



## **Commitment to Purpose – the catalyst for organisation change**

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**Hanover**  
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# Responsibilities

**Your Performance**

**Your Development**

**The Performance & Development of others**

# The Catalyst for Change ----- For Improvement

Vision

*Purpose*

Performance

Change for  
Improvement

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# Purpose – output framework

Alignment

Integration

Governance

Efficiency

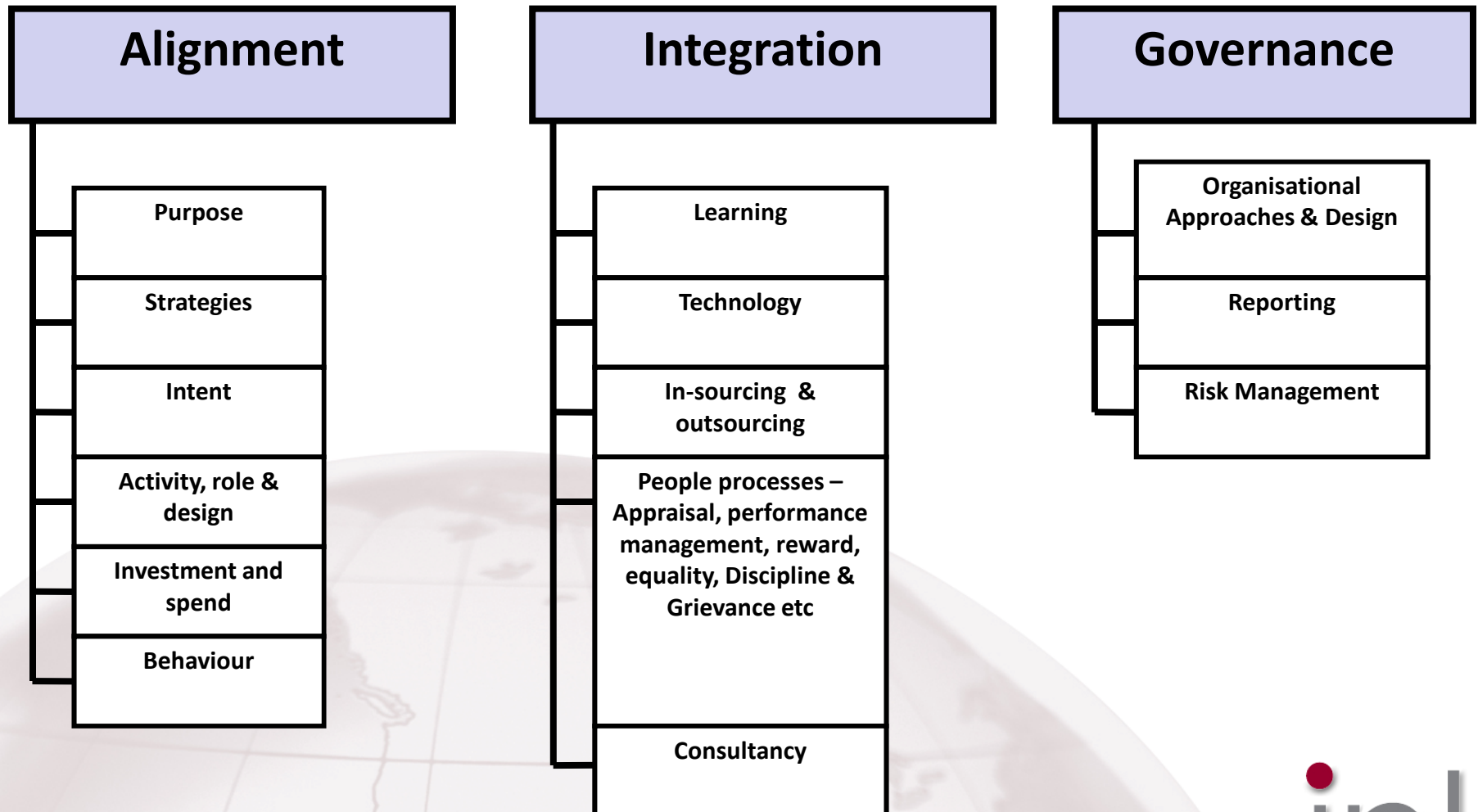
Effectiveness

Sustainability



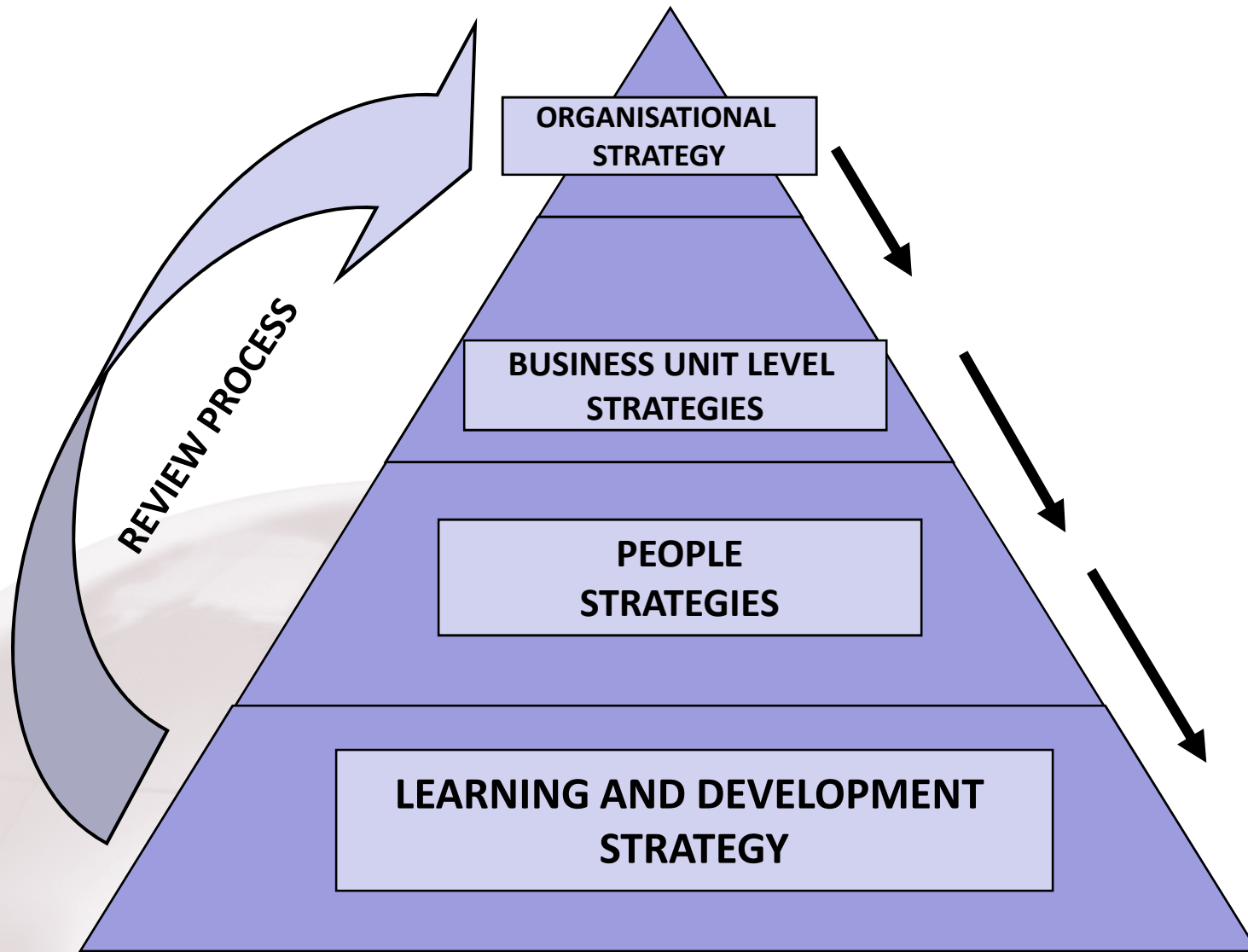
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# Considerations – Relate to Purpose



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# Learning strategy alignment



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# Intended Impact

(Event focus)

(People link)

(Organisation focus)

Purpose/Intent		
Underlying Requirements	Critical Actions	Key Results
<i>(knowledge)</i>		
<i>(skill application)</i>		
<i>(thinking preferences)</i>		
<i>(behavioural application)</i>		
(link to competencies)	(link to qualitative)	(link to quantitative)

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# Intended Impact



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# Alignment of Purpose



*Agreed direction and Interpretation*



*Positive handovers*



*Executive commitment*



*Collaboration*

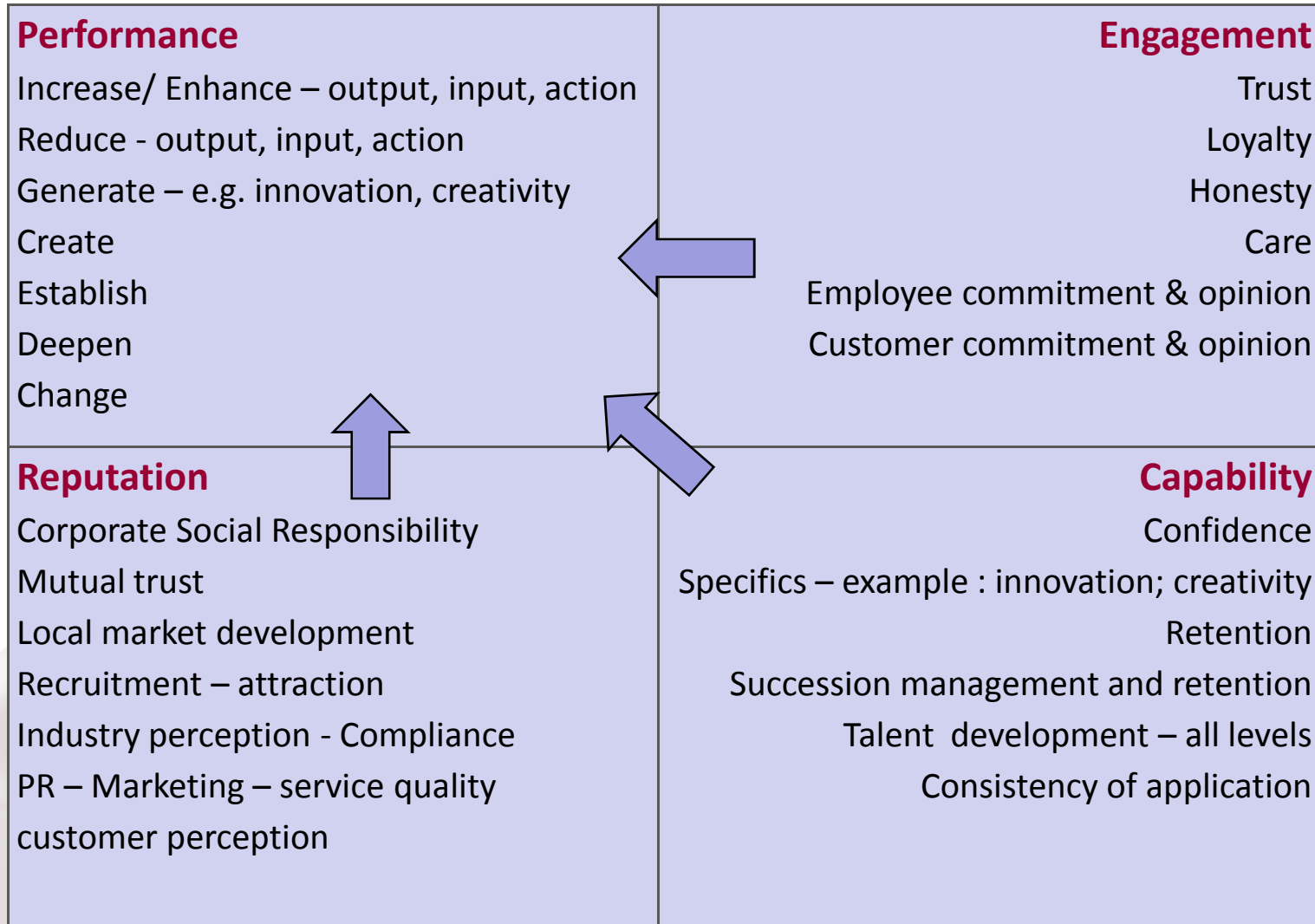
# Organisation Strategy - *connectivity*



*Coordination & Collaboration*

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# Link to Purpose – Why?



# Integration of Purpose

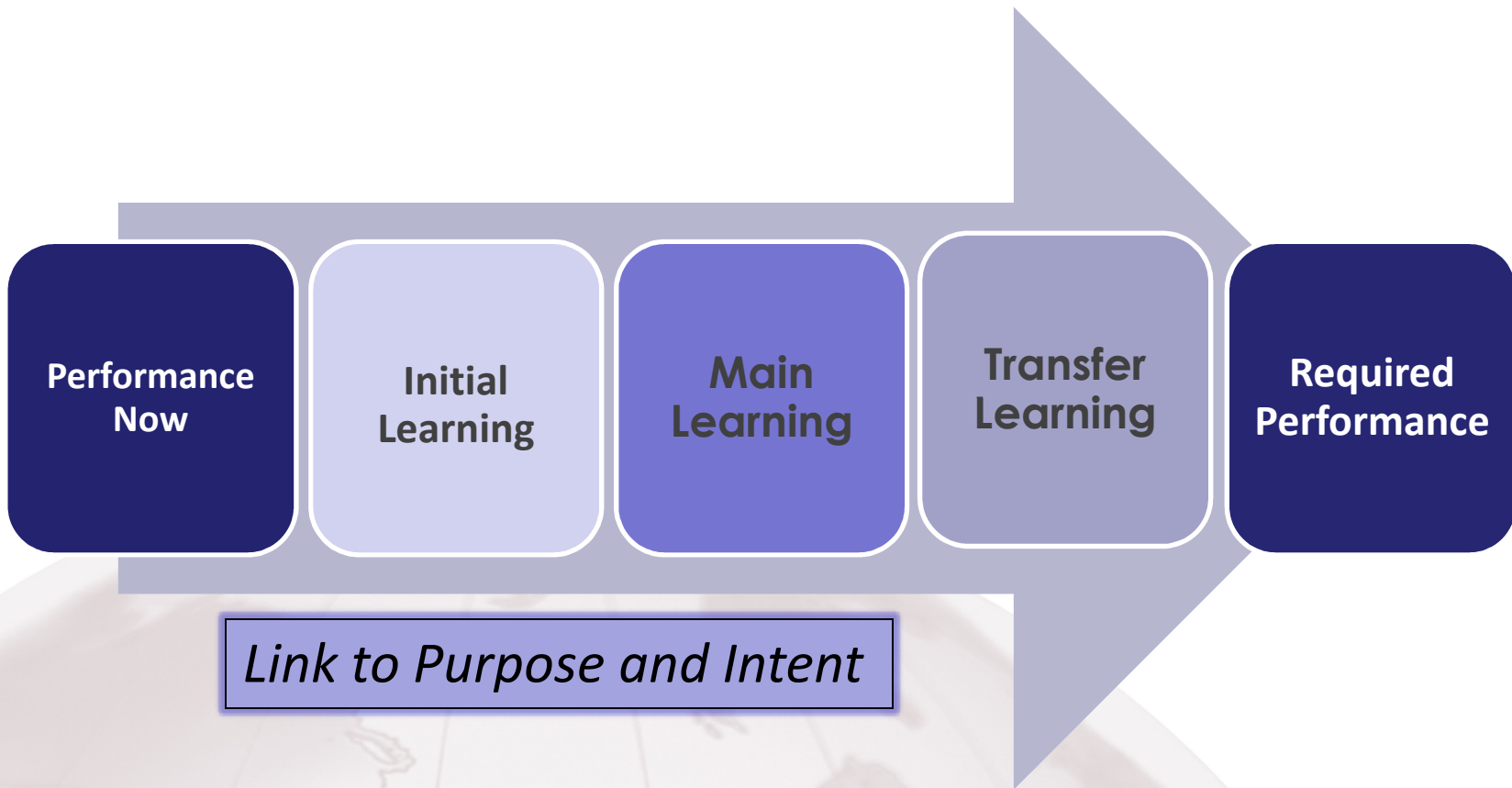


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# 4 Key Business Cultures

<b>Person Centred</b>	<b>Hierarchical</b>		<b>Role-centred</b>
	<b>Caring: relationship driven</b>	<b>Formal: rules driven</b>	
	<ul style="list-style-type: none"> <li>▪ Driven by personal relationships</li> <li>▪ Hierarchical with strong concern for individuals</li> <li>▪ Close face to face relationships</li> <li>▪ Benign leadership/strong reciprocity</li> <li>▪ Inputs more important than outputs</li> <li>▪ Pay influenced by tradition</li> <li>▪ Everyone gives more than 'contract' expects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Driven by rules procedures &amp; status</li> <li>▪ Hierarchical with strong focus on roles/functions</li> <li>▪ Clear division of labour and recognition of status</li> <li>▪ Less interaction between staff at different levels</li> <li>▪ Depersonalised staff relationships</li> <li>▪ Pay influenced by collective bargaining</li> </ul>	
	<b>Progressive: Excellence driven</b>	<b>Entrepreneurial: performance driven</b>	
	<b>Flatter</b>		
	<ul style="list-style-type: none"> <li>▪ Driven by continuous search for excellence</li> <li>▪ Strong on generating and implementing ideas</li> <li>▪ Strong focus on individuals and craft loyalty</li> <li>▪ Egalitarian in status evangelical in fervour</li> <li>▪ Strong face to face professional relationships</li> <li>▪ Lots of mentoring and coaching</li> <li>▪ Personal recognition as important as financial reward</li> </ul>	<ul style="list-style-type: none"> <li>▪ Driven by individual performance and excitement</li> <li>▪ Less hierarchical with strong focus on empowerment</li> <li>▪ Less division of labour, more team-work and recognition through achievement</li> <li>▪ Staff more loyal to their craft than the company</li> <li>▪ Personal initiative encouraged</li> <li>▪ Strong link between pay and performance</li> <li>▪ Outputs more important than inputs</li> </ul>	

# Learning & Performance Journeys



*Link to Purpose and Intent*



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# Learning Journey Management & Coordinated Implementation

**To – Engage Enthuse Equip Enable Energise Effect**

*Raise Awareness Build Trust Gain agreement Gain Commitment Achieve Advocacy*

**Communication**

**Initial  
Learning /  
Contact**

**Main  
Focus /  
Initiative**

**Make It  
Happen  
Activity**

**Review**

**Application**

*Clarify Pre-measure  
Intent*

*Reaction Application Impact*

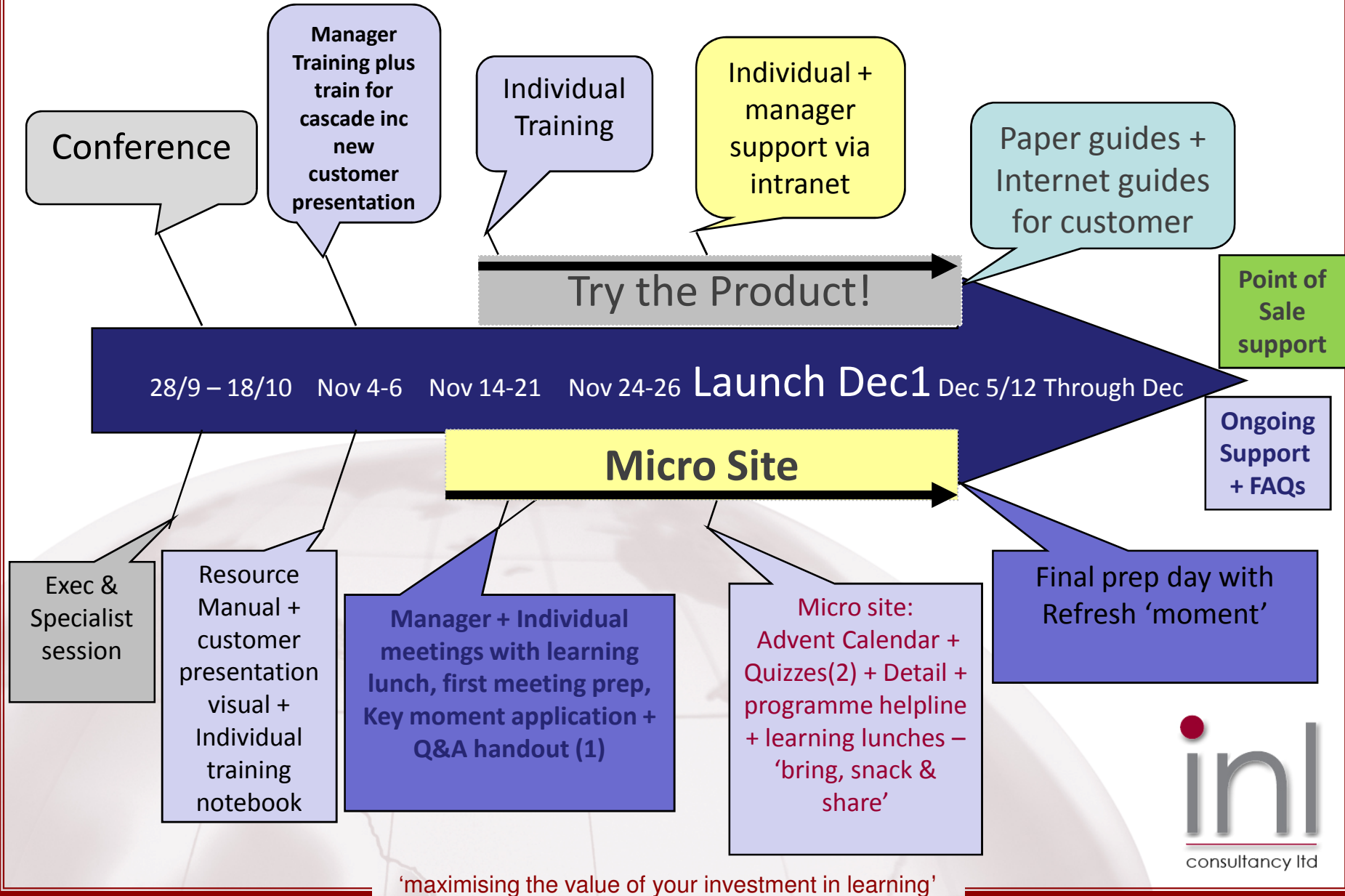
*Value  
& Return*

**Measurement**

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# Learning Journey for New Product Launch





# Example – Aligned and Integrated

Short tem  
Long term  
Goal &  
Milestones

How you are recruited  
How you are trained  
How you are coached  
How you are measured  
How you are communicated to  
How you interact with WW

## Customer Success

They attend often  
They recommend you  
They stay .....  
They follow the .....  
They purchase products  
They are committed to .....

**Committed  
Authentic  
Responsive  
Entrepreneurial**

Part of the Group  
Motivated to succeed  
Well informed  
Cared for

These two  
combined are  
our learning  
intent &  
objectives.....



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# Purpose – Governance and Clarity of Responsibility

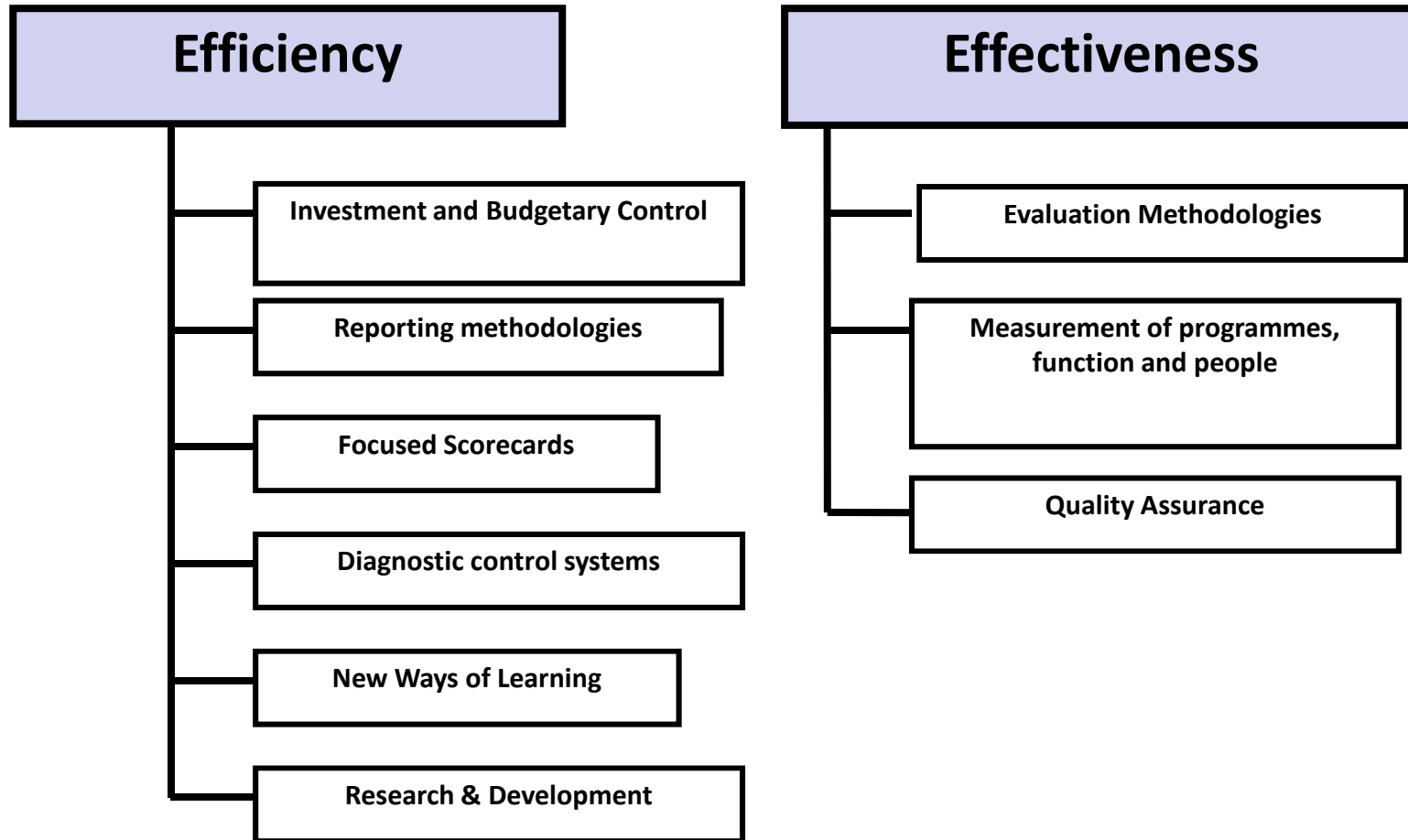


# Clarity and stages of implementation action

## Vision



# Considerations – Relate to Purpose



# Purpose drives Efficiencies



# Efficient?



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# Purpose drives Effectiveness



# Effective?



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# Develop to Improve – Performance Development

Cannot do	Can do	
Develop – Coach, Train, Stretch project, Action Learning Set, Secondment, Placement, Internal Interim for Development	Motivate, Support Additional Responsibility Coach others	Will do
In jeopardy!	Counsel – (potential to train causal element to release performance)	Will Not do

# Purpose drives Sustained Improvement - *change*



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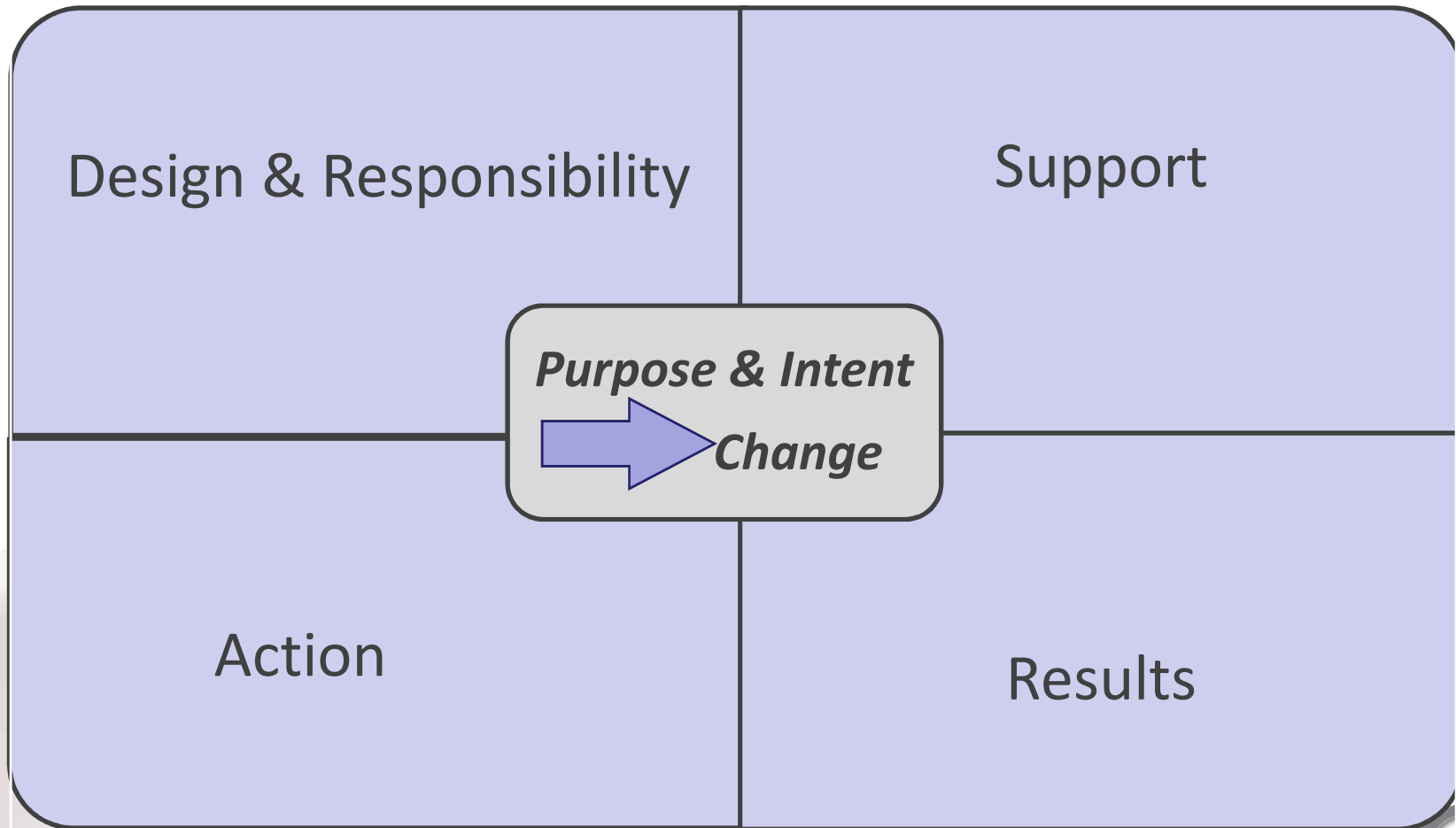
# Considerations – Relate to Purpose

## Sustainability

### Responsibilities

- Individuals
- Management
- Organisation Design & Culture – rhetoric and reality
- Team effectiveness
- Reward
- Learning and Development
- Wider people processes
- Peers

# Purpose – the catalyst for change



# Further Information

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