

## ORGANISATIONAL CLIMATE

**The link between an Organisation's Internal Climate and the bottom line is an accepted reality.** Developing an effective climate is therefore a key component for any organisation seeking to raise their game or increase their productivity.

So what exactly IS climate? Climate can be described as 'the unwritten rules' or 'the way things are around here'. It is a complex blend of attitudes, expectations, policies and norms that effect motivations & behaviours (see page 2).

Within every organisation a climate exists. Within every team or workgroup a micro-climate exists – and factors such as leadership style, levels of trust, empowerment and bureaucracy all contribute.

Effective change (in particular the rapid integration of separate groups following Mergers and Acquisitions) **can be achieved** by developing the right climate. Conversely, an unhealthy or inappropriate climate will impede change, choking productivity, potentially for years. Internal Climate is therefore a critical element affecting the success of change programmes.

Teams, entire departments and whole organisations all respond to internal climate and depending on the climate that exists their response will be positive or negative. Research has shown that up to 30% of performance can be affected by internal climate - therefore when an organisation becomes aware of 'the climate within' it has the opportunity to impact the bottom line in a powerful way.

After many years working with business leaders and their staff in various organisations around the world Accord Consulting have developed a reliable and effective way to assess internal climate. By accurately identifying the current internal climate Accord Consulting will pinpoint areas where changes can be made that will powerfully and rapidly affect performance. We do this in a number of ways:

### The Climate Process

- ▶ Identifying the current Internal Climate – both in the entire organisation and in sub groups (Micro-Climates)
- ▶ Creating a cohesive, internally driven approach to the development of climate change across the organisation.
- ▶ Working 1:1 with leaders to equip them in the 6 major leadership style areas, developing the skills required to impact climate in the most effective way. (See sample outputs on page 2).
- ▶ Working with key business units to identify key opportunities and 'low hanging fruit' that will rapidly improve performance.

## CASE STUDY

### DEVELOPING CLIMATE TO INCREASE WILLINGNESS TO CHANGE

#### *THE BUSINESS CHALLENGE*

A global manufacturing company is seeking increased productivity through cultural change, aiming to rely less on innovation and create an enterprise culture with strong customer focus. Resistance to the change is hampering progress due to entrenched and inflexible employee attitudes.

#### *THE SOLUTION*

Our consultant analysed the organisations climate data, establishing where the greatest issues lay.

Employee led workshops were facilitated to identify the causes of blockages and the areas of greatest difficulty.

A programme of interaction with Business Leaders, Executives and Managers was designed that addressed the issues in a practical manner.

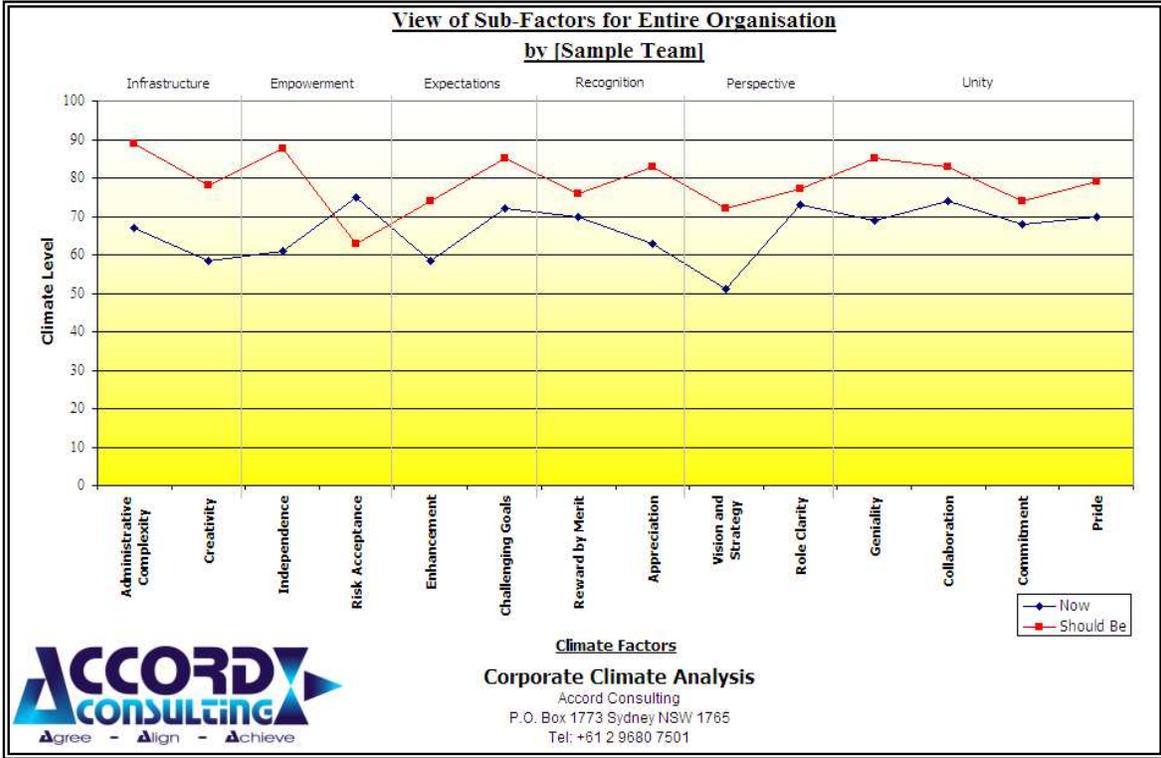
Following a short, sharp leadership development programme, our consultant worked one to one with key executives and Managers to ensure the transfer of classroom theory and practical experience to the workplace.

#### *THE BUSINESS BENEFIT*

- Greater productivity and cultural alignment.
- Highly effective succession planning process.
- Increased willingness across the workforce.
- High levels of trust
- Significantly improved communication.
- Raised awareness of the impact that leaders have.
- Ownership for continuous improvement accepted by staff at all levels.



Sample Survey Outputs  
Climate Analysis Sample Outputs.



Leadership Styles Sample Outputs.  
(A key element in defining climate)

