



Exposing

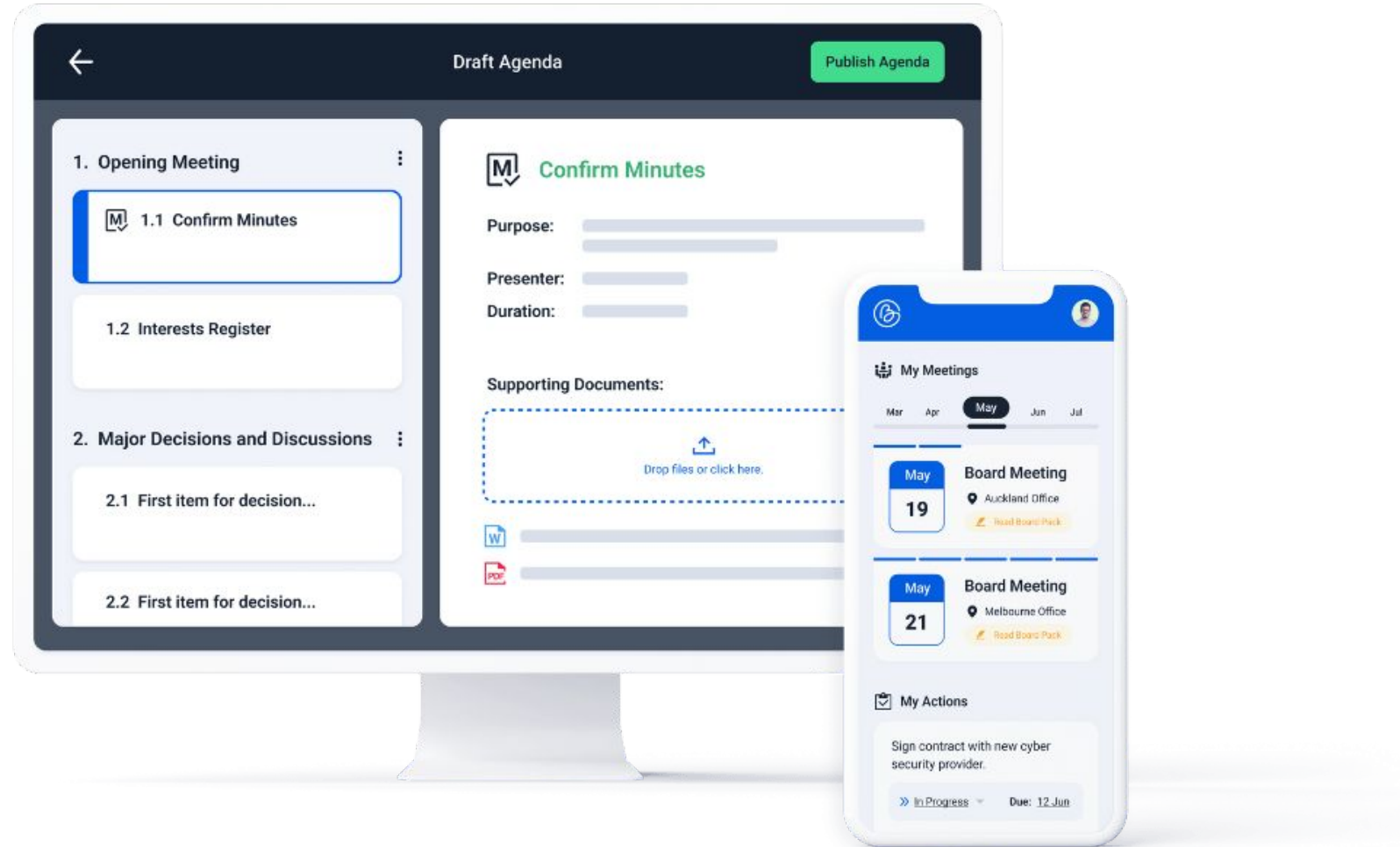
**the hidden risks of
organisational culture**

With special guest: Georgia Henry











Making the fundamentals of governance free and easy to implement



Governance Made Easy

Governance Resource Center

boardpro.com/resource-centre

**Slides, webinar video,
and topic whitepaper,
will be sent to you.
Relax, listen and ask
questions**



The image shows the cover of a whitepaper titled "The Hidden Risks and Opportunities of Culture" by Georgia Henry, Founder and CEO of Henry Reed. The cover features the BoardPro logo at the top, a grid of dots, and a blue decorative corner. At the bottom, there is a blue bar with the website address www.boardpro.com and a right-pointing arrow. The background of the whitepaper is white with a light gray grid pattern.

 BoardPro

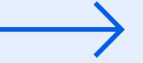
The Hidden Risks
and Opportunities
of Culture

 Georgia Henry
Founder and CEO

 HR
HENRY REED



 www.boardpro.com



Georgia Henry

CEO and Founder
HENRY REED



Chris Regan

Chief People Officer
BoardPro



Exposing

**the hidden risks of
organisational culture**





Risk 1 - not understanding what really culture is

It's not employee engagement or employee satisfaction!

The collective ways we work and interact with each other, our behaviours, decisions and actions that impact our ability to achieve results, create competitive advantage and mitigate risks

It's a strategic tool for organisational effectiveness



Risk 2 - not everything is as it appears



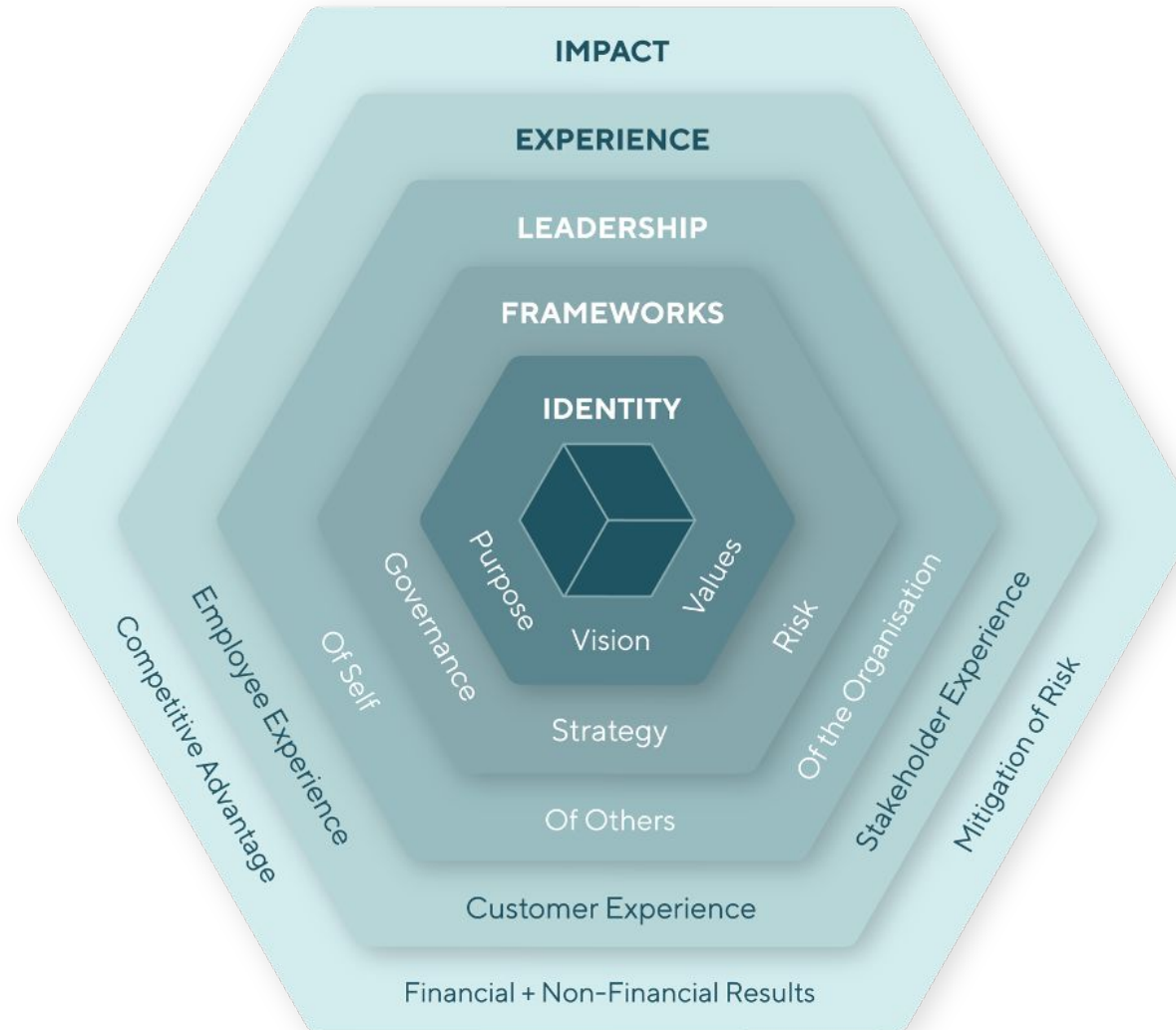
Artefacts, overt behaviours, language, policies, work practices, organisation structure, leadership style and more

Emotions, bias, assumptions, covert behaviours, legacy thinking, unwritten ground rules, attitudes, misalignment of personal and organisational values and beliefs, resilience, decisions and responses, informal networks, influence, and more



HENRY REED
CULTURE & LEADERSHIP SPECIALISTS

Risk 3 - lack of alignment



Henry Reed © 2021

HENRY REED's Model of
Organisational Effectiveness



Risk 4 - delegating ownership of culture

The ownership, accountability and decision-making responsibility for culture within an organisation, influences the effectiveness of culture impact and risk focus.



With improvements:

- Shareholder value
- Revenue \$ / full time employee
- Profit / labour dollar
- Employee engagement
- Customer net promoter score (NPS)
- Employee value proposition (EVP)
- Employee retention
- Productivity
- Brand equity
- Innovation



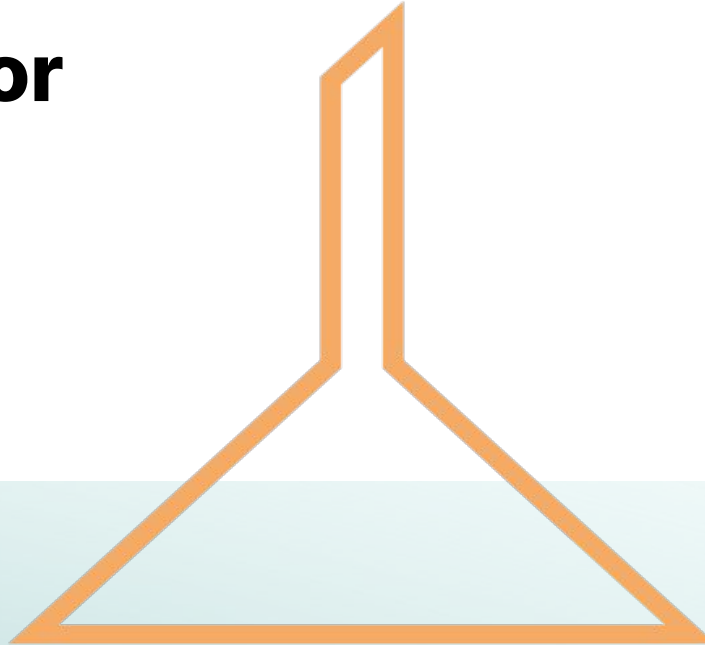
Comes cost reduction:

- Employee turnover (%)
- Average absenteeism days
- Number of lost time injuries
- Internal and external complaints
- Risk
- Claims cost
- Labour cost



Information received by the board

Risk 5 - not asking for evidence



Complaints, business metrics, stories and anecdotes, non-reportable incidents, risk assessments, exit interviews, successes, celebrations, challenges to policy, leadership behaviours, performance issues and more



Shifting culture risk to reward

HENRY REED support boards navigate culture challenges and optimise organisational effectiveness

- Independent Review of Culture
- Culture Design
- Strategy Facilitation & Development
- Embedding Culture
- Culture Leadership
- Monitoring Culture

1. Take ownership of culture from the boardroom
2. Review how culture is defined in your organisation (purpose, vision, values)
3. Assess whether this represents the actual culture
4. Identify what is going wrong (Model of Organisational Effectiveness)
5. Align culture, strategy, governance and risk
6. Monitor indicators of culture
7. View all matters with a culture lens (what is the impact on people?)



Georgia Henry

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Chris Regan

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Webinar Schedule

<https://www.boardpro.com/resource-centre/webinars>


62.	Create a CEO Report that will delight your board	On Demand
63.	Board remuneration and director fees - research findings	On Demand
64.	How late reporting kills the CEO	On Demand
65.	Cultural Literacy - The Rules of Belonging	On Demand
66	Linking risk and strategy - What it means for your organisation	On Demand
67	Exposing the hidden risk of organisational culture - Deep dive	On Demand
68	Understanding board dynamics	Nov 30
68	Let's go beyond the boards: How to open up your strategy process	Dec 6





Masterclass Schedule

<https://www.boardpro.com/resource-centre/webinars>


 BoardPro


Masterclass

How to write better board papers

12th, 13th, 14th & 15th December 2023
4 X 60 MINUTE LIVE SESSIONS
10:00AM AEDT | 12:00PM NZDT

With Julie Garland McLellan




 BoardPro


Masterclass

How to be and think strategic

1st, 4th & 14th February 2024
3 X 90 MINUTE LIVE SESSIONS
11:00AM AEDT | 1:00PM NZDT

With Steven Bowman




 BoardPro


Masterclass

Creating a winning board resume

Wednesdays 21st & 28th Feb & 6th March 2024
3 X 60 MINUTE LIVE SESSIONS
9:30AM AEDT | 11:30AM NZDT

With Lisa Cook




 BoardPro

Masterclass

How to be a great board chair

February 1 | 15 and March 8 - 2024
3 X 90 MINUTE LIVE SESSIONS
9:00AM AEDT | 11:00PM NZDT

With Giselle McLachlan





Thank you

