

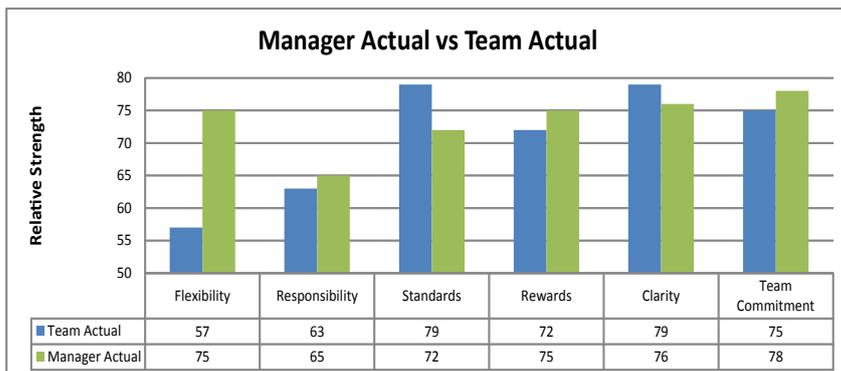


Workgroup Climate Development Program

Studies in organisations show a direct link between the working climate and their productivity/ financial performance. Organisations with better climates have higher engagement and retention, less absenteeism and greater productivity. Organisations that focus on lifting work climate have raised their financial performance by an average of 28%.

There are two main influences on the work climate for an individual in an organisation. Firstly, the climate set in the workgroup or team that the person works in - the "workgroup climate". Secondly, the climate set by the organisation as a whole - the "organisational culture". Research shows us that the greater of these two influences is the workgroup climate. The manager of the workgroup sets the major influence on the individual.

Organisational aspects such as organisational culture, the organisation's history, the external environment, the organisation's leaders, corporate strategy and organisational structure are not normally under the direct influence of the workgroup manager. However aspects such as rewards, flexibility, standards, responsibility, clarity and building team commitment fall within the scope of each workgroup leader. These six aspects form the "workgroup climate". The workgroup climate assessment gives both the workgroup and the manager's perspective of these six aspects. A sample climate report is given below.



In the workgroup represented by the above chart, the two major issues are:

1. The team believes that flexibility is much lower than the manager does. The manager could discuss with the team what processes could be changed. The manager could also introduce times for brainstorming and learn how to draw out ideas.
2. Both the team and the manager rates "responsibility" poorly. The manager can initiate discussion, training and changes in practices that help to clarify responsibilities, empower decision making and clarify accountabilities.

Workgroup Climate Report (WCR)

Our WCR compares the manager's perception of the six dimensions of workgroup climate with the perceptions of their team. Both of these perceptions help the manager to address aspects for development. If both perceptions agree that the climate dimension is low, then there is agreement for development. If either perception is low, then there is need for discussion then possible development.

Workgroup Climate Development Workshops

We have training workshops that are directed to the six dimensions of workgroup climate:-

- ▶ **Clarity:** the degree to which team members understand both the team's purpose and their individual contributions to that purpose. This includes vision and team organisation.
- ▶ **Standards:** the degree to which expectations are set and agreed upon. This includes team and individual goal setting and team charters.
- ▶ **Responsibility:** the degree to which employees can work independently. This includes the delegation of authority, accountability, measures and the issue of micromanagement.
- ▶ **Flexibility:** The degree to which new ideas can be heard and red-tape can be minimised. This includes innovation, initiative and systems.
- ▶ **Rewards:** The degree to which valued outcomes are linked to performance. This also includes other aspects of motivation.
- ▶ **Team Commitment:** The degree to which individuals co-operate and value each other's contribution.

Workgroup Climate Development Coaching

Our coaching sessions are one-on-one with each participant to assist them to implement the changes they have decided on. We answer any personal questions the participant may have to help them fully understand their workgroup climate and apply the training to their personal situation. We help them to set goals, explore options to reach those developmental goals and assist them in setting SMART action steps.