



Human Resources Leadership Guide

Talent Management

From
Information to
Understanding
and Action

The CareWise™ New Workforce Majority

Challenges In The Way We Work, Live And Care

Evolving Your Carewise™ Culture Leads To Changes In The Way All Employees Communicate, Interact And Work As Individuals And Teams For Win-Win Outcomes. It Also Brings Changes In Areas Such As Policies And Procedures, Improved Employee Engagement, Productivity, Benefits And Greater Employee Retention. In This Action Sheet We Look At How You Can Evolve Your Organization's Culture To Reflect The Carewise™ Organization You Want To Be.

WHAT DO WE MEAN BY A “CareWise™ ” CULTURE?

About Culture - The Big Picture

Your organizational culture is about the shared values, beliefs, expectations and traditional ways of operating that govern the way managers and staff interact and go about their tasks... with each other, customers, suppliers and anyone who comes in contact with your organization.

It is traditionally expressed in the actions and words that demonstrate organization values, mission, vision and strategies.

It becomes reality through observable actions by employees and Employee-Caregivers, as they demonstrate shared understandings, values and behaviors through their workplace actions. These include building and maintaining engaged, productive, cooperative and supportive working relationships... For win-win outcomes for all.

Let's be up-front here... We do not advocate a total cultural overhaul to build in a CareWise™ focus.

Rather, build in key cultural elements slowly and carefully by targeting one or two key cultural challenges (We call these Unwritten Ground Rules -UGRs – as you will see later) that are relevant to the larger organization culture – as well as to the emerging CareWise™

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Do All Organizations Have Cultural Disconnects?

Yes! Even yours.

How does your organization measure up to the desired culture as expressed in your mission, vision, values, policies and so on? Match or no match?

Ask your employees – or observe them as they go about their work.

We predict that you will be surprised at the extent that your stated cultural values are not reflected in the actual words and actions of your employees.

For example, many organizations experience employees demonstrating some of the following: Compliance and rigid thinking when you want innovation, creativity, and flexible thinking; Avoidance of, or shifting, blame; The desire to please; and so on.

CareWise Solutions understands that the reality of addressing cultural disconnects (and especially CareWiseTM disconnects) is a challenge that takes time and commitment. It is best planned and organized – not rushed.

We suggest you use the “*Ready-Aim-Fire*” and not the “*Ready-Fire-Aim*” path to success.

WHAT IS THE CareWiseTM STARTING POINT?

We provides a number of Papers and Action Sheets that we recommend that you to read before you go any further. Sharing these with employees is also a very good idea as part of your CareWiseTM journey.

There are

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- Action Sheet: Beyond ROI: Linking Employee-Caregiver Benefits to Employee Outcomes
- Action Sheet: Creating Engagement and Productivity in a CareWiseTM Organization
- Action Sheet: Managing Change Towards A CareWiseTM Culture

These include roadmaps that you can use or adapt as to begin your journey.

What We Say Is Not Always What We Do!

To address the CareWiseTM culture change, CareWise Solutions suggests that you look at your organization's broader culture as: "What We Say" and "What We Do".

"THE WAY WE DO THINGS AROUND HERE"

As you look at your culture from the point of view of *What We Say Vs What We Do*, then expect to unearth powerful beliefs and actions that really govern "*The Way We Do Things Around Here*"... Positives and negatives!

For example, your company's policy about customer service may be that "*The Customer Comes First. If We Don't Look After Our Customers Then Someone Else Will.*"

However maybe some employees engage in various behaviors towards your customers that don't align with the policy.

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Resistance Happens!

Because you are dealing with strongly held beliefs, CareWise Solutions cautions that you understand that addressing these can be an emotional and difficult change process.

As these are identified and discussed, those holding these beliefs about “Around here we...” can feel questioned or even attacked.

Their resistance to these cultural changes is often driven by this disconnect.

So expect challenges and resistance as you start the CareWise™ culture evolution.

Managing this resistance is one of the big challenges you will face throughout the process.

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FROM UGRS TO GROUND RULES... HOW CAN WE IMPLEMENT CULTURE CHANGE?

LET'S START WITH THE CareWise™ PRINCIPLES FOR ACTION - YOUR CHECKLIST

The CareWise Solutions principles for the CareWise™ culture evolution through UGR identification and Ground Rule action, are based on our UGR experiences in various organizations.

Expect these principles to change over time:

PRINCIPLE	ACTION?
The purpose is to develop positive Ground Rules from negative UGRs - with a CareWise™ component- that can be expressed as organization values, incorporated into relevant policies and used in other positive ways to guide employee words and actions	YES/NO
Moving towards a CareWise™ culture is an evolution - not a	

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PRINCIPLE	ACTION?
Involve all employees - this allows for the exploration of all angles... It will go a long way to embedding the change through commitment	YES/NO
Start with culture change based on identified, priority UGRs so it is targeted and relevant to your organization's objectives, outcomes and employee engagement and productivity – then build the CareWise TM positive UGRs from this base	YES/NO
Addressing one priority UGR is the starting point... One is enough to get started... others will emerge!	YES/NO
By addressing one UGR you will open up discussion in many directions... Expect the unexpected, these discussions can, and do, bring strong beliefs that must be respectfully and carefully explored	YES/NO

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Perhaps you have your own principles based on your experiences... CareWise Solutions encourages you to adapt this list to suit your situation... It can be part of the communication with your employees as you set the scene for the process.

HOW DO WE MOVE FROM UGRS TO GROUND RULES (GRS)

Consider Expert Facilitation

Because of the complexities and challenges of this powerful process, CareWise Solutions suggests that exploration and evolution your culture including building in a CareWiseTM culture may be done with the assistance of a

- Reconfigures these as positive Ground Rules for action
- Produce positive Ground Rules
 - with a CareWiseTM component
 - that can be expressed as organization values, incorporated into relevant policies and used in other positive ways to guide employee words and actions
- Are based on the CareWise Solutions principles outlined above (Maybe use these as your “getting started” checklist)
- Are carefully structured and effectively communicated involving manager and employee engagement to plan and implement the process. Multiple groups will be required in larger organizations.

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- Two hours is generally long enough for each discussion. This enables them to be run at convenient times.

THE CareWiseTM APPROACH

Maybe you have a few UGR challenges that you can pull out of the hat right now to address? Every organization does so why should you be different?

To demonstrate the CareWise Solutions approach, let's consider this customer service example, and the structure we suggest to demonstrate it:

How Do We Identify The Ugrs Of Concern?

- List the workplace actions or behaviours that concern you, or

How Can The Ugr Be Written As A Positive, New Ground Rule (Gr)?

- Now implement your collaborative discussion process to develop a positive version of this UGR - to create a new Ground Rule that employees engage with
- Your new Ground Rule could be: "The Customer Comes First – If We Don't Look After Our Customers Then Someone Else Will".

How Can We Implement This Ugr?

- Then we state the behaviours or actions that demonstrate this.
- We use the statement "Which means that..." to describe the actions that we agree with to

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Here Is A Real Example ²

CareWise Solutions suggests that you use this format to write each new Ground Rule... and the action to be taken to implement it.

THE CURRENT UGR (OR IDENTIFIED ISSUE)?	THE NEW GROUND RULE (RE-WRITTEN AS A POSITIVE)	WHICH MEANS THAT WE... (OUR ACTION)
<p>Around here "We don't treat customers with the respect they deserve"</p>	<p>Around here "The Customer Comes First -If We Don't Look After Our Customers Then Someone Else Will".</p>	<ul style="list-style-type: none"> ■ Always follow up customer requests within 24 hours (Our "24 hour" rule) ■ Always follow the Complaints Management Policy and procedures for every customer complaint ■ Listen carefully to the customer and use our communication and problem-solving skills when necessary (e.g. to handle a customer complaint)

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Extending The Process

If necessary you can add a 4th column so that your Ground Rule to address what needs to happen so employees have the understanding and capabilities needed to implement the agreed action.

THE CURRENT UGR (OR IDENTIFIED ISSUE)?	THE NEW UGR (RE-WRITTEN AS A POSITIVE, NEW GROUND RULE)	WHICH MEANS THAT WE... (OUR ACTION)	TO TAKE ACTION SUCCESSFULLY WE NEED...
<p>Around here “We don’t treat customers with the respect they deserve”</p>	<p>Around here “The Customer Comes First -If We Don’t Look After Our Customers Then Someone Else Will”.</p>	<ul style="list-style-type: none"> ■ Always follow up customer requests within 24 hours (Our “24 hour” rule) ■ Always follow the Complaints Management Policy and procedures for every customer 	<ul style="list-style-type: none"> ■ Training and coaching on handling customer complaints ■ Training or coaching on how to have a problem solving discussion with customers ■ To review the

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“THE WAY WE DO THINGS AROUND HERE”

To help you get started, here are some possible CareWise™ UGRs.

The discussion process is to present the UGR in the “Around here...” format.

This is an open-ended discussion format that allows employees to make their comments freely.

- Around here our biggest culture challenge....
- Around here being CareWise™
- Around here Employee-Caregivers...
- Around here evolving a CareWise™ culture...

WE HAVE IDENTIFIED CareWise™ GROUND RULES - WHAT NOW?

By addressing your organization’s UGRs then you have identified powerful messages from employees and managers about what they believe is important.

The ball is rolling so keep it moving forward!

Implement The Actions

Implement a process to take the actions that were identified for each UGR.

www.carewise.com/groundrulesandgrps

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Expect “Good Things” To Emerge

For example... as you address the action: “Training and coaching on handling customer complaints.” you may find that:

- o Your complaints handling policy doesn’t give a process to follow – or the process is not helpful... So a policy re-write is needed (See: Action Sheet: Addressing CareWiseTM Organization Policies)
- o Many employees have not experienced the organization’s communication and problem solving training and coaching. They are overwhelmed because

implication for your organization’s culture and employee capability, engagement, productivity to name only a few.

Expect each UGR to generate a similar range of follow-up actions as you go through the process of implementing each Ground Rule.

Write Your Ground Rules As Values

Do you have an organization values statement? Now that you understand your workplace culture better – maybe it is time to have another look?

It’s time to check it against the new GRs. What exactly are your values now?

Are you ready to write your values?

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emerging values drive your policies, practices, employee engagement, employee capability development, customer service and so on...!

Build On This Experience – Make It On-Going

Leverage the process and the employee experience to create engagement.

As you complete your first GR, you are well into culture change. It is happening around you as the process unfolds.

CareWise Solutions suggests that you on build it. For example try this UGR...
“Around here we are building...” or
“Around here we are using our
CareWise Solutions change process.”

to review, revise or develop policies that work for the organization, Employee-Caregivers and all employees.

Your starting point? Check out Action Sheet: Addressing CareWiseTM Organization Policies for an innovative approach to your policy evolution.

Time To Get Started

CareWise Solutions can provide assistance as you begin your CareWiseTM culture change process.

At CareWise Solutions we encourage you to do your homework so that your decisions are made on a foundation of facts, research and experience.

What are your plans for the future?

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