

Workforce Performance Culture (WPC) Survey

What is workforce performance culture?

Workforce performance culture is the combination of an organisation's values, beliefs, vision, purpose, policies, objectives and leadership styles that influence the way work is done.

A successful performance culture improvement process is characterised by awareness, assessment and action.

How to improve performance?

- Assess what you have, to establish benchmarks
- Commit to a performance improvement process

Every organisation has a different performance culture depending on their unique combination of values, beliefs and leadership. Careful assessment is needed to provide performance benchmarks that can be linked to KPIs.

Next, commit to planned performance improvement. Approximately 70% of change programs are unsuccessful because senior managers know little about the human factors existing before they start.

Sustainable performance culture change requires the following four stages:

1. Assess
2. Plan
3. Improve and monitor
4. Evaluate

Start with assessment...

Concordia's Workforce Performance Culture Survey provides an initial snapshot of performance culture. The survey is structured around the main 'human factors' – *workplace culture, engagement, communication, leadership and collaboration.*

The survey is often used in conjunction with skilled interviewing techniques to support the quality of the information gathered.

The goal is to understand the beliefs, assumptions and attitudes that drive current performance.

'Pulse Checks' should be undertaken regularly to evaluate the effectiveness of improvement initiatives. Once action plans are implemented they may need to be adapted to manage concerns, or new circumstances.

Re-measuring occurs 12 months later to provide new benchmarks. This assessment-intervention-assessment cycle is recognised as best practice culture change process.

Why bother assessing workforce performance culture?

Every activity undertaken to improve workforce performance will improve general business performance. More specifically, attention in the areas identified as positive performance indicators will:

- Improve management skills and foster better internal and external relationships.
- Improve customer service and therefore competitive advantage.
- Provide internal benchmarking and KPIs.
- Identify established areas of under-performance.
- Identify areas of cost saving.

The benefits of all activities will resonate across the whole organisation and contribute to achieving the wider objectives embodied in business plans.

Resources

Workforce performance culture improvement is for the whole organisation and should be considered as a way of working and not another project or initiative. It can be managed in the same way as any other business objective.

Leadership development may be required e.g. performance management conversations, interviewing techniques, listening skills, using performance culture indices and developing systems for reporting poor performance.

Information

For more information or additional resources that may assist you in finding out more about workforce performance culture:

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