

EPIC

empowering people
inspiring cultures

PRESENTED BY:

STEVE SIMPSON

service excellence and **inspiring cultures**

STEF DU PLESSIS

growing exceptional people, **winning teams and authentic leaders**



INSPIRING WORKPLACE CULTURES

A BREAKTHROUGH IN USING THE UGRs[®] CONCEPT TO CREATE A
POSITIVE, PRODUCTIVE WORKPLACE CULTURE

A WORLD FIRST

Now for the first time organisations have the opportunity to develop their own in-house expertise to strategically manage workplace culture.

Participating organisations are provided with all of the tools and resources necessary to implement their own culture-by-design programme, backed by 12 months ongoing support.

LINCOLN

Venue TBA

22

&

23

November 2011

A *2 day*
PROGRAMME
for the public
sector including
LOCAL
GOVERNMENTS

www.ugrs.net

THE POWER OF WORKPLACE CULTURE

In their landmark 1992 book "corporate culture and performance", authors Kotter and Heskett found evidence of an irrefutable truth – that workplace culture drives performance.

In what had previously been based on intuitive logic, the research underpinning this book provided evidence that corporate cultures impact on an organisation's long-term economic performance. Organisations with strong workplace cultures increased revenues by almost five times more than that of organisations with poor cultures. In addition, organisations with positive cultures significantly outperformed other organisations on measures including workforce growth, stock prices, and net incomes.

The book was not only a landmark because of the empirical evidence it provided. The text proved to be a significant catalyst in terms of getting leaders, perhaps for the first time, to seriously consider their own organisation's culture.

Because of this ground breaking work, leadership teams consider workplace culture to be an important issue in the strategic management of their enterprise. Our own research for example, has revealed around 80% of senior leadership teams have a moderate or higher commitment to creating a positive, productive culture.

*Organisations with strong workplace cultures increased revenues by almost **five times** more than that of organisations with poor cultures.*

It's fair to say therefore, that over the past 20 years there has been considerable growth in the awareness of workplace culture as an important foundation stone for organisational success.

Awareness alone will however not bring about any shift towards the creation of a more effective culture. Leaders also need the knowledge, skills and tools with which to facilitate culture-change. And our research also shows that these components are in short supply. The truth is that, whilst most leaders now understand that culture is important, few understand the concept in any meaningful, practical sense. And most do not know how to manage it.

And so, well intended as they may be, their efforts to improve workplace culture have in most cases resulted in one of two courses of action. In some organisations, attempts are made to improve the culture with limited success, resulting in increased levels of cynicism at both staff and management levels. In other organisations, given the lack of know-how and appropriate resources, no meaningful attempts are made to improve the culture, resulting in a workplace culture functioning through "chance" or "luck".

*It's time
TO TAKE
WORKPLACE
culture
*seriously**

INTRODUCING THE UGRs CONCEPT



UNDERSTANDING WORKPLACE CULTURE

This is where the concept of UGRs® has a big part to play. UGRs stands for “unwritten ground rules”. It is a concept initially created by Australian based Steve Simpson, and further developed through his partnership with Stef du Plessis, based in South Africa.

UGRs are best defined as people’s perceptions of **“this is the way we do things around here”**. They drive people’s behaviour, yet they are seldom talked about openly. Examples of UGRs in organisations include:

- *At our meetings it isn’t worth complaining because we know nothing will get done.*
- *The only time anyone gets spoken to by the boss is when something is wrong.*
- *The company talks about the importance of service but we know they don’t really mean it so we don’t really have to worry about it.*

UGRs such as those above, work against the bottom line performance of a company. The best of vision and mission statements, strategic plans, and business plans – even when backed up by policies and procedure documents - count for nothing if the UGRs are not aligned. Research into UGRs has revealed that a remarkable 70% of non-managers believe organisational performance could be improved by 50% or more if the negative UGRs in their organisation were addressed.

Over the past 20 years, the UGRs concept has been developed substantially. It has been deployed in organisations from many varied sectors across the globe as a tool to boost bottom line performance through understanding and improving their workplace culture. Over that time, the concept and its implementation tools have been refined, improved and tested, again and again. In addition to which the UGRs methodology for workplace change is now supported by a proven online toolkit that has the capacity to mobilise and sustain critical cultural change in line with the strategic objectives of any organisation.

— UGRs® 5 STEP MODEL —



ENVISION

Envision - Clarify the Key Cultural Attributes (KCAs) necessary for the organisation’s future success (or alternatively, reaffirm the organisation’s Value Statements)



ASSESS

Assess - Evaluate the current culture in terms of the KCAs (or existing Value Statements), and implement improvements based on that evaluation



TEACH

Teach - Familiarise as many people as possible, and especially leaders, with the UGRs concept



INVOLVE

Involve - Involve people in creating and prioritising aspirational positive UGRs - linked to the KCAs or Value Statements - by which they would like to characterise the organisation into the future



EMBED

Embed - Identify and implement strategies to embed the aspirational positive UGRs

WHAT EXISTING UGRs CLIENTS HAVE SAID

UGRs initiated a corporate “Road to Damascus” experience, creating the foundation for our future sustainable success.

Ian Cockerill

(Then) President, Gold Fields Limited: A global precious metals mining company, listed on the NYSE, operating throughout Africa, Australia, and South America.

In the 1980s it was Situational Leadership with Ken Blanchard.

In the 1990s it was Body Language with Alan Pease.

In the 2000s it was Good to Great with Jim Collins. Now its the time for UGRs and Steve Simpson.

Guy Russo

CEO, Kmart, Australia
Leading Australian department store chain

There is no doubt that our UGRs programme dramatically improved both our safety and operational performance. UGRs is a sure formula for success because the process engages employees at all levels. I have no doubt that UGRs can significantly boost the culture across any company – so long as management really get behind it.

Gareth Taylor

(Then) Vice President for Barrick Africa:
Barrick is the world’s largest gold producer.

Stef’s UGRs workshop was undoubtedly the highlight of our convention – for the second year running he was voted “best speaker”. His knowledge and the manner in which he presents, make him possibly the best speaker we have used.

George Steyn

Managing Director, PEP Retail Group
PEP is the biggest single brand chain store in Southern Africa

TRAIN-THE-TRAINER PROGRAMME

This programme is designed to provide organisations with their own in-house trainers to facilitate the UGRs implementation process. The two day programme, with participants from different organisations, is interactive and fun, but not at the expense of solid, unique and practical content.

The programme focuses on two broad aspects – the substance of UGRs (to give people a thorough understanding of UGRs and their power) and the implementation process of UGRs (to enable people to use the concept to help boost the culture within their organisation).

Specifically, the training covers:

- An introduction to UGRs and their power
- World-first research into UGRs
- UGRs in the workplace - on becoming ‘UGR Detectives’
- Understanding how to implement the five-step UGRs model:
 1. Envision
 2. Assess
 3. Teach
 4. Involve
 5. Embed
- Familiarisation with the complete range of UGRs facilitation processes and manual interventions necessary to implement a UGRs culture-transformation intervention
- An introduction to the additional online UGRs tools, which are optionally available
- Drawing up an implementation plan

Failed transformation interventions mostly ‘go out of business’ because of a lack of sustained momentum.

SUPPORT TOOLS

Participants will be given access to the password protected UGRs Culture Central website, which contains a vault of resources that will boost the success of your UGRs culture-transformation intervention. Importantly, this site has a large amount of the UGRs intellectual property generated over the past 20 years, which includes:

- UGRs In-House Programme Implementation guide
- Videos of Steve Simpson presenting aspects of UGRs content
- PowerPoint slides
- Facilitator notes
- Interviews with leaders in different organisations who have successfully used UGRs to boost culture
- The original UGRs video
- Articles on UGRs



UGRs Re-Energiser Video: Working with companies globally over the past two decades, we have witnessed first-hand that failed transformation interventions mostly 'go out of business' because of a lack of sustained momentum.

Our UGRs Re-Energiser Video Series solves this problem – because participants will receive comprehensive and insightful step-by-step guidance from us every two weeks for a full year.

Delivered by e-mail (and optionally available on DVD), these powerful 3 to 5 minute video tutorials provide different ways to think about UGRs, and actions that individuals can take in the following two weeks. The UGRs Re-Energisers have been created specifically to help keep the fire burning with regard to UGRs and workplace culture transformation.

The UGRs Re-Energisers can be viewed individually by your change-leaders, or can be shown at staff meetings every two weeks. They have been specifically designed to counteract the problems so often experienced with new ideas – where people get motivated at the launch of a new initiative, only to quickly wane when confronted with the reality of day-to-day work.

The UGRs Re-Energisers run for 12 months following the training, during which time you have unrestricted rights to use all of these materials freely within the organisation. Thereafter optionally renewable.

ROLL-OUT OF IN-HOUSE UGRs PROGRAMME

After two days with us, the UGRs Trainers will know everything they need to know, and will have at their disposal everything they need, to launch an in-house UGRs programme.

With unlimited access to the vault of online resources and armed with a comprehensive UGRs Implementation Guide, they will have a clear outline of each of the 5 Steps in the UGRs process.

One crucial aspect of their role as UGRs Trainers will be to involve, engage and teach the rest of the people, or at least groups of influential people, inside the organisation about UGRs. The 30 Participant Packs that are purchased as a 'start-up' kit include everything needed to train up the first 30 employees*. Each pack contains the UGRs book, a participant guide, and a robust pocketbook for daily reference (additional participant packs will be shipped on request). The kit also includes a complete set of attractive wall posters specifically designed to engage the workforce, to be displayed in the workspace.

Once a core group of people have been trained within the organisation, our UGRs Re-Energiser video series will be delivered every two weeks (for a full year) to keep the programme alive.

SOME FREQUENTLY ASKED QUESTIONS

Who should attend the UGRs Train-the-Trainer Programme?

Participants in the train-the-trainer programme will be facilitating the in-house UGRs programme back at their workplace. They need not however be full-time trainers: in fact, the presentation of formal UGRs 'training' will make up a very small part of their role. They will need to be confident enough though, to facilitate small group sessions. They will have plenty of support including PowerPoint slides, videos and participant workbooks (which they'll access from the password protected UGRs website).

So, the ideal qualities of these people? Essentially, they should be confident enough to facilitate work-sessions; they should be respected by people in the organisation; and they should have a desire to see the culture improve in the organisation. In addition, they'll need to be provided time within their work schedule to facilitate training sessions of between one and three hours.

Who will the Certified UGRs Trainers be training?

Once the Certified UGRs Trainers are back in the workplace, they will be training 30 or more people in the organisation to improve the culture using UGRs (except of course for organisations that employ fewer than 30 people). While the content is useful for every single person in the organisation, it is likely to have the biggest impact on those people who most influence the culture – which means that training ought to be conducted especially with managers and opinion leaders.

The decision about who receives the training is ultimately up to the organisation.

Can the Certified UGRs Trainers train more than 30 people?

Absolutely! They can train an unlimited number of people. All you need to do is tell us how many

people will be trained and we'll provide you with the additional participant packs for each of the additional people (in batches of 30). The fee for the additional packs is at the standard rate as outlined in this brochure.

Can one organisation have more than four Certified UGRs Trainers?

Again, absolutely! Whilst we limit training to four people from an organisation in our public programmes, we are more than happy to run tailored programmes within organisations for those of our clients who wish to train up a larger team of Certified UGRs Trainers. Let us know if this is of interest to you.

So what are the UGRs Participant Packs?

This is a package of resources that your in-house trainers can use in their training sessions back in the workplace. The package includes books, posters and other support material to assist the learning process and to ensure the learning 'sticks' beyond the training sessions.

GREAT COMPANIES

do not have

POSITIVE



UGRs

because they are

GREAT COMPANIES



they are

GREAT COMPANIES

because they have

POSITIVE



UGRs

USING UGRs TO BOOST WORKPLACE CULTURE



INVESTMENT *, exclusive to Local Governments*

**Two-day train-the-trainer programme @
£950 per person.**

Maximum 4 delegates per organisation.

Includes:

1. Certification as a licensed UGRs Trainer to train any number of employees
2. A complete set of UGRs wall posters
3. Unrestricted access to the password protected UGRs Culture Central web site, and unlimited use within the organisation of all of the resources contained here, for twelve months
4. Subscription to the UGRs Re-Energiser Video Series (also for twelve months), during which time the videos may be used freely within the organisation
5. Comprehensive UGRs Implementation Guide

UGRs Participant Packs @

£150 per pack.

Minimum 30 packs per organisation.*

Each participating organisation is obliged to train at least 30 people, using our original UGRs Participant Packs on a one-per-employee basis when conducting UGRs training within the organisation. The 30 Participant Packs are paid for together with the workshop registration for attending train-the-trainer delegates. Additional UGRs Participant Packs are optional (ordered and shipped on demand).

**Organisations with a total headcount of fewer than 30 people need not purchase 30 UGRs Participant Packs, but can purchase a lesser number on a "one Participant Pack per employee" basis.*

Each individual UGRs Participant Pack includes:

1. The UGRs book
2. Participant training guide
3. Hard-wearing UGRs Pocket Guide for daily reference
4. Personal UGRs Scorecard
5. Credit-card size UGRs Quick Reference Guide
6. Participation in our complete range of online UGRs assessments

TERMS AND CONDITIONS

Event Terms & Conditions: Payment must be received 14 days before the event.

Our Rights: Content and order of published programme may change.

Keystone Management Services (KMS) takes no responsibility for changes in timetable, presenters or the event being rescheduled or cancelled (with full refund on all payments received).

Recording of Presentation: This presentation cannot be recorded or photographed by any means without written authorisation from KMS.

Privacy Clause: In registering for this event, relevant details are made available to Keystone Management Services which will be added to our database.

An unsubscribe button will be automatic on any future email correspondence. We honour privacy and do not pass on or sell any information on our database.

Cancellation Policy: Cancellations must be received IN WRITING via email to steve@keystone-management.com. If you are unable to attend, your registration is transferable.

Cancellations received more than 60 days prior to the event will receive a refund less £100 handling fee.

Less than 60 days, no refund, but substitute welcome, subject to £100 processing fee.

All telephone, email, fax and online bookings are subject to the FULL cancellation policy. A cooling off period of 48 hours from time of booking applies, except for bookings made within the week prior to the event. Subject to the above conditions, a delegate must pay whether they attend or not. Failure to pay does not eliminate the cancellation policy.

REGISTRATION FORM

PART 1 OF 2:



LINCOLN: 22 & 23 NOVEMBER 2011 • 9AM-4:30PM

Venue: To be advised

TO BOOK

Complete and submit part 1 & 2 of the registration form, scan and email to:

1. **Fax** to +61 7 5641 7889, or
2. Scan and **email** to: steve@keystone-management.com

REGISTRATION DETAILS

Mr/Mrs/Ms/Dr _____ First Name _____

Surname _____

Position _____

Organisation _____

Address (for delivery of training packs) _____

Postal Code _____

Address (of registered company for invoice) _____

Postal Code _____

Telephone _____ Cell _____

Email _____

All of the above is required for registration & processing. We honour privacy, do not spam, and will not sell your details to any 3rd party.

BOOKING CONFIRMATION & ACCEPTANCE OF TERMS

By making this booking, I confirm that I have read, understood, and agree to the Terms & Conditions as outlined in this document.

Signature _____ Date _____ Company _____ Designation _____

ADDITIONAL REGISTRATIONS

Feel free to provide the information requested hereunder on a separate sheet if you need more space - to be submitted as part of the registration form.

Participant 2	Participant 3	Participant 4
Title _____	Title _____	Title _____
First Name _____	First Name _____	First Name _____
Surname _____	Surname _____	Surname _____
Position _____	Position _____	Position _____
Email* _____	Email* _____	Email* _____

All of the above is required for registration & processing. We honour privacy, do not spam, and will not sell your details to any 3rd party.

REGISTRATION FORM

PART 2 OF 2:



CALCULATE YOUR INVESTMENT

STEP ONE: Delegate Registration

Delegate Registration @ **£950** per person.

- 1 Delegate @ £950, or
- 2 Delegates @ £1,900, or
- 3 Delegates @ £2,850, or
- 4 Delegates @ £3,800

Sub-Total 1: £

STEP TWO: Resource Kits for In-House Training

'One-per-employee' UGRs Participant Packs @ **£150** per pack.

- If your organisation has more than 30 employees, proceed to 2.A
- If your organisation has less than 30 employees, proceed to 2.B

2.A

Organisations with more than 30 people: minimum 30 kits

Sub-Total 2.A (£150 x 30): £4,500

Want to order more than 30 kits? Email: steve@keystone-management.com

2.B

Less than 30 people: minimum one Participant Pack per employee.

Sub-Total 2.B:

Total # of Employees: x £150/pack: £

Note: By electing Option 2.B, you certify that this represents the total number of employees in your organisation, and that you are purchasing one participant pack for every employee.

STEP THREE: Total

Sub-Total 1 + Sub-Total 2.A or 2.B = £

INVOICE DETAILS

Please invoice me

Provide your company name, registered address and any other details that need to appear on the invoice:

PAYMENT DETAILS

Please charge the following credit card

Visa Mastercard

Card Number

CCV code

Card Holders Name Expiry Date / /

Signature

www.ugrs.net

ABOUT THE PRESENTERS



STEVE SIMPSON CREATOR OF THE UGRs CONCEPT

'Australia's leading corporate culture authority.'
e-Customer Service World (UK)

'The leading Australian Customer Care Guru.'
SOCAP Europe

Steve Simpson is an international speaker, consultant and author based in Australia.

He has worked with organisations across a host of industries globally, helping them improve their bottom line using UGRs.

Steve has featured at two World Conferences on Customer Service Management in the US where he rated in the top 10 speakers. He was the only Australian to feature at the Society of Consumer Affairs Professionals (SOCAP) Annual Conference in New Orleans, the HDI Conference in Las Vegas and the recent European Conference on Customer Management in London. Steve has shared the stage with Tom Peters (on four occasions), Professor Gary Hamal (twice) and Hon Paul Keating, former Prime Minister of Australia.

He has a Master's Degree from the University of Alberta, is the author of two books and is a contributing author to a further two books.

STEF DU PLESSIS CO-DEVELOPER OF UGRs

'Stef's programmes have nation-building potential.'
Former South African President Thabo Mbeki

'One of South Africa's most influential motivators.'
Council on Education in Management

Stef du Plessis is regarded as a leading resource by CEOs on five continents when it comes to growing their people and developing their leaders. They also turn to him when they need to get their people engaged with, and committed to, the execution of their strategic intent.

Over the past two decades, he has spoken at some of the world's most prestigious events – including both the Asian and the European HR Directors Summits, and twice at the Million Dollar Round Table in the USA. Stef has worked with executive teams the world over, helping them to improve their bottom line results. He has also worked extensively with the UK-based Academy of Chief Executives.

Stef transcends the conference stage and goes beyond the boardroom: much of his work involves the implementation of long-term, company-wide transformation programmes. Stef holds a Master's degree in leadership, from the University of Johannesburg.



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