

ICBE

IRISH CENTRE
FOR BUSINESS
EXCELLENCE

Where knowledge is shared and multiplied

WELCOME

ICBE Lunchtime Bite-Sized Webinar

***Understanding Cultural Change
& Employee Engagement
in Times of Uncertainty***

We will be starting in a few minutes

April 21st, 2021 @1pm



***"Understanding Cultural Change & Employee Engagement
during times of uncertainty"***



Wednesday, April 21st,

1pm

Agenda



- Understanding employee engagement
- What is 'Organisational Culture'?
- Investigating the impact of change on the organisation
- 'Evolve' - the 3-S Model of Cultural Change Navigation
- FREE Resources
- Q&A

Virtual Classroom Basics

Mute when
not talking

Use live chat
for ongoing
questions

Use Reactions
to Express
Yourself

Use the 'raise
hand' function
if stuck!!!

Can you give
yourself this
time
distraction-
free?

Use 'side by
side' mode (in
'view options')
to see the
presentation

A question for you....

- ✓ What one word best describes the levels of employee engagement in your team / organisation at present?
- ✓ Please put your comments in the chat box!



**UNDERSTANDING
EMPLOYEE
ENGAGEMENT**

Employee Engagement Defined



‘A positive attitude held by the employee towards the organisation and its value. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the organisation. The organisation must work to develop and nurture engagement, which requires a two-way relationship between employer and employee’

(Robinson et al. 2012, p.17)



We have all heard the stats!



- Overall, companies with high employee engagement are 21% more profitable.
- Gallup study shows that highly engaged workplaces saw 41% lower absenteeism.
- Engaged employees provide a better **customer service** and **provide more discretionary effort than their non engaged counterparts** ('organisational citizenship').
- Low employee engagement is a costly problem! It costs businesses \$4,129 on average to hire new talent, and around \$986 to onboard the new hire. That means you lose over **\$5,000** each time an employee walks out the door, not to mention the unquantifiable cost of losing an experienced employee!



Post-Pandemic Employee Engagement



83%

of Irish workers would like to continue to work from home after the pandemic

Source: Western Development Commission 2020 National Survey



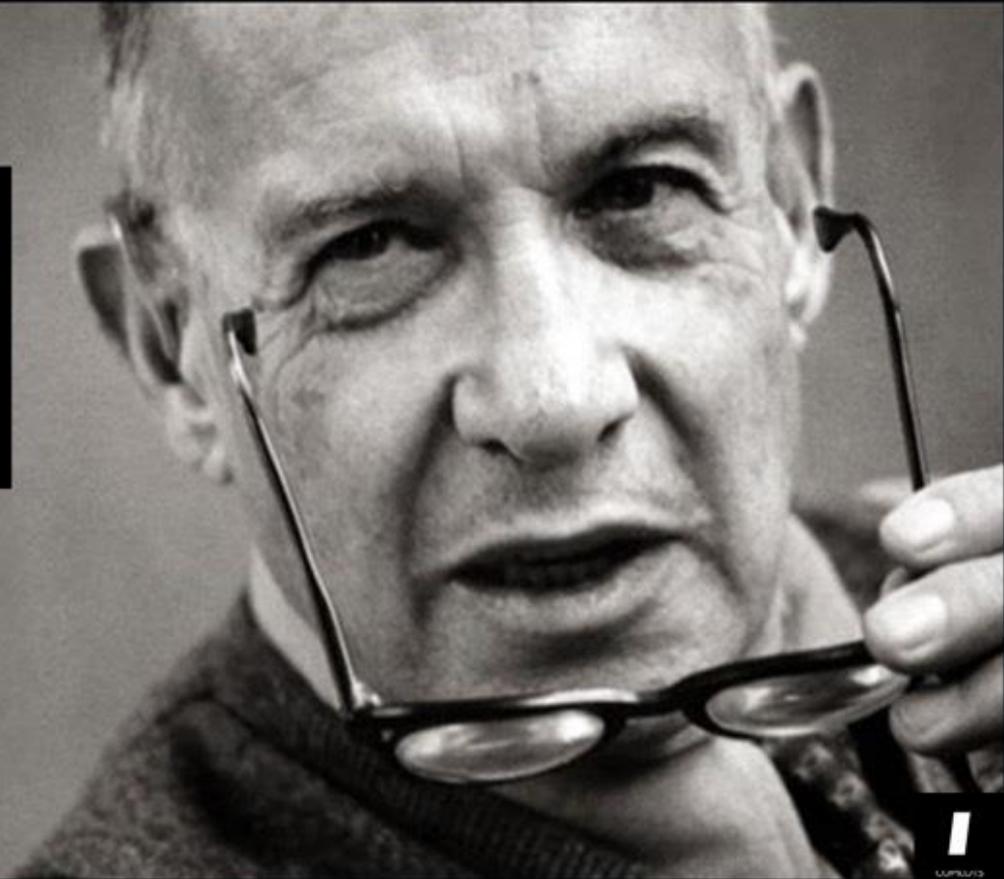
Employee engagement as part of the overall HR Strategy is now, more important than ever.



UNDERSTANDING ORGANISATIONAL CULTURE

CULTURE EATS STRATEGY FOR BREAKFAST

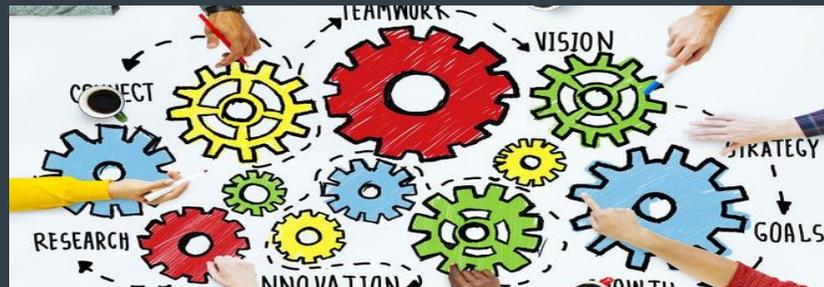
Peter DRUCKER



What is 'Organisational culture'

There are many academic definitions of organisational culture: including Balogun and Johnson's 'the way we do things around here'

Denison's definition is '*the underlying values, beliefs and principles that serve as the foundation for an organization's management system as well as the set of management practices and behaviours that both exemplify and reinforce those basic principles*'.



Source: <https://www.cipd.ie/news-resources/practical-guidance/factsheets/organisation-culture-change>

'The way we really get things done'



Post-Pandemic Cultural Shifts

20%

Of employees reported feeling lonely when working at home and a lack of a sense of belonging during the pandemic.

Forbes

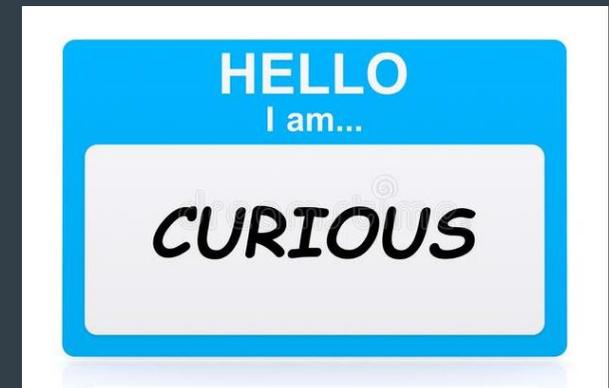


Awareness of current organisational culture & employee needs is now, more important than ever.



A question for you....

- ✓ How has the pandemic impacted on the culture of your organisation?
- ✓ Please put your comments in the chat box!



**UNDERSTANDING
THE IMPACT OF
CHANGE**

What is 'Change'

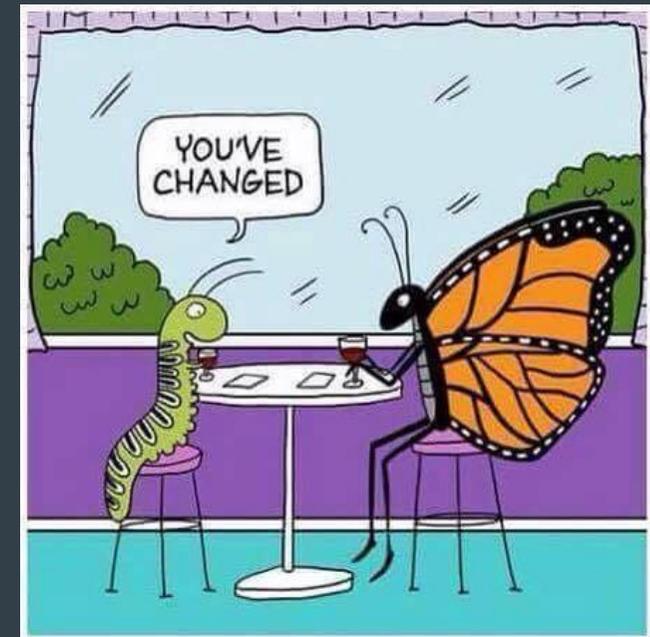
verb

make or **become different**.

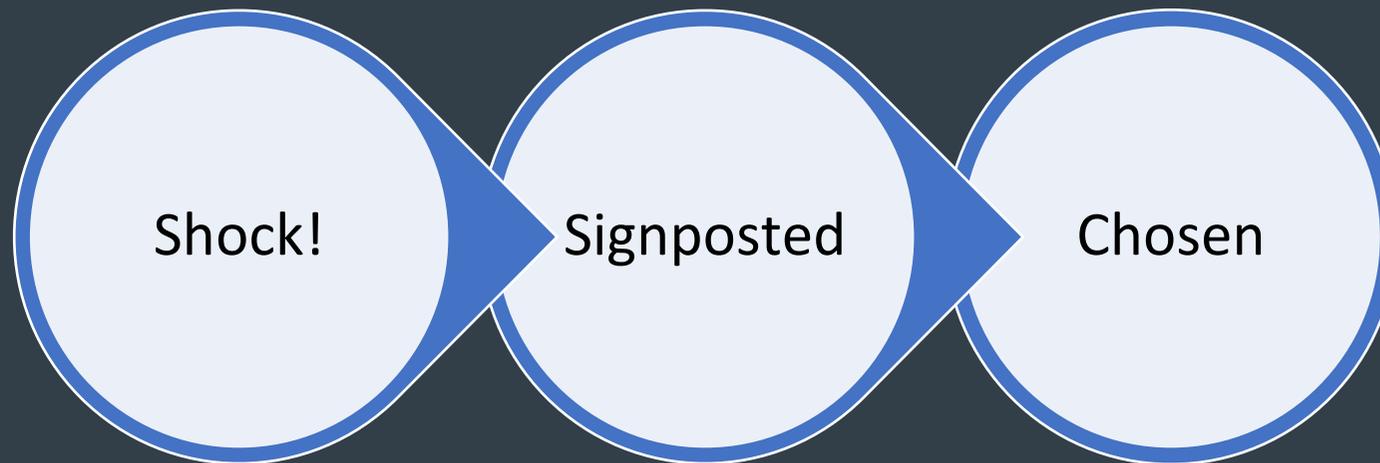
take or use another instead of.

noun

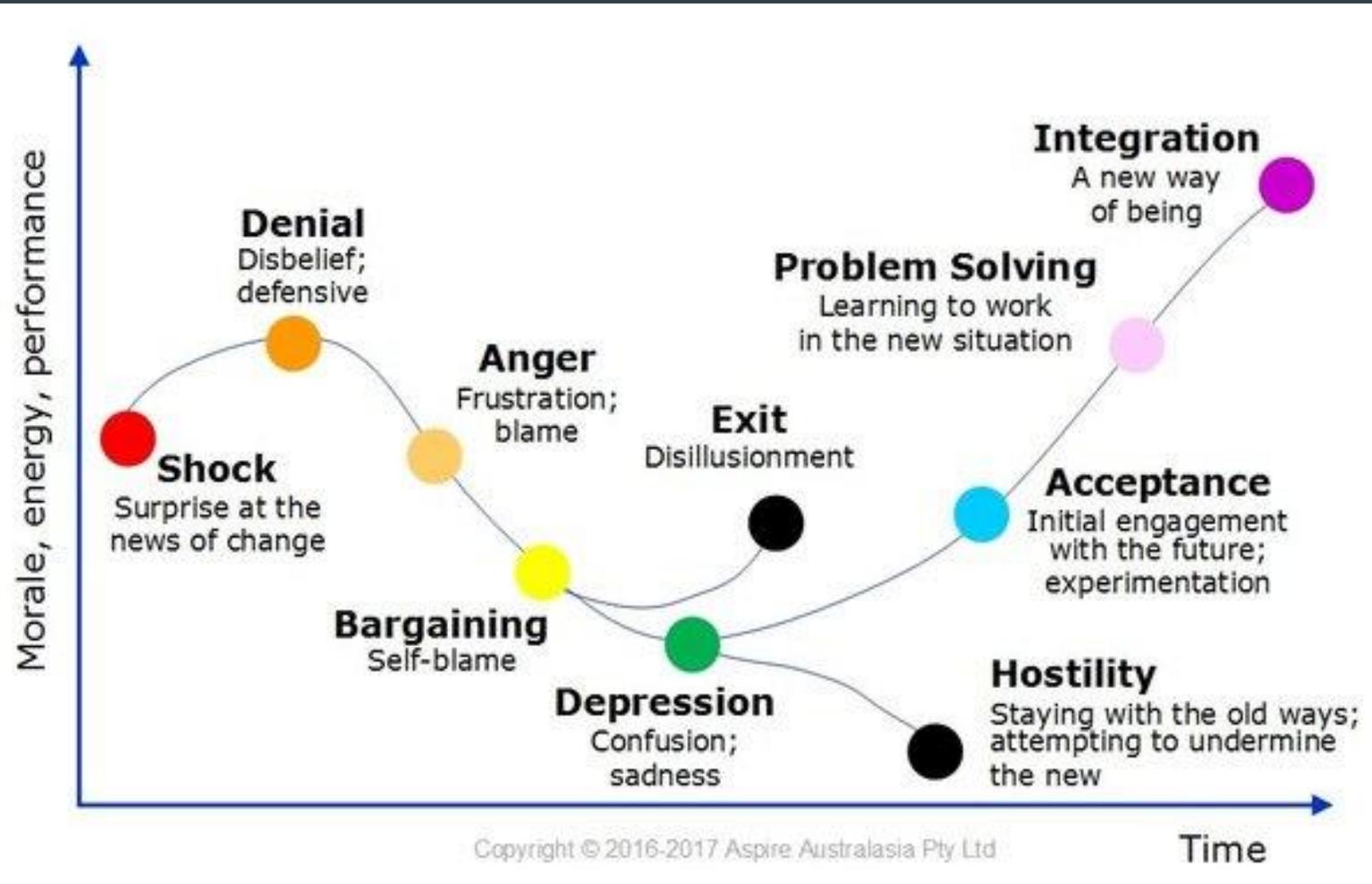
an act or process through which something becomes different.



Types of Change



The 'Change Curve'



**REFLECTING ON
THE IMPACT OF
CHANGE**

Your Organisation

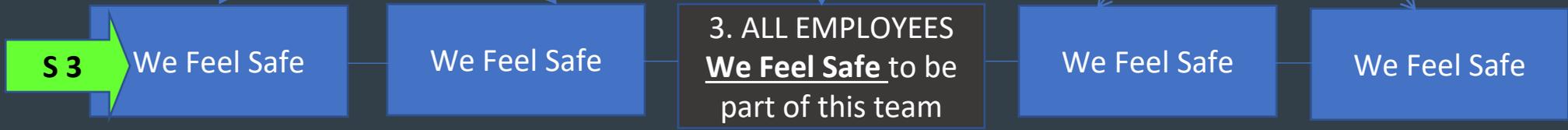
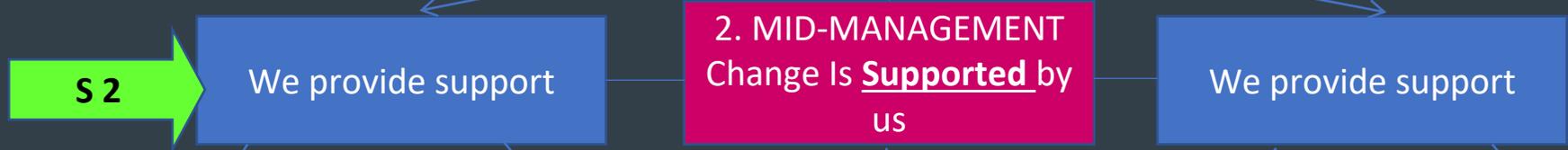


- What changes to *'the way we do things around here'* have taken place since March 2020?
- Have you been able to assess the impact of this on employee engagement levels?
- What needs to be addressed now, to **prevent negative consequences** of these cultural changes?

'Evolve – the 3-S' Cultural Change Navigation Model



The Evolve Model in Action



What we do to support



Visit our website for free resources



O'Brien LEARNING SOLUTIONS

HOME ABOUT WHAT WE DO HOW WE DO IT RESOURCES **BOOK A CLARITY CALL**

BOOK A CLARITY CALL

If you're looking to drive change in your organisation, we'd love to hear from you. Make an enquiry or book a call below to get started.

BOOK A CALL WITH DENISE

Select a Day

April 2021

Chat with us

Presented by Clarity

This screenshot shows the top section of the website. It features a dark blue header with the O'Brien Learning Solutions logo and a navigation menu. The main content area has a dark background with a photo of people in a meeting. Below this is a white box with a teal border containing a circular profile picture of a woman and a calendar interface for booking a call with Denise.

O'Brien LEARNING SOLUTIONS

HOME ABOUT WHAT WE DO HOW WE DO IT RESOURCES **BOOK A CLARITY CALL**

COMPLETE OUR CULTURAL GAP ANALYSIS TOOL

Carry out an easy 3-step gap analysis now, which we will be happy to follow up with a free, no obligation virtual check-in.

GET STARTED →

BECAUSE CHANGE MATTERS TO US, WE CARE ABOUT HOW CHANGE IMPACTS YOU

At O'Brien Learning Solutions, we are passionate about the engagement of employees during periods of change. Allow us to help you to harness the most integral factor in your organisation's success when it comes to implementing change – your teams and your people.

Chat with us

The diagram shows a circular process with three stages: 'Signposted' at the bottom, 'Supported' at the top, and 'Safe' at the right. Arrows indicate a clockwise flow between these stages.

This screenshot displays the 'COMPLETE OUR CULTURAL GAP ANALYSIS TOOL' page. It features a dark blue header with the O'Brien Learning Solutions logo and a navigation menu. The main content area has a white background with a teal border. It includes a diagram of the 3-step gap analysis tool, a 'GET STARTED' button, and a section titled 'BECAUSE CHANGE MATTERS TO US, WE CARE ABOUT HOW CHANGE IMPACTS YOU' with a brief description of the company's commitment to employee engagement during change.

O'Brien LEARNING SOLUTIONS

HOME ABOUT WHAT WE DO HOW WE DO IT RESOURCES **BOOK A CLARITY CALL**

Sign Up to Our Newsletter

Name

First Last

Email Address*

I agree to the O'Brien Learning Solutions [Privacy Policy](#).

GO

This screenshot shows the 'Sign Up to Our Newsletter' page. It features a dark blue header with the O'Brien Learning Solutions logo and a navigation menu. The main content area has a dark background with a white box containing a form for signing up to the newsletter. The form includes fields for Name (First and Last), Email Address, and a checkbox for agreeing to the Privacy Policy. A 'GO' button is at the bottom of the form.

Q&A

Thank You!



'Because Change Matters'

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Website: icbe.ie

LinkedIn: Irish Centre for Business Excellence

Twitter: [@ICBE_Business](https://twitter.com/ICBE_Business)