

Building A High- Performance Work Culture

Mutheer Al Kalbani



Introductions

- Mutheer Al Kalbani
- 16 years in Banking
- Executive Education
- Professional Certifications
- I love Animals & Nature

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45 Minutes Trip ...



Steps to Transform your culture into high performance

What do we mean by Organizational High-Performance Work Culture?

How Important is Organizational Culture to achieve strategic priorities and become high performance?

Let us Warm Up

- Do you think Culture is important?
- What comes first in building high-performance work culture? Is it vision, or mission, or strategy, or anything else?
- High performance work culture is all about having a strong performance management system
- High performance work cultures are about having the right strategy
- High performance work culture is all about being smart and aggressive in doing business
- High performance work culture is all about having ping pong games & free lunch

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Cultural Stories of Corporates

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Cultural Deck

**Do You Think
Organizational
Work Culture is
important ?**



What do leaders say about organizational culture ?



I CAME TO SEE, IN MY TIME AT IBM, THAT CULTURE ISN'T JUST ONE ASPECT OF THE GAME, IT IS THE GAME. In the end, an organization is nothing more than the collective capacity of its people to create value." **Louis Gerstner, IBM**



Because I've made culture change at Microsoft such a high priority, people often ask how it's going. My response is very Eastern: We're making great progress, but we should never be done. THIS IS A WAY OF BEING. IT'S ABOUT QUESTIONING OURSELVES EACH DAY." **Satya Nadella, Microsoft**

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The stronger the culture, the less corporate process a company needs. When culture is strong, you can trust everyone to do the right thing." **Brian Chesky, Airbnb**

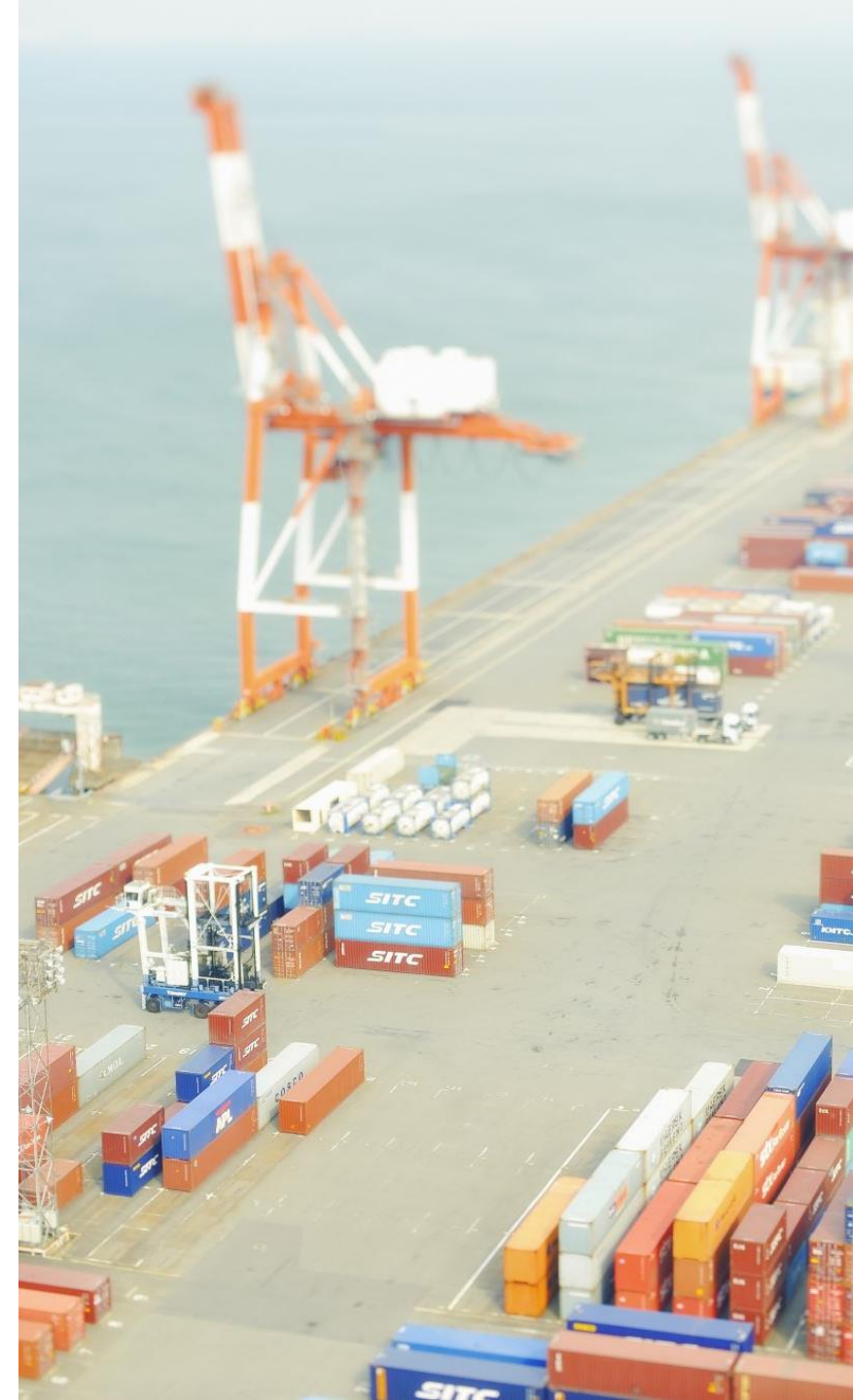


Culture, more than rule books, determines how an organization behaves." **Warren Buffet**

Research

- A survey by the Economist Intelligence Unit (EIU) of 500 senior execs in billion-dollar businesses found **90% of senior execs** failed to reach their strategic goals because they struggled to put them into practice. **Cultural attitudes were the biggest barrier to success.**
- A Korn Ferry survey found that **72% of leaders think culture is important, yet almost a third say they're struggling to get theirs right**
- According to E&Y, 55% of the FTSE 350 companies have seen a **10% increase in operating profits** driven by their investment in culture. Overall, **92% of the Board Members** of these companies said that a focus on culture had improved their financial performance.
- According to Deloitte, culture has become one of the most important business topics of 2016. CEOs and HR leaders now recognize that culture drives people's behavior, innovation, and customer service: **82% of Deloitte's survey respondents believe that "culture is a potential competitive advantage.**
- According to PwC, 84% of leaders believe that culture is critical to their organization's success. **Sixty percent think culture is more important than their strategy or their operating model.**

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What is an Organizational Culture?



“The **values, beliefs, and behaviors**, that guide and define the way in which a group of people work together”

Richard Barret

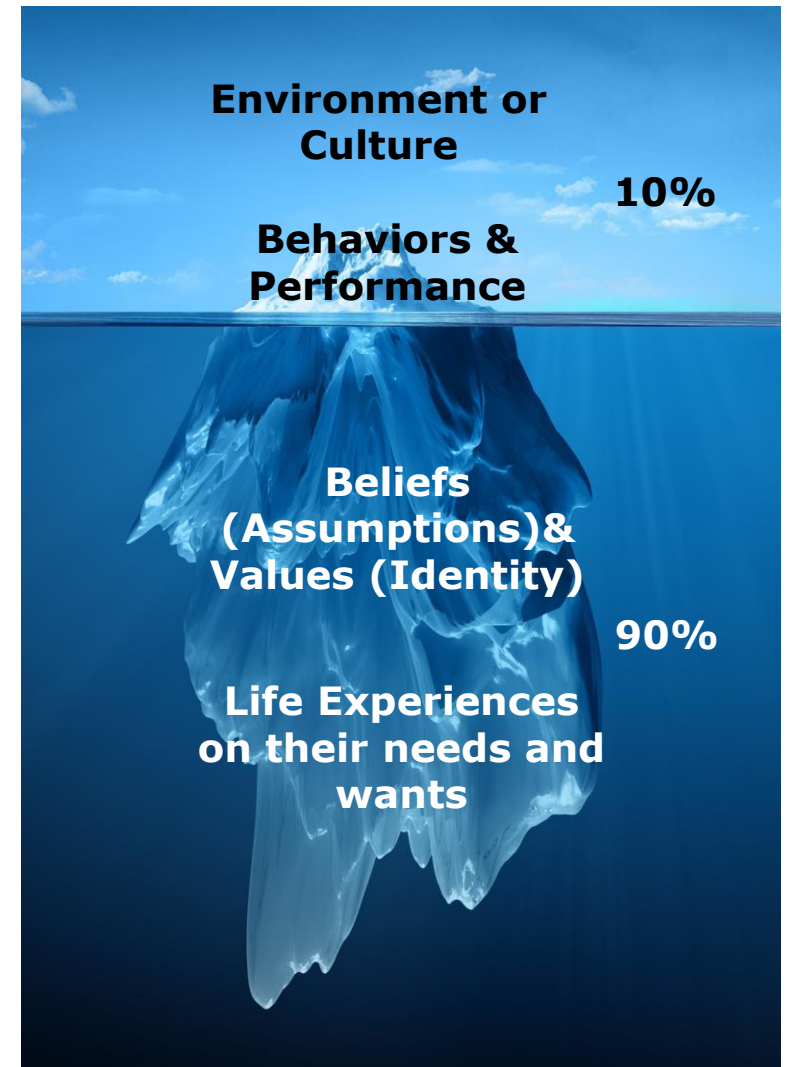
High
Performance
Work
Culture



Value Based
High
Performance
Work Culture

Values & Behaviors

- Our values are what **drive our behaviors**. What people do, How they act, and how they make decisions.
- Values reveal people's **motivations**
- Provide insight into what is **most important** to a person or a group.
- Reveals how a **group of people operates**

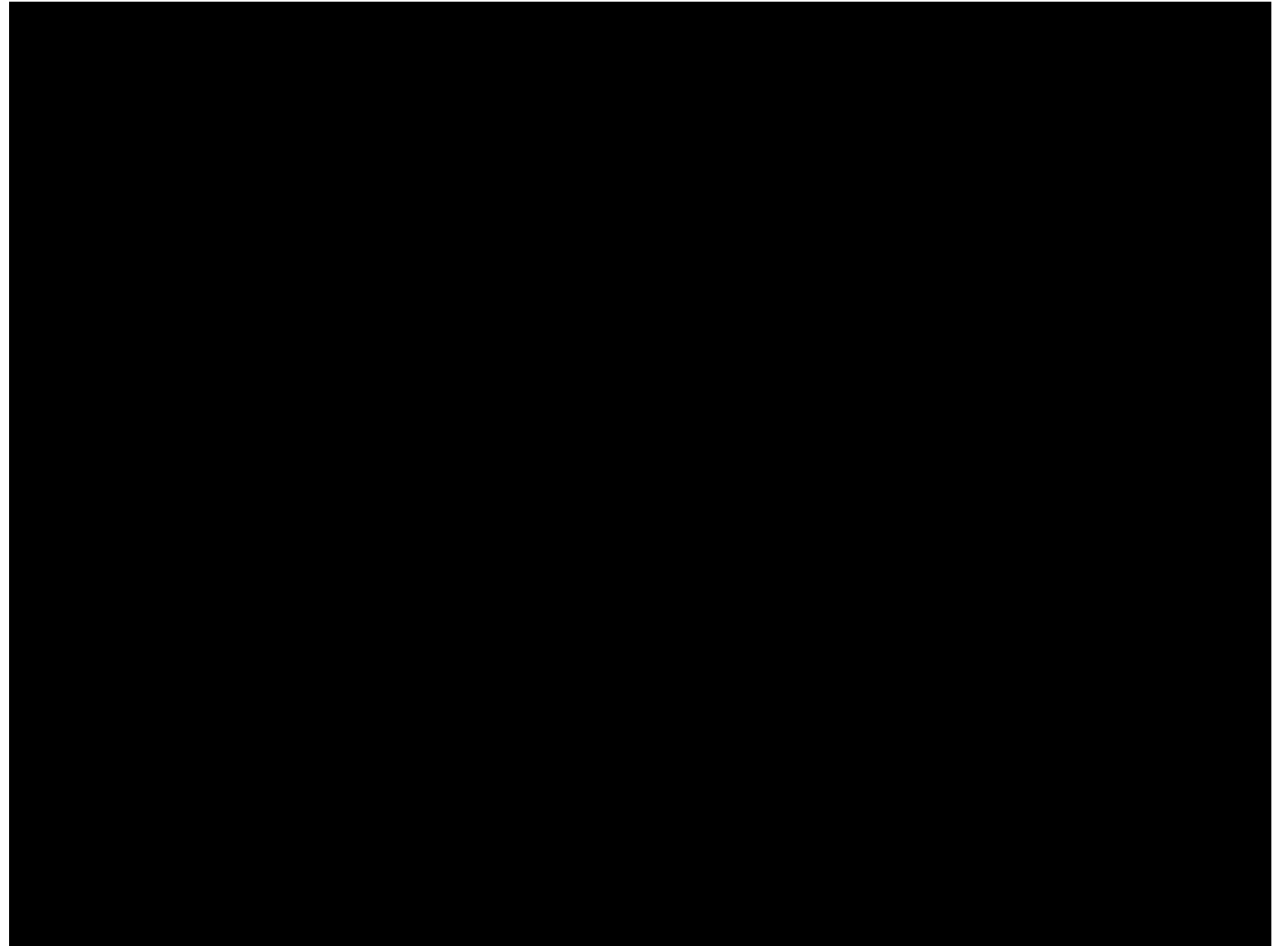


Albert Einstein

“We can’t solve a problem
from the same level of thinking
that created the problem
in the first place”

[Click here to watch the video](#)

**What do
leaders say
about
organizational
culture?**



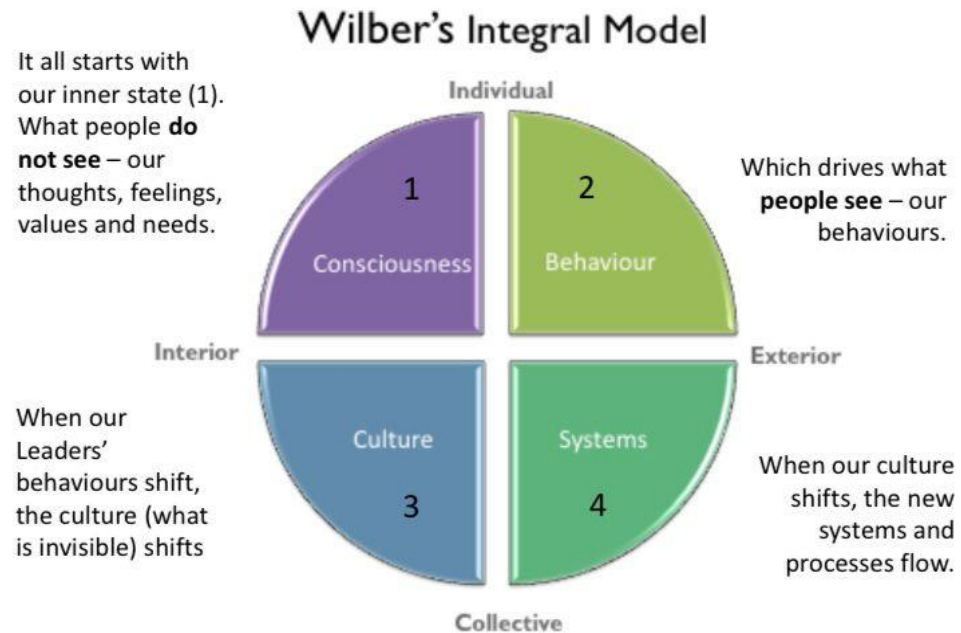
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Organizational Variables



Corporate Evolution

We have to work at all 4 quadrants – the core of which is personal mindsets



Most organisational transformations focus on changing systems, processes and structure (**quadrant 4**). The research shows that the reason 75% of transformations fail is:

- Lack of role-modelling by the leaders
- Cynicism and change fatigue by middle management
- The change doesn't capture the hearts and minds of the people

All of these elements are rooted in **quadrant 1**, the inner state - personal mindsets and beliefs - of the leaders.



DBS Bank Singapore

- Industry Success Stories

Development Bank of Singapore

- Operation started in 1968
- 2015, the largest bank in Southeast Asia
- Employing 22,000 staff across 18 markets
- Capital position with S\$457 billion (about €300 billion) in assets
- The bank served more than **four million** customers through an extensive network nearly 100 branches among more than 2,500 “touchpoints”
- In 2015, DBS made a profit of S\$4.45 billion on a total revenue of S\$10.8 billion



Development Bank of Singapore

- DBS was ranked last among the top five banks in Singapore in the annual customer satisfaction Index
- Process Improvement Events – 2009 to 2013 184 PIEs saving more than 230 million “customer hours” in the process.
- Defined an Asian service called RED – meaning Respectable, Easy to deal with and Dependable
- Red was implemented across the bank in terms of training. PIE became the vehicle to embed RED
- Implemented Customer Journeys with human centered designs
- IT refocused the organization and budgets around three priorities: resilience, nimbleness, and innovation.
- Established Digibank to support strategic digital bank initiatives (investments worth S\$200 M)
- Building Digital mindset through hackathons



DBS Core Values & Culture



Purpose-driven - We Create Impact Beyond Banking



Relationship-led - We Collaborate to Win for DBS



Innovative- We Embrace Change to Add Value



Decisive - We are Decisive and hold ourselves Accountable



We are Everything Fun! - We recognize and celebrate the contribution and success of others.

[Click here to watch the video](#)

DBS Bank



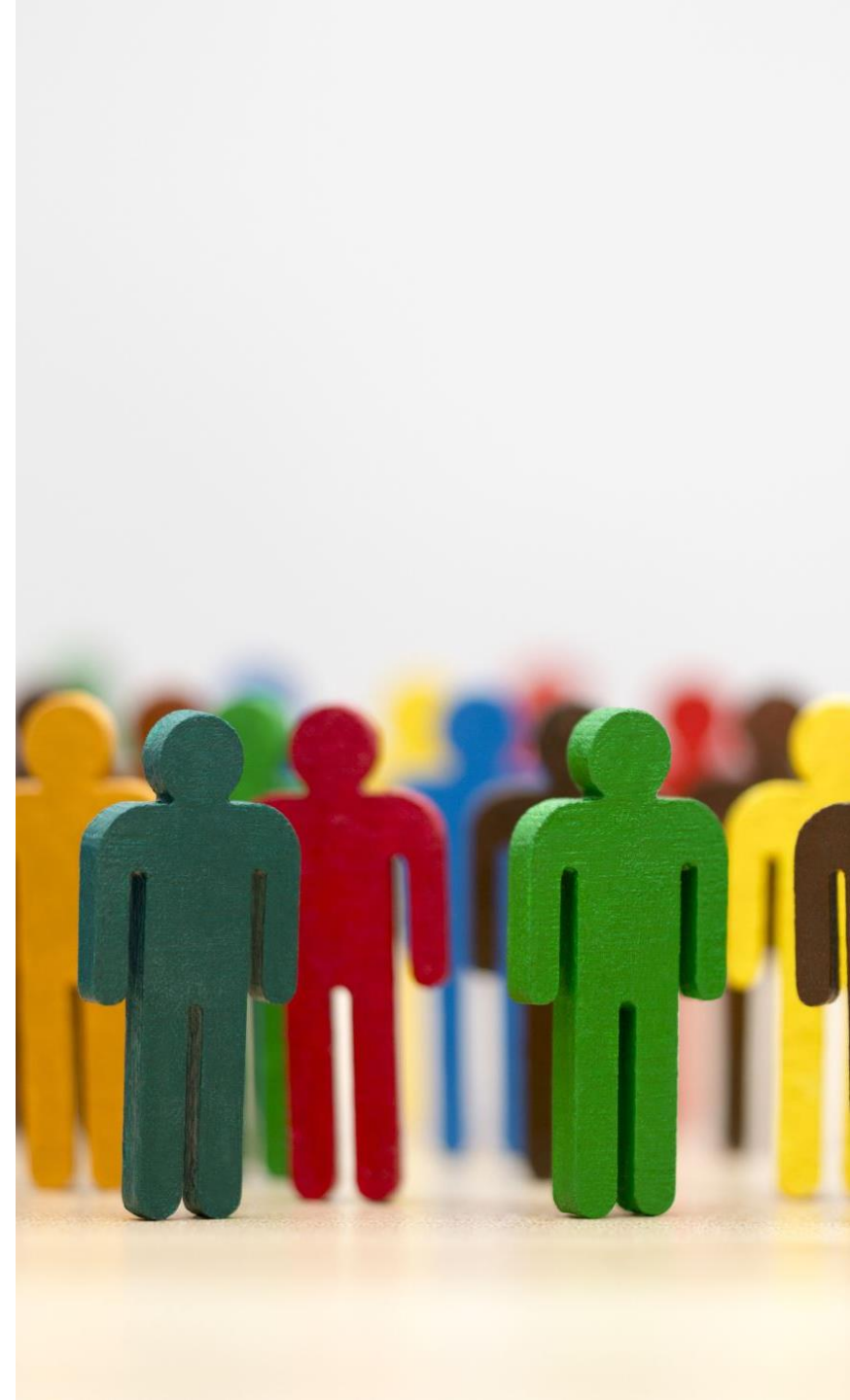
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“Building A Winning Organizational Culture”

Richard Barrett, *The Values-Driven Organization: Unleashing Human Potential for Performance and Profit* (London: Routledge), 2012.

- Cultural capital is the new frontier of competitive advantage
- The culture of an organization are the values, beliefs and behaviors of the current leaders, and the institutional legacy of the values and beliefs of past leaders that have been institutionalized
- Organizations do not transform. People do
- Transformation of an organizational culture begins with the transformation of the values, beliefs and behaviors of the leaders.

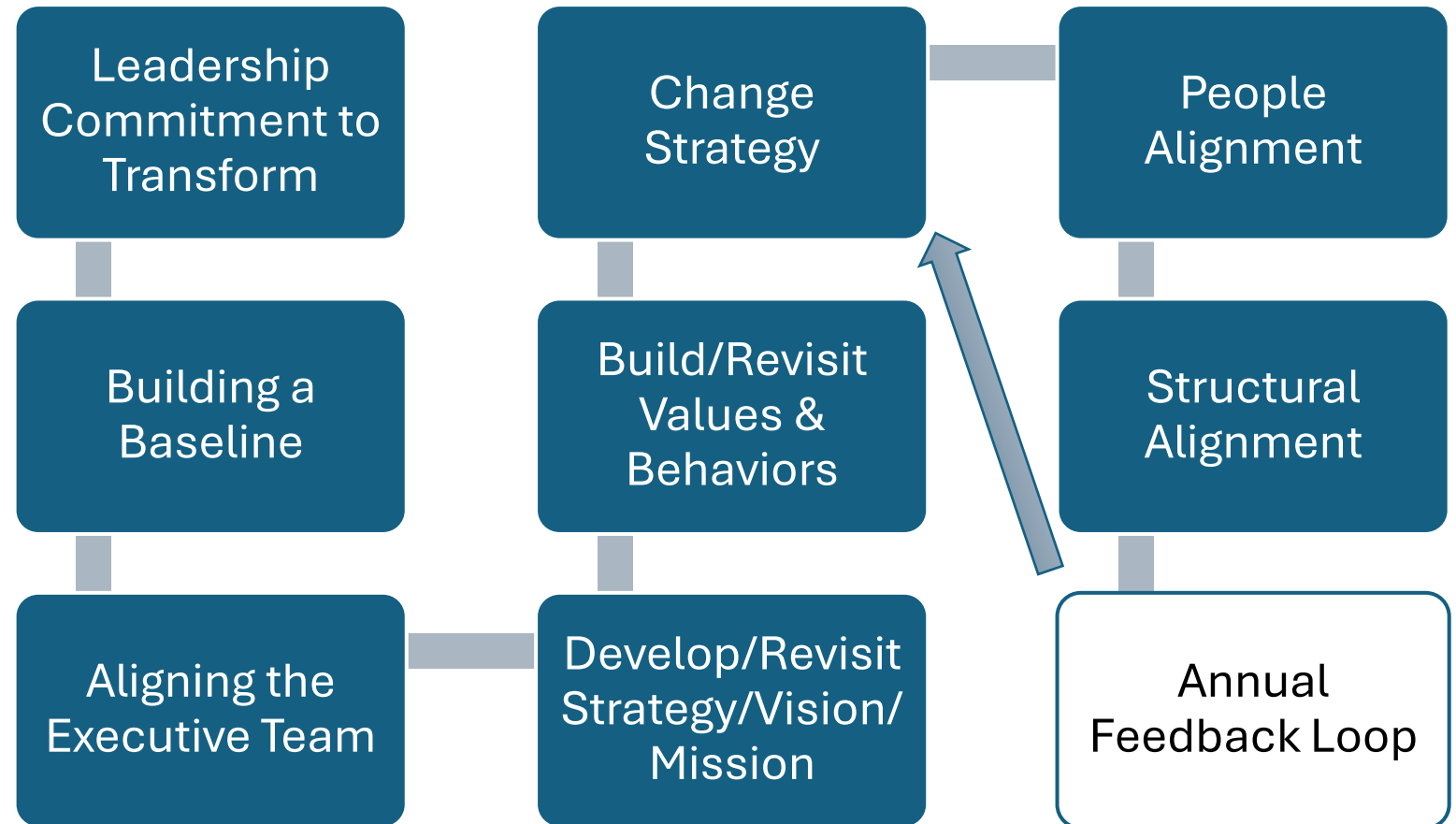
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Cultural Capital

Building your
Value Based
High
Performance
Culture

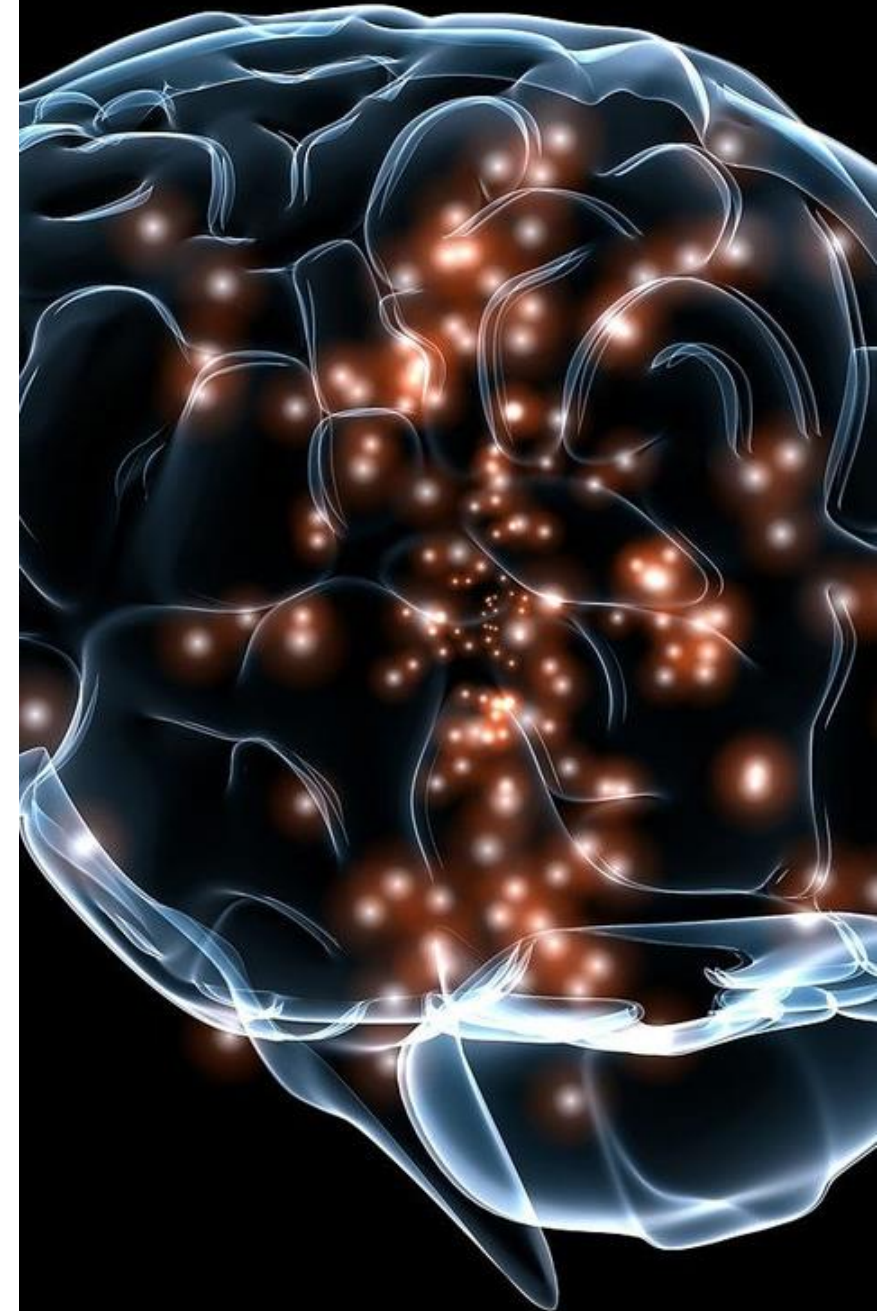
Process & Steps



Leadership Commitment to Transform

- Personal commitment of the leader and the leadership team (personal change)
- **To improve the culture of an organization, the leaders must change, or you must change the leaders (John C. Maxwell)**
- Cultural transformation is not something that can be delegated to outsiders.
- Jim Collins says in **Good to Great**, getting the right people on the leadership team and sitting in the right seats is extremely important
- Naysayers will always exist

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Building a Baseline

- Conduct a cultural assessment focusing on values
- Build a scorecard with Outputs and Outcomes
- Clarify the values and understand what is working and what is not working.



Aligning the Executive Team

- Ownership of the results & Agreeing on the way forward
- The culture of an organization reflects leadership consciousness
- **The process of building internal cohesion should begin with leadership team alignment**
- The only way to build internal cohesion in a leadership team is to create a climate of trust
- What we are looking for at this stage of the process is both their individual and collective accountability.



Develop or Revisit Your Strategy, Vision, & Mission

- Develop / revisit vision and mission for the organization
- Vision and mission is the job of the leadership team
- This task cannot be delegated
- The vision and mission statements should be short, easily memorable and inspirational (reflect higher purpose)
- The purpose of the mission and vision statements is to give focus and direction to the organization, so everyone is working towards the same goals.



Examples of Inspiring Mission/Purpose

Google: "To organize the world's information and make it universally accessible and useful."

IKEA: "To create a better everyday life for the many people."

DBS: "Live More, Bank Less"

Develop / Revisit Values & Behaviors

- Define the values the organization wishes to embrace to guide its decision making
- The values should be single words or small phrases that are easily memorized and support the vision and mission.
- Four Values is ideal
- **Once the values have been chosen, two or three behavior statements should be developed for each value**
- The ultimate purpose of defining the vision, mission, values and behaviors of an organization is to create internal cohesion and a capacity for collective action.



Examples of Inspiring Values



**TAKE IT ON AND
MAKE IT HAPPEN**



**HELP OTHERS TO
BE SUCCESSFUL**



**ALWAYS BE A
STEP AHEAD**



**DO THE RIGHT
THING**

Change Strategy

- When the leaders transform— achieve a higher level of personal mastery or adopt a higher set of values— their behaviors change, and as their behaviors change, the culture changes.
- There should be a clear understanding among executives about why the proposed changes are being undertaken
- The Cultural Values Assessment gives employees a voice
- Actions are important to increase trust and participation



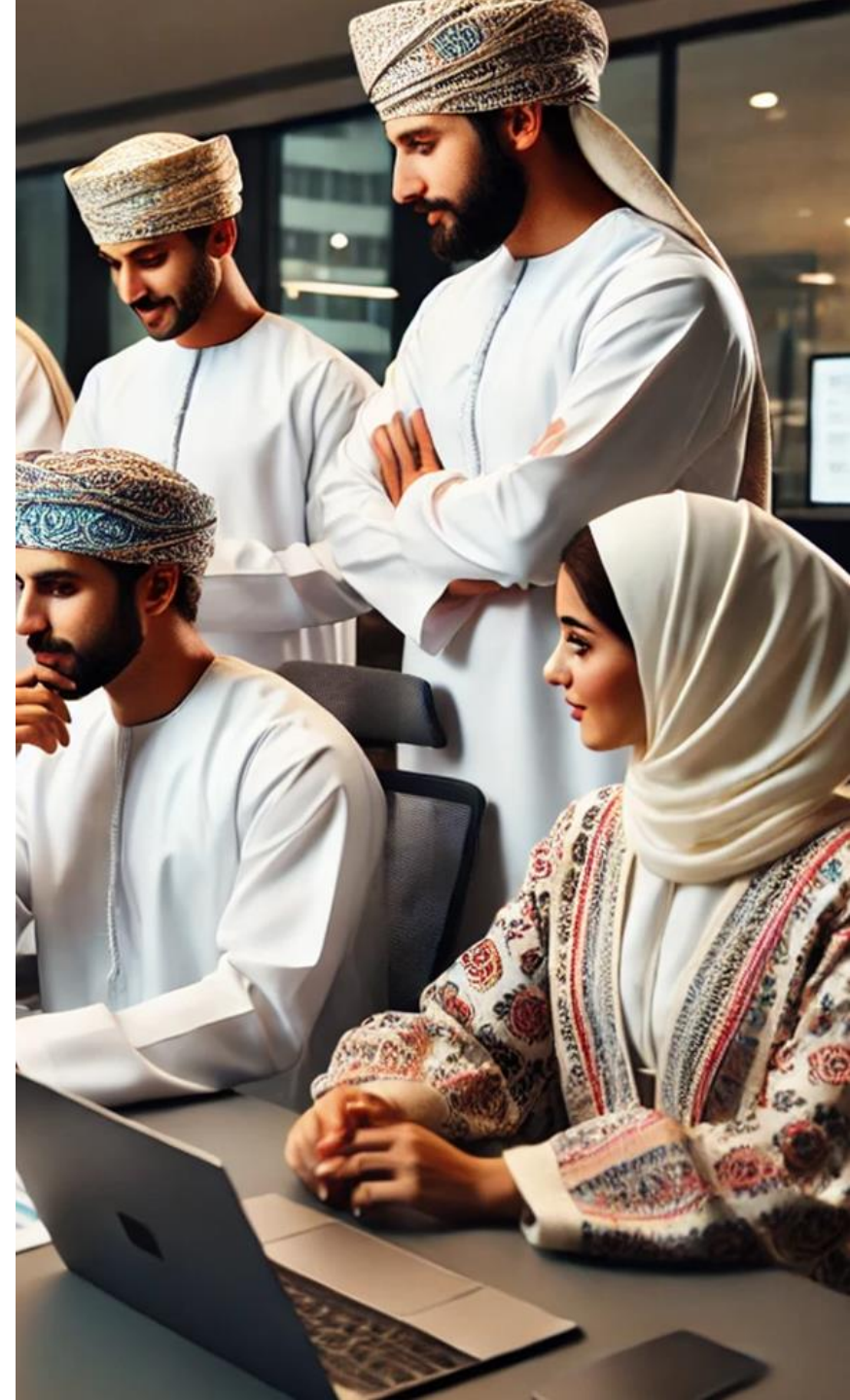
Alignment & Leadership Development

- Workshops & town-halls on the organizational variables
- Leadership Values Assessments starting from the top
- Feedback & Coaching Sessions to help leaders shift to higher consciousness levels



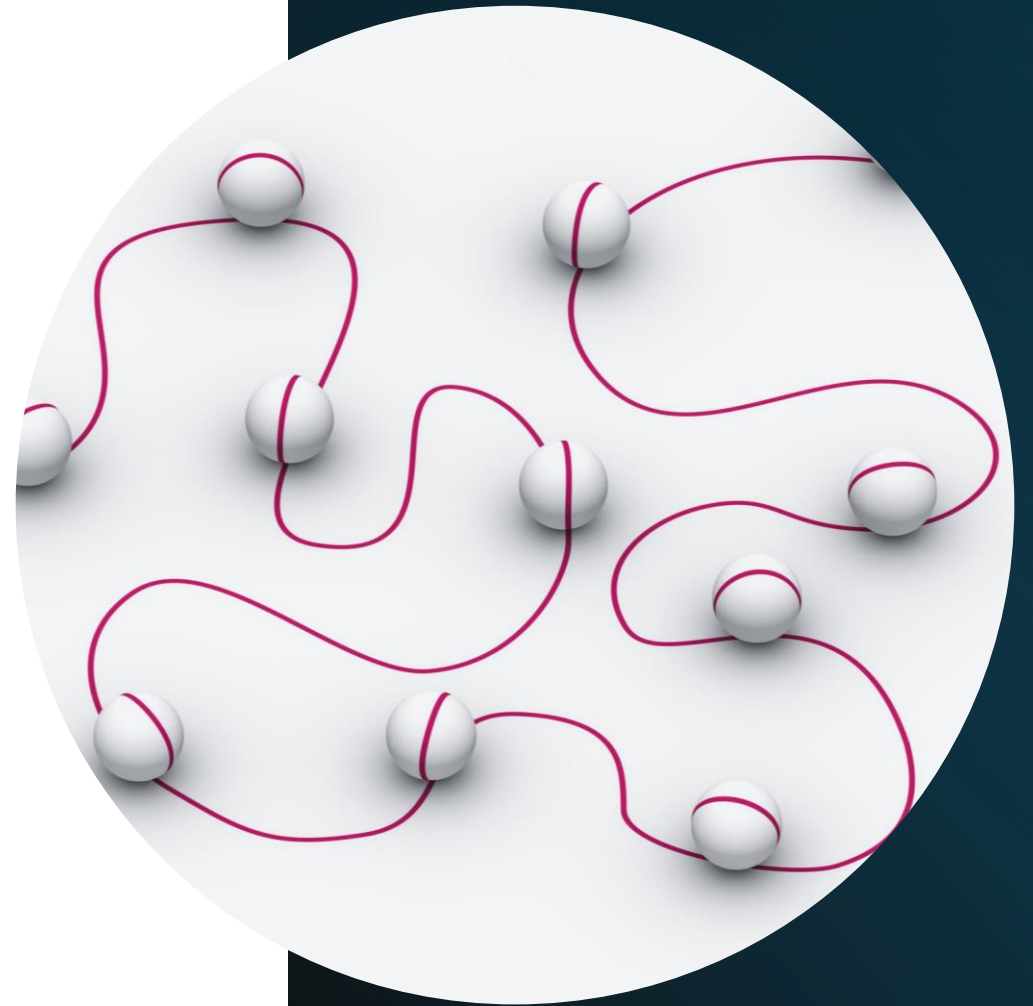
Structural Alignment

- Values must become pervasive at the institutional level
- Embed in core business processes
- Embed in people processes
- Embed in Recognition & Wellbeing programs
- Embed in Organizational Communications and employee engagement



Ultimate Purpose of the Organizational Variables

- Unique Character
- Organizational Personality
- Level of Consciousness
- Brand Experience
- Cohesion & capacity for collective actions

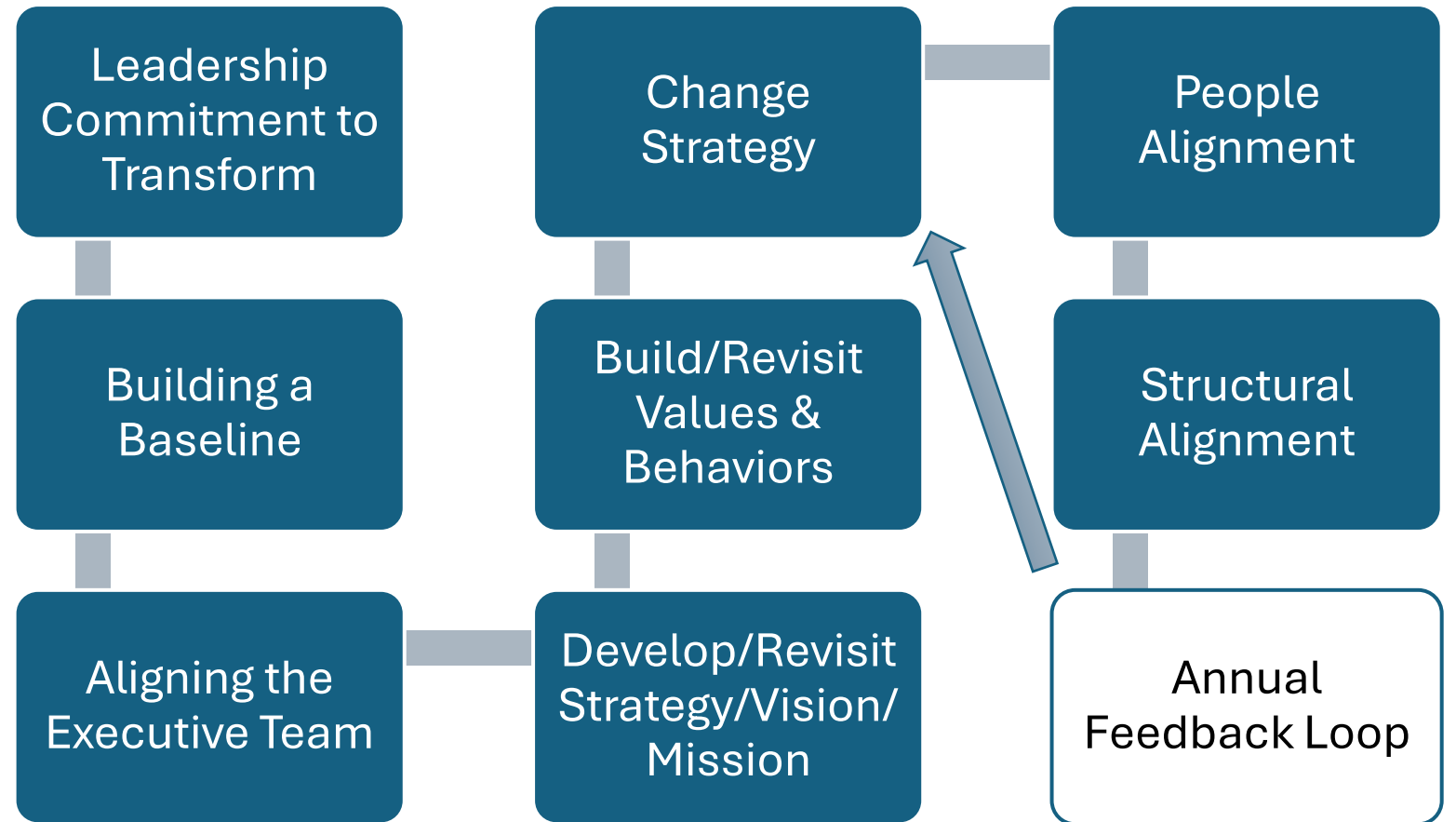


Final Advices

- Connecting the ecosystem/organizational variables
- Personal alignment before team alignment
- Don't use off the shelf solutions and focus on your needs (customization)
- Cultural transformation is an inside job
- It is an ongoing process of values management
- Get people certified to avoid consulting in & out.



Final Advices



Thank You

Q & A



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