

Aged Care Conference 2008

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**OPTIMISING KNOWLEDGE TRANSFER THROUGH
EFFECTIVE MANAGEMENT SYSTEMS**

Developing a Culture of Excellence

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Developing a Culture of Excellence

DESIRED OUTCOMES OF THIS DISCUSSION

When we finish our time together I hope you are motivated to:

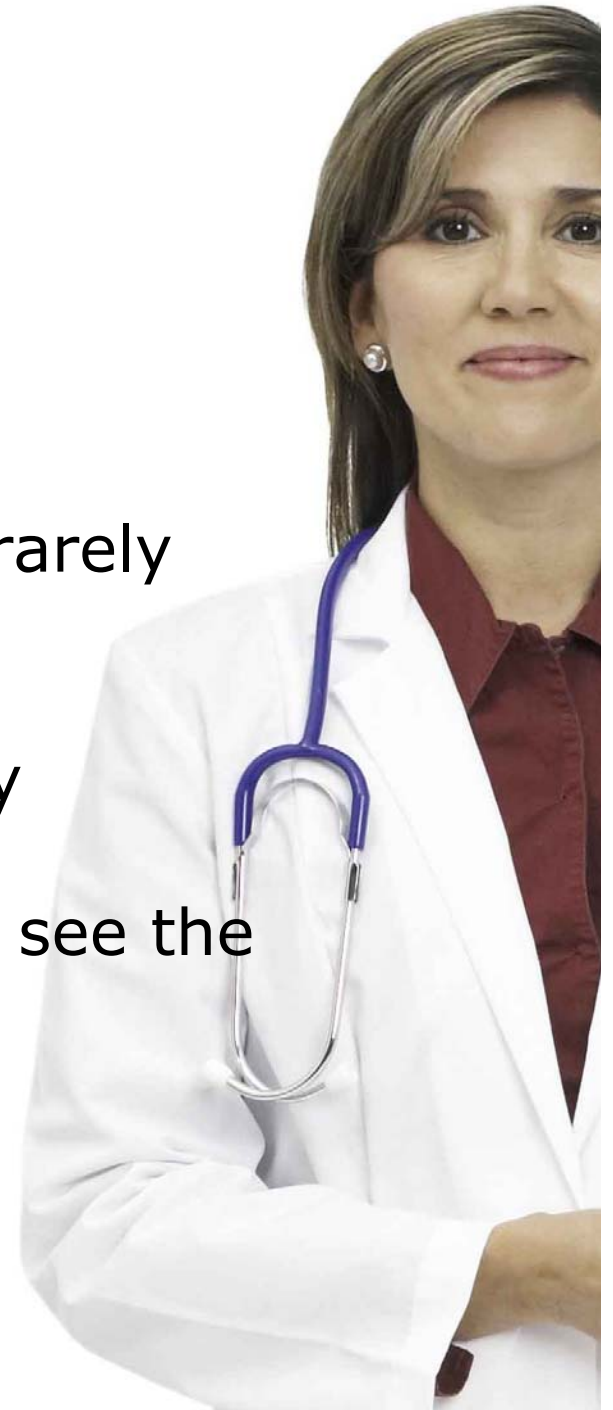
- Develop a culture of excellence (COE)
- Focus mile-deep on one (bite-sized) aspect of COE; be mindful of the intentions of other aspects



Developing a Culture of Excellence

CURRENT REALITY?

- management and quality systems rarely deliver sustained improvement
- bogged down in compliance activity
- real opportunities to improve don't see the light of day
- tick box compliance mentality





The concept of a **CULTURE OF EXCELLENCE (COE)**

A Culture of:

- ✓ Client
- ✓ Clarity
- ✓ Improvement
- ✓ Creativity
- ✓ Sharing
- ✓ Consequences

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The concept of a **CULTURE OF EXCELLENCE (COE)**

A Culture of:
✓ **Client**

- **TANGIBLE:** client needs are well understood and the enterprise knows what and how to deliver to meet those needs

• **ATTITUDINAL:** *"Would this client recommend our services to a close friend or family member?"*



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The concept of a CULTURE OF EXCELLENCE (COE)

A Culture of:

✓ **Clarity**

- **TANGIBLE:** clarity of role; clarity of direction
- **ATTITUDINAL:** *"I understand what I do, where I fit in and where the enterprise is taking me"*



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The concept of a **CULTURE OF EXCELLENCE (COE)**

A Culture of:

✓ **Improvement**

- **TANGIBLE:** an improvement program that provides the methodology and coaching to deliver significant improvements to the enterprise
- **ATTITUDINAL:** *"I have the skills to bring about sustained improvement; regardless of my level in the enterprise"*



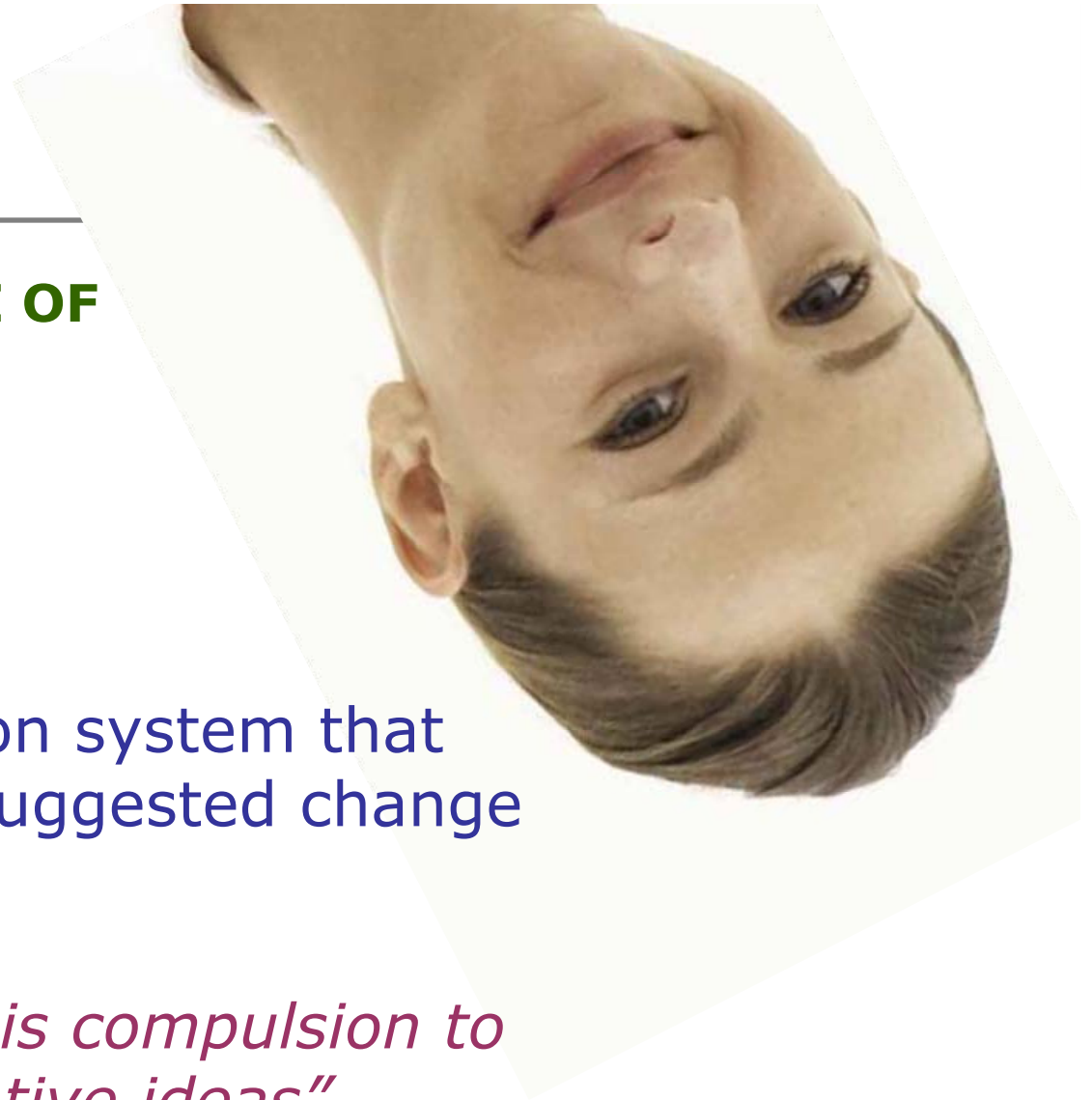
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The concept of a **CULTURE OF EXCELLENCE (COE)**

A Culture of:

✓ **Creativity**

- **TANGIBLE:** an innovation system that deals promptly with suggested change large and small
- **ATTITUDINAL:** *"I feel this compulsion to suggest new and creative ideas"*



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The concept of a **CULTURE OF EXCELLENCE (COE)**

- **TANGIBLE:** manage knowledge systematically ensuring it is easy to access
- **ATTITUDINAL:** *"I will be more successful if I share what I have & know and be prepared to seriously consider the alternative viewpoint"*

A Culture of:
✓ **Sharing**



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The concept of a CULTURE OF EXCELLENCE (COE)

A Culture of:

✓ **Consequences**



- **TANGIBLE:** Leaders take responsibility for the consequences of what they do whether that is financial, social or environmental
- **ATTITUDINAL:** *"My leadership thinks about the consequences of its decisions rather than just rushing in and dealing with the fall-out later"*

Don't try to do it all

- ✓ Client
- ✓ Improvement
- ✓ Creativity
- ✓ Clarity
- ✓ Sharing
- ✓ Consequences

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Go Mile-deep Inch-wide

CHOOSE ONE

✓ Client

✓ Clarity

✓ Improvement

✓ Sharing

✓ Creativity

✓ Consequences

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✓ Improvement

The concept of going Mile-deep Inch-wide

WHAT YOU WOULD EXPECT?

- Structured method
- Simple tools to use everyday
- Top down approach
- Bottom up empowerment



✓ Client ✓ Clarity ✓ **Improvement** ✓ Creativity ✓ Sharing ✓ Consequences

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✓ Improvement



SHAPE IT WITH *COE*

- Focus on client related improvements
- Use improvement tools that unleash creativity
- Communicate widely & extensively
- Test for clarity
- Publish progress documents
- Assign fiscal, social and environmental 'champions'

✓ Client ✓ Clarity ✓ Improvement ✓ Creativity ✓ Sharing ✓ Consequences

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RESEARCH POINTS

1. Primary Research

Keith Leslie, Mark A. Loch, William Schaninger.
"Managing your organisation by the evidence",
McKinsey (2006)

2. Complimentary Research

Prosci Study, Kotter, Heskett, Beer, Eisenstat,
Archer, Bowker, Evans, Bridges, Benner,
Reichheld; 1992-2006



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DESIRED OUTCOMES OF THIS DISCUSSION

- Understand what the culture of excellence (COE) is
- Focus mile-deep on one (bite-sized) aspect of COE; be mindful of the intentions of other aspects

Thank you for your attention

