**Post Covid19; Culture eats Strategy for Breakfast:**

Culture is not the icing on the cake….it’s the cake! Many organisations & managers have yet to come to this conclusion. In the face of dramatic contextual jolts, HR Performance Management deliverables of talent, leadership, and organisation become even more pivotal. For [**talent**](https://www.linkedin.com/pulse/talentnext-dave-ulrich/)(workforce, employees, people), HR Processes, Culture, Ethos & Values provides psychological safety environment in the face of uncertainty, positive and empathic work experiences, and increased employee sentiment through these three key behaviours: believe (meaning and purpose), become (learn and grow) and belong (sense of community).

But where and how should you start?

**1 Identify your mission and values.**

Your employees cannot embody your business’ values unless they know what they are and why they are relevant to their work. Review your mission statement and handbook, induction & Performance Management system. Revise them if necessary. Upholding these values is everyone’s responsibility, whatever their position in your organisation.

**2 Adopt a transparent management style.**

This is about Communication, upwards, as well as down and across. Can your Performance Management system deliver this? Employees want and expect a transparent leadership style where information is shared freely. Trust inspires loyalty and engagement. Share both good and bad news, give everyone a chance to put forward their ideas, and never gloss over or discount employee concerns. Be accessible and responsive but resist any temptation to micro-manage your team. If you make a mistake, acknowledge it, and apologise if necessary.

**3 Strive to increase & maintain diversity in the workplace**.

Many employers realise that diversity promotes innovation and increases profits, 4but are unsure how to build and maintain a diverse workforce. You need to consider how and where you recruit candidates, but this is just the beginning; you also need to track and investigate retention across diverse groups. Use anonymous surveys to get honest feedback from across your organisation. Ask what you can do to make everyone feel welcome. Adopt a zero-tolerance policy to bullying and harassment.

**4 Adapt to the expectations & needs of today’s employees**

Competitive salaries and bonuses undoubtedly attract employees, but research shows that candidates increasingly seek out companies that offer flexible working hours, remote working, and a sensible work-life balance post Covid19.

**5 Encourage collaboration across departments**

One team or employee may specialise in a specific area, but this doesn’t mean they can’t benefit from an outside perspective.

Innovation always comes from outside the organisation.

Encourage all teams to keep everyone updated on their latest projects and progress, and to welcome positive contributions from colleagues in other disciplines. Your Performance Management Process or HR system should be able to encourage this process. Hold regular meetings or lunches where everyone can swap ideas.

**6 Give regular formal and informal feedback**

Employees want to know whether they are performing their duties to an acceptable standard, and they appreciate timely feedback. Task ambiguity is a common cause of workplace stress. Annual reviews are no longer good enough, Your Performance management system should be able to give immediate meaningful feedback at least once a month, along with ongoing coaching to benefit the employee and organisation.

**7 Recognise and reward performance**

Workers who feel underappreciated are unlikely to stay loyal to their employer. Employee recognition doesn’t have to be expensive or time-consuming. A sincere “thank you,” a handwritten note or public recognition can all boost morale.

**8 Track your company culture.**

We have identified nine important measures of company culture: agility, collaboration, customer focus, diversity, execution, innovation, integrity, performance, and respect. These results are a useful guideline for anyone who wants to track and improve a workplace environment. You can use quantitative and subjective techniques to assess each dimension. For example, if you want to assess innovation in your business, you can calculate the ratio of sales of new products to total sales or the number of actionable ideas put forward by employees each month.

**9 Give your employees opportunities to advance in their careers.**

Workers who feel they are stuck in their roles are likely to become disengaged and may look for opportunities elsewhere. Consider whether you are currently offering your employees meaningful chances to progress within your business. Your Performance Management is critical to help identify your best performers, (as well those who are struggling).

If their skills need an upgrade, invest in training programs that fit around their existing commitments. When ambitious employees know that they can reasonably expect a promotion or other benefits, they are more likely to feel engaged with their work.

**Your Culture Determines Your Success**

With the UK & world economy in a difficult time, it will be the businesses that are able to adapt the new environment that will succeed. So businesses need to consider how they can make themselves attractive to the most desirable candidates. By acknowledging the vital role of company culture in employee satisfaction and taking actionable steps to positive change, you will be in a position to recruit and retain productive, engaged, loyal workers and take advantage of the new business environment.

HR Performance Management deliverables of talent, leadership, and organisation become even more pivotal, post Covid19. HR must attend to the organisation setting to ensure the [right culture](https://www.linkedin.com/pulse/culture-enoughget-right-dave-ulrich/) and capabilities, to be an organisation architect (again, with line managers as owners). Navigating individual needs with organisational requirements balances what is right for the both the employee and the organisation. When employee decisions are made or actions taken, business and HR leaders should ensure that those employee actions reflect organisational values. A good Digital Performance Management process will help managers deliver increased employee sentiment through these three key behaviours: believe (meaning and purpose), become (learn and grow) and belong (sense of community).

For more information on how we can help you, please do let us know, stay safe

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