



Six programs demonstrating key factors in  
creating a high performance workplace.  
Includes major case studies of Mobil and Centrelink.

FOR PREVIEW ONLY

## VIDEO WORKBOOK



SEVEN DIMENSIONS

**SEVEN DIMENSIONS** is a Melbourne-based video and training resources production company, specialising in business training products. Eve Ash, a psychologist and trainer, established Seven Dimensions in 1979.

Eve Ash is one of Australia's most successful producers of training films, videos and resources. Since 1979, Eve has produced over 400 training video titles which are distributed in 40 countries and have won over 110 international awards for creativity and excellence.

FOR PREVIEW ONLY

ISBN 1-875645-76-4

Distributed in Australia & internationally by



**SEVEN DIMENSIONS**

**[www.7dimensions.com.au](http://www.7dimensions.com.au)**

8 Daly Street

South Yarra Victoria 3141

Australia

Ph +61 3 9826 2277

Fax +61 3 9826 4477

Email: [info7d@7dimensions.com.au](mailto:info7d@7dimensions.com.au)

**COPYRIGHT WARNING**

*It is illegal to copy all or any part of the videos. It is illegal to copy and/or use this Video Workbook other than during a rental period or after purchase. All copies of this Workbook and Handouts are for internal use only.*

# Overview

**Creating a High Performance Workplace** is a training package which includes:

- ♦ six videos
- ♦ a workbook with self-paced learning modules for each video.

This training package will take you through key factors and processes in creating a high performance workplace. The six videos provide a comprehensive strategy for achieving high performance through effective leadership, team-based work systems, quality customer service, the Balanced Scorecard and Key Performance Indicators (KPIs) and systems of reward and recognition.

The series follows the experience of two very different Australian workplaces, each at a different stage in the process of achieving high performance - a Mobil Oil lube plant which has already achieved dramatic new levels of high performance, and Centrelink, a government agency, which is in the early stages of the process of change. The videos include expert comment, information and analysis from staff, managers and workplace consultants.

## Target Audience

A high performance workplace is one where everyone in the organisation contributes to those levels of performance. This package is appropriate for executives, managers, supervisors/team leaders, team members and even frontline employees. Whether you are the CEO, a senior executive, manager, consultant, team leader or team member, **Creating a High Performance Workplace** will assist you in:

- ♦ exploring the issues and concepts related to high performance
- ♦ developing skills and strategies for creating a high performance workplace.

**Creating a High Performance Workplace** has been uniquely designed to be used with a diverse audience. The training package (videos and workbook modules) can be completed by individuals in self-paced learning, or it can be used in group training workshops and discussions.

# Description of Videos

The six videos in **Creating a High Performance Workplace** are:

## **VIDEO 1: STRATEGIES FOR CHANGE** (14 mins)

This video sets out the fundamental steps needed to move to high performance - benchmarking, developing a framework for change, identifying and strengthening partnerships with stakeholders and creating an environment which facilitates and maintains continuous growth and ongoing development.

- ♦ Benchmark to Improve
- ♦ Develop a Blueprint for Change
- ♦ Improve Partnerships
- ♦ Create a Learning Environment

## **VIDEO 2: SUCCESSFUL LEADERSHIP** (14 mins)

Effective leadership is an essential factor in achieving high performance. This video identifies key leadership qualities and skills for leaders at all levels of an organisation. Find out what makes a good leader and explore how you can become a successful leader.

- ♦ Develop Trust
- ♦ Be a Motivator
- ♦ Show Competence
- ♦ Be Supportive
- ♦ Provide Direction
- ♦ Empower Others

## **VIDEO 3: PUTTING CUSTOMERS FIRST** (15 mins)

This video covers key training areas for achieving superior customer service by putting customers first. These include identifying customers, asking for feedback, injecting service enthusiasm and streamlining service procedures to provide personalised service and ensure customer satisfaction.

- ♦ Know Your Customers
- ♦ Ask for Customer Feedback
- ♦ Create Service Enthusiasm
- ♦ Streamline Procedures
- ♦ Personalise Service
- ♦ Ensure Satisfaction

#### **VIDEO 4: SUCCESS FACTORS FOR TEAMS** (12 mins)

Organisations must recognise the value of teams in achieving high performance and put time and resources into making sure teams are successful. This video outlines six key factors to increase commitment and accountability and improve the productivity, efficiency, morale and overall performance of teams.

- ♦ Clarify Purpose
- ♦ Determine the Game Plan
- ♦ Clarify Roles
- ♦ Develop Ground Rules
- ♦ Communicate and Consult
- ♦ Energise the Team

#### **VIDEO 5: THE BALANCED SCORECARD** (13 mins)

This video shows how Mobil and Centrelink are using the Balanced Scorecard to measure performance. The Scorecard uses both financial and non-financial Key Performance Indicators. Management and staff establish KPIs for the whole organisation as well as for each level of the organisation.

- ♦ Introduce a Balanced Scorecard
- ♦ Develop and Implement KPIs
- ♦ Review Progress

#### **VIDEO 6: REWARDING PERFORMANCE** (13 mins)

Organisations need to recognise and reward individual, team and organisational achievements. This video sets out steps for achieving high performance by establishing appropriate and successful systems of reward and recognition.

- ♦ Make a Commitment
- ♦ Choose Rewards
- ♦ Negotiate Agreements
- ♦ Maintain Momentum

# Video 6

## REWARDING PERFORMANCE



### 1. TARGET AUDIENCE

This module of the workbook is designed to be used in conjunction with the video **Rewarding Performance**. This module will be useful for staff and management at all levels of the workplace - for individuals, for teams and for those with an organisational or company perspective.

### 2. BACKGROUND

Both *Mobil* and *Centrelink* understand that improved performance is directly linked to a commitment to recognising and rewarding individual, team and organisational performance. This module explores how rewards for good results are agreed on by consulting with staff and how negotiating agreements can benefit everyone - staff, management and the organisation as a whole.

### 3. KEY TRAINING POINTS

In this module we consider ways of recognising, rewarding and maintaining high performance. There are four important factors:

- ♦ Making a Commitment to Rewarding Performance
- ♦ Choosing Appropriate Rewards
- ♦ Negotiating Agreements
- ♦ Maintaining Momentum

### 4. USING THIS MODULE

This module contains a series of activities and discussions. Taking an active role whilst watching the video and working through this workbook will enable you to gain the most value from your investment in time and resources.

This video and workbook module can be completed by individuals in self-paced learning, or it can be used in group training workshops and discussions.

The best way to use this video and workbook is to complete the activities and watch the video segments in the following way.

<i>Before the video</i>	Complete activities 1 & 2
<i>Watch the video to the end of <b>Make a Commitment</b></i>	Complete activity 3
<i>Watch the video to the end of <b>Choose Rewards</b></i>	Complete activities 4 & 5
<i>Watch the video to the end of <b>Negotiate Agreements</b></i>	Complete activities 6 & 7
<i>Watch to the end of the video</i>	Complete activity 8

# Activity 1

## Rewarding Performance

Complete this activity before watching the video **Rewarding Performance**.

Some people believe that high levels of recognition and reward are essential for high performance. The word recognition is usually expressed in a non-monetary sense and includes verbal thanks, appreciation and commendations. Rewards usually relate to monetary gain and incentives.

Before watching the video, it is useful to consider what you believe about reward systems.

**Do you believe that high levels of recognition and reward are important for high performance?**

---

---

---

---

---

---

---

---

FOR PREVIEW ONLY

# Activity 2

## Reflections on Recognition and Reward

Complete this activity before watching the video **Rewarding Performance**.

Think about some situations you have been involved in where you have felt your individual performance, contribution, knowledge or skills have been acknowledged and valued by others.

How did the other people convey their acknowledgement to you?

What did you do that was acknowledged or valued?	In what way and by whom was the acknowledgement or reward conveyed to you?

Now think about some situations you have been in where you were part of a team that was acknowledged and rewarded for performance...

What did the team do that was acknowledged or valued?	In what way and by whom was the acknowledgement or reward conveyed to the team?



# Activity 2

## Reflections on Recognition and Reward (continued)

Now think about some situations you have been in where an organisation that you were part of was acknowledged and rewarded for performance...

What did the organisation do that was acknowledged or valued?	In what way and by whom was the acknowledgement or reward conveyed to the organisation?

Working through these activities may have been interesting for you because it may be a reminder of how good it felt when you, your team or your organisation was appropriately recognised or rewarded. When this happens, the result is usually an increase in well-being and productivity.

In our competitive world of work, where there are constant changes, people need reasons to continue achieving their best, to be world class. One important way to do this is to implement a system of reward and recognition where everyone recognises and acknowledges organisational and team efforts, as well as the achievements of individuals.

# Activity 3

## Making a Commitment

Complete this activity after watching the **Make a Commitment** segment of the video **Rewarding Performance**.

To motivate staff and improve performance, organisations need to make a commitment to recognising and rewarding performance. Staff need to be consulted in all phases - from planning through to implementation of any reward system. This means openly discussing where improvement can be made and what rewards system will work best.

For staff to be motivated and committed to change, organisations must recognise and reward achievement.

What sorts of rewards and recognition motivate you? Think of some work situations where you were not rewarded and recognised, and others (possibly from Activity 2) where you have been recognised or rewarded for performance. How did this affect the way you continued to work?

Reward or recognition overlooked	How did this affect your motivation?
Situation:  Reward or recognition expected, but not given:	
Reward or recognition given	How did this affect your motivation?
Situation:  Reward or recognition given:	

Who would be good to discuss this with? \_\_\_\_\_

When? \_\_\_\_\_

# Activity 4

## Recognition and Rewards

Complete this activity after watching the **Choose Rewards** segment of the video **Rewarding Performance**.

Once an organisation is committed to the concept and principle of rewarding performance, the first step is to decide how this will happen.

**Brainstorm a list of rewards and ideas for recognition that you believe would be appropriate in your workplace. Tick those that are currently in use in your organisation.**

Ideas for reward and recognition	In use
For individuals	
For teams	

Many organisations have reward schemes which are no longer appropriate. To be effective in improving performance, rewarding has to relate to the day-to-day work of individuals, teams and organisations.

**Describe any of your reward systems that are out of date.**

---

---

---

# Activity 5

## Recognition and Reward Schemes

Complete this activity after watching the **Choose Rewards** segment of the video **Rewarding Performance**.

Look again at the responses you gave in Activity 2.

Choose four of the responses and comment on whether the rewards or acknowledgement scheme was successful/appropriate or not, and why. If any were not successful or were inappropriate, identify more appropriate methods of recognition.

Situation	Reward or acknowledgement	Successful? Why?	More appropriate methods of recognition
1.		<input type="checkbox"/> Yes <input type="checkbox"/> No	
2.		<input type="checkbox"/> Yes <input type="checkbox"/> No	
3.		<input type="checkbox"/> Yes <input type="checkbox"/> No	
4.		<input type="checkbox"/> Yes <input type="checkbox"/> No	

# Activity 6

## Negotiating Agreements

Complete this activity after watching the **Negotiate Agreements** segment of the video **Rewarding Performance**.

Commitment to high performance is greater if reward and recognition schemes are mutually agreed. So when recognition and reward schemes are being set up, it is important to involve everyone and create opportunities for negotiation.

- a) Identify the strategies you will use to find out what recognition systems staff favour in your team or organisation.
- b) Determine who needs to be involved.
- c) Attach a time frame.

Strategies I will use to find out what recognition systems staff favour	People who need to be involved	Time frame

Negotiation should result in all-round benefit without disadvantaging anyone. People need to see what the return is to the organisation and what they get in return and agree to that.

Mobil negotiated a gainsharing agreement based on pay and conditions. The company won and so did everyone else. It was win-win.

# Activity 7

## Negotiating an Agreed Outcome

Complete this activity after watching the **Negotiate Agreements** segment of the video **Rewarding Performance**.

Try this exercise of negotiating an agreed outcome. With your team or work group, discuss what people would like to be rewarded for, how they would like to be rewarded and what rewards are possible within your workplace. What can be agreed?

What people would like to be rewarded for	How people would like to be rewarded	What is possible? What can be agreed?

FOR PREVIEW ONLY

# Activity 8

## Maintaining Momentum

Complete this activity after watching to the end of the video

### Rewarding Performance.

The benefits gained by initial improvements and rewards need to be consolidated and built on so that momentum for improvement is sustained. As higher performance levels become standard, it is important to set new targets and take on new challenges.

Reward systems need to recognise both consistent and improved performance.

List the ways in which your organisation maintains consistent high performance and the ways in which you improve performance.

We maintain performance by...	We improve performance by...

You may have included:

- ♦ plotting team progress on charts
- ♦ having the team or individual set new targets on a regular basis
- ♦ continually looking for new ways to offer recognition to all team members
- ♦ coaching and encouraging staff members whose performance is only fair, but improving
- ♦ regularly asking people what they appreciate
- ♦ ensuring people on the 'shop floor' had an opportunity to voice their opinion
- ♦ creating an environment of celebration around the organisation
- ♦ offering people the opportunities for career development
- ♦ regularly saying "thank you" and "well done"
- ♦ being creative and spontaneous when offering rewards.