

High Performance Culture Development

PRESENTED BY:



SUCCESS STRATEGIES High Performance Culture Development

Success Strategies offers services to its clients through specialising in High Performance Culture Development processes. Our experienced team of facilitators offers the capacity to involve leaders and employees on all levels in the organisation. This affords the opportunity for each individual (irrespective of cultural background) to express him/herself in his/her mother tongue to ensure maximum participation. We believe in a structured, process approach to organisational development based on the fundamental principles of Change and Diversity Management.

Our High Performance Culture Development interventions consist of the following steps:

Step1: Senior Management and Employee Representatives orientation

Step 2: Middle Management Orientation

Step3: Captains Indaba where all leaders participate in an intervention planning session

Step 3: Mass communication to all employees

Step 4: Team and Leadership Mobilization and Development sessions

Step 5: Continuous measurement and feedback to and from Management

The different process steps are designed to accommodate the diverse nature of the typical South African workforce. African Wisdom is utilized to simplify business jargon and business principles. We offer experiential and engaging sessions which allows everyone to participate in their own language.

The development of a High Performance Culture is based on the following 3 Core Principles:

3 Core Principles of High Performance

1. Good manners for good team profits.

The first principle emphasizes the importance of constructive working relationships amongst all the stakeholders in the team, so that they can be productive and profitable.

2. Business principles for good team profits.

This principle deals with a critical mindset factor: we want every team member to see him/herself as a business. We also want every team member to understand how the company that they work for (i.e. sell their service and time to) operates. Each individual must therefore be able to articulate one common goal and be ready to achieve it as part of a team.

3. **Solution Seeking.**

This principle acknowledges that challenges are a part of any team's work life and we should be challenged to generate solutions instead of just identifying problems. The development of an Internal Locus of Control approach to finding a solution to the challenges experienced by the team is the fundamental objective of this principle. The team should understand their role and responsibility in overcoming challenges. The leaders of the team should understand their enabling role in dealing with challenges. The reality of situations where change is not indicated should be accepted by all concerned and ways to cope with these challenges should be co-created.

These three principles foster a high performance mind-set amongst the individual members of the organisation. This mindset will in turn foster a high performance culture in the organisation.

We are further convinced that the development of a High Performance Culture is highly dependent on the quality of leadership, management and supervision in the organisation. The development of all leaders, managers and supervisors form an integral part of our High Performance Culture Development Processes. Our work with the leaders, managers and supervisors is described in the section below.

SUCCESS STRATEGIES FOR LEADERS, MANAGERS AND SUPERVISORS IN SOUTH AFRICAN INDUSTRIES

Success Strategies boasts deep insights into the South African mining, manufacturing, engineering and petrochemical industries. This is largely owed to the vast studies we have conducted, specifically to determine the critical differences between top performing production and services teams and the rest. The results mainly point to one factor – the quality of supervision, management and leadership provided by those in leadership positions.

Over the past 17 years, Success Strategies has mastered a wealth of knowledge through working with leading figures and on-the-ground teams in the mining and other manufacturing sectors. Among some of the companies that we have worked with are Harmony, Goldfields, ARM, DRD, SASOL, Xstrata Coal, Samancor, Reunert, AMPLATS, AngloGold Ashanti and Shaft Sinkers.

We see ourselves as important role players in shaping the relationship between management and workers and our interventions have always been rooted in understanding team nuances to determine how they can be harnessed to enable a team to perform at its best, consistently.

There has been a significant change in leadership over the past 17 years in South Africa and this seems to have somehow encroached on the traditional or conventional style of management. Managers and Supervisors are left in the

unenviable position because they now find the “*old way to manage and lead people*” ineffective and in some cases “*against the rules*”.

Success Strategies has designed and compiled a “Toolkit for Leaders”, and this is not the typical Leadership Development Program. Even some of key leading figures within our clientele believe the content is unique because of the following elements:

1. It is specifically focussed on the leader in the South African context - not American, generic jargon. It is focussed on the most important outputs i.e. **SAFE PRODUCTION** and **SERVICE DELIVERY**
2. It considers the human aspect of realities that confront South African industries – it is multi-cultural in contents and it is presented by a team of highly qualified and experienced facilitators from different cultural and academic backgrounds.
3. It is designed in the *Power Hour* Format – Our experience shows that it’s futile to send the average supervisor or manager on a 3-5 day course and expect miracles in terms of behaviour change. We achieve much better results with high intensity *Power Hour Sessions* (5-8 hour sessions) in the context of a process approach. We expose a maximum of 15-20 leaders per *Power Hour* over the course of six to ten months to the 10 different *Power Hour sessions* described below:

SUCCESS STRATEGIES TOOLKIT FOR SUPERVISORS/MANAGERS & LEADERS

POWER HOUR No. 1: “Yebo! I am in Business”.

- You are a Supervisor/Manager, the company that employs you, pays you a salary and there’s potential to earn even more (bonuses) – What are you selling?
- Understand what is expected of you by your company – which is a Big Business with one focus to ensure Profitability i.e. **SAFE PRODUCTION** and **SERVICE DELIVERY**
- The difference between being an Employee and a Business man/woman – The Mindset for Success in the world of work.

POWER HOUR No. 2: Become “The Blue-Eyed Boy”

- Become passionate about what is important to your boss
- Make sure you understand why the procedures, rules and systems are important to your Manager/Supervisor
- Conflict with your Manager/Supervisor is not going to get anybody anywhere. How to resolve it so that you are a united front – you are the Pack of Forwards, scrum with him/her!
- How to sell the Rules of the Game (which you and your boss agree on) to your team/s

POWER HOUR No. 3: “From friend to father”

- Calling people to book doesn't make you a monster – make people understand the consequences
- If charging is all you know, YOU need new tools to fix ill-discipline in your team – let us show you the alternative that works for the most successful teams
- No rule is a rule without consequences – understand your role as a leader in developing your team's ability to use Consequential Thinking

POWER HOUR No. 4: “Become a Solution Seeker with your Team”

- The difference between a Problem Solver and a Solution Seeker – “we all know what the problem is..... we need to find the solution!”
- The difference between a Controllable and Uncontrollable challenge
- The three types of problems that work teams experience
- Understanding and using the Solution Seeking Toolkit with your team

POWER HOUR No. 5: “In their shoes”

- Become passionate about what is important to your team – you are there to enable them to perform so that you become a STAR!
- Manage expectations - Don't be a red cup, be a glass – ensure your team knows exactly what they can expect and what they can't expect from you
- Integrity – never, never ever make a promise you cannot keep

POWER HOUR No. 6: “Don't say thissay that ...

- “AsiFanani” we are not the same – I need to understand different cultures – not just different races
- We also need to talk and understand the things that we share – how are we the same?
- Tools to deal with culturally sensitive situations – e.g. “What? another day off for a funeral...!!!”

POWER HOUR No. 7: “People ONLY support the plan that they help to create”

- How to plan with your team
- Your team wants to be at the Planning meeting – how to have them there without them being there!
- Plan with rewards and recognition in mind – treat your team as a Business
- Business Rules and Business Plans: the Keys to any Successful Business

POWER HOUR No. 8: “When to lead and when to manage”

- POC + L = POLC: They are all critically important in the game
- Let's once and for all agree on the difference between management and leadership
- POC – when and how to Manage in any environment

- L – When and How to Lead in any environment

POWER HOUR No. 9: “The Coca Cola Principle”

- Personal branding – how do you present yourself as a leader/supervisor/manager (Your USP, One clear message and the SSR Principle)
- Developing yourself – the Principle of Ball Possession

POWER HOUR No. 10: “Ukubonisa – My ability to Coach”

- Understanding the diversity of Task Readiness Levels: not all people have the same levels of motivation and ability
- Different strokes for different folks – mastering the 3 different Coaching styles
- What motivates people and what can I do to mobilise my team?