

# Develop a winning culture

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Assisting leaders in  
developing + sustaining high  
performance environments

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Let the journey begin



Dan Collins

A White Paper  
by Dan Collins

[dancollins.com.au](http://dancollins.com.au)





## Why embrace change?

Although the battles we face in business today are very different to yesterday, success can still be attributed to the existence of a well supported, winning culture.

Culture is at the heart of everything we do and is largely dependent on how leaders lead, how they develop both individual and team capabilities, how they motivate outcomes and empower teams as a whole to achieve.

Jeremy Heimans and Henry Timms refer to the twentieth century being built from the top down.

**"Society was imagined as a great machine, intricately powered by big bureaucracies and great corporations .. where ordinary people had critical, but small and standardised, roles to play."**

Employees accepted their place and the roles they played, with little or no question. They were content. Satisfied that their smaller contribution to the bigger picture was enough.

**Times have changed, we now want more and those who embrace change will benefit from a productive, positive culture.**

**"Change before you have to."**

Jack Welch, Chairman and CEO of General Electric.

Success is no longer about being the strongest or most intelligent, where individuals played just one role. We are moving towards a more responsive and change-receptive approach - likened to theory published more than 150 years ago by Charles Darwin, which referred to natural selection and now offers guidance around business challenges.

**|| The culture destination is clear, but how do you get there?**

**Let us help you navigate the road to success.**

# The results are worth the effort

In the simplest form, accountability is where we see all levels of an organisation take ownership for the results. We also see how values can drive behaviors. Accountability is about getting the right stuff done when it counts most - no blame, no excuses.

Leaders who make the decision to shift towards a culture of accountability, need to know what they're getting themselves into.

You must understand that once you begin the shift, you more than anyone, are going to be under the microscope, not just your employees. Accountability begins with the leader.

Creating a culture of accountability is all about employees achieving results in a planned and efficient manner. As a leader, you need to take responsibility for and ownership of creating experiences within an environment that builds your desired culture.

Unfortunately, too many organisations give lip service to accountability and as such, fall short of the level of execution and commitment needed to create an accountable culture.

The good news is that when real effort is committed to the shift and a desired culture is created, your organisation will be leaner, faster, and more fierce in the market than ever before.

Whilst there are many pieces to the puzzle, in terms of creating a culture of accountability, the results are worth the effort and are always more fulfilling than could ever be imagined.

**|| Are your numbers making you drunk  
on the wrong stuff?**

**Don't be a slave to the numbers.**



# What are your pain points + why do you need to learn from them?

## PAIN POINT:

**Team suffers from too much to do + too many reporting to too few decision makers.**

This type of environment contributes to bottlenecks in decision making, reduces trust in any good decisions when they are made + demotivates employees at all levels.

## WHAT YOU EXPERIENCE:

- Victim + blame
- Effort is spent in survival mode
- Team members lack confidence + trust
- Little focus + no clear direction

## WHAT'S REQUIRED OF LEADERS:

- Assess workloads
- Set direction + priorities
- Assign clear responsibilities
- Motivate a winning attitude

## PAIN POINT:

**Leaders are swamped + lack focus.**

Under these circumstances, everything is urgent which unfortunately sees added pressure passed on as stress. This in turn contributes to raised tempers + increased conflict.

## WHAT YOU EXPERIENCE:

- 'Not my problem, that's yours'
- Passive aggressive communication
- Team operates under a 'me' mindset
- Playing the wrong game

## WHAT'S REQUIRED OF LEADERS:

- Focus on leading, not 'doing'
- Review + re-distribute workloads

## PAIN POINT:

**Forced to do more with fewer employees.**

This can lead to a sink or swim management approach, forcing unacceptable behaviours + in some circumstances can lead to mental health issues.

## WHAT YOU EXPERIENCE:

- Abdication of accountability across team
- Distain + jealousy towards each other
- Control + bullying

## WHAT'S REQUIRED OF LEADERS:

- Review workloads + identify priorities
- Employ additional team members
- Streamline work flow + processes
- Re-align or amend strategic direction

**Are you focusing on profit + short term behaviours?  
Don't just survive in a state of immediacy.**

**Identify your STRENGTHS,  
THRIVE + enjoy real  
fulfilment + REWARD**



# Identify your pain points, learn from them + thrive

## PAIN POINT:

**Forced to operate in a poorly managed, high-pressure environment.**

Employees in this situation are expected to always be 'on' + are subjected to failure and blame, with little or no encouragement to propose solutions. Over time this impacts their levels of resilience + confidence + can lead to high turnover + low productivity.

## WHAT YOU EXPERIENCE:

- Aggressive + undermining communication
- Effort to 'me' winning + 'you' losing
- Team are chastised in failure

## WHAT'S REQUIRED OF LEADERS:

- Don't surrender to board pressures
- Communicate clear vision + goals
- Set accountabilities across the team

## PAIN POINT:

**Productivity is suffering.**

In situations where productivity suffers, additional tasks aren't supported, new practices are simply added to existing practices + there is often no management around priorities, which effects quality of work.

## WHAT YOU EXPERIENCE:

- Limited understanding of work required
- No commitment to workload
- Lack of awareness of priorities
- Too much work + no direction

## WHAT'S REQUIRED OF LEADERS:

- Review priorities + align strategically
- Set clear goals + accountabilities
- Lead from a place of understanding
- Motivate open communication + feedback

## PAIN POINT:

**Poor communication + engagement as a result of technological advancement.**

In recent times we have developed poor habits + laziness around how we communicate + the culture of our working environments. We're stuck in short-term thinking. Technology was designed to make our lives easier.

## WHAT YOU EXPERIENCE:

- Limited support + interest in each other
- Thoughtless communications
- Destructive competitiveness
- Laziness +/or resistance to effort

## WHAT'S REQUIRED OF LEADERS:

- Open, relevant + timely communications
- Thoughtful + respectful engagement
- Promote stewardship + mateship

**“Create complementary teams where strengths are made productive and weaknesses are made irrelevant through the strengths of others.”**

Dr Stephen Covey - Author *The Seven Habits of Highly Effective People*



# How behaviours influence outcomes

Supporting an environment which promotes your desired culture is essential, especially given the way in which we act or conduct ourselves, influences outcomes.

How people behave as individuals and as a team effectively contributes to your culture, therefore it is imperative you identify and behaviours which support it.

## NON-NEGOTIABLES

According to the International Health Federation, there are four conditions needed to successfully foster behavioural change. These include:

- Defining clear goals
- Gathering sufficient and accurate knowledge for a plan
- Having the personal skills and

knowledge for execution, and

- Having a reliable and supportive environment

## BEHAVIOURAL CHANGE

Once you have satisfactorily met the four conditions to support behavioural change, you can implement the five (5) stages of behavioural change. The five stages include:

1. Knowledge (information, facts, skills)
2. Approval (growth mindset, acceptance)
3. Intention (learning)
4. Action (putting learnings into practice)
5. Advocacy (teaching others)

## LANGUAGE

Language also plays a part in influencing outcomes.

Language is a system of symbols that allows people to communicate with others. Language, both written and spoken, together with symbols, are the keys to cultural transmission.

Through most of human history, cultural transmission has been accomplished through speaking.

How we speak to each other, doesn't just relay a message. It determines the quality of our relationships, provides clarity and consistency and promotes a sense of belonging. When we all speak the same language, we are less likely to fail.



# We shift organisations by creating winning cultures

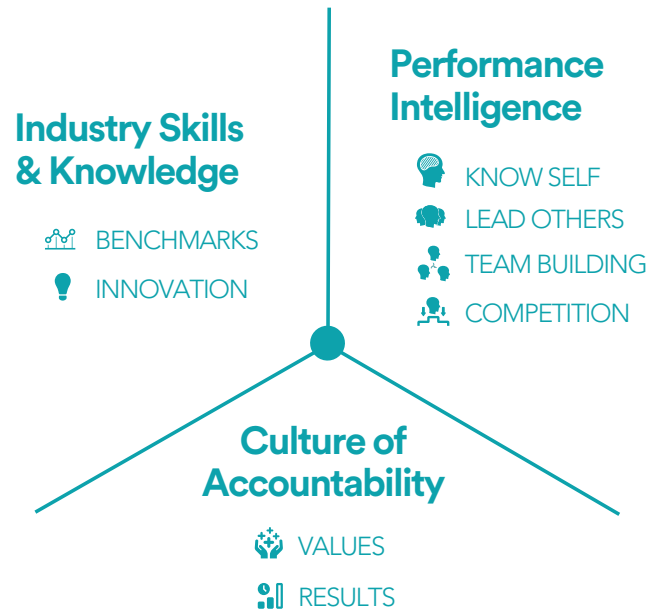
Dan's exposure to and experience in high performance environments has allowed him to identify the common traits in all winning teams.

This model incorporates the tangible tools utilised in all high performing teams. When put into action, they shift an organisation toward a culture of excellence.

The first step creates awareness around where an organisation sits regarding its collective accountability and responsibility.

The second, takes this awareness and cultivates a cultural road map tailored exclusively to the organisation's needs.

The third and final step, identifies the actions required to move the organisation toward an ever-evolving winning culture.



- 1. Industry Skills and Knowledge**  
These are just your tickets to the game. What you do, is simply the beginning of creating a winning culture.
- 2. Performance Intelligence** This involves getting the best out of your team. You need to understand your own make-up, including how your team ticks and their ability to compete internally and externally.
- 3. A Culture of Accountability** This is all about delivering when it counts the most. It aligns the team and anchors everything in the model.

“Our leaders have been given the tools for developing a high performance environment and challenged in a way that creates new ways of thinking to realise this.”

Mario Rehayem - CEO, Pepper Australia

kudos





# Coaching culture's connect

## MAKING THE MOST OF YOUR PEOPLE IS GOOD MANAGEMENT

Overwhelming evidence has revealed that for many, work has become an unhappy and stressful place to be. Engagement is at a dramatically low level. Only between 10% and 30% of employees worldwide are enthusiastic about their work and contribute actively to the success of their organisation.

The consequences have been disastrous: big financial losses, high turnover and absenteeism, low productivity and innovation, poor customer service and deteriorating worker health.

**COACHING IS ABOUT CONNECTING, AS OPPOSED TO TELLING PEOPLE WHAT TO DO. FROM INSPIRING PEOPLE TO CHALLENGING THEM, COACHING HELPS YOUR PEOPLE REALISE THEIR POTENTIAL, GROW AND ACHIEVE OUTCOMES.**

## BENEFITS OF A COACHING CULTURE

The number one benefit of coaching is the ability to set clear direction across the business for the achievement of defined goals and outcomes, however coaching can also lead to:

- Increased commitment, with employees more likely to feel significant, as a result of your investment in them.
- Better performance, as a result of solution-based and forward-focused guidance.
- Better use of company resources, with focused action as opposed to wasted action or inaction.
- Increased knowledge, as a result of leaders imparting their experience.
- Improved retention, with employees more likely to be loyal and motivated, as a result of your investment in their development.
- Improved connection to leaders and business outcomes, with employees more capable of responding effectively.

**“Coaching is about connecting, as opposed to telling people what to do.”**



# Achieve goals and deliver outcomes

## SKILLS NEEDED TO COACH

One of the most valuable skills of a coaching manager is their ability to collaborate as opposed to always being directive. Other skills also include:

- Being able to read people.
- Having a growth mindset and being solutions focused.
- Understanding what questions to ask and taking the time to listen to employees.
- Being able to have the tough chat, when needed.
- Providing feedback with candor and care.

- Having good personal awareness and understanding how this impacts their coaching style.

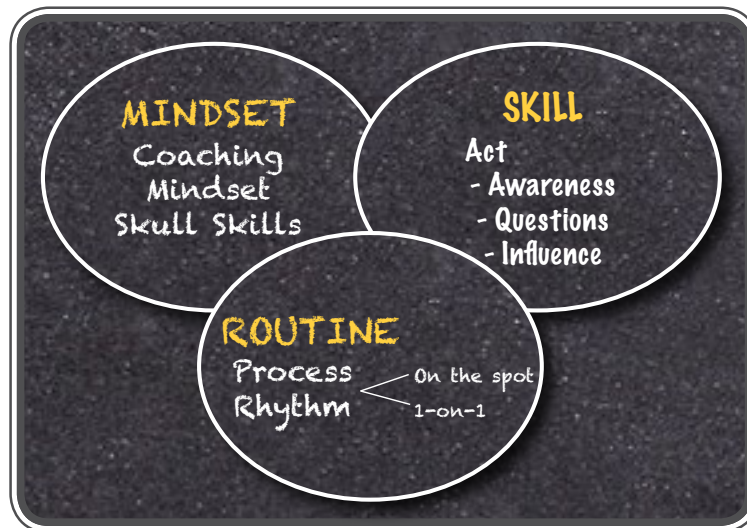
## BENEFITS TO YOUR EMPLOYEES

- Build valuable skills and knowledge they can use to advance their careers and the business.
- Feel supported and encouraged by their manager and the business.
- Experience pride and satisfaction that comes with surmounting new challenges.

**“Collaborate as opposed to being directive.”**

## HOW WE DEVELOP A COACHING CULTURE

1. Shift the mindset of your leaders.
2. Build their coaching skills capabilities.
3. Design a routine that achieves goals and delivers outcomes.





## Personal excellence is key

Employees now question their contribution with many seeking the opportunity to participate, take more ownership and play a bigger role in the organisations success.

Leadership teams who embrace this 'new power' (Heimans and Timms) as a result of widespread connectivity, effectively encourage a more **"open, participatory, and peer driven"** approach which in many cases sees an increase in productivity, as well as, both personal and professional fulfilment.

Forward thinking leaders, who recognise these benefits and encourage their employees to play to their strengths across the business, effectively build more successful teams.

**CULTURE = RESPONSIBILITY X ACCOUNTABILITY**

Leaders who bestow responsibility and levels of accountability at every level of their organisation will see employees thrive under the increased connectivity and opportunity to step-up.

Furthermore, they will feel appreciated and empowered, which contributes to the creation of a winning culture.

**|| The will to win, the desire to succeed, the urge to reach your full potential ... these are the keys that will unlock the door to personal excellence.**





# Strong leaders lead change

**CULTURE IS MADE UP OF THE INDIVIDUALS WHO FORM A BUSINESS, TEAM OR RELATIONSHIP. HOW DOES YOURS STACK UP?**

Taking into consideration your existing culture, in relation to your desired culture, give yourself a score between 1 and 10 (with 10 equaling the greatest amount of change) to determine your culture change journey:

## EXISTING CULTURE

## DESIRED CULTURE

Rate the level of **DIFFICULTY** you anticipate in shifting your culture. Consider current motivation levels across your team, how they respond to change, levels of resistance + how much energy you will need to invest in the journey.

Rate the extent of **DEVELOPMENT** you will need to identify + implement to ensure your team's capabilities + competencies can meet new demands. Consider your existing situation in relation to where you need to be.

1	2	3	4	5	6	7	8	9	10
<b>DIFFICULTY</b> IN MOTIVATING EFFORT FROM TOUGHER OBJECTIVES + ENVIRONMENTS									
1	2	3	4	5	6	7	8	9	10
<b>DIRECTION</b> REQUIRED FROM NEW PRODUCTS / MARKETS / TECHNOLOGIES / COMPANIES / STRATEGIES									
1	2	3	4	5	6	7	8	9	10
<b>DEVELOPMENT</b> OF REQUIRED CAPABILITIES + COMPETENCIES TO MEET NEW DEMANDS									
1	2	3	4	5	6	7	8	9	10
<b>DEPLOYMENT</b> OF RESOURCES TO EXECUTE REPOSITIONING STRATEGY									

Rate the amount of **DIRECTION** required to draft, implement + manage new products, technologies + strategies. Consider how resistant to change your team is + how much energy it will require of you to drive the culture shift.

Rate the degree of **DEPLOYMENT** you need to execute to achieve your repositioning strategy. What resources are currently available to you + to what extent should they be deployed differently to achieve your desired culture.

### CULTURE CHANGE JOURNEY SCORE:

Between 4 - 15 | **SMALL**    Between 16 - 27 | **MEDIUM**    Between 28 - 40 | **LARGE**



Let's get started ...

## CASE STUDY: Countdown's Culture Challenge

As New Zealand's leading supermarket brand, serving more than 2.5 million customers every week, Countdown is extremely proud of their people and as such is committed to helping every team member realise their potential.

Countdown's General Manager Operations, Brett Ashley, knew what he wanted for his team and had the motivation and tenacity to hold himself accountable in his pursuit for a performance culture.

His vision was to create a culture that empowered Countdown team members to deliver exceptional customer experiences. He started by on-boarding his immediate team, building strength and support for the culture change journey and spent time sharing with them the exciting possibilities for individuals, teams and the organisation as a whole. This in turn would have a positive impact on their customers and ultimately their bottom line.

### CHALLENGE ACCEPTED

Brett's strength of character and absolute resolve for realising his vision saw him reach out to Dan, which is where the real work began, firstly in solidifying the vision, then in identifying the barriers and mapping out steps to overcome them. They identified issues with the command and control approach to operations, decision making and leadership which had contributed to a lack

of accountability, honesty and responsibility. Leaders weren't facilitating the right experiences for teams, often reverting back to 'doing' (where they excelled), as opposed to 'leading', (where they needed to be).

### “Culture starts with strong individuals + strong leaders”

When leaders revert to doing instead of leading, they struggle under the overwhelming workload, taking on far too much of what they shouldn't be doing and not enough time doing what they should. Leaders at Countdown were swamped and poorly focused. They felt like they needed to do everything, which saw them lose touch of what they really needed to do - lead their teams.

This pressure was leading to poor attitudes, high stress, inability to cope and feelings of failure. Together Brett and Dan assessed related triggers and proposed measures for Brett to drive character development to assist his leadership team in leading people. Dan then worked with Brett in sharing the tools to better lead and build teams, which included leadership principles, decision making frameworks and team building steps. He also coached Brett and his team in how to have accountability conversations, set responsibilities and have difficult conversations when expectations aren't met.

### OUTCOMES

Brett's decision to invest in his team has since seen significant improvement to Countdown's bottom line. They have also seen increased commitment from teams under now, clearly focused leaders. Even more impressive though, is the wide-spread and diverse level of leadership skills and practice across the business. They've also had an increase in women in leadership roles.

Brett's vision now sees Countdown proudly supporting and enjoying a new level of leadership. One that motivates team members on an individual level empowering them to deliver exceptional customer experiences as well as working better together as a team. They also enjoy the flexibility of being able to move leaders across the business and between roles, regardless of the specific function, because their leadership skills are now transferable. This supports both the needs of the business as well as the interests of the individual leaders involved.

Dan's program, recognising Brett's vision, facilitated the development of future cultural champions across the team at Countdown, who now deliver clear performance goals across the organisation. Under Brett's guidance, their new winning attitude and exceptional skills are creating and maintaining winners at all levels of the business and will continue to do so well into the future.



**“Your clear identification of the key issues with poor culture and accountability and the tools and techniques to deal effectively with them was a breath of fresh air.**

**Your practical experience in extreme sporting situations provided great qualification to your message and our members went away with a new confidence in leading better and dealing with any difficult situations.”**

Rebecca Toczek - The Executive Connection (TEC)

# raves

**“I witnessed Dan gain an understanding of a complex environment and then help us develop and deploy the key cultural pillars that will drive our resurgence and performance.”**

Pat McEntee - Director, Woolworths Meat Company

**“It is essential that at the individual level you cultivate habits which increase your teams effectiveness – and no one has more passion and skill in helping you do this than Dan Collins.”**

Gary Pittard - Pittard Training Group



**“Making real progress is possible and depends on expanded aspirations for corporate stewardship, and new assumptions about what ‘good business’ means.”**

Edward E Lawler III  
Forbes contributor and author

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### Athlete + Student

Competed – Barcelona Olympic Games, 1992.  
Bronze Medalist – Atlanta Olympic Games, 1996.  
Silver Medalist – Sydney Olympic Games, 2000.  
Competed – Athens Olympic Games, 2004.  
Numerous State & National Medals  
Studied at Griffith University

### Sports Administrator + Leader

- World Rugby
- Sydney Roosters
- Cronulla Sharks
- Manchester City
- Brisbane Lions
- Richmond Tigers
- Carlton FC
- Japan Rugby
- AIS - Australian Institute of Sport

### Business Consulting

- Bevmarks
- Consultive
- Countdown
- Cronulla Sharks
- Dan Murphys
- Dept.of Immigration & Border Protection
- East Coast Bull-bars
- Fluid-Drive
- Followmont
- Knight Frank
- KT Cables
- Ministry of Justice UK
- Pepper
- TEC
- Woolworths



# Want to build a winning culture in your workplace?

Contact us today to discuss your pursuit for excellence:

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Web [dancollins.com.au](http://dancollins.com.au)

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**Develop a winning  
culture and  
experience the  
benefits of success**