

SILVER BULLET

FOR CALM SPECIALISTS AND SUBSCRIBING CLIENTS

The purpose of the Silver Bullet is to provide CALM Specialists with tips and keys to improve the value we offer to our Clients.



Dear Friend,

This edition focuses on the importance of having a strong organisational culture of openness, trust and challenge.

My experience is that these characteristics are at the heart of every person's motivation. Yet, most organisational cultures are a far cry from these aspirations; they are 'closed', full of distrust and a lack of challenge.

What knowledge can help us assist organisations to change?

Read on ...

Dan
CALM Consulting

A Strong Culture of Openness, Trust and Challenge

McKinsey conducted an exhaustive business survey of over 115,000 respondents across the world. The analysis concluded that 3 factors are required for an organisation to improve performance:

- clarity of purpose,
- clarity of direction and
- **a strong culture of openness, trust and challenge.**

The results of this 'base case' are stunning in their simplicity. Let's focus on the 3rd factor...

STRONG CULTURE OF OPENNESS, TRUST AND CHALLENGE

"Senior executives must develop an environment that encourages openness, trust, and challenge (culture)."

Keith Leslie, Mark A. Loch, and William Schaninger. "Managing your organization by the evidence", The McKinsey Quarterly (2006)

The McKinsey analysis provides statistical proof that high performance in organisations correlates strongly with trust and openness in the workplace. Typical approaches to improved performance such as process-driven efficiency, ensuring consistency and repeatability are much less effective unless conducted in an environment of openness and trust.

This research has a large band of supporters and again is intuitive to most managers. But *understanding* business culture is difficult let alone *changing*

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THE COMPLETE NON-SEQUITUR

The universe is so vast in relation to the matter it contains. It can be compared in the following way: Imagine a building 20 miles long, 20 miles wide and 20 miles high that contains 1 grain of sand.



the culture. For those organisations whose workplaces lack trust and openness a change of culture deserves a concerted effort.

Even programs specifically designed to increase the performance of organisations will falter if the cultural issues are not addressed. But cultural issues can be addressed if managers understand what it takes to positively influence culture. I have compiled a series of research points that will assist you to understand business culture more clearly and provide the keys to bringing about successful change. [7SIM Research Points](#)

This ends the 3 part series on the McKinsey research. To view my paper on this subject, tabled at Qualcon 2007, [click here](#). [Presentation to the Quality Conference 2007](#)

Striving toward having the best business culture in the world

The traditional Vision for CALM Consulting has been replaced it with what we call "The Perfect Client Experience This more accurately reflects our intent. It is not a one-line aspiration to inform people we want to be #1. What we want is to be #1 at providing the following Perfect Client Experience:

A satisfying experience - a complete and worry-free experience for clients.
Sustainable solutions - solutions that can be sustained for the long term and are environmentally responsible.
Value for money - clients feel good about the level of investment for the quality of the outcome.
Simplicity of Operation - the solution is intuitive and intelligent to operate.
Confidence in the future - there is an air of optimism about meeting future challenges.

As a CALM Specialist your responsibility is to continually strive to achieve the Perfect Client Experience. Remember that implementing new solutions should be a rewarding experience for our clients.

Remember - Our client's success is our reason for being.

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