



Building Perspective

Improving
Employee Engagement
by Transforming Organizational Culture

“Seeing the root of your problems”



Who we are



Desi
Narayanan

**Building
Perspective Inc.**
www.buildingperspective.com



Vani
Pasupathy

- ✓ Strategy Execution
- ✓ Operations & Process Efficiency
- ✓ Technology and Automation
- ✓ Training & Development
- ✓ Organizational Transformation



Agenda

1. The Challenge 20 mins
2. Clarity 20 mins
3. Collaboration 20 mins
4. BREAK 10 mins
5. Communication 20 mins
6. Culture 20 mins
7. Q/A 20 mins



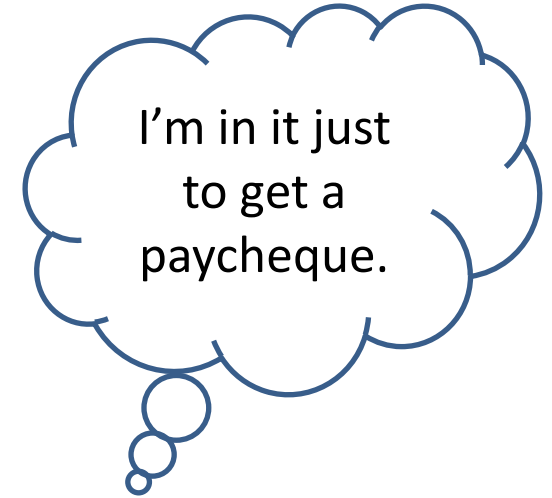
Agenda

1. The Challenge 20 mins
2. Clarity 20 mins
3. Collaboration 20 mins
4. BREAK 10 mins
5. Communication 20 mins
6. Culture 20 mins
7. Q/A 20 mins



Quiet Quitting

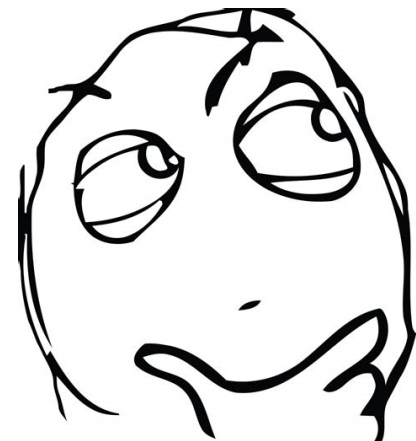
When your staff feel that doing the minimum requirements of their job, and putting in no more time, effort, or enthusiasm than is absolutely necessary, is their only viable option.





Discuss

- What are some examples of quiet quitting in your organization?
- What do you think is the cause of employee disengagement?
- Is this a new trend or did it always exist in the same amount?





The 4 Cs

Clarity

Moving conversations from a place of ambiguity to a place of specificity.

Collaboration

Create collaborative circles to Maintain, Improve, Study, and Transform your organization.

Culture

Exhibit values and behaviors that make people feel welcome and productive at work.

Communication

Use conversational techniques to help you dissipate corporate politics to create a common understanding.



Agenda

1. The Challenge 20 mins
2. **Clarity** 20 mins
3. Collaboration 20 mins
4. BREAK 10 mins
5. Communication 20 mins
6. Culture 20 mins
7. Q/A 20 mins



The Problem

What do we have to do to let people know we're serious this time?

I know what you mean. We just can't get any traction on our initiatives.

Let's bring them all into an off-site meeting and explain our strategy again.



Senior Management



The Problem

So, what do think that presentation really meant?

I don't know, but let's start some projects now so we can show progress at the next status review.

Forget that! We'll just rename a bunch of stuff we're already working on.



Middle Management



The Problem

*Just what I need,
one more
initiative from
management.*

*Do they really think
PowerPoint will solve all
our problems?*



Employees

*Which manager
am I going to
make look good
this time?*

*I wonder what reality
they're living in, it's
definitely not mine.*



Key Idea

- Move conversations from a place of ambiguity to a place of specificity.





Clarity of Roles





Clarity of Goals

Change **X** from **y** by **Z**



Tools

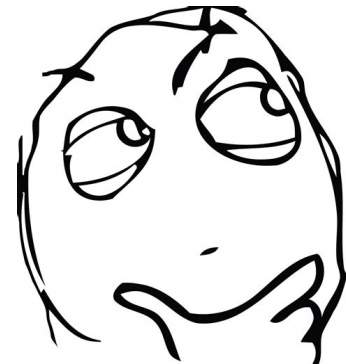
- Strategy Deployment
- Value Stream Mapping
- Org Chart Optimization
- Process Standardization



Discuss

- Does your organization have clarity of roles?
- Does your organization have clarity or goals?
- Does your organization have clarity impact?

- Is lack of clarity in your organization creating disengagement?





Agenda

1. The Challenge 20 mins
2. Clarity 20 mins
3. **Collaboration** **20 mins**
4. BREAK 10 mins
5. Communication 20 mins
6. Culture 20 mins
7. Q/A 20 mins



The Problem

- Meetings that make no difference
- Forgotten employee ideas
- Leaders out of touch
- No action plans





Key Idea

- Create collaborative circles to Maintain, Improve, Study, and Transform your organization.

Maintain

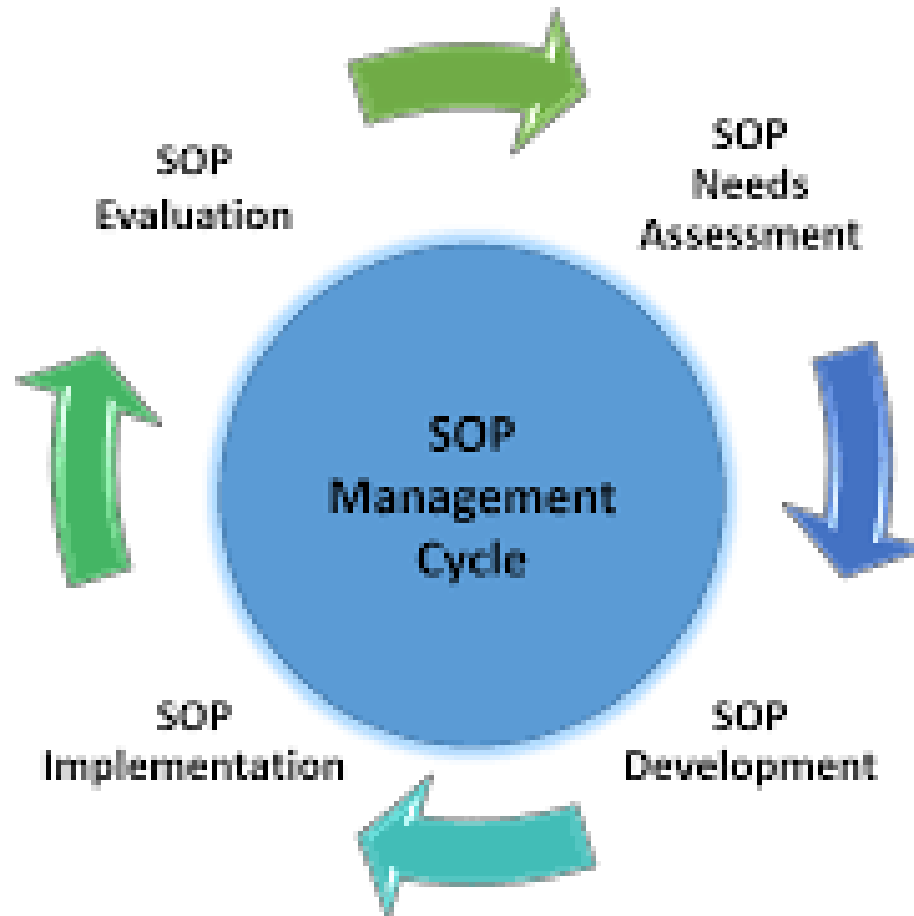
Improve

Study

Transform



Collaborate to Maintain





Collaborate to Improve

- Cross-Functional Workshops
- Process Mapping
- Process Analysis
- Data Analysis
- Root Cause Analysis
- Solution Design
- Standard Work



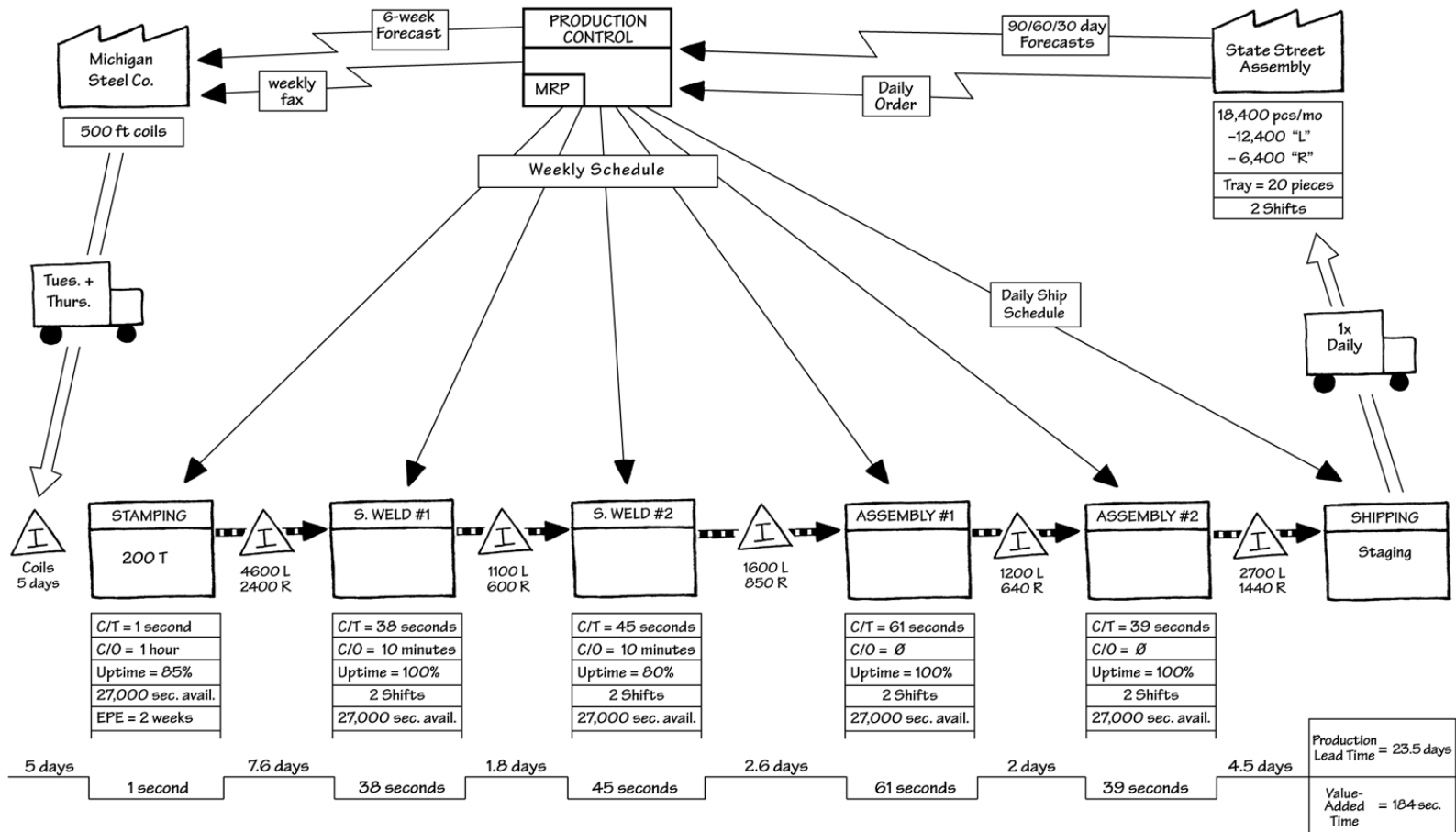


Collaborate to Study





Collaborate to Transform





Tools

<p>Maintain</p> <ul style="list-style-type: none">✓ Standard Operating Procedures✓ Statistical Process Control✓ Root Cause & Corrective Action	<p>Improve</p> <ul style="list-style-type: none">✓ DMAIC✓ Lean Kaizen Events✓ 6 Sigma Projects
<p>Study</p> <ul style="list-style-type: none">✓ SWOT Analysis✓ Competitive Analysis✓ Ethnographic Studies	<p>Transform</p> <ul style="list-style-type: none">✓ Strategy Deployment✓ Value Stream Mapping✓ Process Transformation



Discuss

- Does your organization have collaborative circles around MIST?

- Maintain
- Improve
- Study
- Transform





Workshop Agenda

1. The Challenge – 20 mins
2. Clarity – 20 mins
3. Collaboration – 20 mins
4. **Break – 10 mins**
5. Communication – 20 mins
6. Culture – 20 mins
7. Q/A – 20 mins



Agenda

1. The Challenge 20 mins
2. Clarity 20 mins
3. Collaboration 20 mins
4. BREAK 10 mins
5. **Communication** 20 mins
6. Culture 20 mins
7. Q/A 20 mins



The Problem

- Beliefs
- Interpretations
- Personal Biases
- Guesses
- Politics





Key Idea

- Use conversational techniques to help dissipate corporate politics and create a common understanding.





See the Truth

Do

- Stay neutral on content
- Recreate what you heard
- Ask clarifying questions
- Stay on track
- Test assumptions
- Summarize ideas
- Provide a process to collaborate
- Manage conflict

Don't

- Give opinions on content
- Take sides
- Ask ambiguous questions
- Take poor notes
- Put people down
- Have no alternative approaches



Empowerment





Delegation

Loaded Question

“Don’t you think it’s about time you read my report?”



Command

“Read my report today.”

Suggestion

“I’m not saying you have to, but it would be good if you read my report.”

Request

“Would you read my report today?”



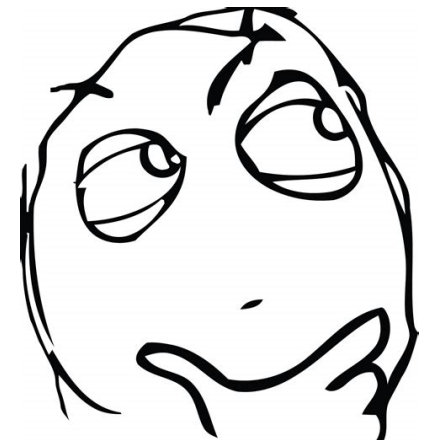
Tools

- Acknowledgement
- Facts & Data
- Deductive Logic
- The Request
- The Agreement



Discuss

- Where does communication breakdown?
- How do you currently handle these breakdowns?
- How could you handle it differently after today?





Agenda

1. The Challenge 20 mins
2. Clarity 20 mins
3. Collaboration 20 mins
4. BREAK 10 mins
5. Communication 20 mins
6. Culture **20 mins**
7. Q/A 20 mins



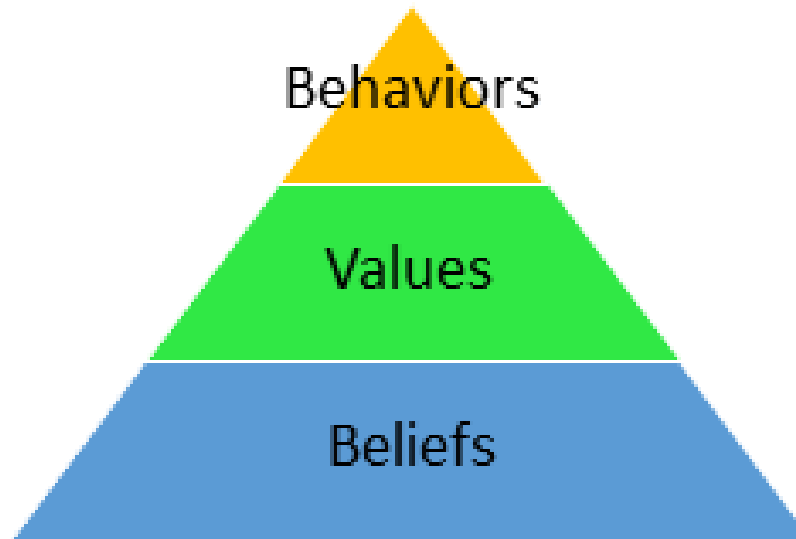
The Problem

- Do what I say, not what I do
- Either I'm right, or you're wrong
- You can choose freely, not!
- It's all about the bottom line
- Measuring people instead of process



Key Idea

- Exhibit values and behaviors that make people feel welcome and productive at work.





Relentless

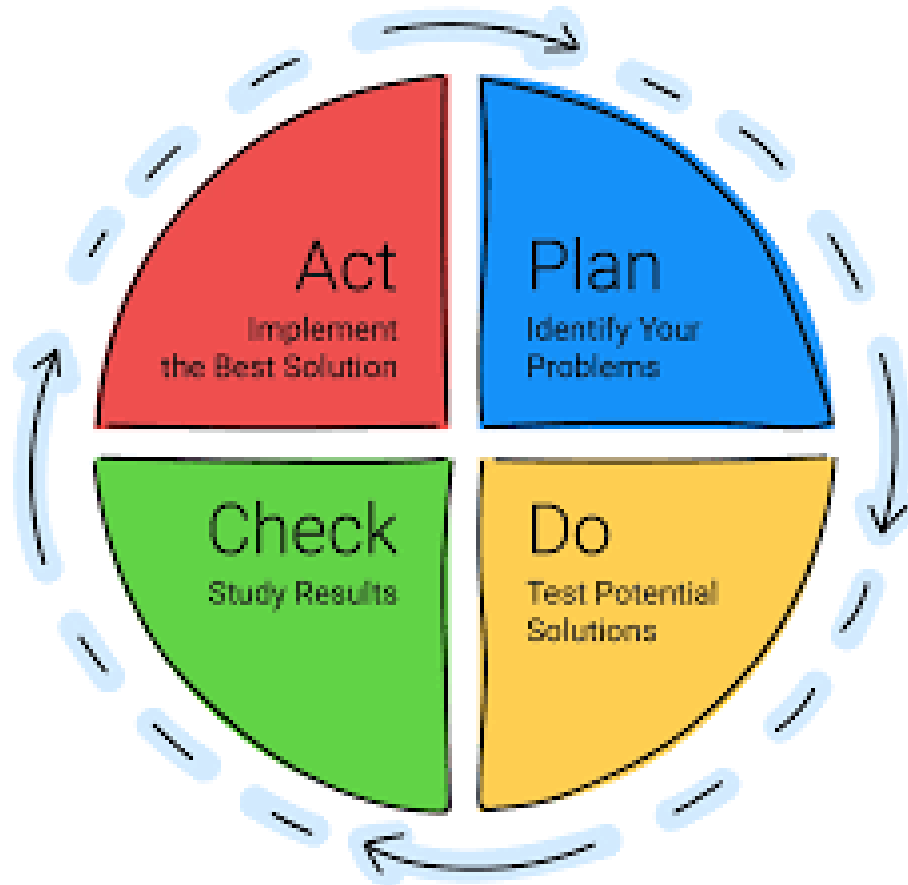
“We will be relentless in our pursuit of perfection. We won’t ever be perfect, but in the process, we will achieve greatness.”

- Vince Lombardi

American football coach and executive in the National Football League.



Learning Organization





Integrity

- Say what you do and do what you say
- Plan your work and work your plan
- Honour your word





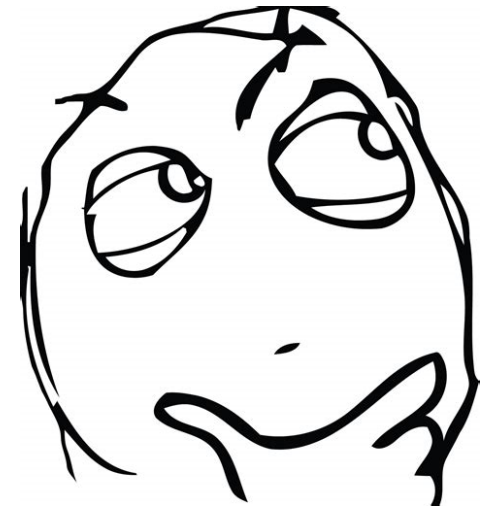
Tools

- Lead by example
- Honour your word
- Fail forward



Discuss

- What is your company culture like today?
- What are some of its strengths?
- Where can it be improved?





Agenda

1. The Challenge 20 mins
2. Clarity 20 mins
3. Collaboration 20 mins
4. BREAK 10 mins
5. Communication 20 mins
6. Culture 20 mins
7. Q/A 20 mins