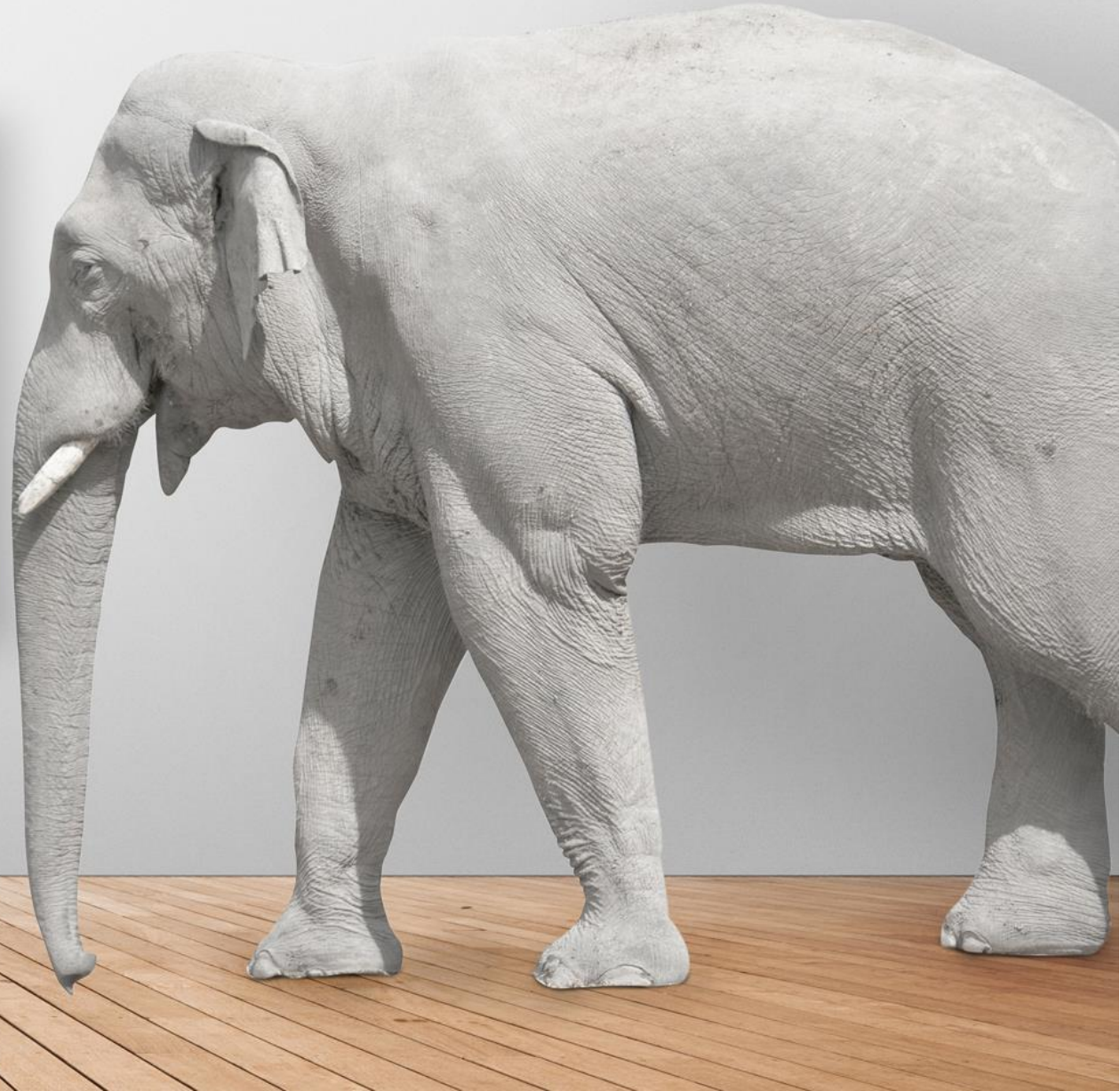
The elephant in the organisation: Threatening the future of work

Chris O'Reilly | CEO
AskYourTeam

The future of work

- ✓ Purpose
- ✓ Empowerment
- ✓ Diversity of thought
- ✓ Removing bias
- ✓ Continuous Involvement

- ✓ Psychological safety
- ✓ Resilience
- ✓ Agile
- ✓ Innovation
- ✓ Continuous learning



Purpose

Empowerment

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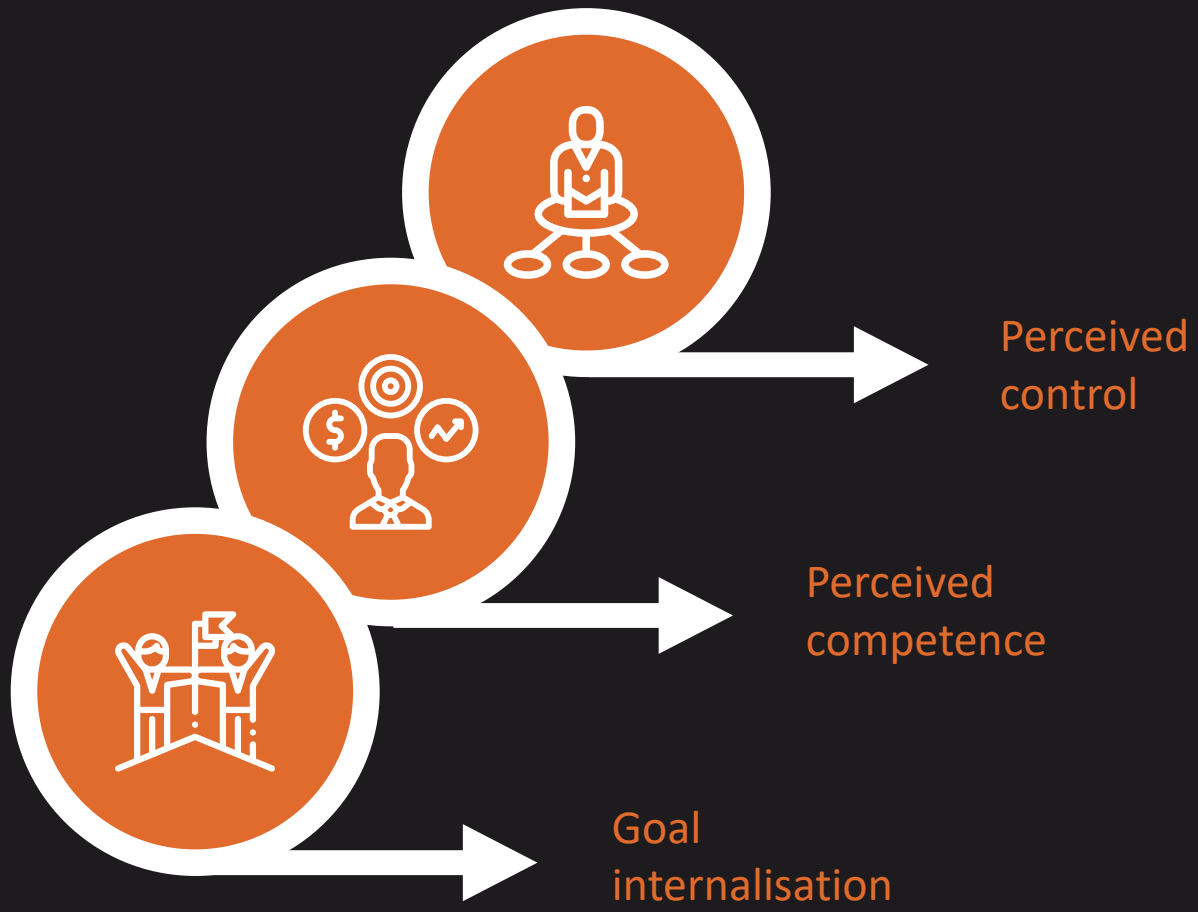
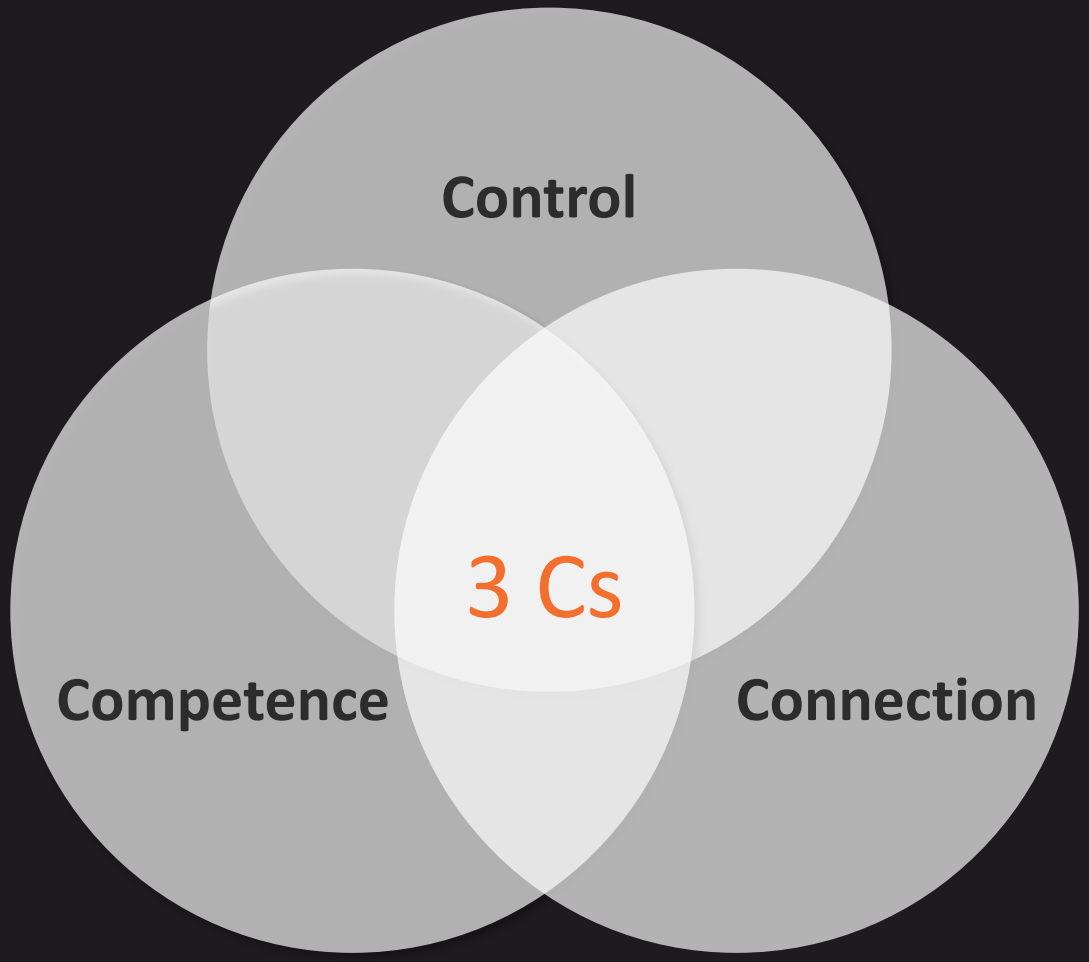
Genuine cultures of empowerment

> Empowerment is an act of collegiality on the part of leaders that involves relying on others to make up for your own weaknesses.

Menon’s model



Control. Competence. Connection.



Diversity and inclusiveness

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Diversity impacts the bottom line

$US2.1 trillion

In the US, research by McKinsey showed that reducing gender inequality could boost US GDP by $2.1 trillion.

$NZ1 billion

A recent Westpac report suggests that a 50-50 gender balance in management roles could boost the New Zealand economy by nearly $1 billion.

Sources: McKinsey & Company: Delivering through diversity, 2011; Westpac: Gender equality, 2017

Diversity improves company performance

33%

"Companies with higher ethnic diversity are 33% more likely to have a higher market share price"

38%

"Companies with higher gender diversity are 38% more likely to have a higher market share price"

35%

"Companies in the top quartile of ethnic diversity are 35% more likely to out perform their industry"

"Companies with greater gender and cultural diversity in leadership and decision-making teams equals greater innovation"

Source: McKinsey & Company: Delivering through diversity, 2018; HBR: Why Diverse Teams Are Smarter, 2016; Economic Geography: Cultural Diversity, Innovation, and Entrepreneurship: Firm-level Evidence from London, 2013

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Diversity

Diversity & inclusion

Diversity of thought

Empowering diversity of thought

Making the very best decisions

Innovation
Productivity
Results

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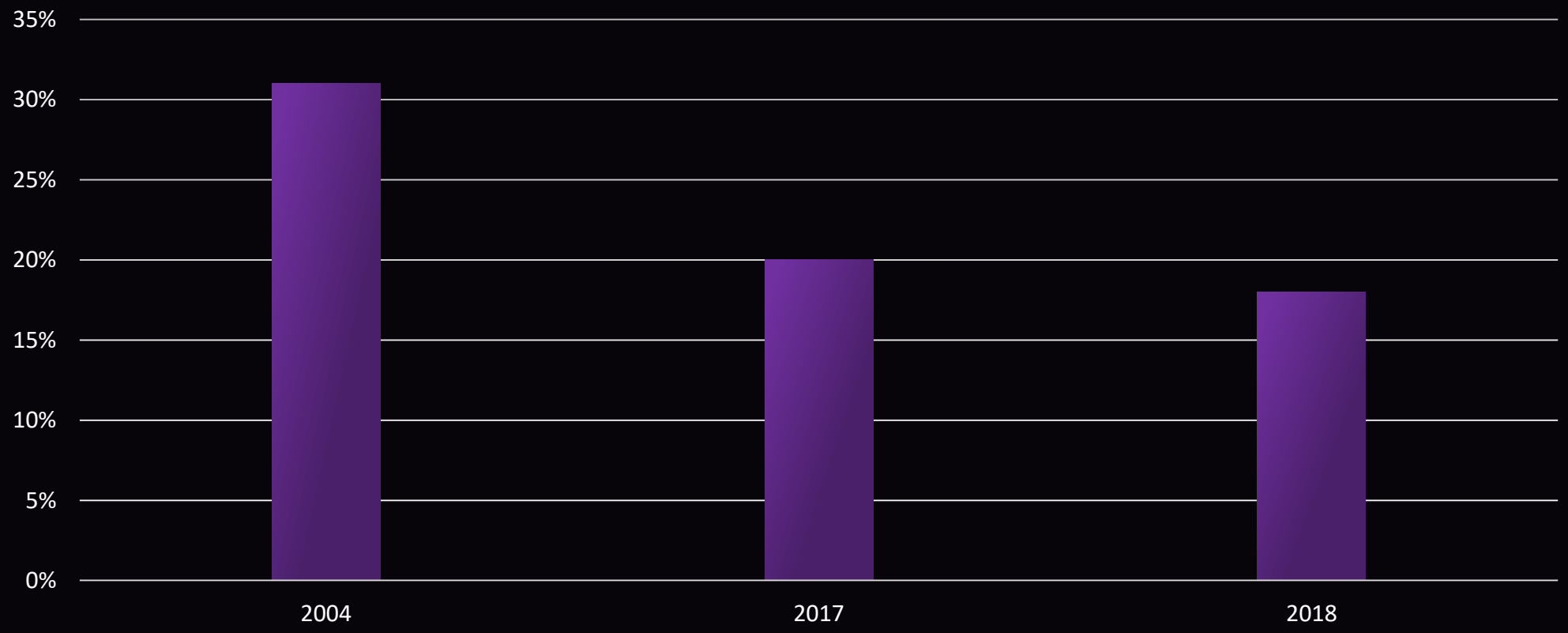
Grant Thornton

NZ companies with at least one woman in a senior management role



Source: Grant Thornton: Global women in business, 2018

What sort of leadership do we need?

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Fear?

Or love?

The dangers of command control leadership

Leaders as social architects

Today's great leader sees their primary role as "building the stage, not necessarily performing on it."

—

Professor Linda Hill
Harvard Business School

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Myth of the Complete Leader

There is a flawless person at the top of every successful organisation who’s got it all figured out.

Our greatest challenge is to embrace the fact that we are incomplete leaders.

—

Professor Deborah Ancona,

MIT Leadership guru

Creating psychological safety at work

"The sense of interpersonal risk is magnified multiple times for those who perceive themselves as minorities."

Amy Edmondson, Harvard professor

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Management by engagement to
Leadership by involvement

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New Zealand situation: Unique AskYourTeam insights and benchmarking

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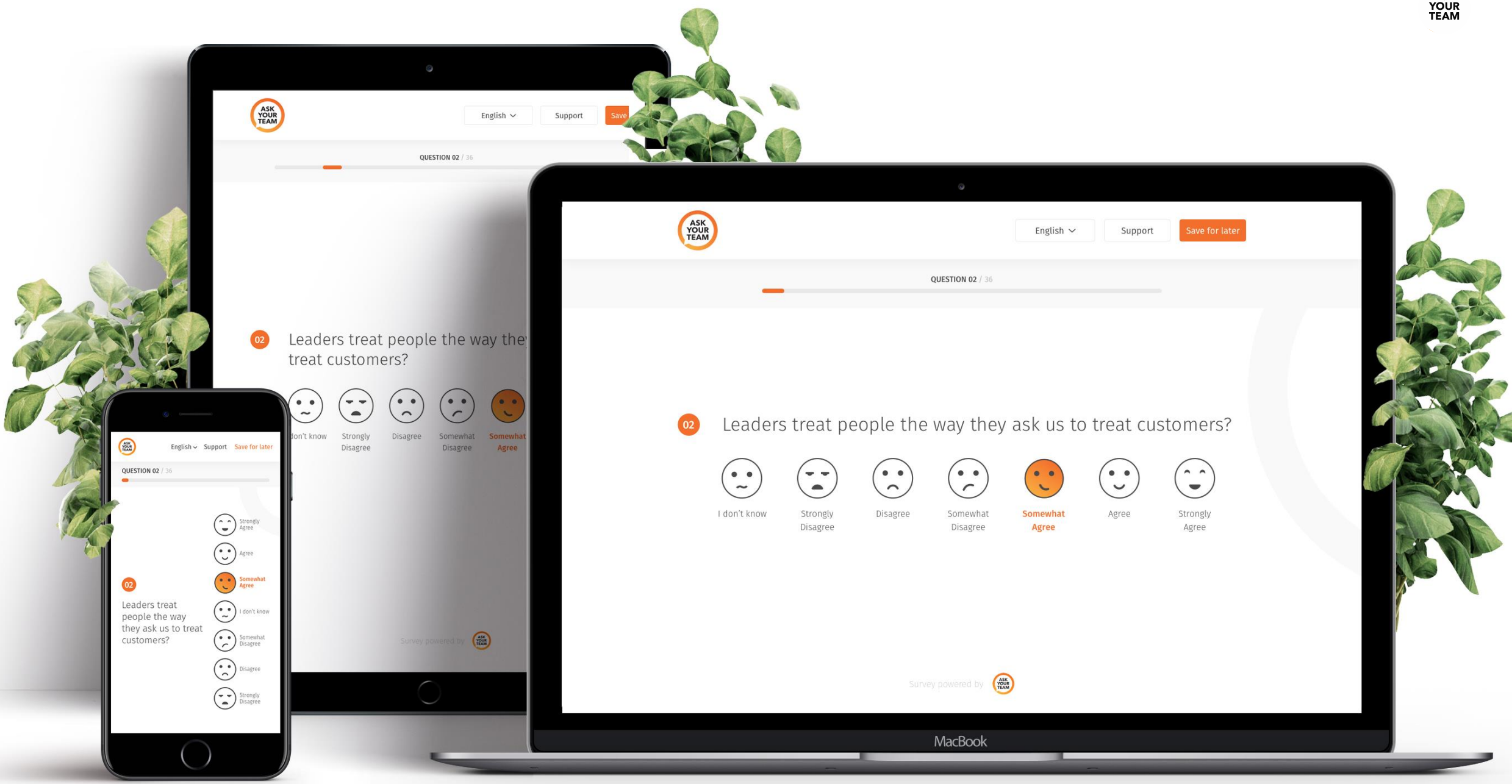

Strengths and weaknesses of Kiwi leaders

(in the eyes of their people)

What Kiwi leaders are getting right

- ✓Clarity of roles
- ✓Alignment
- ✓Physical Health and safety
- ✓Vision and strategy

What Kiwi leaders are struggling with

- ✓Communication
- ✓Bullying safeguards
- ✓Project planning
- ✓Lack of consultation

WHERE DO EXECUTIVES RATE THEIR ORGANISATION PERFORMANCE HIGHEST?

1. I enjoy working for this organisation
2. I understand clearly how the things I do affect the ability of others in my team to do their job
3. I am confident that our Senior Leadership Team is leading us in the right direction
4. My own performance targets are aligned with the strategic objectives of the organisation
5. The health, safety and wellbeing of people in the organisation is appropriately reflected in our systems, processes and work environment
6. I feel safe to tell the truth even when it is unpopular
7. Leaders share information with me that enables me to do my job effectively

WHERE DO EXECUTIVES RATE THEIR ORGANISATION PERFORMANCE LOWEST?

1. We can quickly obtain customised reports from our information systems
2. Projects are reviewed thoroughly to see how well the actual outcome reflected the forecasted outcome
3. Information and results from projects are analysed and acted upon effectively
4. We have the technology to effectively support our business processes
5. We use effective project management techniques for implementing projects
6. People are held accountable for hitting their deadlines
7. Meetings are generally effective use of time

Blindspots

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NZ LEADERS' BIGGEST BLIND SPOTS

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Our remuneration trucutre is appropriaterelative to the market	1 REMUNERATION
We have clear & effective systems for dealing with intimidating behaviour & workplace bullying, which are applied equally to everyone	2 BULLYING
I have regular & effective feedback & performance reviews	3 PERFORMANCE REVIEWS
Changes are only made after consulting all of those who could be affected by the change	4 CHANGE CONSULTATION
I feel safe to tell the truth even when it is unpopular	5 TELLING THE TRUTH
The organisation provides opportunities for me to develop my skills & competencies & actively encorages career development	6 PERSONAL DEVELOPMENT
I am confident that our Senior Leadership Team is leading us in the right direction	7 CONFIDENCE IN THE SLT
Leaders treat people the way they ask us to treat customer and each other	8 WALKING THE WALK
I am motivated by the effective way our leaders communicate	9 MOTIVATION
The contribution of individuals is recognised	10 RECOGNITION

Blindspots for NZ organisations

Clients think they are building diversity and inclusiveness and encouraging innovation in the workplace, but in reality people don't feel:

- ✓ They can come forward with new ideas
- ✓ Safe to tell the truth when it's unpopular
- ✓ They are being asked for regular feedback
- ✓ There is a strong focus on how they can work better as teams
- ✓ Honesty and directness are valued in our organisation

A crying shame

- ✓ Workplace bullying
- ✓ A recent study by CultureSafe New Zealand showed New Zealand had the second-worst rate of workplace bullying in the developed world, with one in five workers afflicted

Bursting the leadership bubble

- ✓ Anonymous listening
- ✓ New networks
- ✓ Airing of grievances
- ✓ Ask questions from “not the usual suspects”
- ✓ Ask to be challenged
- ✓ Create a safe non-threatening way to tell the truth
- ✓ Put yourself in situations where you are unexpectedly wrong, unusually uncomfortable and uncharacteristically quiet
- ✓ Focus on sharing your mistakes to make it safe for everyone

AskYourTeam Retest

Category	Assertion	Baseline	Retest	Movement
Internal Communication	I feel safe to tell the truth even when it is unpopular	95%	74%	-21%
Business Processes	We regularly review business processes and identify possible improvements	82%	62%	-20%
Performance Development	The roles and priorities of each person in the organisation are defined clearly and understood by individuals	80%	60%	-20%
Leadership	My direct leader treats people the way they ask us to treat customers and each other	88%	73%	-15%
Organisational Learning	Responding quickly to changes in the marketplace is one of our strengths	86%	71%	-15%

How can the people people help make the elephant disappear?

If the people people aren’t leading on behalf of the people, who else will?

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Thank you

Chris O'Reilly| CEO

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chris.oreilly@askyourteam.com| 0800 001 335