



X



I was approached by Metro Trains to speak at their Leadership Forum on the topic of culture, after one of the team saw me speak at a conference.

My brief was to provide honest, energetic and practical insights into how culture is built and how to spot the kind of culture that they have to their 100+ leaders in a 90-minute keynote speech. It was to be motivational and provide direction for corrective action.

I worked with the People and Culture/Learning and Development team to understand where the organisation was currently positioned with its culture and also to learn about how its vision and values were used.

I delivered the keynote speech which was so well received that I was asked to work with one of their blue-collar teams, facilitating a one-day workshop to get them to agree on their target culture.

I worked closely with the HR business partner for the team to understand the following:

- Current engagement score
- Feedback from previous engagement survey
- Specific issues encountered across the team
- The external reputation of the team
- The things that the team did well and were 'known for'
- The legislation that they had to work within
- The enterprise agreement with the workers unions.

I met with the team twice more to ask clarifying questions during the design phase so that I could create a high-impact day that would lead to tangible change.

The day focused on three of the six pillars of workplace culture, namely:

- Personality and Communication
- Behaviour
- Collaboration.

The entire team of around 80 people (many of whom were sceptical about a 'culture workshop') were hugely engaged throughout and the day was filled with action, engagement, laughter and a sense of what was possible when everyone worked together.

I met with the learning and development team three months later after they'd completed the engagement survey. Not only had the participation rate for the survey doubled, but the engagement score itself had lifted by 35%.

Key learning outcomes:

- Managers who understand what culture is
- Managers who understand how to build and evolve vibrant culture
- Executives and managers who know how to spot the culture that they have and the steps required to change it (if required)
- Common narrative around culture.

Key organisational outcomes:

- Improved expectation setting around behaviour
- Reduced attrition of key staff
- Defined culture for the team to aspire to
- Improved engagement
- Increased self-awareness
- Improved communication.

Learnings for you:

- Create experiences that speak to the audience (in this case a blue-collar workforce)
- Culture can be defined in a day! It doesn't need to take years and millions of dollars in consultants fees
- Don't be afraid of the sceptics. As long as the content is strong, relevant and delivered in a way they appreciate, they are easy to bring along on the journey
- Do something different. I never do the same program twice. Create excitement around coming together and don't allow passengers.

Feedback from the client:

"Colin delivered a session for our senior leadership group on building vibrant cultures and the feedback was absolutely stellar. The participants thoroughly enjoyed Colin's enthusiasm, humour and candidness. Colin was diligent in weaving in our organisational messages and catered the session for our needs with valuable take home actions. Extremely complementary of Colin's work!"

Evelyn Mar - Learning Specialist