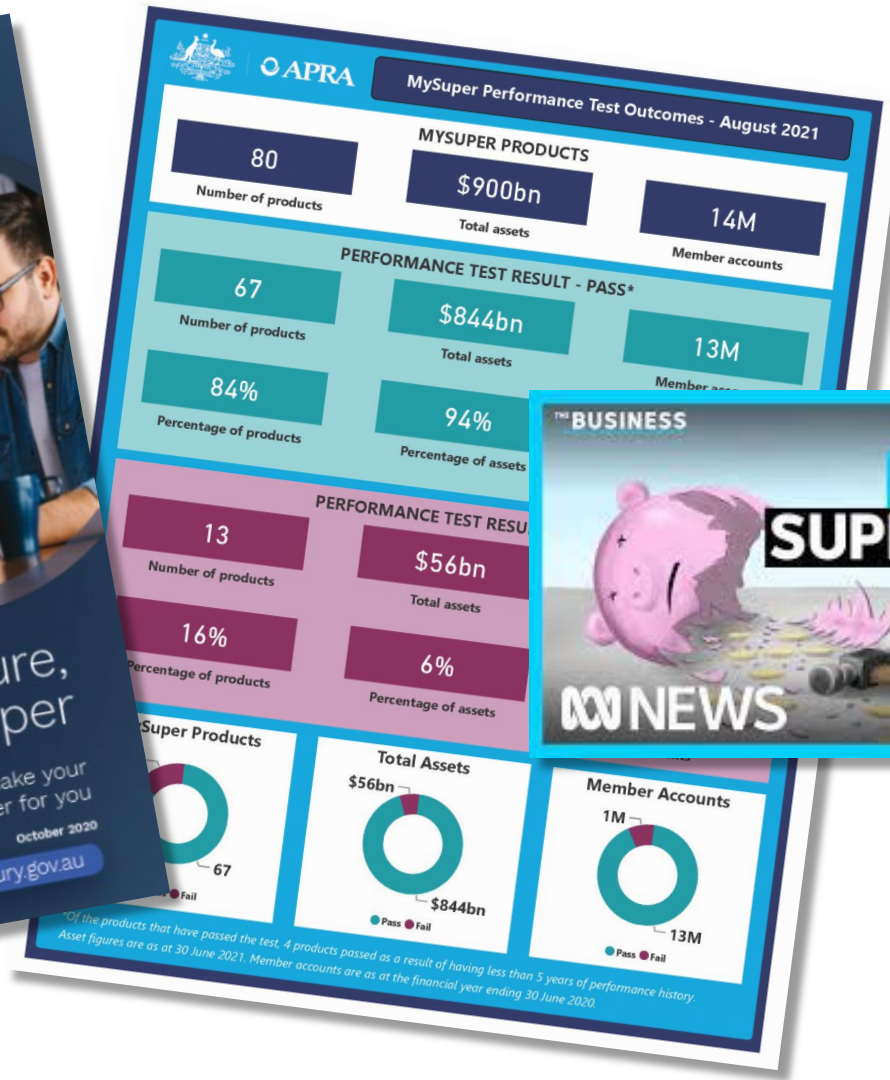


Performance with a Warm Edge

Paul Pinder
Partner, People & Change
KPMG

FEAL Presentation, February 2023

Context is everything and yours is changing

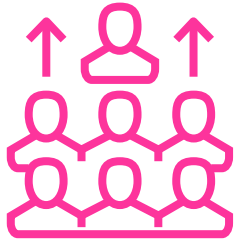


Reflection #1: What needs to change?

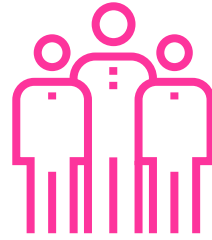
What does the changing context mean for:

- **Your organisation**
- **Your employees**
- **Your people leaders?**

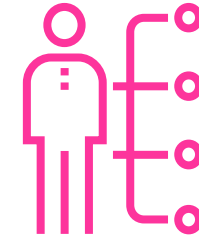
Some important impacts



Organisations will need to be even more focused on all aspects of performance, including the retention of existing members and winning new members.



Employees will need to meet new expectations, learn new skills, adopt different mindsets and adapt to greater organisational change.



Leaders will be at the centre of translating changing organisational objectives into behaviour change and positive performance.



Performance with a warm edge
is about changing behaviours and
improving performance in ways that
maximise employee engagement and
positive culture

Start by busting some myths

Sales is a dirty word

Empathy means agreement

Performance and culture don't mix

Caring is about being nice

People want to be left alone

"I just need to empower people"

Simple is the same as easy

Leadership is an academic discipline

Good news! Some of what got you here, will get you there



Reflection #2: What needs to be retained?

What are the positives you want to preserve, in terms of:

- **Employee behaviours**
- **Leadership behaviours**
- **Organisational culture?**

Bad News... The universe really does conspire against you

$$\Delta S \geq 0$$

The universe isn't your only problem...

Spontaneous Combustion

Uncomfortable Behaviours

Leadership Unpopularity

Time Management Law

FOFO

FOFU

The ingredients of success



All elements are important

Each side interacts with the other

Nothing is constant

Manage it, don't just mention it



Pre-position and Immunise

Purpose Pyramid

Ask Anyone Test

Observations

Skip Levels

Specificity of Feedback


Plan Proactivity

Be curious

Implement Best Practices

48-hour Rule



A gift from us: KPMG Culture Cards



COLLEAGUE CARD

Contact a new starter who joined in the last month. Welcome them and ask why they joined us.



Find out about their recruitment and onboarding experience and any further support they may need.



CUSTOMER CARD

Contact two customers who provided compliments recently and discover exactly what we did that was impressive and any ways we can do even better.


Provide feedback to any staff members involved and share with the team.



COMMUNITY CARD

Contact a charity or community organisation that was supported by us in the last six months.

Discover what impact our support has had and share what you learn with your team.





Paul Pinder

Partner, People & Change

M: 0400 498 236

E: ppinder1@kpmg.com.au

©2023 KPMG, an Australian partnership and a member firm of the KPMG global organisation of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.

The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organisation.

Document Classification: KPMG Public



kpmg.com/socialmedia