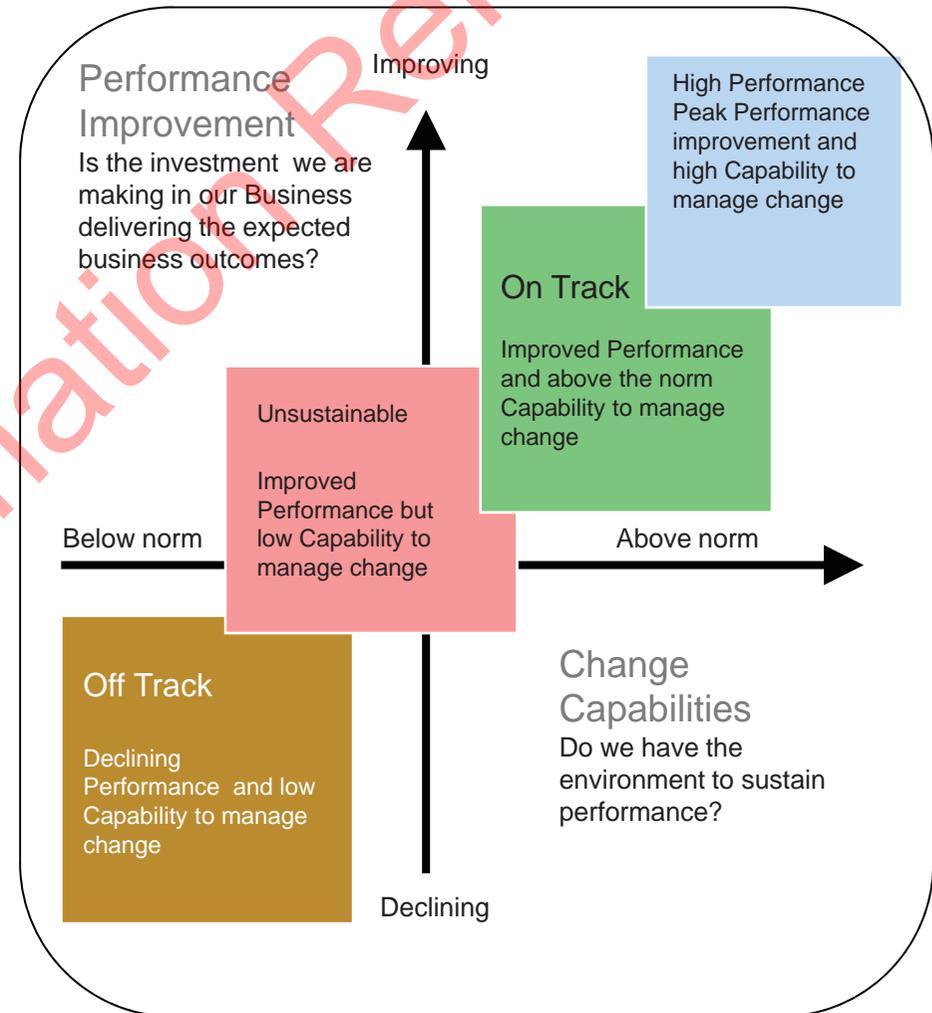
**6** Appendix

# What is ChangeTracking?

- A data-based, analytical tool to track the **organization's response to changes in the business environment**
- **Externally benchmarked** against the norms of high performance by ChangeTracking
- Uses predictive analytics to **define pathways**

## *It reveals:*

1. If employees feel we are on the right path to **improving business performance**
2. How **sustainable** business outcomes are
3. Where to **focus actions** to drive higher levels of performance

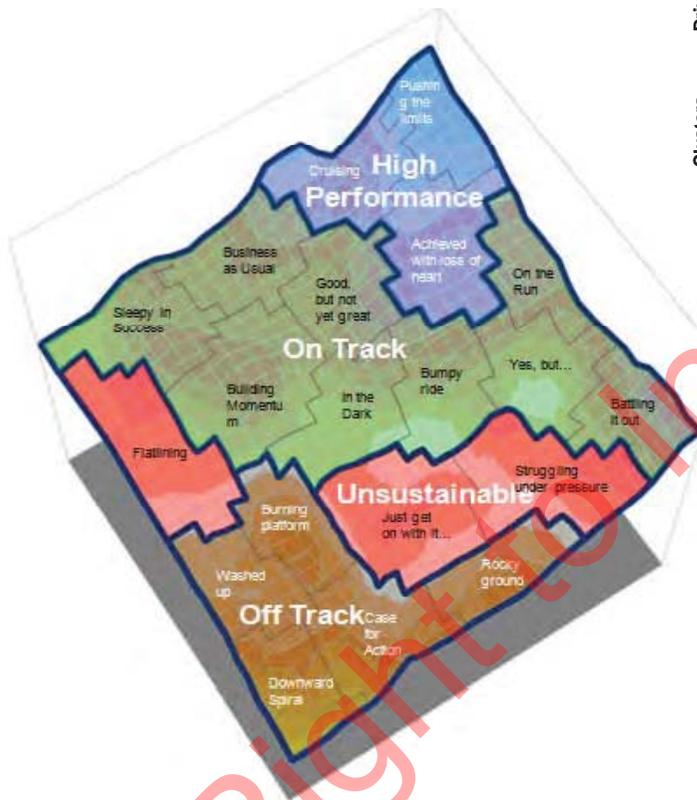
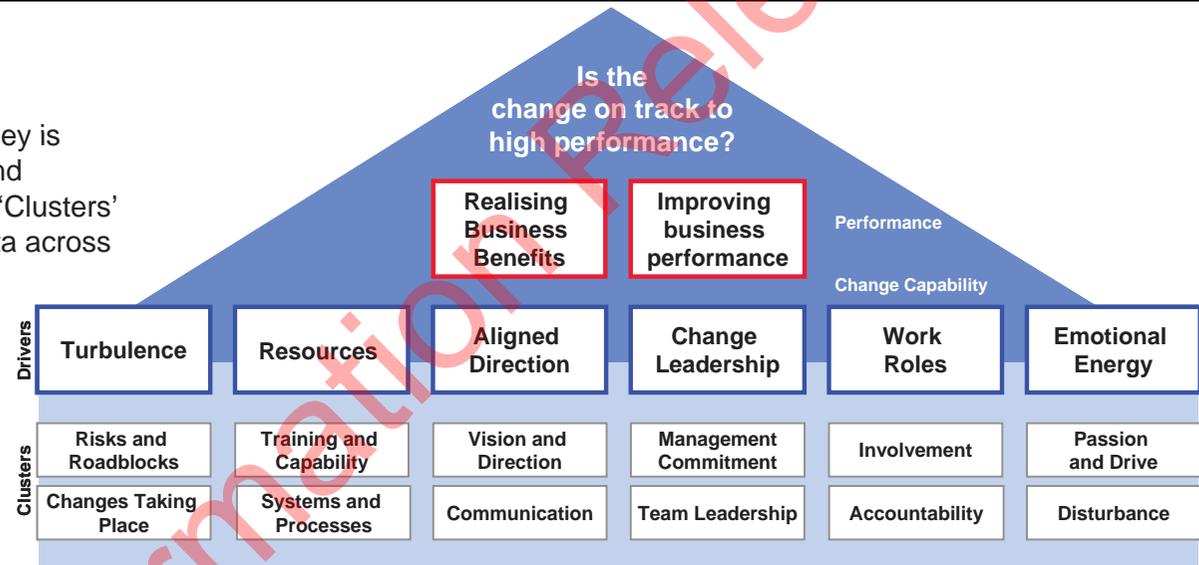


\* Australian patent application No.2004907256

# The Model and the ChangeMap

## The Model

The data underpinning the questions in the survey is structured as shown to the left in the 'Drivers' and 'Clusters'. We will focus on those 'Drivers' and 'Clusters' which are most relevant and we will split the data across demographics.



## The Change Map

A three dimensional map is used to plot current position of teams based on scores for each Cluster, and subsequently plot the journey when course correction is required. The map has 20 regions, each named to reflect strength and weakness across the change terrain, challenges that groups face in this location and the actions that need to be taken. Teams are located somewhere on this terrain.

### E.g. 'Flatlining'

*People are not concerned or feeling distressed, fearful or angry. In fact, they're hardly feeling anything at all. Change is going nowhere and no one seems too concerned. The lack of urgency, awareness of the need for change, information and vision don't seem a concern.*

## Who participated?

We received a total of 758 responses from a Target employee base of 1041 (a 72.81% response rate).

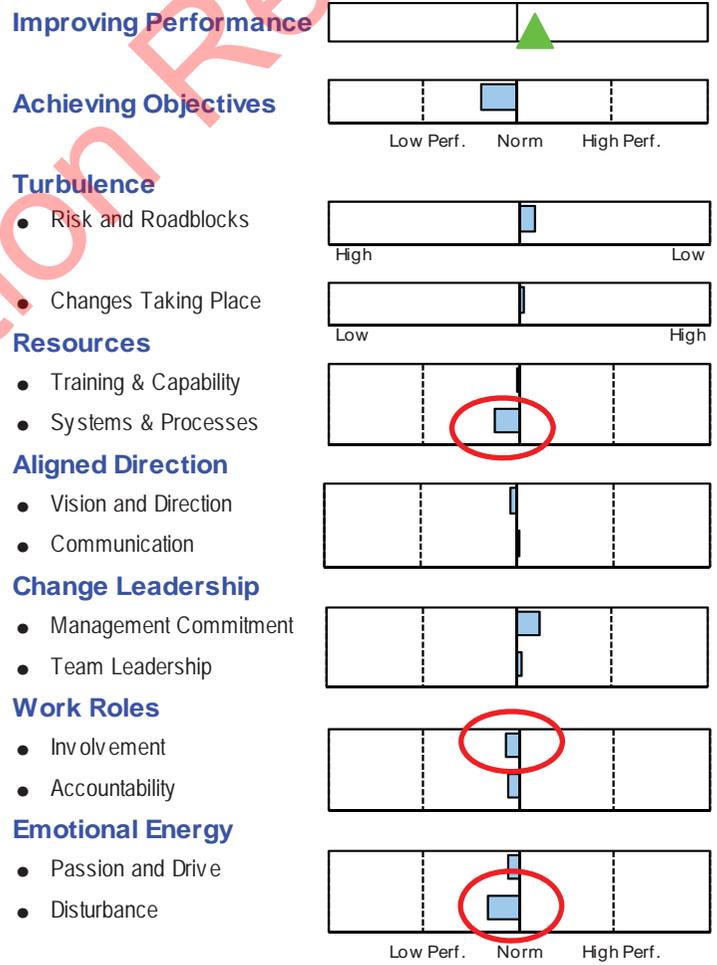
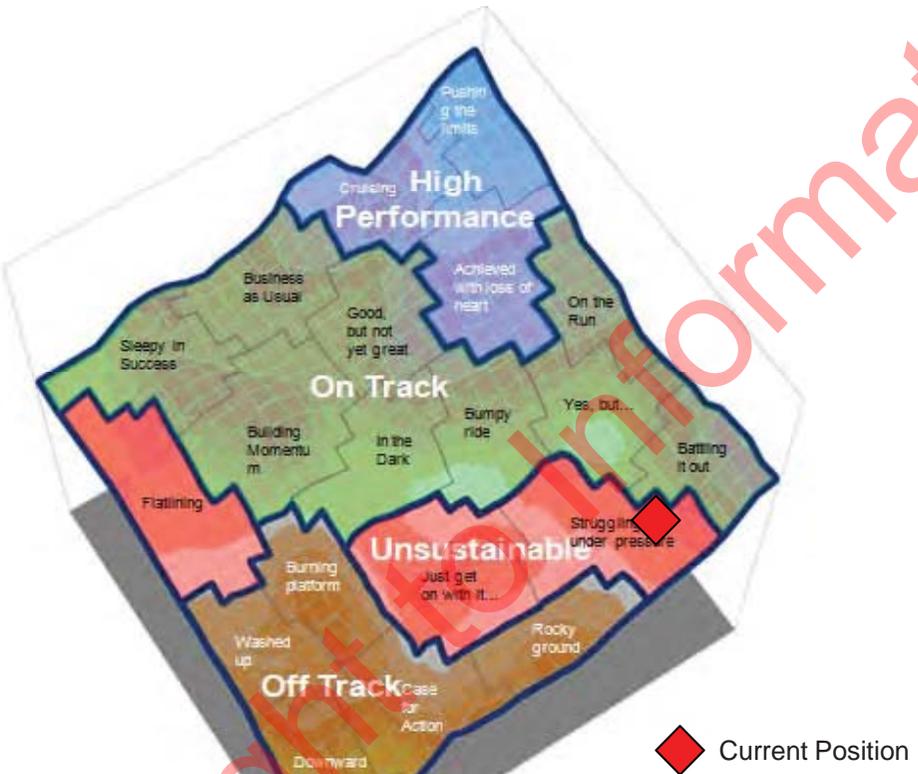
	Count
<b>Redland City Council</b>	<b>758</b>
Community and Customer Sevices	297
Financial Services	52
Human Resources	29
Infrastructure and Operations	234
Office of CEO	6
Organisational Services	117
Other	18

	Count
Sr Mgr not covered by Agreement	20
Officers Certified Agreement	603
Employees Certified Agreement	107
Industrial Instrument - Others	9
Unsure	19
Indoor - Senior Mgmt and Executive Leadership	27
Indoor - Service Managers and Advisors	91
Indoor - FED Level 1, 2, 3, 4, 5 and 6	394
Indoor - Other	132
Outdoor/field - Team Leader	27
Outdoor/field - Other	78
Employee Group - Others	9

# Redland City Council is positioned in the “Struggling Under Pressure” Region on the Change Map

Redland City Council’s current level of performance is in the “Unsustainable” Zone. There is belief that performance is marginally improving but the average of the clusters on the right is below the norm.

The lowest three clusters are highlighted – Disturbance, Systems & Processes and Involvement.



# Position on the Change Map

## Region Description: “Struggling Under Pressure”

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*People in this unsustainable Region are angry, frustrated and upset, focusing mainly on getting the job done in front of them. They feel no allegiance to their team or company, feel they are not valued and are keen to leave, facing major issues with very high disturbance and a lack of accountability, passion and drive and Team Leadership. Driver strength is low in all areas except Management Commitment. Low scores for team leader managing pressure and workload typically mean that the team feels under pressure to perform, resulting in poor team relationships. Strong team leader skills are required to rebuild effective teams.*

### What are people talking about?

In ‘Struggling under pressure’ people talk a lot about their ‘frustrations’, ‘pressure’ and ‘stress’. They discuss their contribution to the company in terms of ‘motivation’, ‘interest’, ‘delivering’ and ‘performance’. Language is centred around the ‘now’, some on the future, and very minimal reference to the past. The overall organisational culture seems to be clearly at the forefront of people’s mind and there are a lot of comments regarding the ‘vision’, ‘policy’, ‘values’, ‘culture’ and ‘conditions’ – including extrinsic aspects of the ‘building’, ‘hours’, ‘recognition’ and ‘rewards’. People in this Region talk about ‘moving’ and ‘creating’. Communication is still important with people ‘talking’ and commenting how people ‘respond’, ‘ask’ and ‘call’.

### What do people experience?

Individuals in ‘Struggling under pressure’ are experiencing very high levels of distress, anger, damage and fear. Management fail to handle workloads and there is a high amount of pressure to perform. Team members lack capability and are unclear about their responsibilities, as a result, they are feeling impatient, distressed, stubborn and afraid. All positive feelings have dried up and people are uniformly low in passion and drive. The focus is on the project at hand, with teams hanging in there to get the job done, but struggling with no accountability and poor management, and lacking capability.

Groups here are generally angry, but feel there is no point in expressing this. They have lost their ability to put energy into action – perhaps they are being ignored by above. They have lost confidence that they are valued and feel helpless. Past change management has been poor and morale is low. Teams therefore contribute the minimum necessary to keep things going and to keep themselves in a job. They don’t invest effort into working as a team – they are probably too lost and unhappy to care about each other. People see taking initiative as pointless and may be irritated by those that put effort into attempting to make things better.

### Team dynamics

The fantasy of leaving is perhaps the coping strategy for these team members. Many have begun to look for other work and look for satisfaction in their other interests, such as family. They may also be finding indirect ways of venting their anger, perhaps through non-cooperation and lack of accountability. Team leaders in this Region do not have a good relationship with top management. They receive no information from the business unit manager and are split about their confidence and trust in top management. Most see business unit management as giving no support or commitment to the changes and as not providing resource so the relationship would be distant and strained.

# Sample written comments – high levels of disturbance

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## Sample Written Comments – Poor Accountability & Involvement



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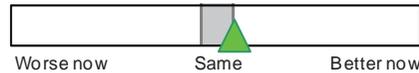
5 All Clusters

6 Appendix

# Improving Performance and Realizing Benefits

## Improving Business Performance

### Improving Business Performance



How have the following changed in the last 6 months?

• Your Group's effectiveness? Is it ...



• The level of customer service (internal or external) your Work Unit provides? Is it ...



• Managing costs and resources in your Work Unit? Is it ...



• Your Work Unit's ability to meet project milestones and bring projects in on time? Is it ...



• Collaboration between Groups/or within Groups? Is it ...



Worse now Same Better now

### % Distribution of Performance Improvements

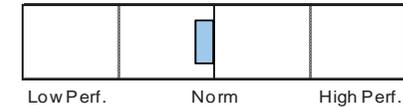
Worse now	Same	Better now
29%	28%	43%

Overall business performance has marginally improved with 43% of respondents indicating that performance is better now.

However, staff do not currently believe that the changes to be implemented will lead to the realization of business benefits or significantly improved performance.

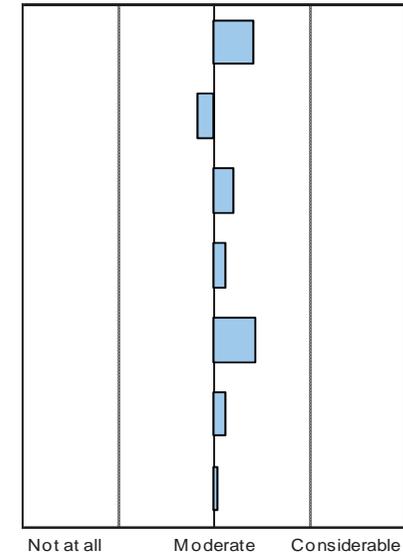
## Realising Benefits

### Realising Business Benefits

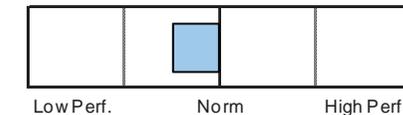


Where do you see that most benefits will be delivered from the changes taking place in the Council?

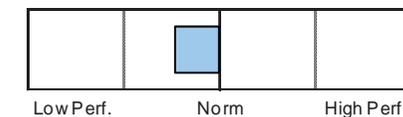
- Safety - Exceed legislative requirements for health and safety. Work towards a safety first culture and an injury free work environment so
- People - Attract and keep the best people, develop strong leaders and help our people to thrive at work.
- Financial Performance - Exceed financial targets in a sustainable manner, through improved productivity and cost effectiveness to
- Operational Excellence - Align key systems, processes, tasks and functions to best use the strengths of individuals and teams.
- Customers - Deliver excellent standards of customer service
- Community - Engage the community in the planning and delivery of services.
- Environment - Apply awareness, commitment and action in supporting a diverse and healthy natural environment.



How confident are you that the performance of your Group will improve because the changes taking place in the Council?



How well the changes are being managed

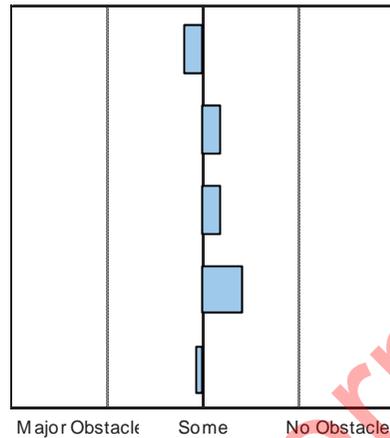


# Risks and Roadblocks and Changes taking place

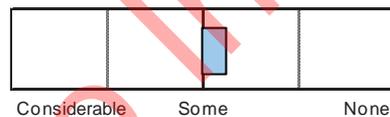
## Risks and Roadblocks

To what extent are the following issues/obstacles preventing the full benefits of the changes from being achieved?

- Conflicting priorities
- Lack of management support
- Staff inability to adapt to change
- Lack of discipline in following agreed processes and procedures
- Unclear roles and responsibilities



How much threat or risk (to you personally) is associated with the changes taking place in the Council?

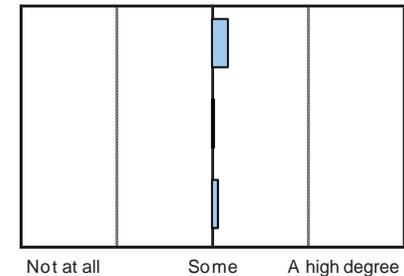


Conflicting priorities and unclear roles and responsibilities are seen as more than some obstacle to success.

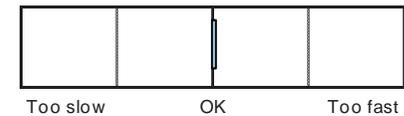
## Changes taking place

How much are the following changes taking place within your Group:

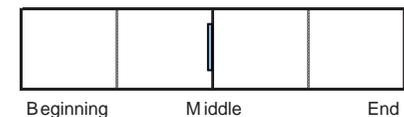
- Internal Restructure, e.g. reorganisation, top management changes
- New Way of Working, e.g. changes in culture, values and attitude
- Growth, e.g. new services, policies and procedures, technologies



Rate the pace at which the changes are being carried out in your Group.



At what stage of implementation are the changes within your Group?



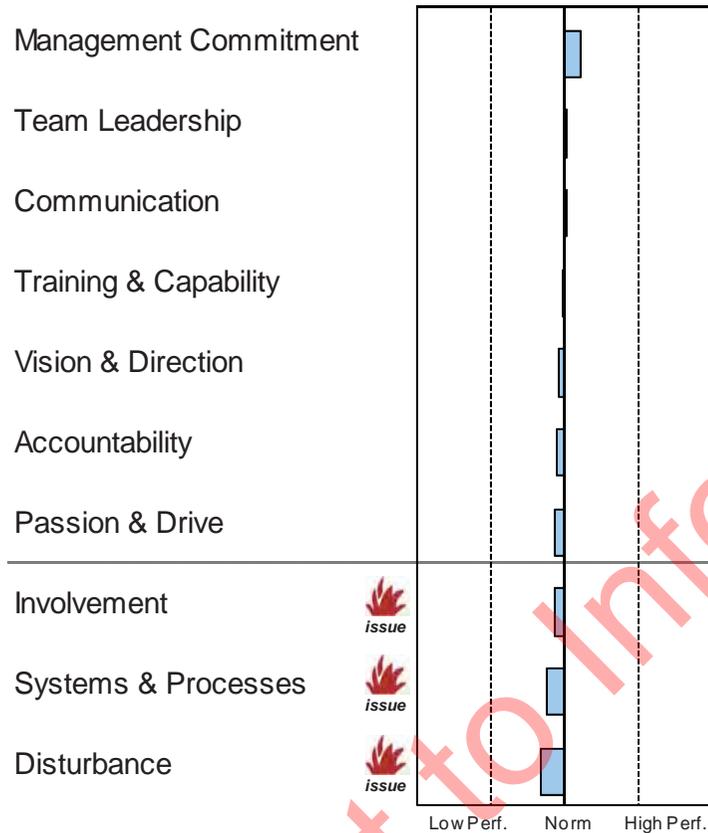
Staff are still reporting some changes taking place within the organisation.

Commentary indicates that staff remain unsure if the changes are complete, echoed by change being placed in the mid-stages.

# Do we have the strength to drive to high performance?

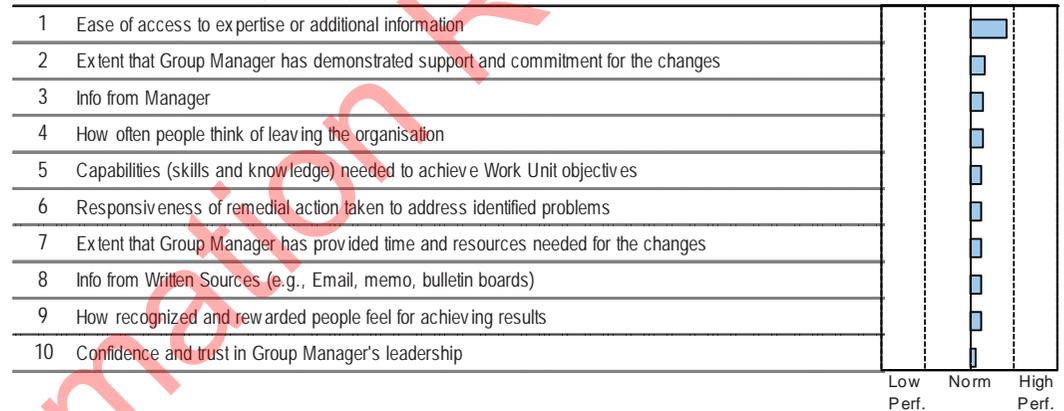
## Driver Analysis by Question

### Drivers

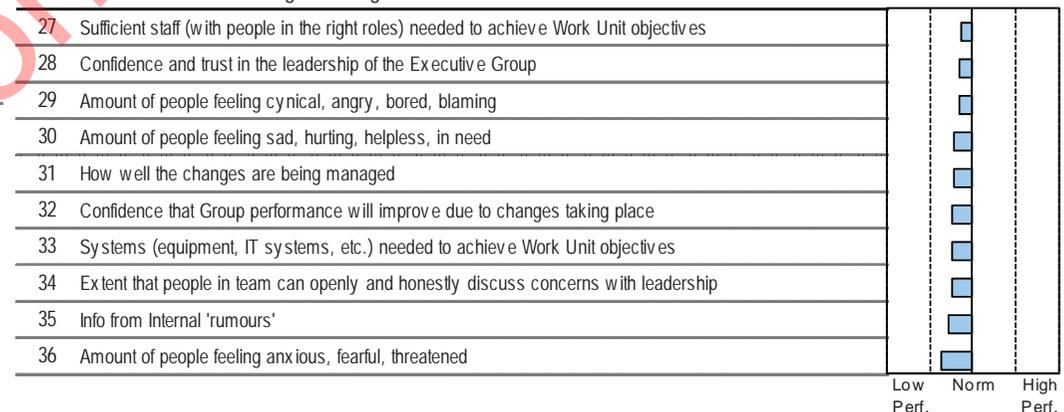


### Questions

#### Top Behaviours in the ChangeTracking Drivers



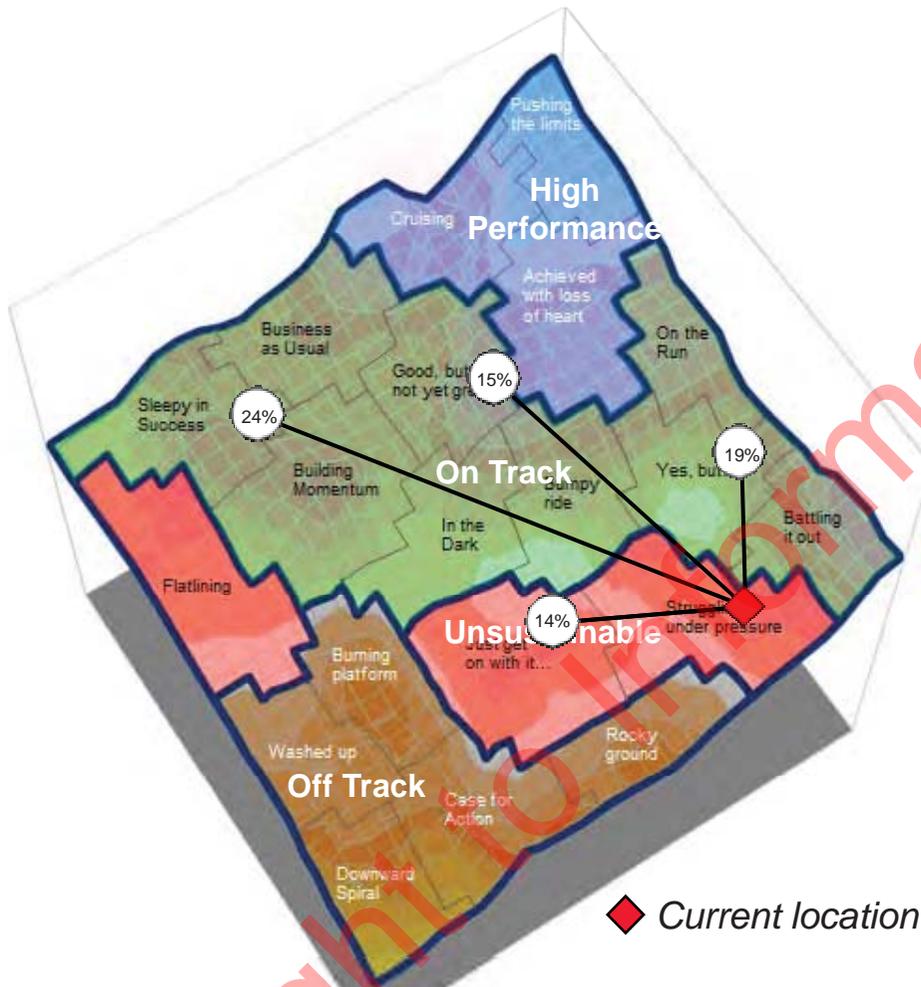
#### Bottom Behaviours in the ChangeTracking Drivers



*The bottom three behaviours are reflective of high levels of disturbance – fear, internal rumours and the feeling that people can openly discuss concerns. Greater involvement through improved face-to-face communication from supervisors is needed.*

# Improving Performance

## Where do groups tend to move from this Region?



The map on the left shows the paths taken by various organizations from “Struggling Under Pressure”

Around 23% of the organizations stay in the same region

The main paths out from “Struggling Under Pressure” are:

- 15% move to 'Good, but not yet great'.
- 24% move to 'Sleepy in success'.
- 19% move to 'Yes, but ...'.
- 14% move to 'Just get on with it ...'.

The following pages indicate the key actions required to move up the change map.

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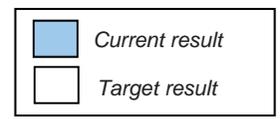
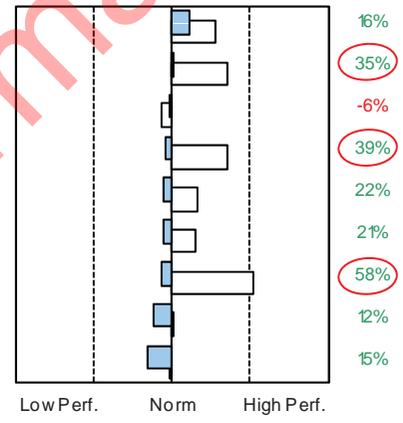
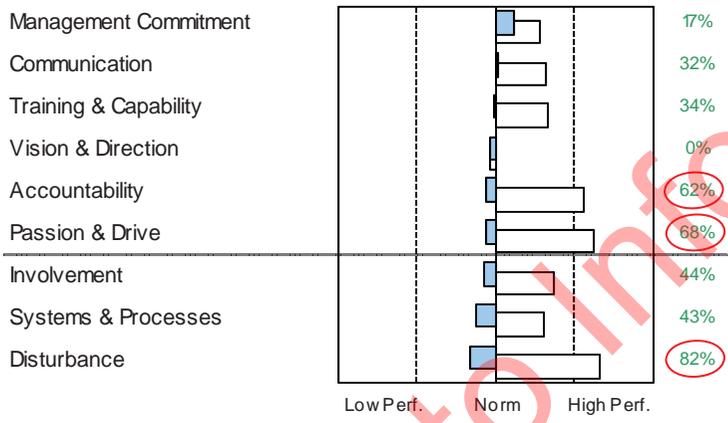
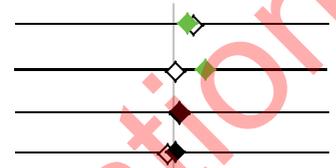
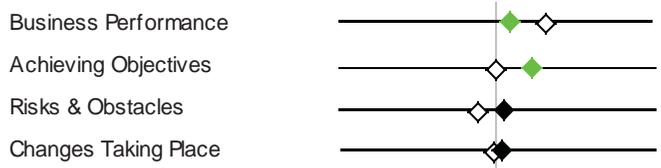
# Improving Performance

Focus on performance improvement in the following areas will improve the overall performance of Redland City Council and take them into toward the On Track Zone.

## Redland City Council

From current location to '6 - Good, but not yet great'

From current location to '12 - Yes, but ...'



**Biggest gaps to reach 'Good, but not yet great':**

1. Disturbance
2. Passion & Drive
3. Accountability

**Biggest gaps to reach 'Yes, but':**

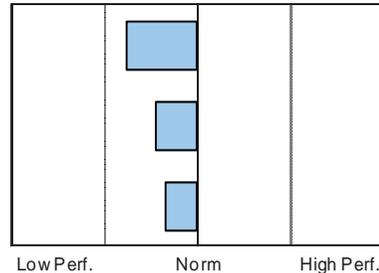
1. Involvement
2. Vision & Direction
3. Communication

# Getting to 'Good but not yet great'

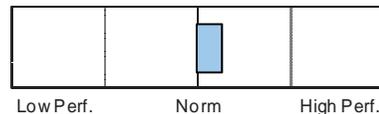
## Primary areas to focus on to improve performance - 1

Generally, what are people feeling within your Work Unit (also taking into account your own feelings)?

- Fear - e.g. people feel anxious, fearful, threatened
- Distress - e.g. people feel sad, hurting, helpless, in need
- Anger - e.g. people feel cynical, angry, bored, blaming



How often do you think of leaving the organisation?



*“The changes in Finance are progressing well, with good leadership and communication. However this is not happening in other groups, which is leading to discontent, rumours, fear and other negative behaviours. Managers in these other groups need to increase their open and honest communication so each group is on the same page... the rumours should also decrease, as then everyone has the ‘same story’”*

*“Most disturbingly I see good people, honest people and hardworking people too scared to speak up for fear of retaliation. This I find distressing not only personally but from an organisational perspective as it is precisely the opposite that is needed to bring about the long term benefits we need”*

Biggest gaps to reach 'Good, but not yet great':

1. Disturbance
2. Passion & Drive
3. Accountability

### Disturbance

**Uncover and address the causes to stop the symptoms from recurring. Get the energy of the group working for you, not against you.**

Many organizations approach 'Disturbance', as feelings which are out of control, over-emotional, or illogical. Yet change produces many consequences which are emotional rather than rational, and failure to deal with those consequences leads to slow or incomplete implementation of change, or even failure. Once the influence of 'Disturbance' on other key performance indicators is recognized and pinpointed, it enables organizations to identify what different policies and actions are required based on the way people in the organization are 'feeling'. This is a huge advantage.

People get disturbed for many reasons. When the pace of change is too slow, people get disturbed because they see that nothing is happening. Increasing 'Involvement' is the solution to this issue. Disturbance also increases when change requires that people do things differently and the pace of change picks up. People get fearful, overwhelmed or frustrated. On the surface it may seem easy to get to grips with 'Disturbance'.

Communication and coaching would be orthodox approaches organizations might try. However, unless the root causes of 'Disturbance' are addressed, symptoms treated in this way may easily return.

**Reducing 'Disturbance' means keeping a sharp eye out for teams and team members under a lot of pressure and experiencing fear, distress, or anger. People experience 'Disturbance' when they don't know where they are going, and don't know what part they have to play.**

Disturbance can not be addressed through sending more emails. **Team leaders need to work one-on-one with individuals to ensure they feel involved, understand what is expected of them and how this can best be achieved.** This helps to identify the key issues and obstacles that need to be overcome to move performance forward in a sustained fashion. This connection also allows the team leader to spot signs of 'Disturbance' at close quarters. Team leaders need to be equipped with strong interpersonal skills for supporting the individuals affected, and for knowing when to call in expert help. As team leaders assist in this way, the image of leadership is enhanced in the eyes of the team members.

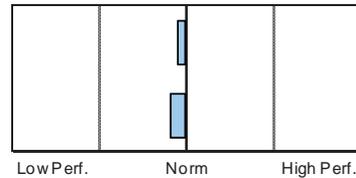
When Disturbance is well managed, energy is released that can be constructively directed towards solving problems or overcoming the inevitable challenges on the path to high performance.

# Getting to 'Good but not yet great'

## Primary areas to focus on to improve performance - 2

Generally, what are people feeling within your Work Unit (also taking into account your own feelings)?

- Passion - e.g. people feel excited, proud, pleasantly surprised, are feeling good
- Drive - e.g. people feel determined, creative, decisive



*“Change is not a risk to me as long as I am supported through. Realistic challenges are healthy”*

*“My team are passionate about the field of work they're in, but do find the organisation restructures, expectations and budget cuts are bringing staff morale down. The culture within this organisation has changed and not for the better.”*

Biggest gaps to reach 'Good, but not yet great':

1. Disturbance
2. Passion & Drive
3. Accountability

### Passion and Drive

**Start by getting people involved – and uncover and address the causes of 'Disturbance'.**

Often people believe it is possible to increase 'Passion' through simple encouragement – or exhortation. The most common actions taken to increase 'Passion' are in the areas of performance management, recognizing and rewarding good performance and building confidence in leadership. However, our research tells us that increasing 'Involvement' is probably more important, and in many situations, uncovering and addressing the causes of 'Disturbance' is the single most effective intervention. This is one of the least known and appreciated interventions and is often a challenge to implement. 'Team Leadership' is also always an important contributor to higher scores.

Passion generates excitement and 'pulls' people forward. Drive utilizes will power to 'push' things along. 'Passion and Drive' is the foundation for positive emotional energy in the workplace.

**Where 'Passion and Drive' is relatively low**, our research shows the key areas to focus on to see improvement are 'Vision and Direction', 'Management Commitment', and 'Systems and Processes'. Improvements in these areas have a direct positive impact on 'Passion'.

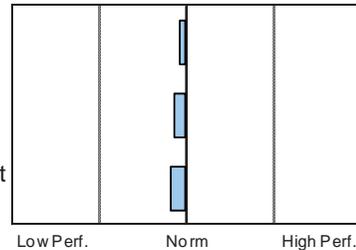
**Where 'Passion and Drive' is already relatively high** – but can be higher – it is most important to focus on driving Accountability and improving the strength of 'Team Leadership'. 'Systems and Processes' are often already strong; if not, this can also be an area where improvement will increase 'Passion and Drive'. Strong emotional energy enables groups to achieve great results, but will dissipate and people will run 'out of steam' if this energy is not supported and sustained in the organization by clear accountabilities and good 'Systems and Processes'.

As mentioned above 'Passion and Drive' cannot be encouraged by 'haranguing the troops'. Hard work and getting people involved in 'making change happen' is required for lasting 'Passion' to develop. And background influences are important – the levels of 'Disturbance', 'Team Leadership', 'Management', 'Commitment', and 'Vision and Direction' all have roles to play.

# Getting to 'Good but not yet great'

## Primary areas to focus on to improve performance - 3

How clear are your roles and responsibilities within your Work Unit?  
 To what extent does your Work Unit have clear performance objectives and measurable outcomes?  
 How much are people in your Work Unit held accountable for achieving their objectives?



### Accountability

**Develop a clear line of sight between objectives and performance builds greater understanding, confidence, and trust.**

It is tempting for an organization to view 'Accountability' as an exercise in which managers just have to set goals and objectives. However it really requires an on-going dialogue between team leads and individuals on their team. Team leads work closely with each individual to ensure they understand the desired outcomes and objectives of the team, that they understand – and accept – their own role helping the team achieve those objectives, and that they understand how their individual performance will be measured. This process also helps individuals develop trust and confidence in their leadership.

Accountability typically improves across the stages of change and improvement is closely linked to improvements in 'Involvement' and 'Team Leadership'.

**When 'Accountability' is low, don't wait to take action.** Start by reviewing how well this dialogue is working. In addition, make sure that the team has access to all the published information on the organization's vision for the changes taking place. Show them how their efforts contribute to the vision. Get a credible member of the senior management team in for team Q & A sessions. Ensure that whatever actions you take, leadership commitment to the vision (and any changes) shows through because they are the role models for their team.

**In the early stages of change or a project,** consider people's perception about the systems and processes supporting the organization and ensure that they are being actively adapted to assist the changes taking place. And also keep a watchful eye on the team's 'Training and Capability' scores, so that the skills of the team are well aligned with what is being asked of them.

Get the team members involved in every aspect of change within your area. Manage the pace carefully, taking the early stages slowly, recognizing that as the team becomes used to change, they can handle both more change and a higher pace. When the pace is high and the changes proliferate, keep a watchful eye on disturbance. Intervene early if you see individuals under the stress of roles being asked of them.

*"I understand changes need to be undertaken and for the most part agree with them, however I see a lot of waste, particularly from a financial and employee satisfaction perspective. Many are unhappy we had no input to our move or asked our opinions, just told it was a management decision and that was it. Wasting money moving people when we are asked to identify areas for savings. Lack of economic perspective"*

*"The unit does not play to the member's strengths, any consistency in roles, responsibilities, processes, procedures between the teams in the unit. Inconsistency in responsibilities and tasks performed and pay levels between the teams"*

Biggest gaps to reach 'Good, but not yet great':

1. Disturbance
2. Passion & Drive
3. **Accountability**

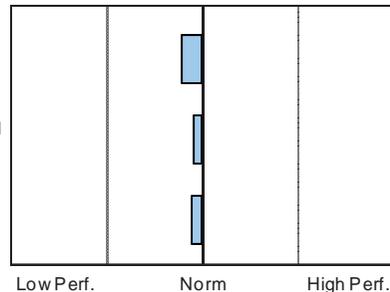
# Getting to 'Yes, but'

## Primary areas to focus on to improve performance - 1

How would you rate the awareness of the need for change among the people in your Work Unit?

Within your Work Unit, how involved are you in planning and implementing changes?

Rate the level of teamwork in your Work Unit.



### Involvement

**Start with discussions about people's own roles, generate passion for change and align involvement with the vision.**

It is often thought that Involvement can be increased by getting people together, and simply talking to them about the change. Analysis tells us that good communications certainly help low performers, but once supplied, there are many other factors that need to be taken care to increase 'Involvement' scores. As the pace of change and the amount of change picks up, increasing Accountability is the most effective single intervention to improve Involvement scores.

**When people report low 'Involvement'**, change is in the early stages and the pace of change is too slow. Consider interventions that increase the amount of face-to-face communication with the manager, supported by written information about the changes and objectives being pursued. Line managers need to help individuals have clarity around their own personal role and responsibilities - and how their performance will be measured. Analysis suggests that only once people have this clarity their feelings of 'Involvement' begin to rapidly increase. They will then begin to more readily engage in understanding the wider vision and direction that the organization is taking.

This path of first understanding about your role, then the wider organizational vision helps to unlock higher levels of passion and drive amongst the workforce for the change, goals of the organization, and their own role in it. As the pace of change picks up 'Training and Capability' needs to also build so that people literally have the skills and knowledge to make change happen. Without this, involvement is a false promise.

In situations where there is considerable amount of change, high 'Involvement' is essential to prevent people from being overwhelmed by 'Rumors' and 'Issues and Obstacles'. Without high 'Involvement' it is easy for people to 'lose heart' in the face of such challenges.

**Once 'Involvement' is high** (and with corresponding high scores in 'Accountability', 'Vision & Direction' and 'Passion & Drive'), greater improvement seems to be driven by individuals reporting an improvement in their perceptions about how well systems and processes support them in their jobs. Good 'Systems and Processes' are needed when the pace of change becomes too fast to support and sustain high 'Passion and Drive'.

*"Change is great and accepted in our work group but planning and change should be consultative which it is not at the moment"*

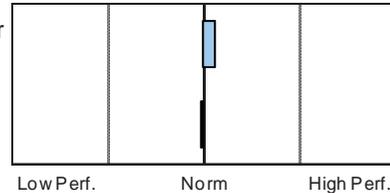
Biggest gaps to reach 'Yes, but':

1. Involvement
2. Vision & Direction
3. Communication

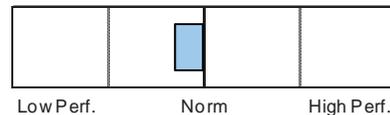
# Getting to 'Yes, but'

## Primary areas to focus on to improve performance - 2

How well do you understand vision for Redland City Council?



How much do you agree with vision for Redland City Council?



How confident and trusting are you in the leadership of the Executive Group?

*"I think there is a lack of clear overall vision for change. It is a little fragmented, and ad hoc decisions are being made that don't seem to fit with what the assumed overall vision is"*

*"Redlands presents poorly as a progressive, intelligent city that is making wise decisions for the future. This is largely due to contradictions in RCC regarding the vision for the future compared to actions."*

Biggest gaps to reach 'Yes, but':

1. Involvement
2. **Vision & Direction**
3. Communication

### Vision & Direction

**First seek to build understanding of the vision - agreement and confidence in leadership will follow.**

A common myth about 'Vision and Direction' is that scores can be increased by showing videos, or by placing statements on walls, or in the organization's annual report. The volume or amount of information communicated also has little to do with the 'Vision and Direction' being high. Many factors get in the way of vision being successfully communicated and understood and gaining emotional acceptance, which is the desired outcome. Rumour, stage and pace of change, and the level of 'Disturbance'; all 'filter and reduce' the strength and quality of the understanding and agreement of a vision.

Gaining agreement to 'Vision and Direction' is much easier when 'Disturbance' and 'Issues and Obstacles' in the organization are low, but high 'Training and Capability' is needed. Without sufficient skills and knowledge in the team, vision is a dream, too far removed from peoples work experience to be taken seriously.

When 'Vision and Direction' scores are low, lifting the pace of change (when it is too slow) and actively working to lower rumours, will generally improve results. Rumours simply fill a vacuum in communication and it is preferable if the immediate boss takes over as the authority on change, and also on the organisation's vision and direction. For this, leaders will rely upon managers to be able to read the signs and influence where they can. The causes of these issues must be seen to be addressed before teams will trust their leaders to handle the complexities of further change and engage in visioning exercises.

While 'Vision & Direction' scores are boosted by strong 'Management Commitment', team leaders need to be seen by their teams as a source of authority about changes going on and how the changes affecting their team relate to the organization's 'Vision and Direction'. They should be able to break down the elements of any change for their teams and involve them in the planning process. Give them the involvement and responsibility, and 'Passion and Drive' for the change will start to build.

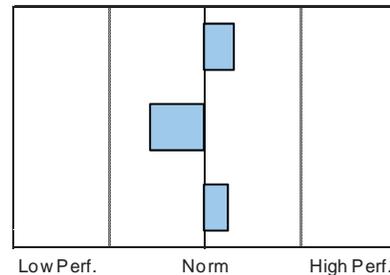
As the pace of change picks up and change progresses, good 'Systems and Processes' and high passion are required to maintain high 'Vision and Direction' scores. A very fast pace, poor 'Systems and Processes' and low 'Passion and Drive', will destroy a well intended vision.

# Getting to 'Yes, but'

## Primary areas to focus on to improve performance - 3

How much do the following channels deliver information to you?

- Your Manager
- Internal 'rumours'
- Written (e.g. Email, memo, bulletin boards)



*“People are very anxious about their jobs. Global emails from ELG always seem to have double meanings. People were frightened to pick up their telephones in case they had a call regarding redeployee. So many rumours (which most of the time were true) not enough trusting information coming from ELG.”*

*“The reason for the changes have been well communicated, however Council can always improve on this and be more open and honest. The rumour mill in Council is very strong and unfortunately very accurate. Plugging "leaks" should be made a priority by ELG and above.”*

Biggest gaps to reach 'Yes, but':

1. Involvement
2. Vision & Direction
3. **Communication**

### Communication – where there are high rumours

#### Get the basics right and deal with any 'Disturbance'.

Information coming from rumours is uncontrolled in its quantity, quality and trustworthiness. Further, there is no feedback mechanism – no one can ask the rumour questions. It is difficult for employees to be able to query the source of the rumour. No one is accountable for the veracity of the information. And rumours often flourish because the organization has allowed a vacuum around information to develop.

When trying to decrease the level of information from rumours it is tempting to try to drive out rumours by supplanting them with increased formal means of communication. However, this seems to be effective only for groups who are already 'onside', and 'in the zone' for change.

For groups with high 'Rumour' scores – those who feel 'out of it' - overcoming the 'Disturbance' they feel is the immediate priority, along with ensuring the basic formal communications are in place. Other key actions include upping their 'Involvement', reducing the pace of change, and altering their perception of risk by overcoming some of the 'Issues and Obstacles' they see.

When considering 'Communications' best practices, it is helpful for managers to replace the void previously filled by rumours, with genuine and authentic information about the change face-to-face, and to support this with written sources. Well targeted dissemination of information stems from the organization paying close attention to how much information regarding the change they need to transmit, what will be the quality of the information they transmit, and how trustworthy will those who deliver it appear to employees.

A high level of 'Management Commitment' and a good sense of organizational 'Vision and Direction' help drive a pattern of improvement. Formal Communication from the manager, and in writing, is an important contributor to better scores. Groups can sustain low 'Rumour' scores by maintaining high 'Involvement' in the change and ensuring 'Systems and Processes' work well. Groups that sustain a low level of 'Rumour' consistently report low 'Disturbance'.

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1 Executive Summary

2 Introduction

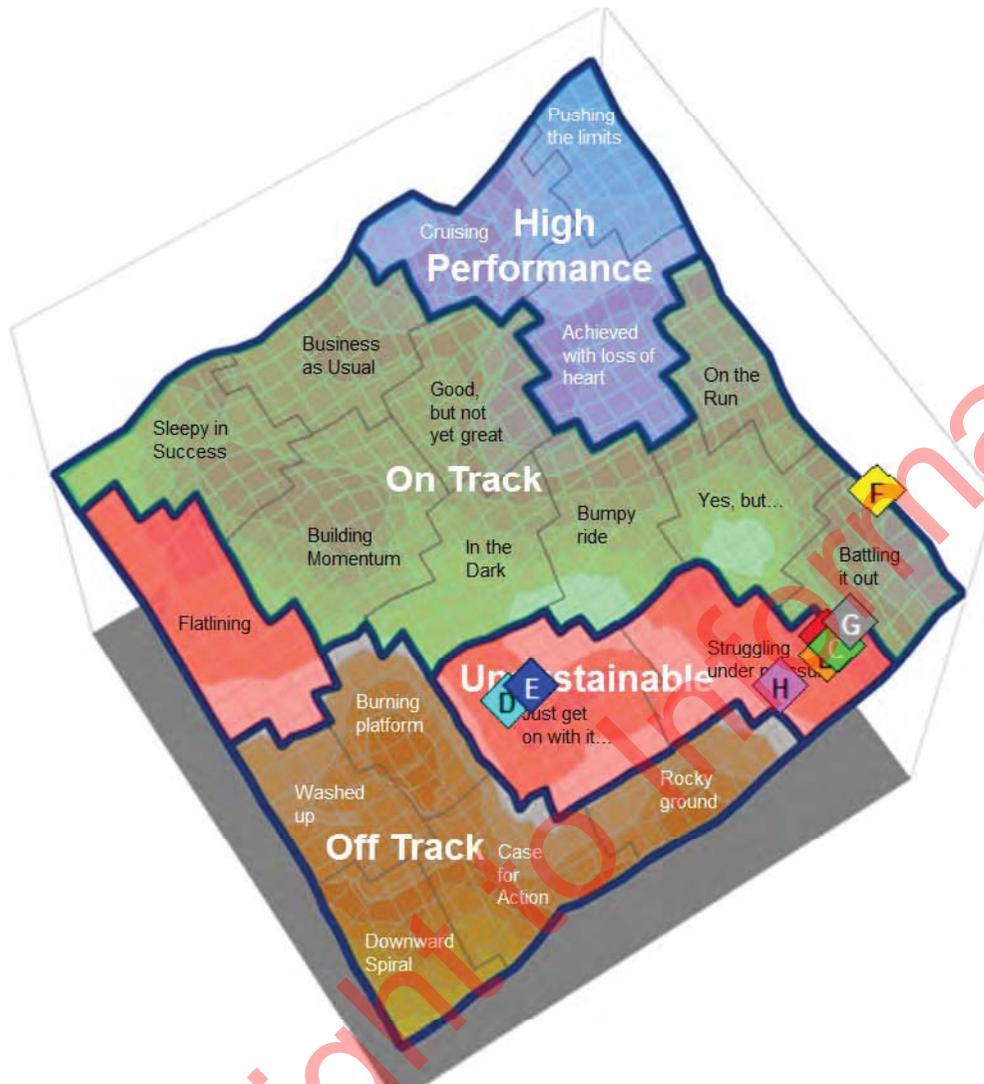
3 Improving Performance

**4 Position of groups on the ChangeMap**

5 All Clusters

6 Appendix

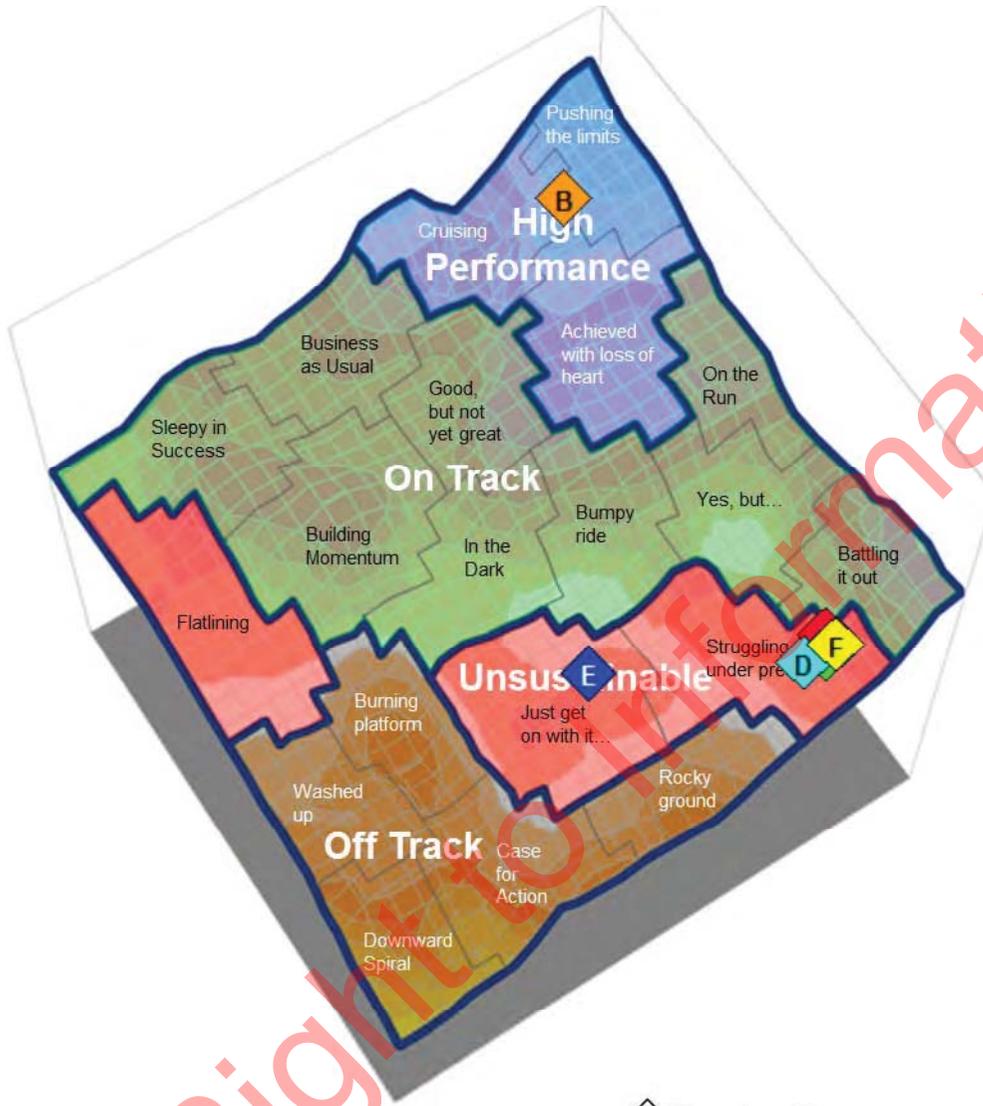
# Position on the Change Map – Departments



Name	Current Region
<b>A</b> Redland City Council	Struggling under pressure
<b>B</b> Community and Customer Services	Struggling under pressure
<b>C</b> Financial Services	Struggling under pressure
<b>D</b> Human Resources	Just get on with it ...
<b>E</b> Infrastructure and Operations	Just get on with it ...
<b>F</b> Office of CEO	Battling it out
<b>G</b> Organisational Services	Struggling under pressure
<b>H</b> Other	Struggling under pressure

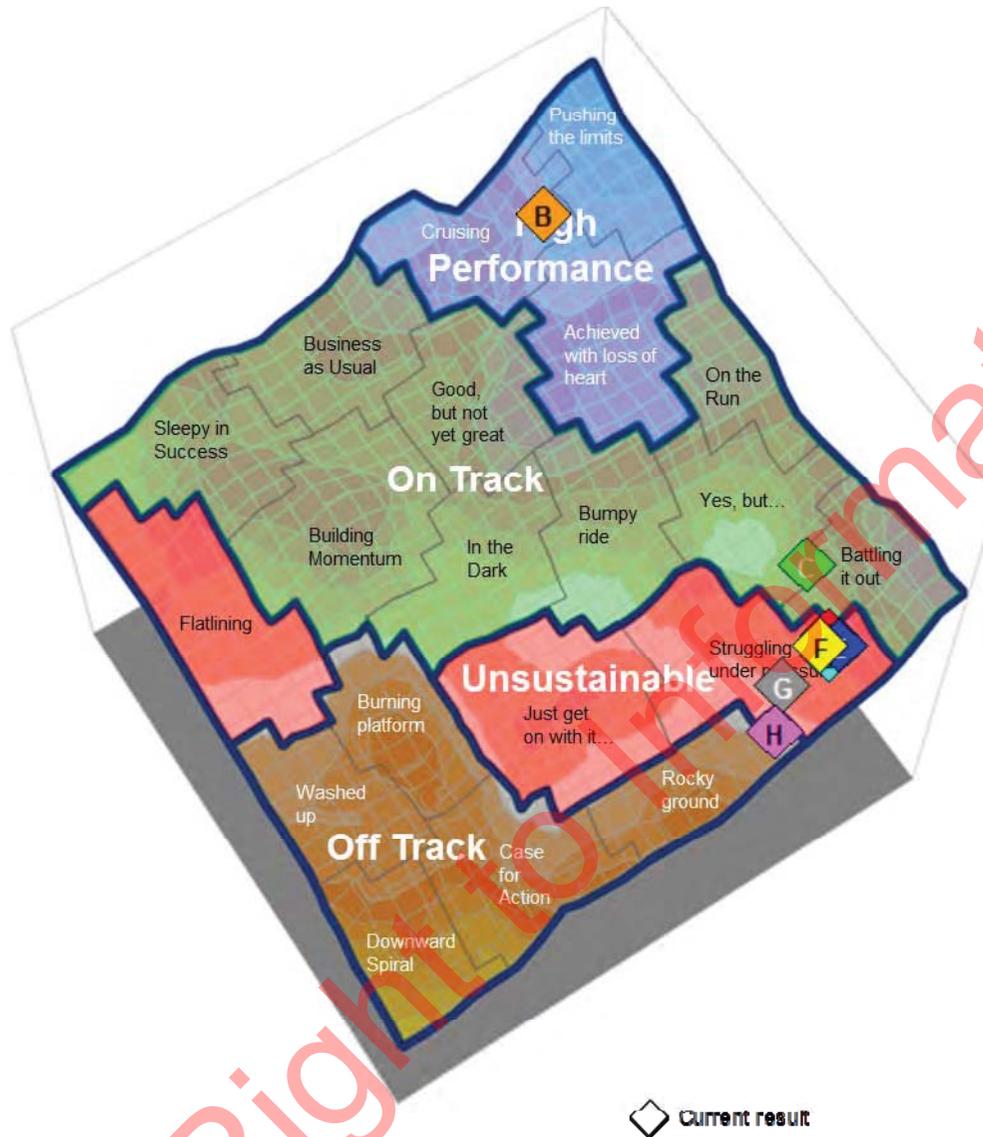
◆ Current result

# Position on the Change Map – Industrial Instruments



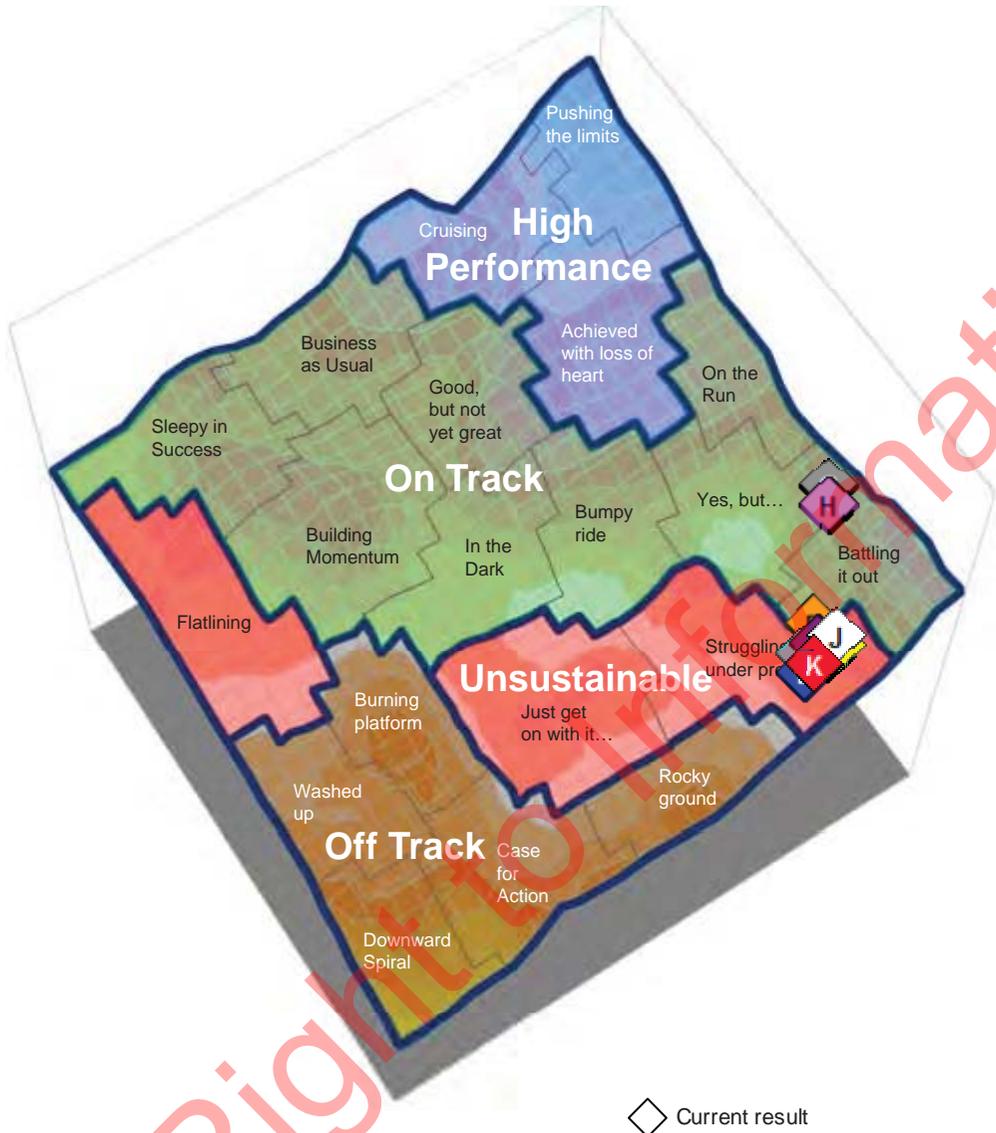
	Name	Current Region
A	Redland City Council	Struggling under pressure
B	Sr Mgr not covered by Agreement	Cruising
C	Officers Certified Agreement	Struggling under pressure
D	Employees Certified Agreement	Struggling under pressure
E	Industrial Instrument - Others	Just get on with it ...
F	Unsure	Struggling under pressure

# Position on the Change Map – Employee Group



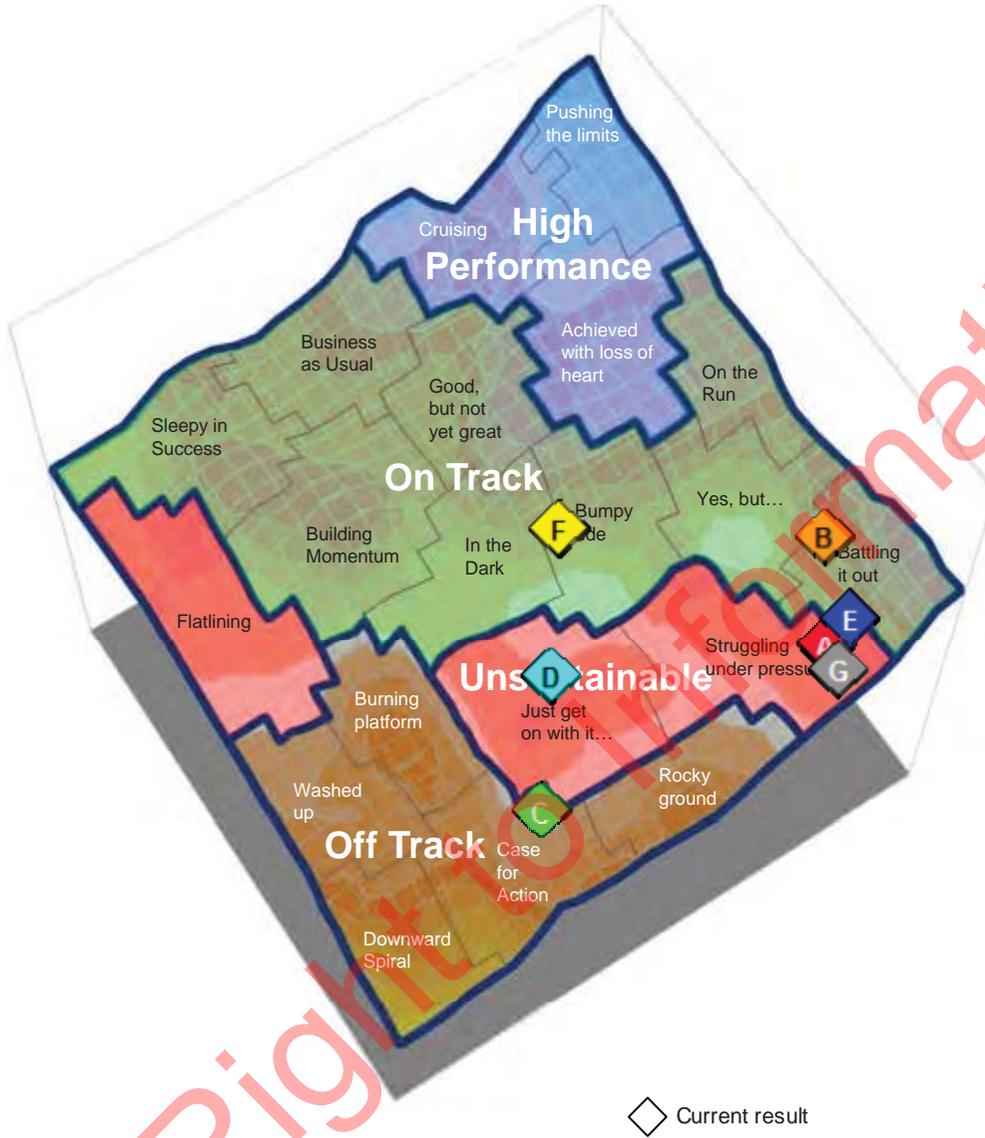
Name	Current Region
<b>A</b> Redland City Council	Struggling under pressure
<b>B</b> Indoor - Senior Mgmt and Executive Leadership	Cruising
<b>C</b> Indoor - Service Managers and Advisors	Battling it out
<b>D</b> Indoor - FED Level 1, 2, 3, 4, 5 and 6	Struggling under pressure
<b>E</b> Indoor - Other	Struggling under pressure
<b>F</b> Outdoor/field - Team Leader	Struggling under pressure
<b>G</b> Outdoor/field - Other	Struggling under pressure
<b>H</b> Employee Group - Others	Rocky ground

# Position on the Change Map – Community and Customer Services



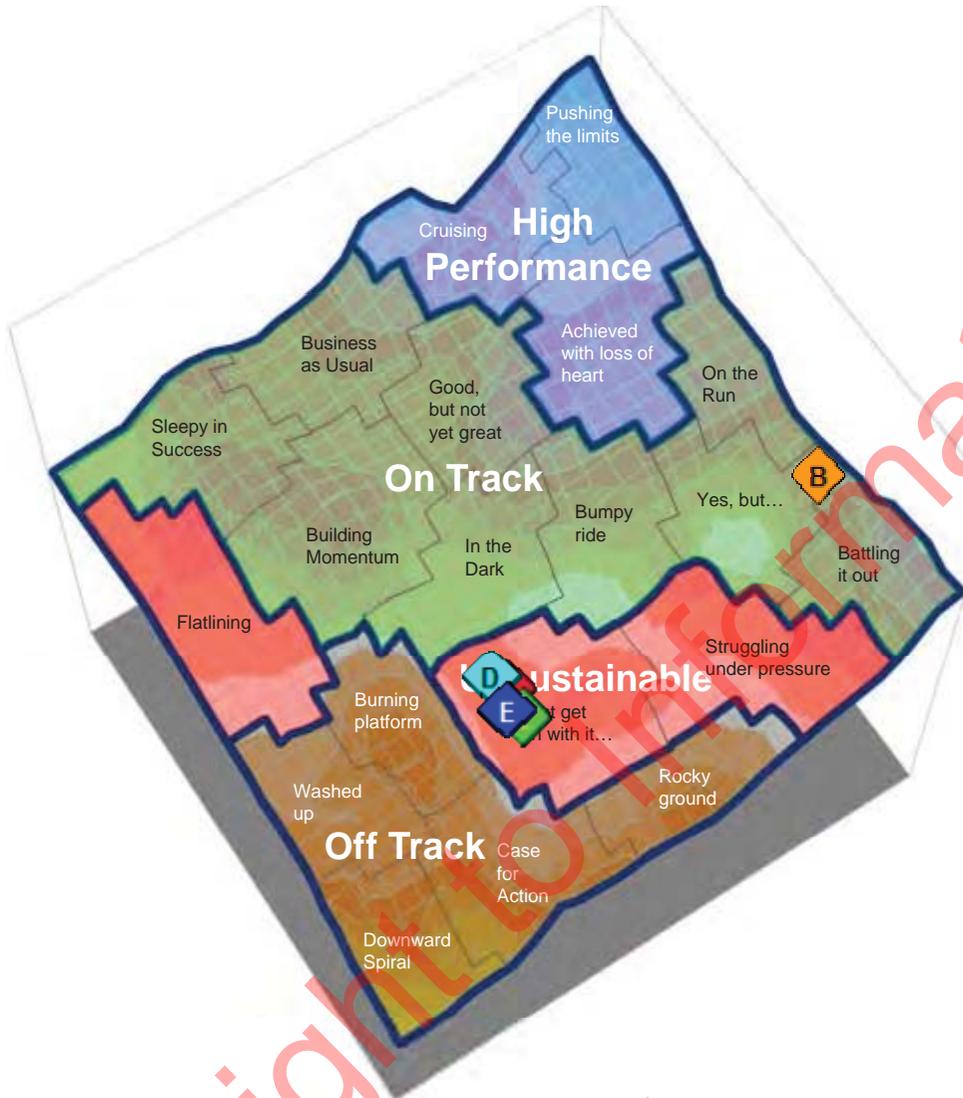
Name	Current Region
A Community and Customer Sevices	Struggling under pressure
B City Planning & Assessment	Struggling under pressure
C Community & Cultural Services	Struggling under pressure
D Environment & Regulation	Struggling under pressure
E Employees Certified Agreement (outdoor w orkers)	Struggling under pressure
F Officers Certified Agreement (indoor workers)	Struggling under pressure
G Indoor - Senior Management and Executive Leader	Battling it out
H Indoor - Service Managers and Advisors	Battling it out
I Indoor - FED Level 1, 2, 3, 4, 5 and 6	Struggling under pressure
J Indoor - Other	Struggling under pressure
K Outdoor/field - Other	Struggling under pressure

# Position on the Change Map – Financial Services



	Name	Current Region
A	Financial Services	Struggling under pressure
B	Business & Commercial Fin	Battling it out
C	Procurement Services	Case for action
D	Strategic Fin & Cap Mgmt	Just get on with it ...
E	Revenue & Cash Management	Struggling under pressure
F	Admin - Rating Services	Bumpy ride
G	Other	Struggling under pressure

# Position on the Change Map – Group Unit Team – Human Resources

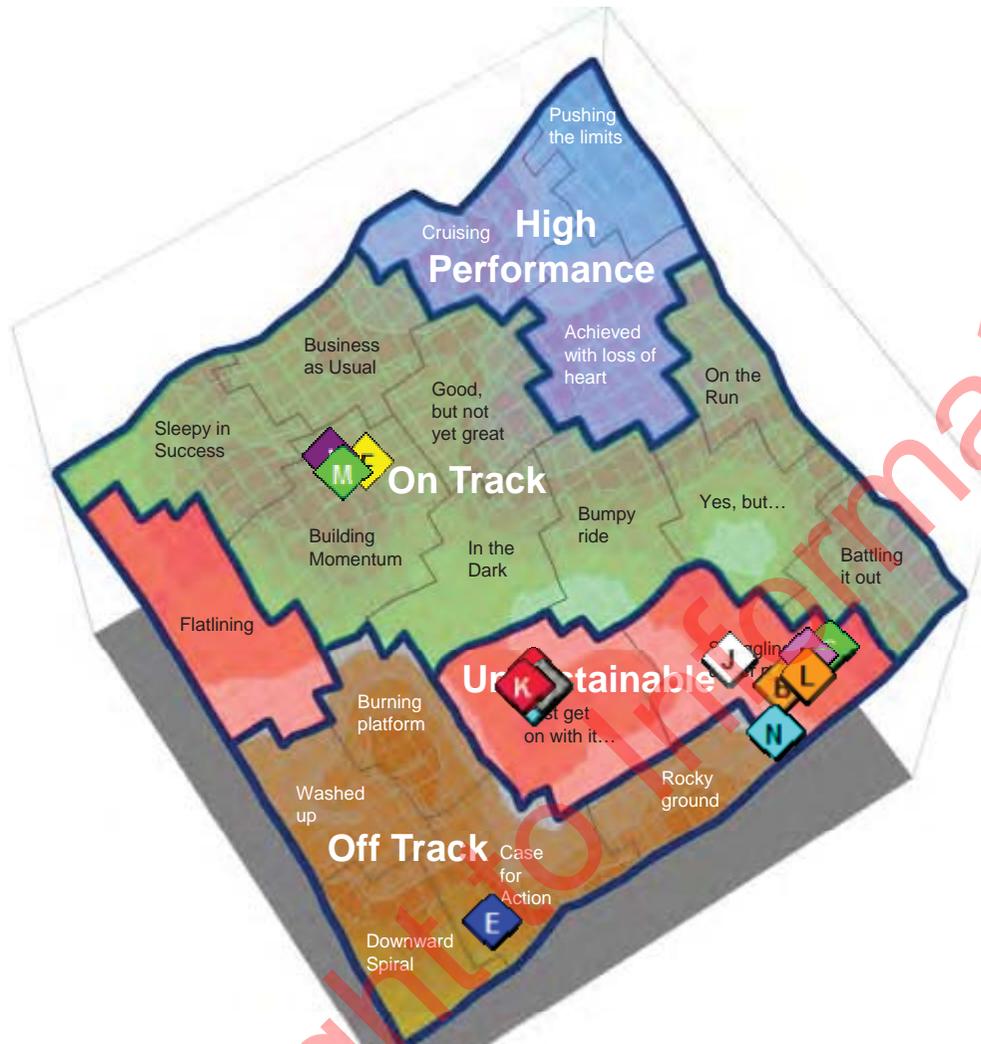


	Name	Current Region
A	Human Resources	Just get on with it ...
B	Safety & Wellbeing	Yes, but ...
C	Workplace Development	Just get on with it ...
D	People Development	Just get on with it ...
E	Workplace Relations Unit	Just get on with it ...

◇ Current result

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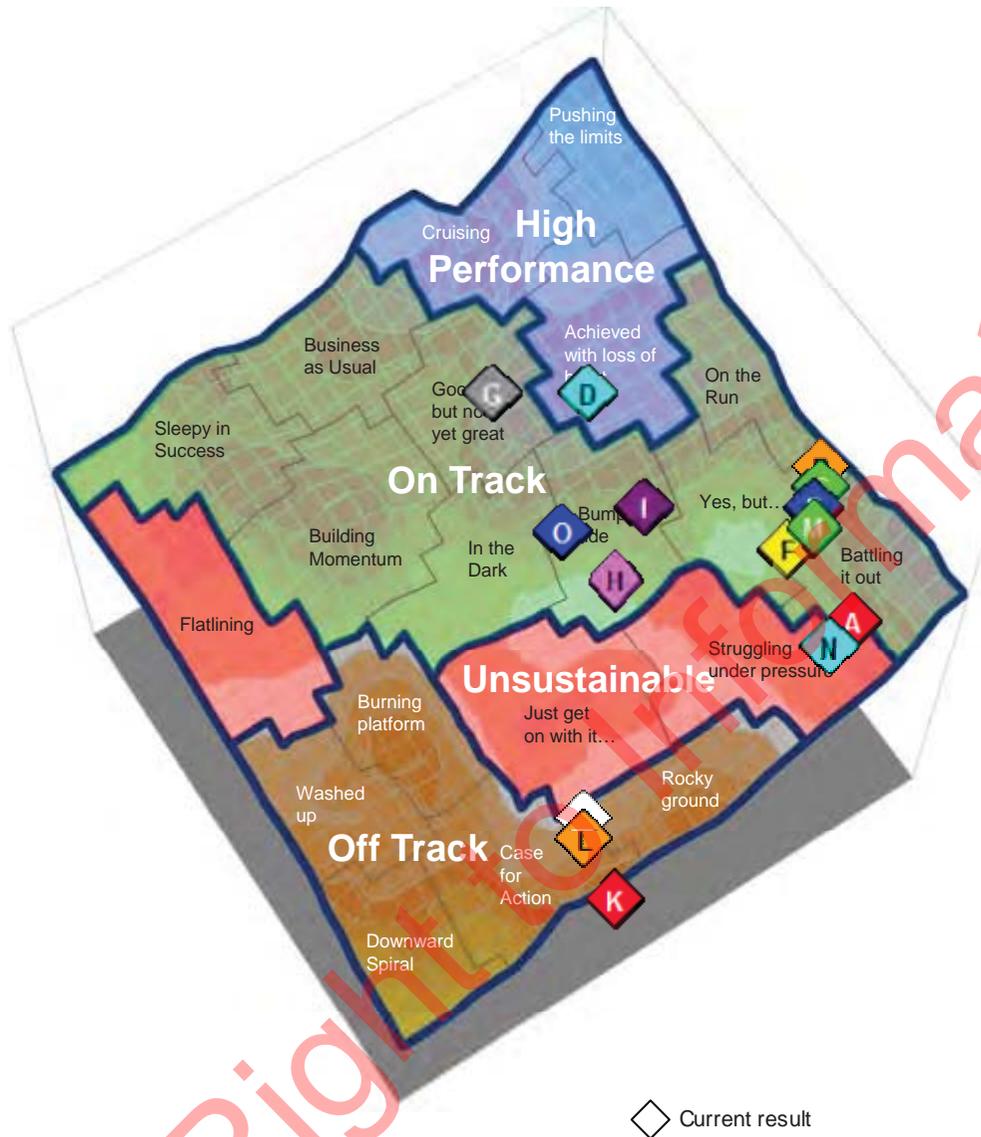
# Position on the Change Map – Infrastructure & Operations



Name	Current Region
A Infrastructure and Operations	Just get on with it ...
B City Infrastructure	Struggling under pressure
C City Spaces	Struggling under pressure
D Distribution & Treatment	Just get on with it ...
E Infrastructure & Planning	Case for action
F Project Delivery	Building Momentum
G Officers Certified Agreement (indoor workers)	Just get on with it ...
H Employees Certified Agreement (outdoor workers)	Struggling under pressure
I Industrial Instrument - Others	Building Momentum
J Indoor - Service Managers and Advisors	Struggling under pressure
K Indoor - FED Level 1, 2, 3, 4, 5 and 6	Just get on with it ...
L Indoor - Other	Struggling under pressure
M Outdoor/field - Team Leader	Building Momentum
N Outdoor/field - Other	Rocky ground

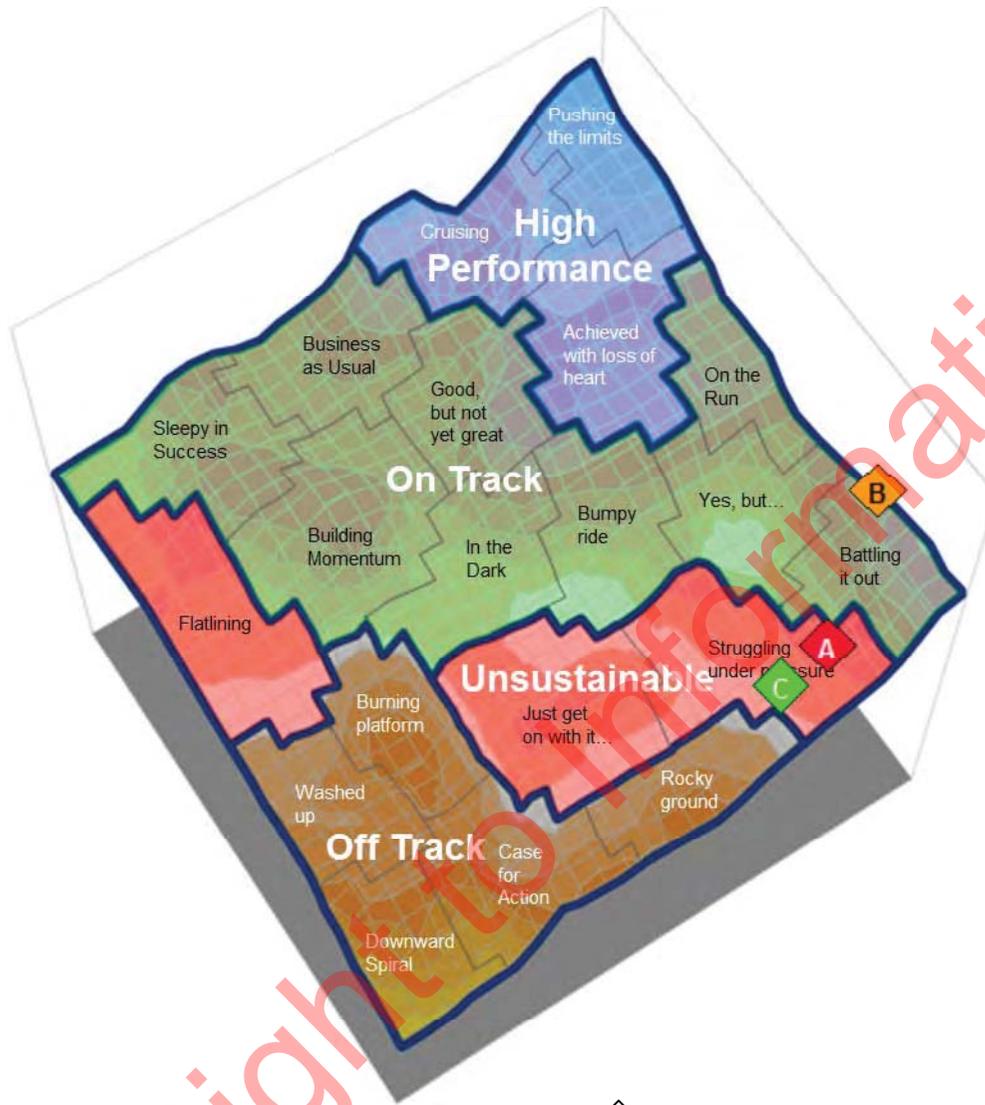
◇ Current result

# Position on the Change Map – Organisations Services



Name	Current Region
A Organisations Services	Struggling under pressure
B Communications	Yes, but ...
C Corporate Communications	Yes, but ...
D Communications - Other	Achieved with loss of heart
E Corporate Governance	Yes, but ...
F Risk & Liability Svcs	Yes, but ...
G Corp Plan, Perf & Risk - Other	Good, but not yet great
H Information Management	Bumpy ride
I Change Mngt (Prof Srv)	Bumpy ride
J Information Mgt (Inf Srv)	Case for action
K Service Mngt (Std Srv)	Case for action
L Other	Case for action
M Indoor - Service Managers and Advisors	Yes, but ...
N Indoor - FED Level 1, 2, 3, 4, 5 and 6	Struggling under pressure
O Indoor - Other	Bumpy ride

# Position on the Change Map – Office of CEO and Other



	Name	Current Region
A	Redland City Council	Struggling under pressure
B	Office of CEO	Battling it out
C	Other	Struggling under pressure

◇ Current result

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**1** Executive Summary

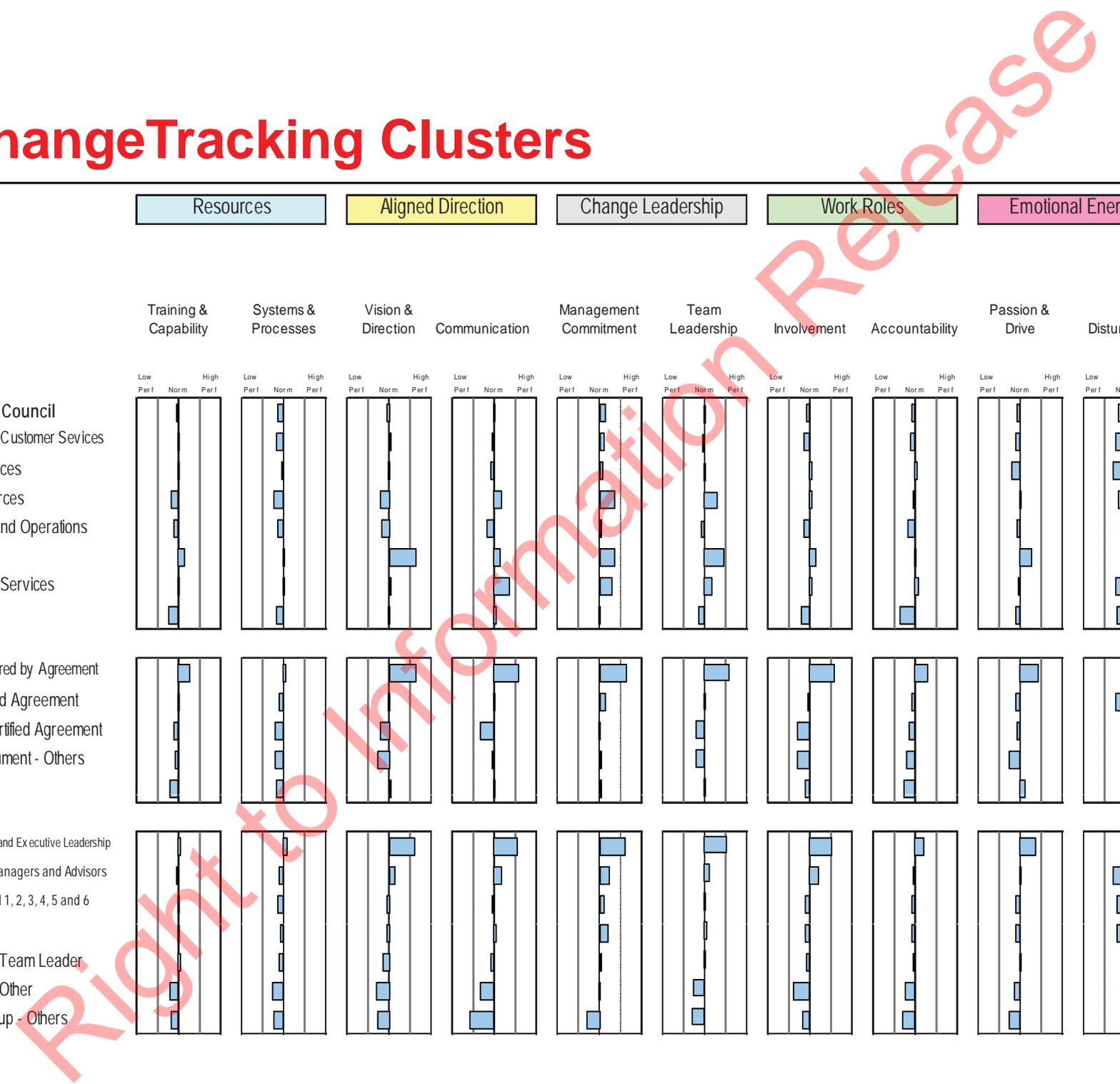
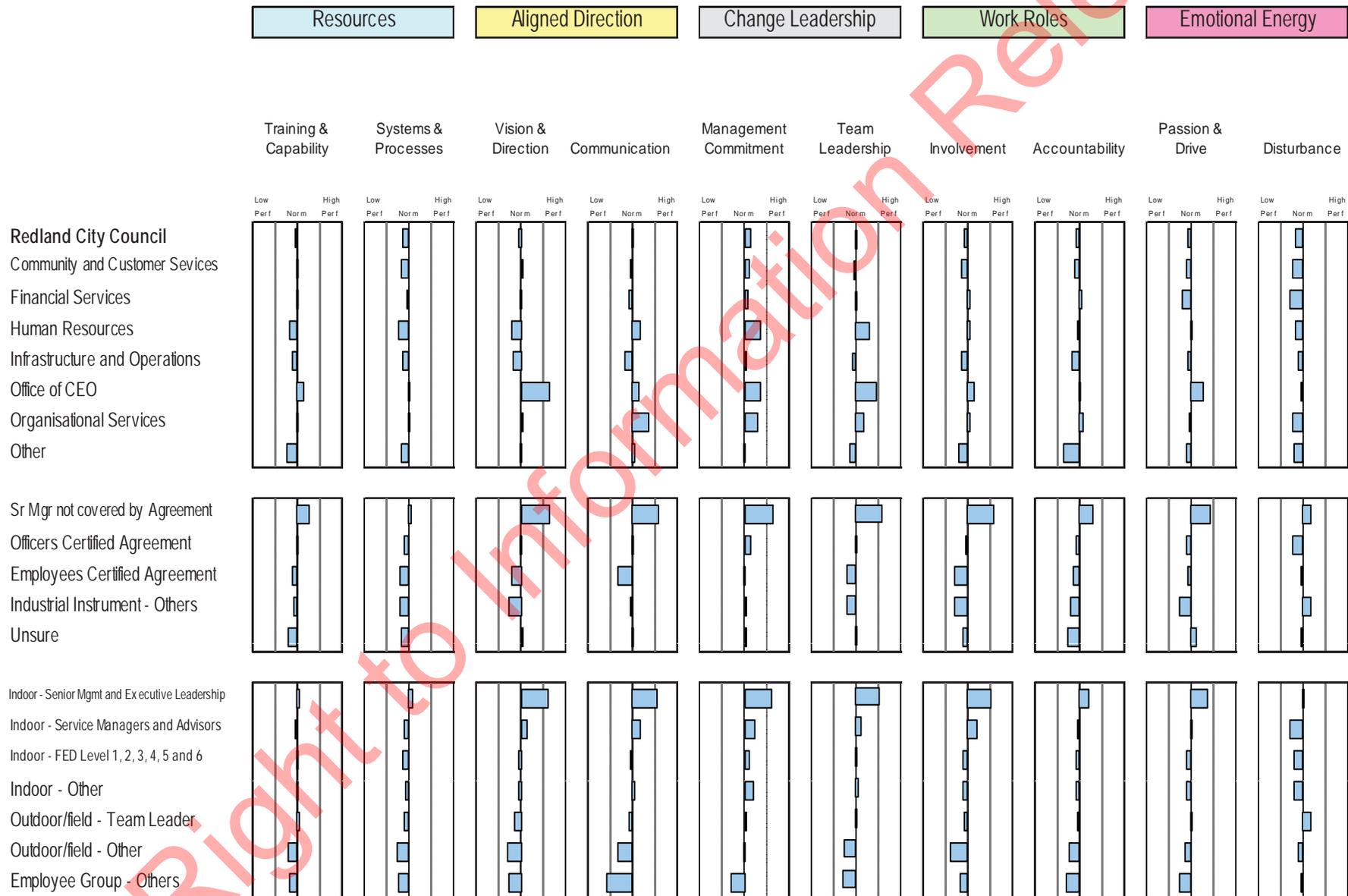
**2** Introduction

**3** Improving Performance

**4** Position of groups on the ChangeMap

**5** Reporting / Next Steps

# Change Tracking Clusters



# Improving Business Performance

## % Distribution of Performance Improvements

	Worse now	Same	Better now
Redland City Council	29%	28%	43%
Community and Customer Services	32%	25%	43%
Financial Services	25%	38%	37%
Human Resources	24%	21%	55%
Infrastructure and Operations	24%	30%	46%
Office of CEO	17%	17%	67%
Organisational Services	36%	27%	37%
Other	35%	29%	35%

Sr Mgr not covered by Agreement	5%	5%	89%
Officers Certified Agreement	31%	28%	41%
Employees Certified Agreement	27%	32%	41%
Industrial Instrument - Others	22%	33%	44%
Unsure	16%	16%	68%

Indoor - Senior Mgmt and Executive Leadership	23%	4%	73%
Indoor - Service Managers and Advisors	29%	16%	55%
Indoor - FED Level 1, 2, 3, 4, 5 and 6	32%	28%	40%
Indoor - Other	27%	33%	40%
Outdoor/field - Team Leader	11%	44%	44%
Outdoor/field - Other	23%	34%	43%
Employee Group - Others	56%	22%	22%

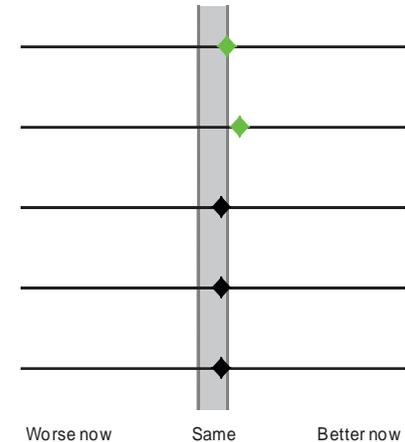
## Improving Business Performance

### Improving Business Performance



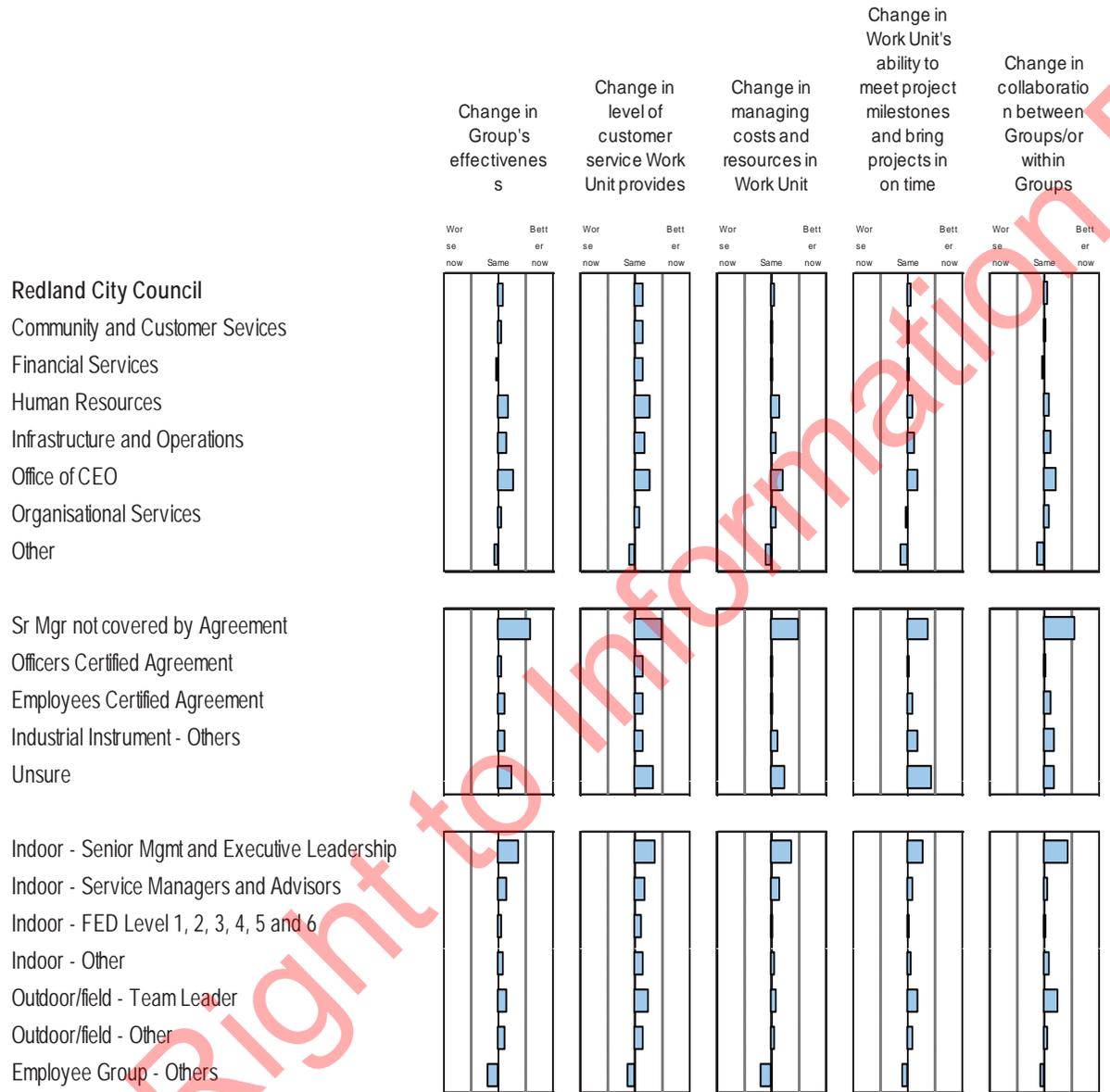
How have the following changed in the last 6 months?

- Your Group's effectiveness? Is it ...
- The level of customer service (internal or external) your Work Unit provides? Is it ...
- Managing costs and resources in your Work Unit? Is it ...
- Your Work Unit's ability to meet project milestones and bring projects in on time? Is it ...
- Collaboration between Groups/or within Groups? Is it ...



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# Improving Business Performance

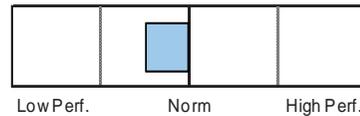


# Achieving Project Objectives

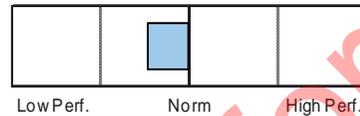
## Are we achieving the objectives of our change program?

ChangeTracking measures the extent to which planned functionality and/or capability has been achieved and whether or not people see that business benefits have been realised. We also ask questions to measure people's confidence of success - that the change will result in improvement in business performance in the future.

How confident are you that the performance of your Group will improve because the changes taking place in the Council?

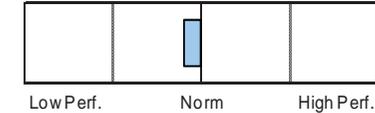


How well the changes are being managed



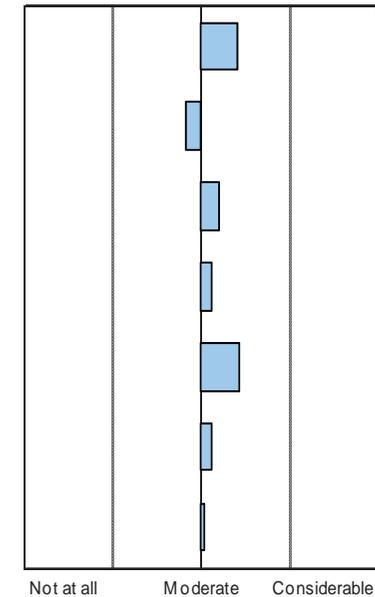
## Realising Business Benefits

Realising Business Benefits



Where do you see that most benefits will be delivered from the changes taking place in the Council?

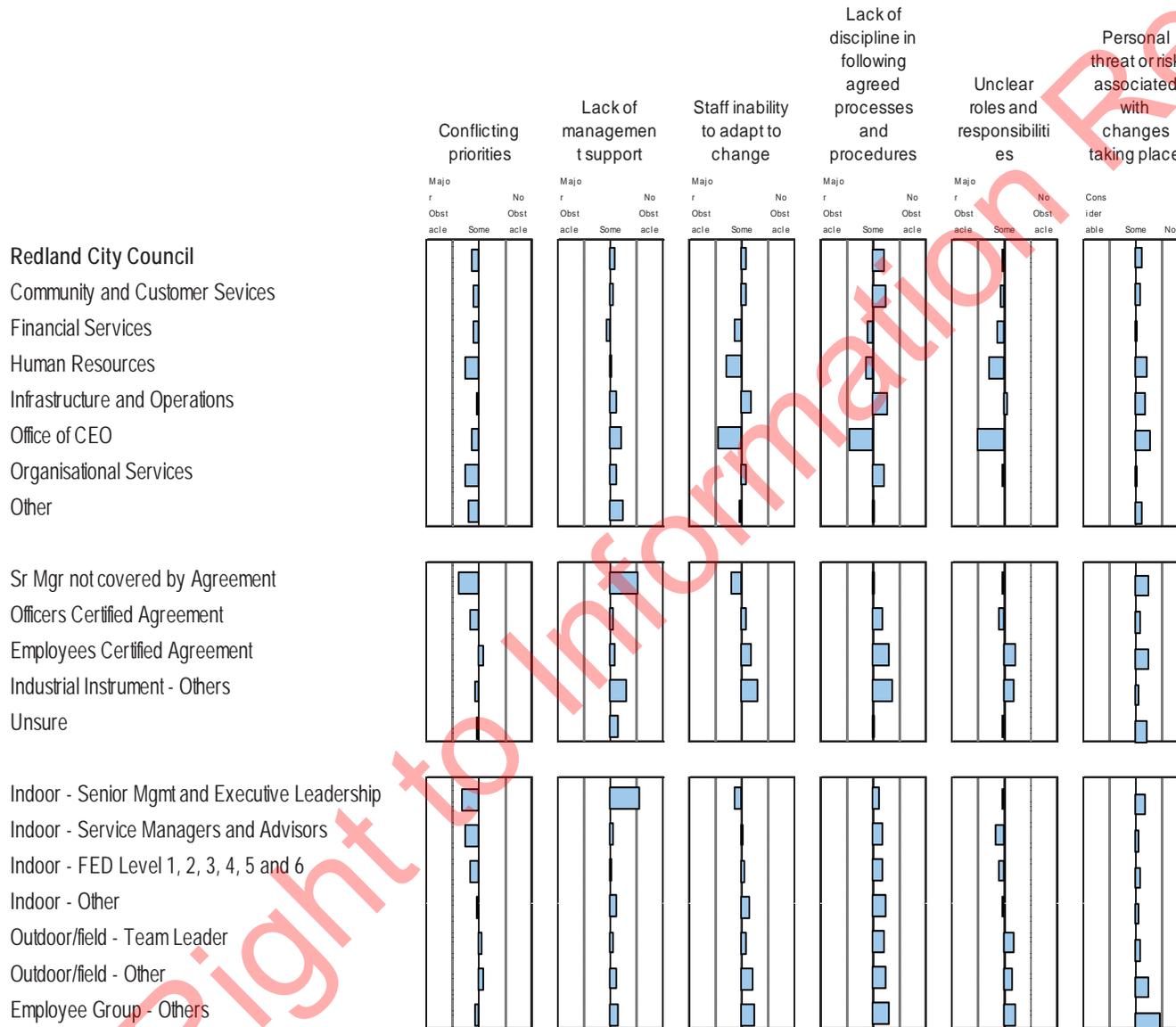
- Safety - Exceed legislative requirements for health and safety. Work towards a safety first culture and an injury free work environment so
- People - Attract and keep the best people, develop strong leaders and help our people to thrive at work.
- Financial Performance - Exceed financial targets in a sustainable manner, through improved productivity and cost effectiveness to
- Operational Excellence - Align key systems, processes, tasks and functions to best use the strengths of individuals and teams.
- Customers - Deliver excellent standards of customer service
- Community - Engage the community in the planning and delivery of services.
- Environment - Apply awareness, commitment and action in supporting a diverse and healthy natural environment.



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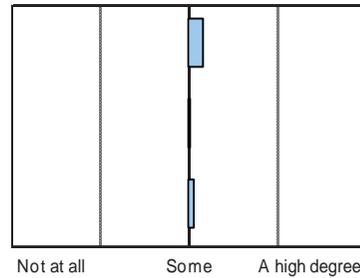
# Turbulence: Risks and Roadblocks



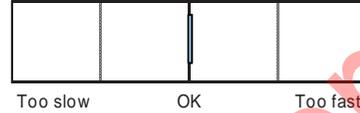
# Turbulence: Changes Taking Place

How much are the following changes taking place within your Group:

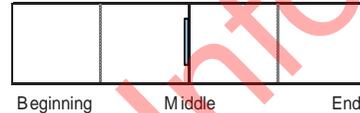
- Internal Restructure, e.g. reorganisation, top management changes
- New Way of Working, e.g. changes in culture, values and attitude
- Growth, e.g. new services, policies and procedures, technologies



Rate the pace at which the changes are being carried out in your Group.



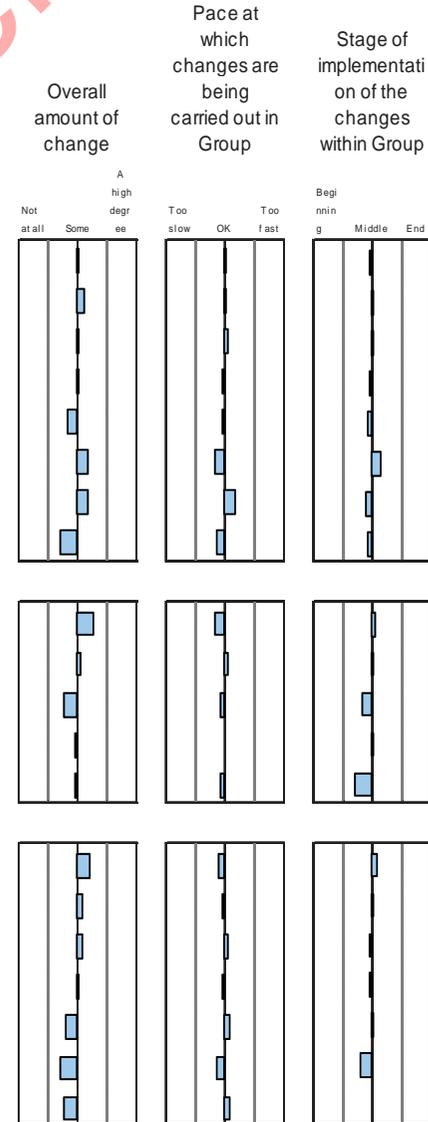
At what stage of implementation are the changes within your Group?



- Redland City Council
- Community and Customer Services
- Financial Services
- Human Resources
- Infrastructure and Operations
- Office of CEO
- Organisational Services
- Other

- Sr Mgr not covered by Agreement
- Officers Certified Agreement
- Employees Certified Agreement
- Industrial Instrument - Others
- Unsure

- Indoor - Senior Mgmt and Executive Leadership
- Indoor - Service Managers and Advisors
- Indoor - FED Level 1, 2, 3, 4, 5 and 6
- Indoor - Other
- Outdoor/field - Team Leader
- Outdoor/field - Other
- Employee Group - Others

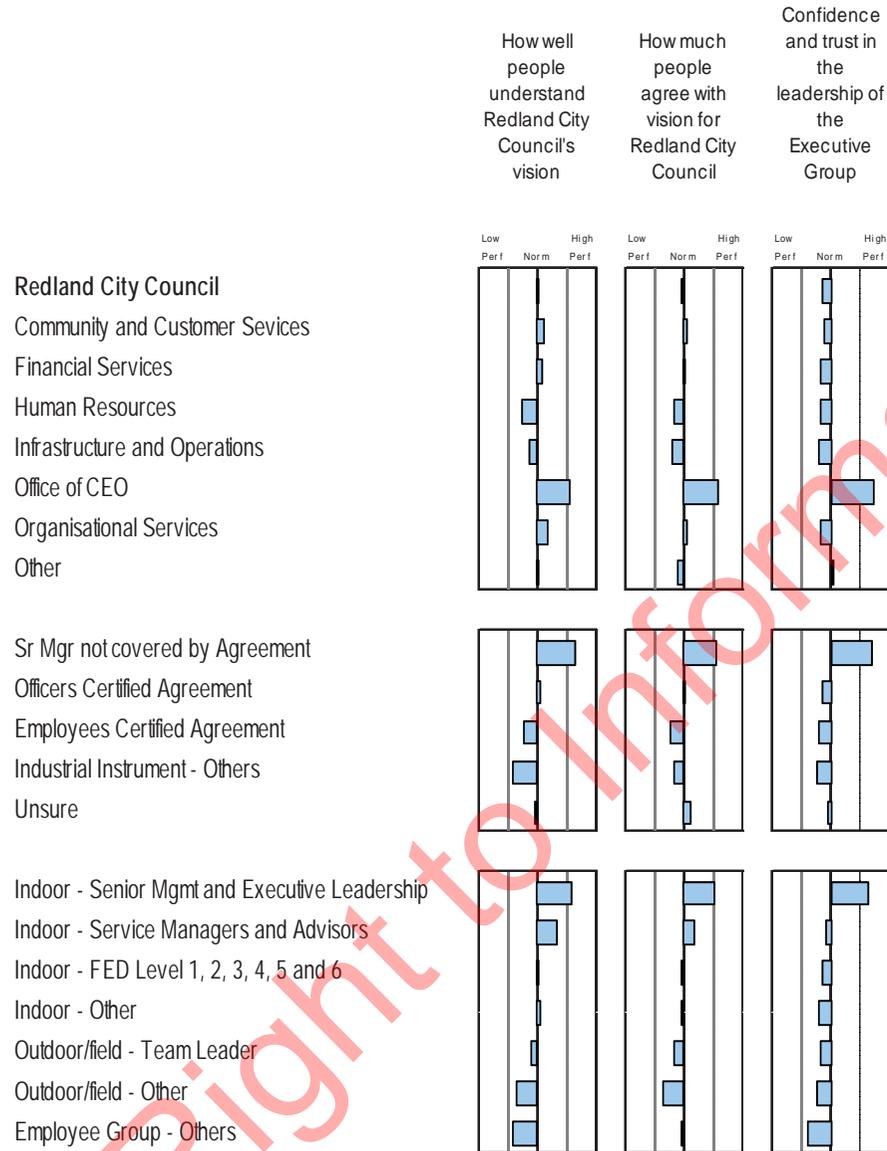


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# Resources: Training & Capability and Systems & Processes

	Training & Capability		Systems & Processes	
	Capabilities (skills and knowledge) needed to achieve Work Unit objectives	Sufficient staff (with people in the right roles) needed to achieve Work Unit objectives	Systems (equipment, IT systems, etc.) needed to achieve Work Unit objectives	Effective processes and procedures in place needed to achieve Work Unit objectives
	Low Perf   Norm   High Perf	Low Perf   Norm   High Perf	Low Perf   Norm   High Perf	Low Perf   Norm   High Perf
<b>Redland City Council</b>				
Community and Customer Sevices				
Financial Services				
Human Resources				
Infrastructure and Operations				
Office of CEO				
Organisational Services				
Other				
<b>Sr Mgr not covered by Agreement</b>				
Officers Certified Agreement				
Employees Certified Agreement				
Industrial Instrument - Others				
Unsure				
<b>Indoor - Senior Mgmt and Executive Leadership</b>				
Indoor - Service Managers and Advisors				
Indoor - FED Level 1, 2, 3, 4, 5 and 6				
Indoor - Other				
Outdoor/field - Team Leader				
Outdoor/field - Other				
Employee Group - Others				

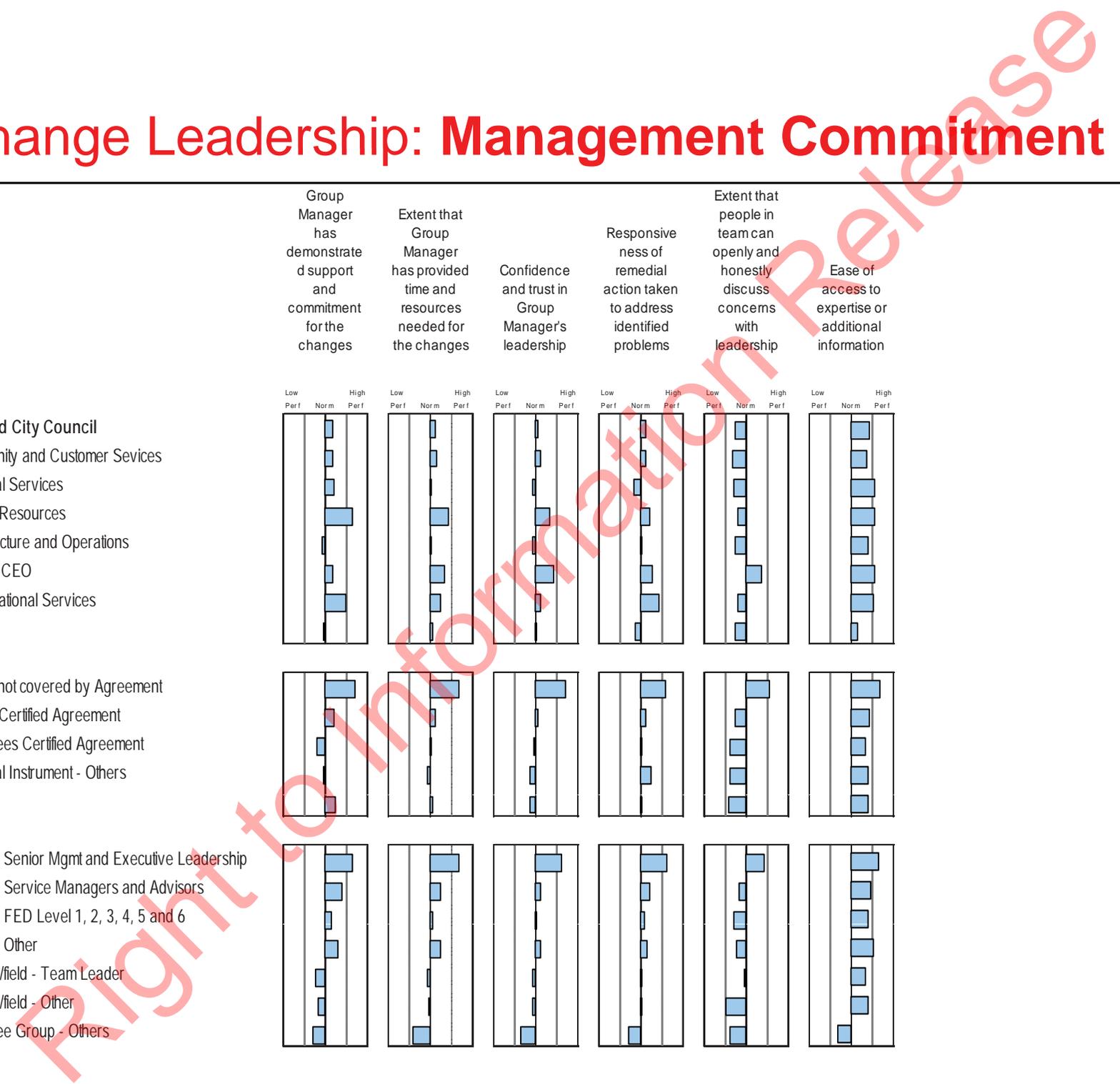
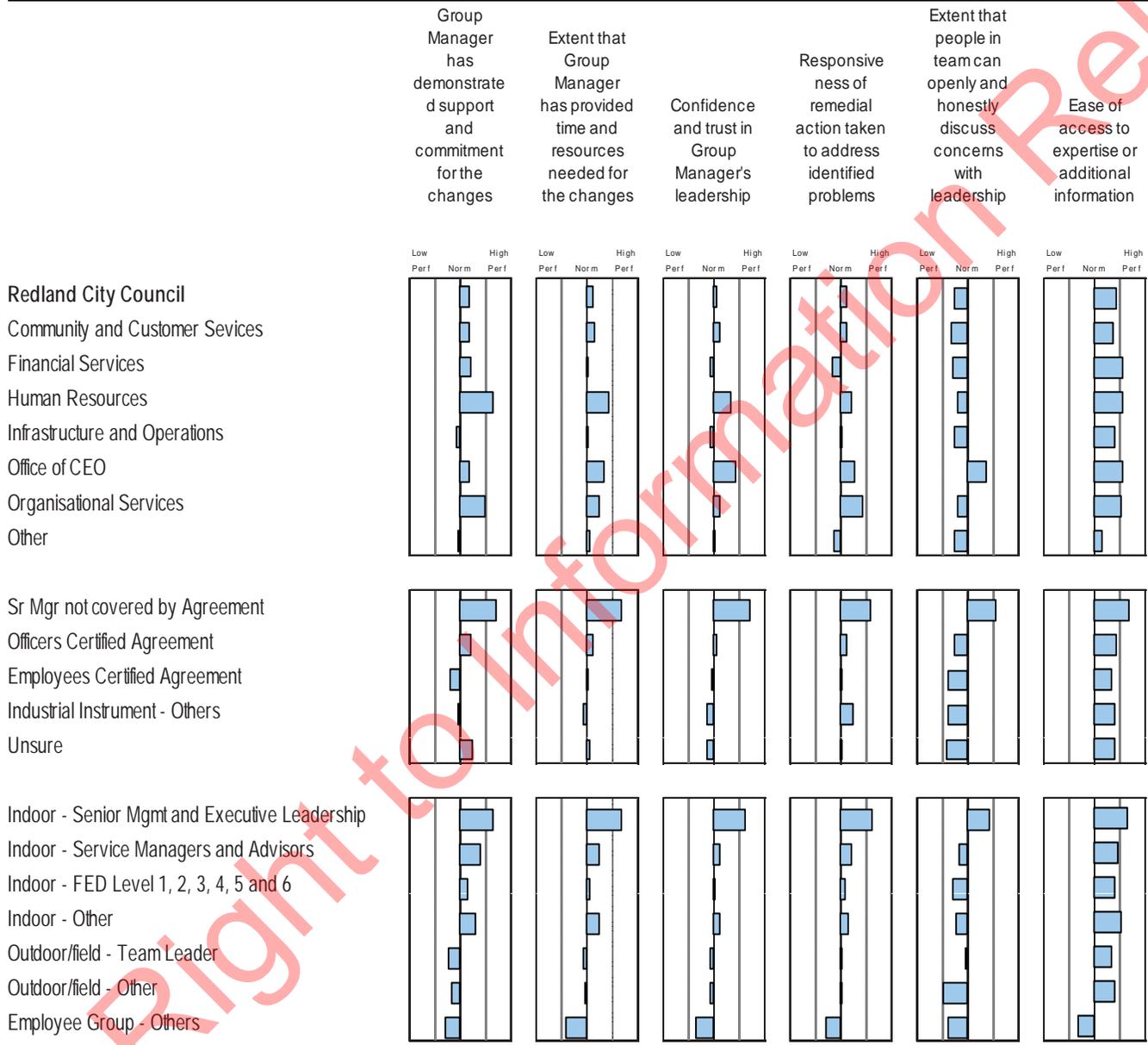
# Aligned Direction: Vision & Direction



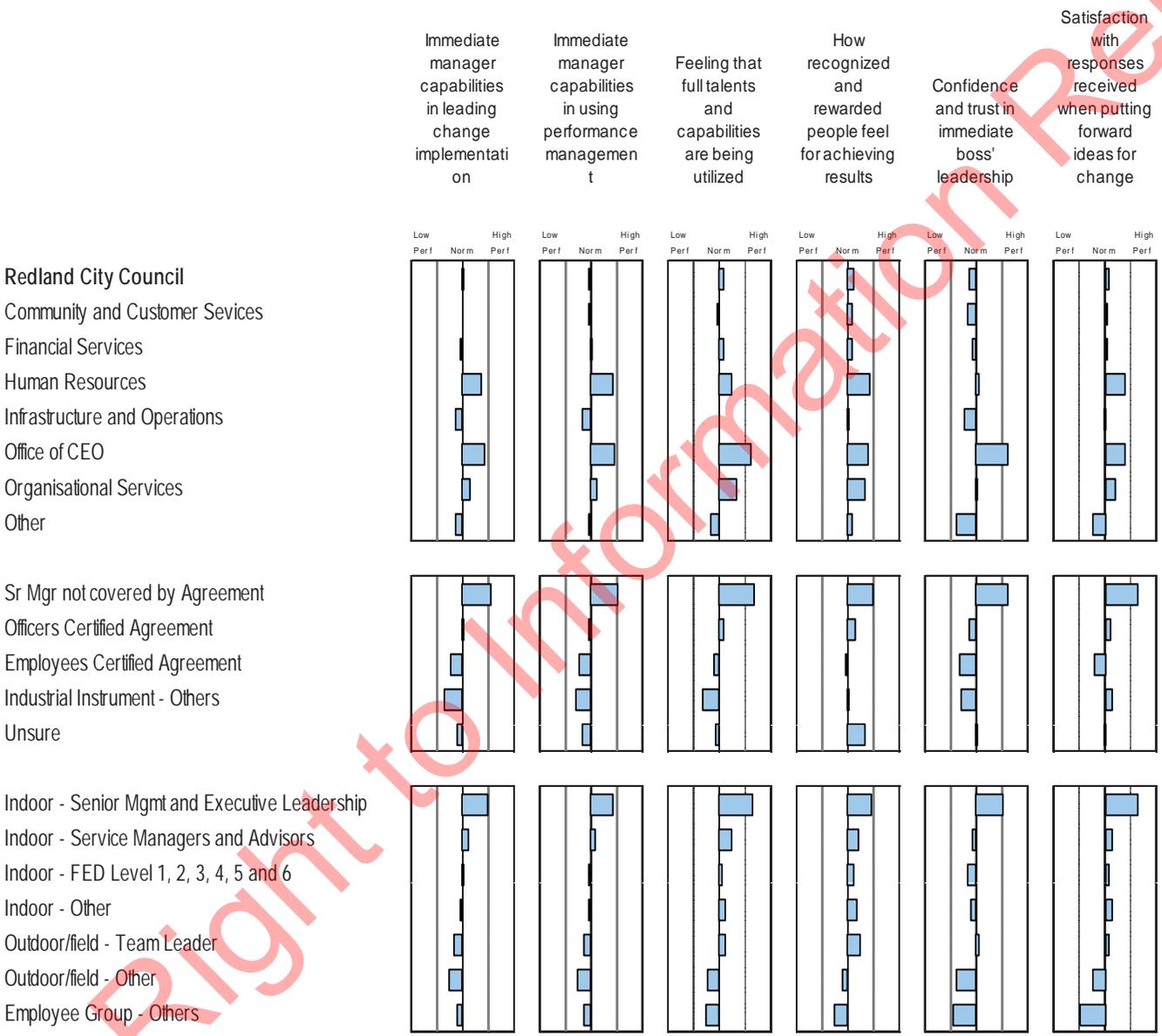
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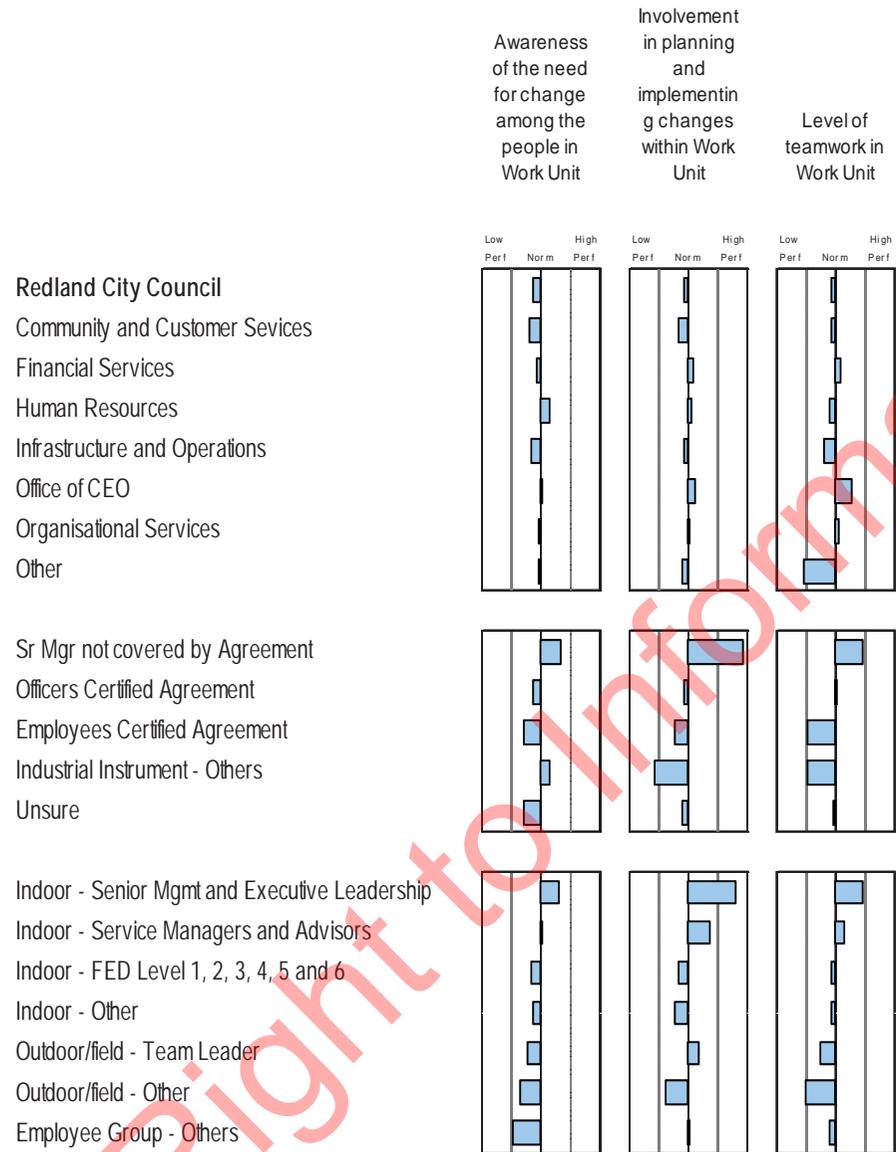
# Change Leadership: Management Commitment



# Change Leadership: Team Leadership

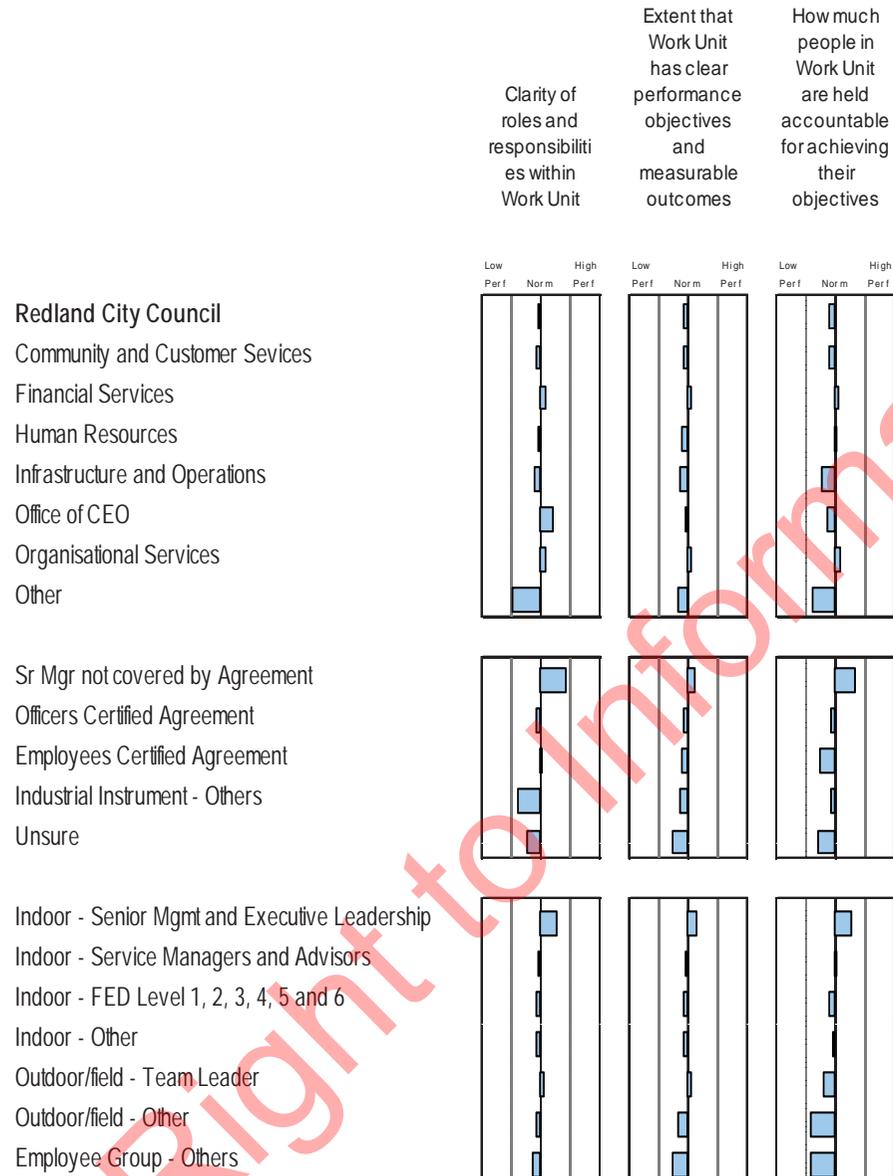


# Work Roles: Involvement

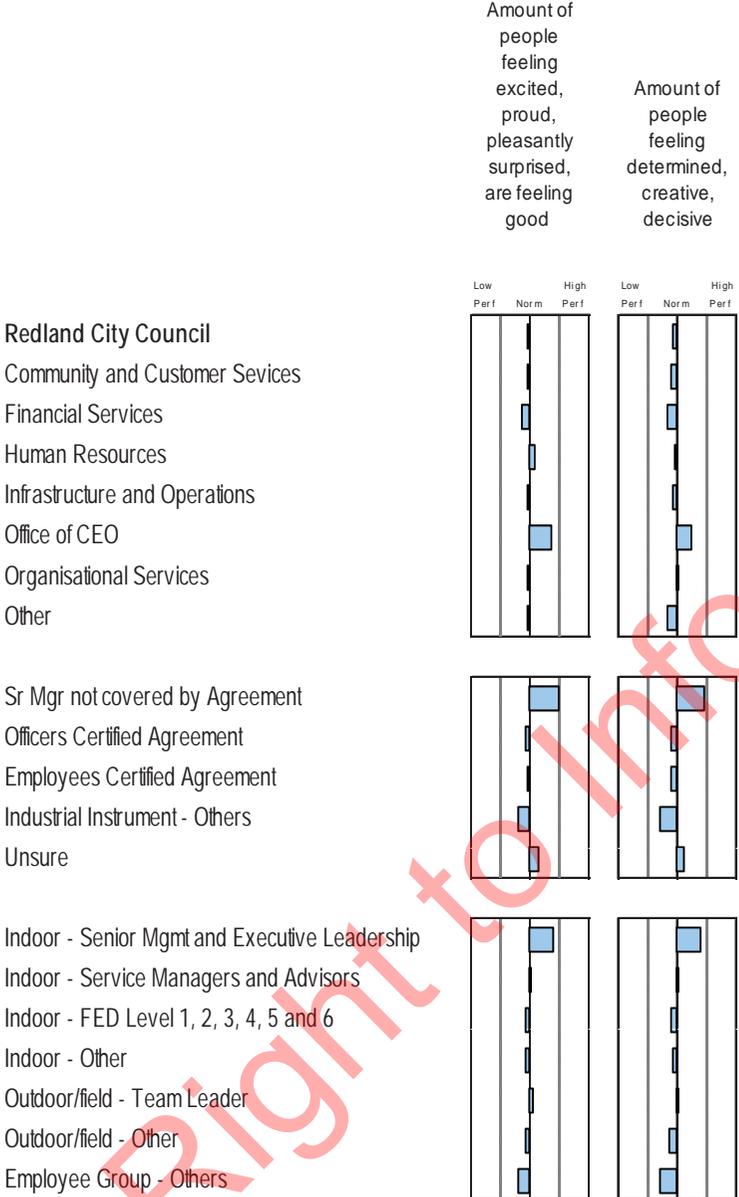


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# Work Roles: Accountability

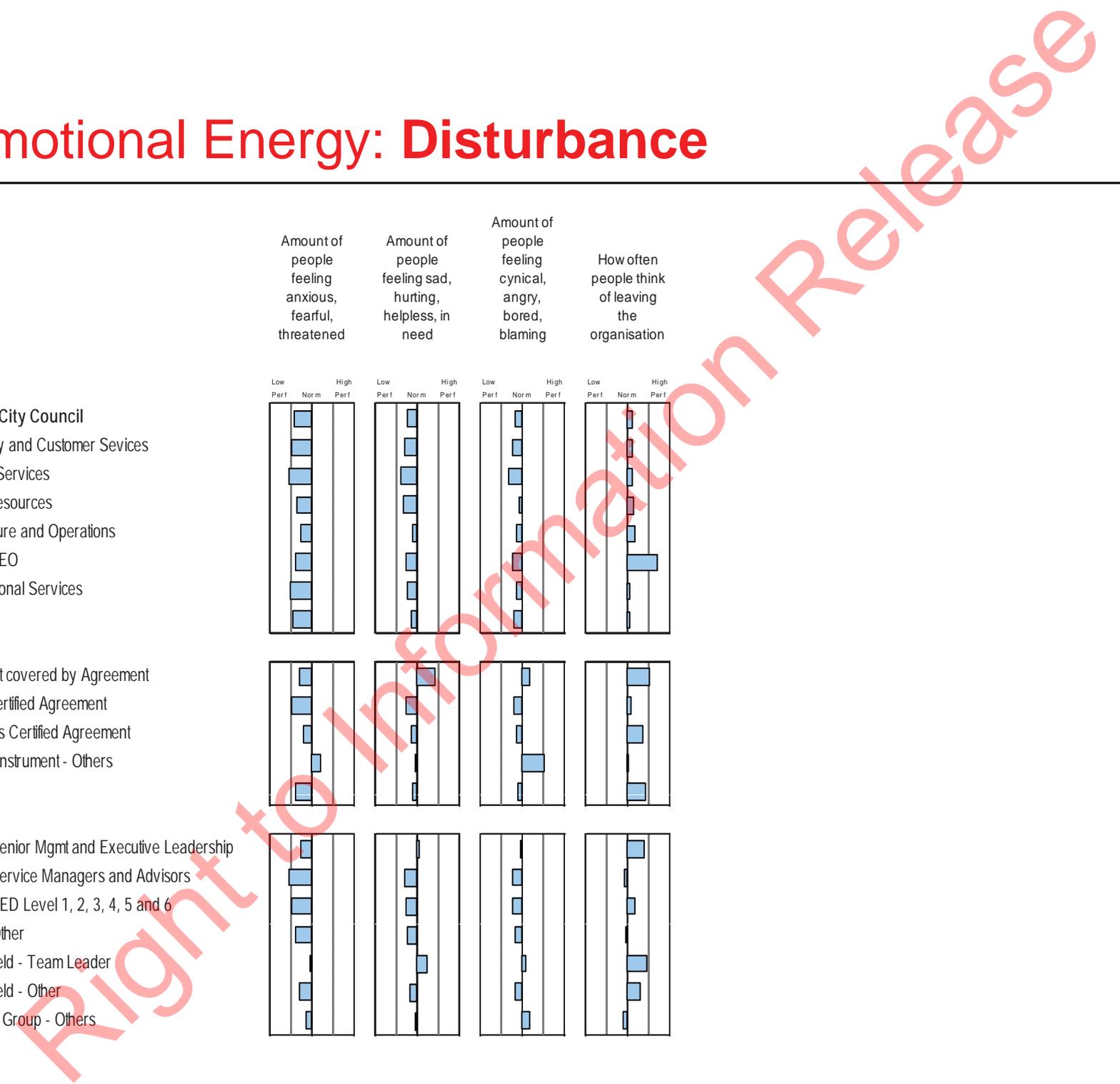


# Emotional Energy: Passion & Drive



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# Emotional Energy: Disturbance



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4	Position of groups on the ChangeMap
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Right to Information Release

## Position on the Human Capital Map

### Region Description: “Pushing the Limits”

*With high overall driver scores there are no obvious areas for improvement. The challenge in this Region is to maintain high performance. The bottom three clusters (even though these are all scoring high performance) are Systems and Processes, Communication and Passion and Drive. Teams can become concerned about whether they have the resources and communication needed to sustain the high amount of change that is required to continually improve.*

#### **What are people talking about?**

Employees in ‘Pushing the limits’ use language that is very positive and indicates they are ‘proud’, ‘satisfied’, ‘happy’, ‘excited’ and ‘committed’. They talk about being ‘focused’ and ‘professional’. Things are ‘great’, ‘excellent’, ‘best’, ‘positive’ and have ‘improved’. There is talk of ‘achieving’ and a sense of having ‘achieved’. People ‘continue’ to ‘deliver’ and ‘provide’ and there is talk of ‘success’, ‘deliverables’, ‘effectiveness’, ‘speed’ and ‘solution’. Other common words are ‘network’, ‘community’. The words ‘thanks’, ‘recognition’, ‘reward’ and ‘response’ occur frequently in comments from the people in this Region.

#### **What do people experience?**

These exceptional teams are full of excitement and drive. Their role clarity is extremely high and they are crystal clear about their performance objectives and measurable outcomes. They also feel highly valued and very satisfied with their job. Any leadership group would be proud of the performance and leadership style in these teams. To position in this Region, the team’s scores must align very closely on most questions, so they are a close-knit team. Relationships with leaders at all levels are excellent although, they would like a little more communication and clarity from their Business Unit leaders. Their lowest scores (even though they are all in high performance) are in Systems and Processes, Communication and Passion and Drive implying that once they reach the top they need to change tack to conserve energy and to influence the allocation of resources. The behaviours that rank the lowest in this Region are “Information from rumours, ‘systems and processes’ and ‘written information’”. Passion and Drive is a finite resources and burn out is the result if enthusiasm and hard work is not supported by adequate systems and processes. When you are at the top, the only way to move from here is down! Depending on the organisational culture this group may be resented by others for doing so well, or could be seen as having had their share of resources already. Either way they need to skilfully use of the power they have acquired through success. If they do not have the necessary resources to progress and they take their eye off ball – perhaps by becoming arrogant or overly confident, they may quickly tire and slip down the mountain.

#### **Team dynamics**

It is hard to continually remain successful. Some people in this Region may intentionally avoid those from other Regions who are not useful to them, or they may seek less pressure and greener pastures, by moving down to lower Regions. Those who have limited energy left may try to conserve it by withdrawing. The shy ones may deny the real relevance of their success and have to be encouraged to grow into bigger shoes. This is all particularly challenging if people have not been so successful in the past and are unfamiliar with it. Others may try to shrink from their own significance and return to less demanding work. They may not feel able to or interested in taking up leadership roles.

## Position on the Human Capital Map

### Region Description: “Cruising”

*Teams in ‘Cruising’ are performing very well and there is high confidence in their immediate leaders. Workplace loyalty is high, people feel valued and teamwork is very strong. This is a place people want to be. They are literally Cruising on their confidence. People are clear on their roles, responsibilities and performance objectives. Groups in this Region are typified by low amounts of Disturbance, with a moderate amount of change taking place and low to moderate risk.*

#### What are people talking about?

In ‘Cruising’, ‘gives’ and ‘offer’ are the two most common words used. There is a focus on cooperation with comments on ‘sharing’, ‘thank’, ‘consideration’, ‘responsibility’ and ‘communicated’. Performance is a key focus for this group, with many references to outcomes. People talk about ‘deliverables’, ‘effectiveness’, ‘improvement’, ‘growth’, ‘progress’ and ‘productivity’. A lot of language is focused on the mechanics of the job, with words such as ‘estimator’, ‘review’, ‘report’, ‘data’, ‘samples’, ‘methodology’ and ‘activities’. People are also interested in their side of the balance sheet, mentioning ‘promotion’, ‘health’ and ‘recognition’.

#### What do people experience?

For people in this high-performing Region, every driver is in high performance, so there are only a few areas that can be improved. Disturbance is particularly low – there is minimal distress, fear or anger and only a moderate amount of change. Life is good and positive emotions are high; people are passionate and driven. Teams are cohesive and productive. They are confident and trusting in their immediate leader and their roles and objectives are clear and measurable. They feel valued and are not thinking of leaving.

With moderate amounts of change taking place, staff are not initiating change and wont reach the highest levels of performance. Involvement in change is scored less than other questions. Making more change happen is not an issue – they have already arrived! Lower scores also occur on Systems and Processes and Vision and Direction providing small signs that neglecting the bigger picture and providing the resources needed to sustain high performance, can potentially become an issue.

#### Team dynamics

Leaders are generally perceived well. Trust and confidence in Unit leaders and Team Leaders is extremely high. The main role of leadership teams in Cruising is to provide support and guidance for other groups lower down the mountain. The danger however is that complacency can set in. It is easy to become blinded by success. If they become too distant for the groups they need to lead they can easily get out of touch with the reality in other parts of their organisation. Leaders need to keep in mind that the very competencies that lead to success in the first place – drive, determination and fast decision making for example – can become their downfall if they fail to adjust their style when they reach their destination. Leaders can be accused of arrogance, impatience and not listening to people.

## Position on the Human Capital Map

### Region Description: “Achieved with loss of heart”

*People in ‘Achieved with a loss of heart’ have high Involvement, clear Vision and Direction and strong leadership. There is a sense of urgency and awareness of the need for change is high. Results are being achieved, performance is improving, benefits are being realised, but at a cost. Accompanying the hard work in this Region of High Performance is the underlying feeling – “what’s in it for me!” and “why cant we have the resources we need to get the job done?”. Teams have arrived but can feel undervalued and dissatisfied. Rumour levels are high and some people are thinking of leaving. While talent is being utilised, it is one of the lower scoring questions.*

#### **What are people talking about?**

People in this Region have a strong focus on externals, using words such as ‘government’, ‘infrastructure’, ‘competitors’, ‘international’, ‘financial’ and ‘technical’. Words such as ‘HR’, ‘brand’ and ‘maintenance’ are more common than usual. The prevalence of words like ‘enhance’, ‘developing’, ‘growing’ is high and people seem to want to ‘achieve’, ‘develop’ and ‘increase’. There is some focus on desire – ‘appreciate’, ‘desired’, ‘expect’ and on community with ‘shared’ and ‘related’ being common.

#### **What do people experience?**

People in this Region are high achievers who have set ambitious targets and achieved a lot. Their determination is high with very high levels of Involvement, Vision and Direction is clear and leadership is strong. They see where they are going and know what to do to get there! However, the promise of reward hasn’t seemed to work out as expected. As a result they can be left feeling undervalued and possibly even angry and bitter. In some cases, cynical at not being recognised and a sense of having been betrayed or exploited. Achieving high performance can result in burn out if work life balance is neglected. The lack of resources is troubling. All of these feelings can lead to withdrawal from the company and its vision. While confidence in the immediate boss is strong, teams can feel that the leaders above them are out of touch with what they need in order to maintain high performance and drive. This can lead to a lack of alignment amongst leadership groups.

#### **Team dynamics**

The high level of rumour will cause tension amongst groups in an organisation and the stress of high performance could lead team members to adopt inflexible positions, seeing things in black/white terms. Humour, or wry, black humour is often used to relieve the stress. They may fall back to blaming and undermining. If the team stays close however, they have a good chance of developing an effective strategy, dispelling rumours and insisting on better communications. Once communications are better, they could push for what they need in terms of resources.

A far worse alternative is that the whole team could become disaffected, which would be a disaster, because this group are such high performers. People could begin to explore individual rather than team agendas in order to solve their own dissatisfaction. Relationships with company leadership may deteriorate and communications could breakdown. Team leaders easily become frustrated, knowing that morale is wavering. The sense of urgency could create anxiety which is helpful if it pushes to action, but unhelpful if it immobilises people.

## Position on the Human Capital Map

### Region Description: “On the Run”

*‘On the Run’ literally means everything is moving fast! High achievers in these teams understand and agree with the company direction, have confidence in company leadership, and feel valued and involved in the changes taking place. Their obstacle to success is that their teams are not functioning at full capacity – teamwork is not as high as it could be, team leaders are not managing work pressure and workload as well as they could, there are unclear team roles and objectives and they are lacking the resources required to achieve their objectives.*

#### What are people talking about?

The primary language employed by people in ‘On the Run’ shows their focus on ‘clarity’, ‘speed’ and ‘pace’. People are beginning to ‘join’, ‘share’, ‘accept’, ‘build’ and ‘manage’. They commonly use words such as ‘achieving’, ‘developing’ and ‘increasing’, but also ‘lose’ and ‘miss’ (such as “miss deadlines”). People talk about ‘acquisition’ or ‘takeovers’ and the ‘how’ aspects of organisational change with words such as ‘research’, ‘data’ and ‘methodology’. There is a preoccupation with ‘external’, ‘competitive’ forces, which might have to do with ‘overseas’ and ‘international’ aspects and globalisation – people talk about ‘competition’, ‘government’, ‘market’, etc. There seem to be financial constraints – people talk about ‘finance’, ‘funding’ and ‘investment’. Negative words include ‘resistance’, ‘loss’, ‘risk’, ‘failure’ and ‘inability’.

#### What do people experience?

People in this Region are under pressure to achieve and need to move fast to get the job done. They are positive about the vision of the company, their role in it and they have low levels of disturbance (all three of these areas are in the “high performance”). However, their role clarity and accountability has suffered. Although still well above the norm, these rank with communication and systems and processes, as the lowest clusters for this group. These are the areas where targeted action is needed push them onto the highest levels of performance. Teams are severely hampered by a lack of information, particularly from written sources. Writing things down when the team is moving fast may seem unnecessary. It’s as if people in this Region are ready for more change psychologically – they want to get there, but are not ready not operationally and are stretching their resources. Team leaders need extra skills or resources to manage the workload. They need to pause, rebuild before moving on again, ensuring that everyone is clear regarding their roles and objectives and has the training and capability needed to get the job done. Some staff may see themselves as not having influence or control over their workloads and outcomes, but they can exert more control within their own team by developing systems, role definitions and seeking the skills they need to succeed in their project.

#### Team dynamics

Lack of role clarity can fuel conflict and turf battles, resulting in members blaming each other for lack of skill or for letting the team down. In some cases, team members can often experience rivalry, with a desire to impress. However, their major strengths in their alignment with the company vision means that are likely to support each other to get back on track. Teams who have slipped to Achieving on the Run from a place higher on the map will need to take steps to work hard to catch up. It is common for these individuals to deny failures or deny that they lack skill/ability. If they can admit to mistakes they can cope by joining together in a determined and decisive strategy to regain ground. If a team is less robust, or if they have suffered loss of members, individuals may eventually become disillusioned and begin to look outside the team for answers, fragmenting team spirit.

## Position on the Human Capital Map

### Region Description: “Battling it Out”

*Groups in ‘Battling it out’ are achieving performance improvement, but under very high levels of Disturbance. There is a lot of change taking place. While there is a high level of understanding of the vision for the future, people feel distressed, fearful and angry. It is hard work to keep going and the workplace has the characteristics of a ‘war zone’.*

*On the positive side, teams have high involvement and accountability, strong change leadership, Team Leadership and reasonably good communications. Teams are generally well resourced with good systems.*

#### **What do people talk about?**

People in this Region are ‘proud’ and use the word ‘excellent’ more commonly than many other Regions. They talk about things being ‘strategic’, ‘critical’, ‘significant’ and ‘important’. Although ‘excited’ they also mentioned being ‘frustrated’. Employees in ‘Battling it out’ seem to be concerned a lot with ‘hiring’, ‘staffing’, ‘recruitment’ and being ‘accountable’. ‘Pressure’ and ‘fear’ are commonly used, as are ‘workload’, ‘safety’, and its impact on their ‘health’ and ‘life’.

#### **What do people experience?**

This group are high achievers, but things seem to have spun out of their control and they are achieving results in an environment of high turbulence and at a personal cost. They have a very high level of Disturbance and rate Passion and Drive and Communication among their lowest clusters. They have high levels of distress, fear and anger, and rumour levels are high. It’s a tough place to operate in.

Teams in this Region are generally responsive, well resourced and have high trust and confidence in leaders. They need ongoing access to resources to keep achieving results. Although they see the value of the changes and accept the vision, frustrations can easily arise. Anger for example can be directed in a positive way to overcome obstacles or it can be directed negatively and result in blaming and sabotage.

Because of the pressure to achieve difficult circumstances, people may feel not sufficiently recognised, their talents not being utilised and therefore they are thinking of leaving. They are still engaged and have reasonably high Involvement, but may not be confident about their abilities to keep going in this way. Some may withdraw to cope with the stress of feeling inadequate.

#### **Team dynamics**

Conflicts easily develop in these teams as they can see that achieving objectives is under threat. They may also be in conflict with senior management, although they generally see the boss as a good change leader. On top of this, within the Region there are inequities, with some people receiving adequate recognition and others not. This can lead to more conflict in the team. People might form alliances in order to feel safer and more valued, and to legitimise their position. Spreading rumours and back-biting might be ways they relieve tension in the short term.

## Position on the Human Capital Map

### Region Description: “Good, but not yet great”

*Teams in ‘Good moving to great’ have achieved high performance in their teams – strong teamwork, high confidence in their immediate supervisor, clear roles, targets and accountability. Emotional energy is very positive, with high levels of Passion and Drive and low Disturbance. However, items outside the team’s immediate control or experience score significantly lower – it is almost as if the team operates in isolation from the rest of the business. They have low understanding and agreement with company vision, lower confidence in the company and lower involvement at Business Unit level. More sponsorship of change from top management is required in this region to enable the team to move forward.*

#### What do people talk about?

The language used by people in this region reveals that the collective is important: they commonly use words such as ‘Brigade’, ‘community’, ‘relationship’, ‘folks’, ‘share’ and ‘shared’. Language is centered around the present, with less focus on past or future tense. Words focused on people include ‘talent’, ‘expertise’, ‘recruitment’, ‘love’, ‘relationship’ and ‘enjoy’. There are some issues with the ‘executive’ – having a strong team focus can lead to the exclusion of ‘outsiders’. The company and its corporate appeal – financial situation, ‘billing’, ‘operating’, ‘growing’ executive team, and of course the change – crop up regularly. People are ‘concerned’ with what is ‘relevant’ – the ‘strategic’ picture – and the ‘administrative’.

#### What do people experience?

People in this region are ambitious, have strong drive, determination, focus and decisiveness. They rate high on Accountability, Passion and Drive, Team Leadership and score low levels of Disturbance. They know exactly where they’re heading and carry few negative feelings. They seem to be aiming straight for the highest possible performance. This team probably knows how good they are and can smell success but they question how the changes are being managed in the company. They have a major problem with the company direction. They have not agreed with or committed to the vision of the company and the change process. This is scored below the norm. Trust in Business Unit leaders is OK - above the norm, but not high enough to achieve high performance. In one part of this region there are signs of fear, confusion and impatience. The lack of sponsorship from top management in this region is a problem.

Their response to the anxiety and challenge of change itself is to pitch in and drive hard but not to react emotionally. Yet their disaffection with the change of direction and the vision can result in stubbornness, a stoic resignation to the changes and what is expected of them. They seem to be very much in control, responding to setbacks in an organised and efficient way. Risks and Roadblocks in this region is moderate and their curiosity and creativity is sufficient to give them some flexibility and ability to work around a problem. But they cannot move past this point with out support from other parts of the business.

#### Team dynamics

Team dynamics are strong. The team leader is usually highly focused, expecting performance, demands attention to details and extra effort. Non-performance – not going the extra mile – would not be accepted. Because there is often more passion than drive in teams in this region, there might be some fireworks if anything goes wrong, because the determined focus is so intense.

## Position on the Human Capital Map

### Region Description: “Business As Usual”

*Although groups in this Region are performing well, they don't see much change taking place, have no urgency to create change and are not really involved in change. Disturbance is extremely low. Agreement to the vision is higher than understanding the vision. People go along with the current state and change is not really on the agenda. Business as Usual groups say they are well resourced and have high skills and capabilities, they have the information they need, feel valued, and have good emotional energy. People seem happy with the status quo and run the risk of becoming complacent.*

#### **What do people talk about?**

Language is very rational in this Region, with low negativity. There is some concern that the change could be a 'waste' of resources. Issues centre around the 'financial' side and feasibility ('applicable', 'responsible', 'relevant', 'appropriate'), with language focused on the present, not the future or the past. People seem to be content with their work, with words such as 'appreciate' and 'love'. There is some progressive dissatisfaction ('wish', 'wait') and minor comments about lack of two-way communication: people 'hear' what they are being told, without having their questions 'answered'. They would like to know more about what is 'happening', 'who is running' the show, how it will 'affect' them, and the value proposition – what they will have to 'give' in return for what they 'receive'. They express some concern about the balance between their own wellbeing ('health', 'security') and the company's competitiveness ('bill', 'price'). They want to know what's in it for them ('salary', 'contract', 'payroll') in return for their contribution ('standards', 'requirements', 'deliverables').

#### **What do people experience?**

Although groups in this Region are performing well, they don't see much change taking place, have no urgency to create change and are not really involved in change. Disturbance is extremely low. People in this Region are generally happy and solid workers, with high scores in nearly all areas. They feel valued, have high levels of support and Team Leadership and want to keep doing their job the way they've done it. People receive most information 'face to face' from their managers in this Region and written information is the lowest scoring communication channel. Trust in leaders is very high and people are happy to go along with what they say. This is reflected by the scoring for agreement to the vision being higher than understanding the vision.

#### **Team dynamics**

A team leader in this Region could be frustrated with the lack of involvement, but it's more likely that they feel uninvolved as well. Everyone is settled in their roles and relationships, doing what is required in the business. Top management may complain of business units being in silos and the lack of cooperation and synergy between units. The team members would probably get on well until disruption occurs, when anxiety levels increase and out of dissatisfaction they either move up to higher levels of performance or move sideways or backwards down the mountain.

## Position on the Human Capital Map

### Region Description: “Building Momentum”

*Teams in this Region understand the organisational purpose and goals and are dedicated to achieving results from their energy and effort. They see the need for change and are actively involved in making change happen. Teamwork is good and they have high emotional energy (with low Disturbance). However, they feel unsupported by leaders at all levels – particularly the immediate boss. Poor communication and good systems and processes are the main issues they struggle with. This lack of support, combined with their high positive emotional energy and drive to succeed, is a recipe for frustration and has many people thinking of leaving.*

#### **What do people talk about?**

Employees in this Region use language focused on the present and future, with a strong focus on business and project objectives. They use words such as ‘delivering’ and ‘keeping’, ‘enhance’, ‘growing’, ‘create’, ‘strengths’, ‘performance’ and ‘targets’. They use language that indicates issues with the ‘executive’ and ‘manager’. There is some talk of ‘fear’ and ‘inability’ and discussion around ‘attrition’ and ‘values’.

#### **What do people experience?**

For people in this Region, individual agendas become increasingly important. ‘I work hard for the company and what in it for me? Is it really worth the effort?’ They have often been on a hard journey and at this point are re-evaluating what’s in it for them personally. Talent management is an important consideration in this Region. People think often of leaving in this Region and because disturbance is low, it is not because there is trouble in the workplace or the company is not performing well. They ask questions such as “Do I stay with this company and make the push to the top of the mountain, or do I seek opportunities in other companies?”. People wonder if the company will provide the resources they need to succeed or if they are simply going to be asked to do more with less! Evaluating career choices is reflected in the need for greater performance management, coaching and support from their boss. They want to succeed, but are often stuck in roles that become unsatisfying after a while and are not getting the necessary support from above or the communication that is required to do their job.

#### **Team dynamics**

Teams in this Region have high levels of teamwork but communication is a barrier and team responsiveness to address issues is very low. There is pressure on the team leader to make things happen but the team leader in turn, often has their hands tied by top management – lack of resources, lack of new opportunities. High levels of anger, presumably with the team leader, may cause some to leave while others begin to voice frustrations. Team leaders in this Region have difficulties with managing pressure and workload, and are under skilled. As a result they may be overburdened, anxious or helpless. Team leaders in this Region need support themselves in order to pass on that support to others in the team. When this dynamic is recognised, investment in coaching or training for leaders can provide the stimulus needed to move everyone forward.

## Position on the Human Capital Map

### Region Description: “Sleepy in Success”

*Sleepy in Success is as the name implies - life is good for groups in this Region. Performance is OK but not great and there is not a lot to worry about. Teams have high levels of confidence in leadership at all levels, they are well informed, have very little fear or distress and are not thinking of leaving the company. Their big threat to performance is that Involvement is very low and Accountability is below the norm.*

*Groups in this Region have no urgency for change, are not aware of the need for change and therefore aren't spending any time initiating change. While there is some change taking place in the organisation it does not really impact. Disturbance is low and is the only cluster in High Performance.*

#### **What do people talk about?**

In this Region, people seem strongly focused on the actual work in front of them, using words such as ‘supply’, ‘production’ and ‘operations’. There is a sense of urgency with the words ‘deadlines’ and ‘schedules’ frequently occurring. People also talk about ‘capability’, ‘strengths’ and ‘talent’ and potentially the lack of these things. The ‘workgroup’ and communication feature prominently, with the words ‘answer’, ‘comment’, ‘question’, ‘view’ and ‘email’ in the top 100 words.

People often mention ‘takeover’ and ‘resistance’. They used words such as ‘affected’, but also ‘accept’ and ‘enjoy’. They talk about having ‘received’, and being ‘involved’, ‘committed’, ‘experienced’ and ‘willing’. There are comments regarding being ‘treated’ and ‘implemented’ and how that ‘feels’ to people. There are also comments about things being ‘assigned’ and ‘desired’, which points to a sense of being externally dominated. The past receives as much focus as the present, but there is little mention of the future.

#### **What do people experience?**

Almost everything is in moderation for these sleepy teams. They feel moderately valued, have average levels of passion and excitement, feel moderately proud and have reasonable amounts of emotional energy. They have few negative feelings. Performance is OK but not great. While some change is taking place in the organisation, teams show close to low performance levels on involvement at either workgroup or Business Unit level. Resources are above the norm in both Training and Capability and Systems and Processes. This could be because of laziness or a lack of motivation because of poor change management in the past. People in this Region have problems with accountability and are likely to want to stay beneath the radar, keeping hidden the gaps in their skill base. Information from rumours is below the norm as is written information. It is as if teams don't want any thing written down or don't see the need to have things in writing.

#### **Team dynamics**

Leaders of teams in this Region accept the status quo and OK is good enough. There is no need to strive to achieve High Performance. Team leaders may be trying to protect their teams from change or maybe fearful of the consequences of too much change at once. They are not pushing their team to perform or address skill gaps and not seeking our new opportunities. Compliancy is the biggest threat that needs to be overcome.

## Position on the Human Capital Map

### Region Description: “Bumpy Ride”

*People in this Region are having a bumpy ride. Involvement is high, performance is improving but Disturbance is also high! They have a high awareness of the need for change, feel involved and a sense of urgency to make change happen, and have strong Passion and Drive. However they are under resourced - change is not seen to be well managed, they don't feel valued, have below-average Training and Capability, and feel angry, distressed and fearful.*

#### **What do people talk about?**

Employees in this Region talk about being 'frustrated'. They have 'expected' something which probably didn't eventuate. There is a preoccupation with how people are 'treated', and what has been 'achieved'. People might 'consider' if they want to 'stay' and are thinking of 'leaving'. They talk about 'deadlines' and 'stress' and 'fear', mentioning that things are 'mistakes', 'jokes', a 'mess' and 'impossible'.

#### **What do people experience?**

People are highly involved in planning and implementing change – they are doing a lot but it is tough going. Teamwork is good and Accountability is above the norm. Lots of change is happening, people are involved and want change - this is a positive change positive sign, but they hit obstacles along the way. It makes people anxious when they can see where they want to go, but cannot make it happen. There are underlying issues that need attention. Change is not seen to be well managed.

People in this Region rate Management Commitment below the norm. Top management is not proving the support nor the resources needed to make change happen. Speed of remedial action is also low. Team leadership is only slightly better being around the norm. Although they can see the need and urgency for change and they are well involved in the change program, poorly managed change in the past could lead to cynicism and anger. Teams receive a lot of their information from rumours and say they are thinking of leaving the company. Turning this negativity into a positive challenge is the main task for managers in this Region. The strange mix of feelings and ways of coping that may indicate an acceptance or resignation that they won't get the resources or support they need.

#### **Team dynamics**

Despite the problems in this Region – teams make do and cope as best as they can with the resources they have available. In teams there is a curious mix of pride with creativity. Many groups develop combined coping strategies such as black humour. However with rumours being high there is also a tendency to act first and ask questions later – jumping at shadows – without taking the time to really see if action was needed in the first place. Insight without action does not produce sustainable change just as action that has no insight behind it is wasted effort.

## Position on the Human Capital Map

### Region Description: “In the Dark”

*Progressing 'In the Dark' literally means that most aspects of team capability are above the norm – low Disturbance and strong Accountability, but Vision and Direction are lacking and Management Commitment is below the norm. Written communication is too low to reach high performance. In essence, groups in this Region have above average team spirit, good teamwork and emotional energy. However, they don't understand or agree with the company or Business Unit vision and direction, and have low confidence in company and Business Unit leadership. They cannot see the benefits of the changes taking place. The bigger picture is missing for these groups and top management support needed to make change happen is not sufficient.*

#### **What do people talk about?**

Employees in 'In the Dark' talk mainly about immediate issues around them: 'billing', 'spend', 'estimating', 'funding', 'existing', 'staffing', 'effectively' and 'appropriate'. Communication is of importance – people talk about things being 'addressed', 'listen', 'communicated', 'comment', 'said', 'speak', 'hear'. They describe 'strengths', 'accountability' and 'productivity', but also the 'what's in it for me' issue is important with 'promotion', 'security' and 'contract' featuring high, and a lack of being 'valued'. There is some negativity around with people talking about 'mistakes', 'inability', 'uncertainty', things being a 'joke' and 'outsourcing'. Some feel that things are getting 'worse' or are 'impossible'.

#### **What do people experience?**

People in this Region generally perform well 'operationally' – they focus on the day to day events, but don't look to the bigger picture to define where they are going or what they are doing. Accountability is a strength and teams have clear goals and understand their roles. They know what they are meant to be doing. They value safety and routine and seem to be happy to be living within their small pond, without acknowledging they are part of a bigger world. Most of the clusters are rated above the norm. Groups have few negative feelings and lack a strong sense of excitement – there is nothing really driving them. Their Vision and Direction is well below normal, and Management Commitment also rates poorly. There's not enough feeling to generate genuine action although they are realising some business benefits with moderate business improvements.

#### **Team dynamics**

People in this Region have above-average trust in their immediate leader and seem to be getting information from them, but they don't trust Business Unit heads and feel upper management is unsupportive. Written information is the channel that is least used to communicate. People in these teams are clearly critical of how change is being managed for example – but this negativity is directed outward rather than becoming a negative feeling that disturbs the team dynamics. Awareness of the need for change is below the norm and people in the team don't see that they need to change – its top management that needs to get it act together!

## Position on the Human Capital Map

### Region Description: “Yes, but...”

*In this Region teams have embraced the bigger picture and feel engaged in the changes taking place. Team leadership is strong to support the push to move forward. They understand and agree to the vision and want to move forward. However, they don't feel confident that they can achieve what is being asked of them because of lack of resources, training, poor processes, people in the wrong roles, or just not enough drive to get the job done. The 'pull' to move forward and realise the vision and the 'push' to get the resources required – sets up a tension that impacts on team performance. People easily feel frustrated and everyone in the team feels the pressure. Blaming and conflict can result, preventing the group from making the final push to achieve high performance.*

#### **What are people talking about?**

The language people use in 'Yes, but...' indicates people are 'ready' and feel that 'finally' performance is going to improve. However, the word 'fail' is commonly used. Things are happening 'fast' and they have to cope with the 'administrative' and 'operational' demand. They are 'trying', 'willing', 'trained' and happy to 'share', but there are lots of 'issues', problems with the way the project is 'handled', and people are feeling 'frustrated'. 'Sales', 'production' 'target' and 'deadlines' feature highly as do 'contractors' and 'users'. Some are not sure if the change is 'relevant', 'efficient' or will be 'successful'.

#### **What do people experience?**

This group of persisters have a 'heads-down-bottoms-up' approach and keep on trying. They agree with and feel involved in the change – ranking Vision and Direction and Involvement as their highest clusters. However, the 'but' in this Regions name is because individuals do not feel equipped or confident to get the job done. Training and Capability is rated below normal. Systems and Processes and Accountability are also among their lowest responses. The lack of sufficient staff to achieve objectives is a particular area of concern. Faced with these challenges, many people assume that they are expected to achieve objectives without these resources and that it's up to them to make it happen. They often focus on increasing engagement to counter the lack of resources. Others see clearly that it's not possible without the right resources and feel angry and cynical. The lack of resources and strain on the system makes it impossible to achieve objectives, resulting in frustration, distress and even helplessness. Some may be critical of themselves and feel guilty while others disapprove of and blame others. Those who are angry have the most chance of taking effective action, such as finding resources. If they use this 'energy' in a constructive way – their anger would drive them forward and could lead them to insist on speaking with the executive team. Those who are more ashamed and feel overly responsible may try to do what they can with what they have (the time they spend initiating change is in the high performance band), but they could become resigned to less than optimal performance.

#### **Team dynamics**

Strangely, individuals in this Region generally feel valued, rewarded and recognised, so their team leaders must be holding the tensions well and have good relationships with the group. Confidence in top management is high and they can openly discuss issues – perhaps teams understand that leaders are also limited in what they can provide. The team seems to be unified and is largely trusting, responsible and self-reflective, but the team leader would be feeling the pressure of managing a team without resources and may become anxious as it is more obvious that it is unsustainable

## Position on the Human Capital Map

### Region Description: “Just get on with it”

*The Region is Unsustainable because all clusters are below the norm - groups do not sufficient strength to sustain performance. People are feeling very undervalued and uninvolved, with high levels of anger and frustration. Leaders in these groups have often been focusing on accountability, building systems and training to drive performance improvements, but they need to build deeper commitment and work to increase involvement and positive momentum for change. No amount of pushing to get things done will improve performance – it simply increases peoples resistance to change! While performance is slightly improving in this Region, the ability to realise benefit from change is low. Risk and Roadblocks are medium to high and not that much change is taking place.*

#### **What are people talking about?**

In ‘Just get on with it’ people often talk about communication and information issues, with comments frequently referring to ‘listen’, ‘heard’, ‘address’, ‘knows’ etc. They are being ‘told’ but not consulted – they don’t feel involved. There is also an issue with people feeling ‘valued’. They feel ‘forced’ and things seem to be imposed onto them. As a result their language has a strong focus on extrinsic rewards such as ‘salary’, ‘compensation’ and ‘bonuses’. The way the project is being ‘handled’ might be a problem. They often mention their ‘supervisor’ or ‘leader’. People might feel that there is a lack of ‘respect’ and are ‘frustrated’, using the word ‘constantly’. Their language refers a lot about the past and present, but very little about the future.

#### **What do people experience?**

For individuals in ‘Just get on with it’ is a pressure cooker! Disturbance is very high, and they feel undervalued, unappreciated and uninvolved and thinking of leaving in high. People in this Region often experience anger, fear, confusion, impatience, damage, distress and struggle. Because of their low spirits, they are unable to motivate each other. They are being held accountable for their actions and although they may feel that they have the training and capability to do the job, they lack a commitment or involvement in the change project. It has little or no meaning for them personally.

Relationships with top management are poor. Information and training seems to be patchy, and rumour is one of the primary sources of information. Clearly leaders in this Region feel the underlying negativity and try to keep everything under control. They manage costs better than they manage people. Leaders therefore have trouble sustaining loyalty, when they have not been taking care of people’s intrinsic needs. Team members are critical about the skills of their supervisors.

#### **Team dynamics**

Groups in this Region may have factions or high politics operating within them. Some people may be openly communicating and learning from mistakes whilst the rest of the group is closed. New group members are probably less jaded than others. The group leader is trusted by some, even though that same manager is not seen as having the skills to handle the business. Top managers are generally not seen as supportive nor providing commitment and resources needed for change. The leader themselves may also be demoralised and out of alignment with the company, having little confidence in it.

## Position on the Human Capital Map

### Region Description: “Struggling under Pressure”

*People in this unsustainable Region are angry, frustrated and upset, focusing mainly on getting the job done in front of them. They feel no allegiance to their team or company, feel they are not valued and are keen to leave, facing major issues with very high disturbance and a lack of accountability, passion and drive and Team Leadership. Driver strength is low in all areas except Management Commitment. Low scores for team leader managing pressure and workload typically mean that the team feels under pressure to perform, resulting in poor team relationships. Strong team leader skills are required to rebuild effective teams.*

#### **What are people talking about?**

In ‘Struggling under pressure’ people talk a lot about their ‘frustrations’, ‘pressure’ and ‘stress’. They discuss their contribution to the company in terms of ‘motivation’, ‘interest’, ‘delivering’ and ‘performance’. Language is centred around the ‘now’, some on the future, and very minimal reference to the past. The overall organisational culture seems to be clearly at the forefront of people’s mind and there are a lot of comments regarding the ‘vision’, ‘policy’, ‘values’, ‘culture’ and ‘conditions’ – including extrinsic aspects of the ‘building’, ‘hours’, ‘recognition’ and ‘rewards’. People in this Region talk about ‘moving’ and ‘creating’. Communication is still important with people ‘talking’ and commenting how people ‘respond’, ‘ask’ and ‘call’.

#### **What do people experience?**

Individuals in ‘Struggling under pressure’ are experiencing very high levels of distress, anger, damage and fear. Management fail to handle workloads and there is a high amount of pressure to perform. Team members lack capability and are unclear about their responsibilities, as a result, they are feeling impatient, distressed, stubborn and afraid. All positive feelings have dried up and people are uniformly low in passion and drive. The focus is on the project at hand, with teams hanging in there to get the job done, but struggling with no accountability and poor management, and lacking capability.

Groups here are generally angry, but feel there is no point in expressing this. They have lost their ability to put energy into action – perhaps they are being ignored by above. They have lost confidence that they are valued and feel helpless. Past change management has been poor and morale is low. Teams therefore contribute the minimum necessary to keep things going and to keep themselves in a job. They don’t invest effort into working as a team – they are probably too lost and unhappy to care about each other. People see taking initiative as pointless and may be irritated by those that put effort into attempting to make things better.

#### **Team dynamics**

The fantasy of leaving is perhaps the coping strategy for these team members. Many have begun to look for other work and look for satisfaction in their other interests, such as family. They may also be finding indirect ways of venting their anger, perhaps through non-cooperation and lack of accountability. Team leaders in this Region do not have a good relationship with top management. They receive no information from the business unit manager and are split about their confidence and trust in top management. Most see business unit management as giving no support or commitment to the changes and as not providing resource so the relationship would be distant and strained.

## Position on the Human Capital Map

### Region Description: “Flatlining”

*In this Region, Involvement is at rock bottom, Accountability, Communication and Passion and Drive are low. People are not concerned or feeling distressed, fearful or angry. In fact, they're hardly feeling anything at all. Change is going nowhere and no one seems too concerned. The lack of urgency, awareness of the need for change, information and vision don't seem a concern.*

#### **What are people talking about?**

'Flatliners' are not highly emotional. Their language is not frequented with major positive or negative adjectives. At the worst people are 'unable'. 'Whatever' is a common word: nothing seems to really matter. Things are 'easy'. The main concern talked about seems to be how things affect 'myself'. There are negative issues surrounding 'outsourcing', 'inability', 'resistance' and 'loss'. The focus seems to be on senior management ('VPS', 'director') and on the 'brigade' or 'business unit'. There are issues around 'engagement', 'involvement' – probably a lack of those with people not being involved and therefore not feeling engaged. People are concerned about 'flexibility and 'efficiency'.

Employees in this Region are strongly focused on the past, with regrets or misgivings about things that have not happened ('haven't', 'didn't'), especially if those were 'desired'. There are unfulfilled expectations ('supposed') and people have a feeling that something has been 'forced'.

#### **What do people experience?**

Individuals in this Region express almost no feelings at all. They seem to have withdrawn completely, although they don't appear to be angry or cynical. They still seem to be making a modicum of progress and are at least turning up to work, which is “just a job”. They have patches of moderate and polite confidence in the leadership, but no strong feelings. A leader who is genuinely trying to introduce changes and improve performance, will despair of this team.

#### **Team dynamics**

There is likely to be no real depth of relationship with their boss or anyone else. They may complain to each other, but even rumour levels are low. They may collude in order to not cooperate with the changes – something like 'work to rules', and those who put in extra effort would probably be unwelcome.

## Position on the Human Capital Map

### Region Description: “Washed Up”

*Groups in this Region have moved into the low performance zone when it comes to achieving project objectives. Nearly every cluster is below the norm, and their profile shows many areas have slipped into low performance. Disturbance is the best performing cluster and, relative to the other clusters, Systems and Processes, and Training and Capabilities are okay, which means some members of the teams feel they have the skills, systems and processes they need. They have a very poor opinion of management, have very low involvement and negligible Vision and Direction.*

#### **What are people talking about?**

Employees in this Region are predominantly concerned with communication and information. The ‘message’ needs to be clarified and people need more information in regards to the ‘integration’ or ‘transformation’. There are issues around ‘accountability’, ‘motivation’ and ‘responsibility’, and the technology (‘application’, ‘equipment’) which might have been brought in, and people are not clear if they are going to keep their jobs. There is some discussion around ‘outsourcing’.

Most language in this Region relates to the present, and people are concerned about the ‘conditions’, and if their ‘requests’ have been met. There is quite a lot of negativity. Overall things are ‘poor’, ‘bad’, have gone ‘wrong’, or are a ‘joke’ and a ‘mess’.

#### **What do people experience?**

People in this Region experience reasonably high levels of blaming others, stubbornness and cynicism as well as boredom and helplessness. There is confusion plus patches of fear, damage and distress. Rumour levels are relatively high, suggesting there is at least some energy and interest, despite involvement being low. Therefore individuals may be making some attempts to change things for the better.

Most of the blame is directed towards the team leader and top management, for whom they have no confidence. Top management have not shown enough involvement or commitment to this team, and the team would be feeling neglected by them.

#### **Team dynamics**

Teams in this Region probably have reasonably high levels of conflict, given that they have poor emotional resources, indulge in rumour and tend to resort to blaming. Individuals are likely to be very sensitive to criticism so any attempts to confront would be wounding.

## Position on the Human Capital Map

### Region Description: “Rocky Ground”

*This ‘Off Track’ Region is typified by poor-performing teams with very low accountability, low involvement and low levels of teamwork. They generally don’t feel valued, skilled or well-resourced and have very low levels of Passion and Drive. They crave clear performance objectives and measurable outcomes. Some individuals in this Region may see benefits of changing, but there isn’t strong teamwork or enough trust in managers to make this a success.*

#### **What are people talking about?**

People in this Region use language that is very negative (‘least’, ‘worst’, ‘worse’, ‘lower’ etc.). They are thinking of leaving and talk about the level of ‘attrition’. The program seems to be a ‘mess’ and a ‘joke’ and riddled with ‘mistakes’. They are concerned if the change approach is actually ‘applicable’ and if things are ‘consistent’, ‘efficient’ and ‘proper’. They don’t feel ‘valued’ and might not see things to be ‘helpful’.

Employees in ‘Rocky Ground’ have a strong preoccupation with communication and information (‘listening’, ‘explain’, ‘answered’ etc.) because there is probably a lack of that. They are concerned about the resources (‘scheduling’, ‘putting’, ‘providing’) and use words that indicate they doubt the project will work (fail, ‘reduced’ ‘cut’). They also want to ‘live’ and not have the project impinge on their work-life balance.

#### **What do people experience?**

With little to no drive, energy or positive feelings, a team like this would be very draining. Disturbance is high, with some confusion, impatience and a high level of distress. There are patches of stubbornness and anger, and some individuals are more damaged than others. Helplessness is also high. As the title of this Region suggests, teams here have no solid foundation to build on – they are on rocky ground. They lack basic skills, resources and clarity of roles. There is no confidence or trust in team leaders or business unit managers. Division managers have not given clear plans, allocated resources or communicated with this group.

#### **Team dynamics**

It must be devastating to be in a team like this and anyone with some energy would probably try to get out. To manage the distress individuals would indulge in both avoidance and blaming. The relationships with top management are likely to be very poor and distant, with an apparent lack of interest by top management.

## Position on the Human Capital Map

### Region Description: “Burning Platform”

*In this Region there is a clear course for action. Groups need to change or face certain death. People in this Region generally have a high awareness of the need for change, and an urgency to do so, although there is not a lot of change happening yet. They have high involvement and accountability, but are critically hampered by resources and processes, leading to anger, a lack of passion and drive, and a desire to leave the organisation.*

#### **What are people talking about?**

Language used in this Region is a lot less negative than in the two Regions below it. People discuss being ‘productive’, and ‘ready’ for the change. They are aware that the change is ‘critical’ and ‘timely’. They have had ‘enough’ and agree that someone needs to be ‘accountable’ – although ‘nobody’ might be.

Employees in this Region have a strong preoccupation with communication (‘tell’, ‘read’, ‘listen’, ‘told’) and the majority of their focus is on the present, not the past or the future. They are very concerned about their ‘bonuses’, ‘payroll’ and how much they are being ‘paid’. They discuss issues about ‘force’, ‘power’ and ‘control’ – coupled with a lack of ‘confidence’, ‘respect’ and ‘trust’. Some feel that the company/project is a ‘mess’, and a ‘waste’ of resources. There is a lot of ‘frustration’, and the feeling that the project might be a ‘failure’ and only result in ‘loss’.

#### **What do people experience?**

People in this Region are experiencing a range of positive and negative emotions and attributes. They have seeds of hope and a sense of the benefits that change could bring, but driver strength and morale are low. There is considerable boredom, confusion and impatience throughout the team, and some people are angry, fearful and distressed.

In the nearby Region 17, the two bottom performing clusters are Involvement and Accountability, but here they are the top performing clusters. People have high awareness of the need for change, urgency and are getting involved, but are hampered by lack of resources and poor processes. As a result they feel that management is not committed to them, and they do not feel valued.

#### **Team dynamics**

There are differences in levels of confidence and levels of damage, although helplessness is shared by all the team to some degree. The performers in this Region who are trying to move forward could be resentful towards the low performers. They may try to persuade and influence the rest of the team towards positive goals and better performance. There seems to be little to no support at the Business Unit level, so the team leader is trying to mobilise people without support from above. Some of the team are moderately supportive of the team leader, who would have a pressured and frustrating job – they have to hold the vision for the rest of the team, and spend a lot of time motivating and responding to individuals in an effort to bring the team together.

## Position on the Human Capital Map

### Region Description: “Case for Action”

*In Case for Action, performance is declining and most people see the need for change and feel the urgency to get going. Urgency is a positive sign. But without clear leadership, direction, accountability, targets or resources they don't know how to get started.*

*Knowing the situation is bad and needs to change but without having the means to do so, results in them having the highest Disturbance levels on the whole map. Anger, Distress, and Fear and Humiliation are the top three items needing attention.*

#### **What are people talking about?**

The language used by people in Case for Action is strongly negative, with people talking about things being 'worst', 'worse', 'bad'. People are 'frustrated' and the change seems 'impossible'. There seems to be 'daily' issues, a feeling things will 'never' 'ever' improve. It all is a 'huge' problem and 'extremely' difficult. Employees are really concerned about how things are 'handled' and people are being 'treated'. There is an issue with people not feeling 'valued'. They don't feel that they are 'listened' to and they feel that things are being 'forced' onto them. They might feel 'used' and that they are made to 'wait'. Things are described as a 'mess', a 'joke' and have hit the 'bottom'. People are feeling 'stressed', 'morale' is an issue and 'trust' has been destroyed and lost. The project seems like a 'waste' of money and effort.

Their language focuses on what has happened in the past, overshadowing any outlook to the future. Their main concern is whether they will get at least extrinsic, financial rewards – 'bonuses', and the 'amount' of 'money'. There is also concern about how their 'duties' and 'jobs' will be affected.

#### **What do people experience?**

People in this Region are highly damaged, and have the highest levels of anger, distress, cynicism and fear on the whole Map. They have no confidence or trust in any leadership, rendering team members helpless and feeling completely undervalued. However, they have more stimulation, drive and determination than those in Region 20, and more change is actually taking place. Many will be making preparations to leave the organisation or making a last-ditch effort to change things by speaking up.

#### **Team dynamics**

Teams in this Region are probably becoming less and less involved with each other as it is unrewarding. They may share troubles to some extent, but it probably would amount to sharing plans about leaving. Realistic attempts to initiate change may be welcomed, but false hope or naivety would irritate. The group's relationship with leaders at all levels is poor.

## Position on the Human Capital Map

### Region Description: “Downward Spiral”

*Employees in this Region are often the blue-collar workers that have poor relationships with their direct supervisor and the rest of management. They feel completely disconnected from their organisation, performance is declining and they have lost hope that changes will result in benefits. They are cynical because they are told the organisation is in the middle of a transformation, but fundamentally their job is the same. Every single cluster is in the low performance zone, with the worst scores for Management Commitment, Team Leadership and Passion and Drive.*

#### **What are people talking about?**

Language in this Region is characterised by an ‘us versus them’ culture. There seem to be concerns around the supervisor, director, management. People also talk about the ‘crew’ and ‘workers’. The ‘union’ is mentioned more than in other Regions. Employees feel that they are being ‘told’ and ‘forced’.

There is a lot of discussion about ‘telling’, ‘listening’, ‘asked’, ‘talk’ and ‘explaining’. Communication is clearly an issue. There is clearly a lot of negative language, with ‘joke’, ‘mess’ and ‘waste’ all scoring high, along with ‘worst’, ‘worse’, ‘wrong’, ‘bad’ and ‘poor’. People are seriously ‘frustrated’. Most language is centred around the present.

#### **What do people experience?**

Teams in this lowest of Regions are often in roles where there are lots of face-to-face customer complaints, and have to deal with negativity all day. Cynicism comes because organisation is trying to build a positive view of change but their daily experience is so negative that they can’t see it. They have lost nearly all their passion and drive, and work in an “us vs them” environment where leaders are generally counted as the enemy. They have no initiative, as they expect it’s management’s role to solve any problems.

#### **Team dynamics**

The group may share their cynicism and bitterness with each other, and may have developed black humour to deal with the situation. If there are still some in the team who have more drive, they may help motivate the rest. Generally, management is mistrusted and anyone promoted is seen as selling out. They have little to no confidence in the team leader, although they may give them a go if they show initiative. A team leader could find this a very challenging and frightening time with such abysmal failure apparent, and little relationship with top management.