



Teamworks Talk

January 2009
Volume 2 Issue 1

Teamworks Pacific, www.teamworkspacific.com, Phone: ++64 3 578 0350 NZ
or ++61 4 5051 9901 Australia

*"Building a better
workplace"*

Changing Organisational Behaviour

By Vic Hewson, Teamworks Pacific and Paul Stewart, Onbrand Partners

Aside from "our people are our greatest asset", is there a more ubiquitous corporate statement than "organisational culture is what differentiates us from the rest"?

In launching the results of its Corporate Reputations survey some years ago, Fortune Magazine said:

"There is growing concern that companies cannot live by numbers alone...the one thing that set the top ranking companies in the survey apart is their robust cultures".

The leaders of true success stories, such as Southwest Airlines, have consistently argued that culture is something that you must work harder on than anything else. If we understand this, why then have so many organisations regularly failed in their efforts to reshape organisational behaviour in line with their desired values? In many cases it is because they never succeed in dealing with the root determinant of behaviour – gaining commitment to values by changing beliefs. Rather, they simply try to outlaw incompatible behaviour and force compliance. Continued page 2...

INSIDE THIS ISSUE

Changing Organisational Behaviour

Credit Crunch: Google cuts child-care subsidy

Rad Read: Teach yourself Life Coach

Team Snippets: John Stuart and Stephen Neal

Our contacts

"Change is the law of life. And those who look only to the past or present are certain to miss the future."
- John F. Kennedy



Changing Organisational Behaviour continued....

It makes sense ...

“People are committed to the behaviours that make sense to them”.

Organisational culture is not represented by what is prescribed in mission, vision and value statements. Rather, it is depicted by the spontaneous and natural behaviour displayed within the organisation.

One thing we can say about another person's behaviour is that it makes sense to that individual. Even if they are being rude or apathetic, at some level it makes sense to them to behave in this way, because if it didn't make sense, then they wouldn't behave like that. If we observe this behaviour and don't relate to it, it will be because we have a different understanding of the context i.e. we fail to see how the other person is making sense of their world. People are committed to the behaviours that make sense to “them”.

What do organisations do ...

Many organisations try to change behaviours and attitudes of their people by directly putting pressure on them to behave in the desired manner. “Behave like this or else”. Then, if the organisation is able to apply sufficient pressure, the people will conform to the desired behaviour. But, in effect, the organisation has forced these people to behave in a way that doesn't make sense to them. If these new behaviours made sense they would already be using them!

Read more of Vic and Paul's article on our website:

http://www.teamworkspacific.com.au/changing_organisational_behaviour

Every day I get up and look through the Forbes list of the richest people in America. If I'm not there, I go to work. – Robert Orben, motivational speaker and previous speech writer for Vice President Gerald Ford.

Google cuts childcare to reduce costs – Economic Sense?

“Senior Google employees jump ship to Facebook and Microsoft after Google clamps down on promised child-care subsidies.”

Fortune magazine's “Best Company to Work For” has caused a stir amongst its employees who have children. Google used to subsidise top-quality child-care for all their employees, until they realised that each child was being subsidised to the amount of US\$37,000 per annum. Oracle, with similar child-care subsidies, spends around US\$12,000 per child.

In July, 2008, Google announced that infant fees would be increasing from \$1425 to \$2,500 per month, making the quality day-care available to the elite few whom could afford it. Google parents fought back, finding innovative strategies to reduce company spending, and presented surveys showing that most parents of children in Google day-care would be forced to leave Google and find less expensive child-care.

Gradually, as Google stocks have started to fall, the attention to human capital within the organisation has begun to plummet. Some senior employees have jumped ship to Facebook and Microsoft, after being unsatisfied with Google's latest economic clamp-downs.

Could this be the end of Google's reputation as a “family-based” and special place to work?



Rad Read: Teach yourself Life Coach by Jeff Archer

*Jeff Archer is a Personal Trainer and Life Coach. He works with individuals and organisations helping them to reach peak performance. He is also the Founder of **The Tonic** personal training company and offers all-round lifestyle solutions. He consults regularly for numerous leading lifestyle and fitness magazines.*

“A great springboard to positive change, allowing you to progress at your own pace.”

A practical, easy to read book that offers ways on assessing your life as it currently stands and provides clear, unthreatening steps for change.

Divided roughly into two sections, part one focuses on where you are now, your goals and how to prepare yourself in meeting your goals. Part two strengthens and builds on your knowledge gleaned from part one and examines how you can apply various coaching strategies in all areas of your life.

This book covers everything from developing your career to personal relationships and how one area of your life impacts on another. It provides checklists, diaries, ideas and tools to help you “coach yourself” to your ultimate goals.

For those who are just starting out on their journey of self-development, or those who do not have the resources available for one-on-one coaching, this book is ideal. It is a great springboard to positive change, allowing you to progress at your own pace.

Review by Joanne Grey©



Team Snippets

John Stuart has been contracted to do a ‘summit meeting’ in Bonn, Germany in February for the International Paralympic Committee (Athletics). He will be using Open Space facilitation for the 80 delegates of the participating countries.



Stephen Neal and John Stuart have been familiarizing 360 degree feedback facilitators for the senior management team at Gekko (a mining extraction equipment supplier) in Melbourne.

Contact us

Teamworks Pacific Limited

121 Maxwell Road
Blenheim

NEW ZEALAND

Phone: +64 3 578-0350

Fax: +64 3 578-8004

E-mail addresses:

John Stuart (Director) john.stuart@teamworkspacific.com

Craig Leith (Australia) craig.leith@teamworkspacific.com

Stephen Neal stephen.neal@teamworkspacific.com

Digby Scott digby.scott@teamworkspacific.com

Dave Burton dave.burton@teamworkspacific.com

Vic Hewson vic.hewson@teamworkspacific.com

Rob Douglas rob.douglas@teamworkspacific.com

Karmyn Ingram karmyn.ingram@teamworkspacific.com

Teamworks Pacific Limited

P.O. Box 1021
Kenmore, Queensland, 4069

AUSTRALIA

Phone: +61 4 5051 9901

Visit our website: www.teamworkspacific.com.au for previous issues of our newsletter.