



Organisational Culture Engagement Team (OCET)

1. Introduction

Over the years of facilitating our Leadership and Management programmes, we have strongly suggested that at the end of our programmes, the point that we call “the cliff edge”, the organisation **must** form an OCET (or whatever other name/title they wish to give it).

This document is not designed as a strict “follow this” instruction but as food for thought to help you decide how to create and empower your OCET.

2. Why Create An OCET?

- a. Because if you don't, many people will return to doing what they always did.
- b. Only some people will make changes and improvements.
- c. Some will not improve at all.
- d. Some will feel worried about changing in case it upsets others.
- e. Some will be told not to change by others because it's new and different.
- f. Your cohort will become a set of individuals without the support they had.
- g. The OCET will drive and promote improvements to the organisational culture.

3. How will our OCET help?

- a. Your OCET **must** be self-motivated **volunteers** who want to make changes to improve the organisational culture, creating a better environment for everyone to work in.
- b. This new team will be your organisational culture's voice and overseers.
- c. Anyone in the organisation, regardless of their hierarchical position, will be held to account by the members of this team.
- d. Everyone in the organisation will have somewhere to voice their concerns confidentially.
- e. As the evidence of its success is published, psychological safety will grow, and more colleagues will know it is safe to speak their minds. Thus, it ignites and becomes viral.

4. Forming your OCET

- a. Your OCET should consist of volunteers only. Those volunteers should be from all levels and, ideally, all areas of the business.
- b. Any executive team members will be guests to offer advice and guidance but ideally not be decision-makers. This should be a team of the people's voice for all colleagues.
- c. Whilst titles and seniority must be respected, the meetings should be collaborative where title and seniority do not impact psychological safety. Senior members must work hard to ensure all members feel equal.
- d. The team members should create an initial organisational announcement and video clips from each member introducing themselves, why they volunteered and what goals they want to achieve.
- e. Ensure this receives the attention it deserves, with the full backing of senior leaders seen by all. This cannot be allowed to fail; responsibility rests with everyone.



5. Managing your OCET

- a. Initially, your OCET should meet every two weeks as it settles into a routine. After that, monthly meetings should be sufficient unless an issue arises where a meeting is urgently required.
- b. Attendance must **NOT** be allowed to slip, as this is the number one cause of the team becoming ineffective and eventually disbanding, resulting in a total loss of drive and colleague trust in the organisation's drive to do the right thing for its people. Plan and confirm **at least** six months of meetings in advance (minimum) and give these meetings the importance and priority they deserve.
- c. Membership should be rotated every few months unless someone is keen to remain and become the voice of experience. As members exchange, they should find a replacement with the same title/position before they step down. They should invite their replacement to their last meeting so that they can introduce them to the team.
- d. Organisational reports should be published with regular updates on how they have improved aspects of the culture and examples of issues they have tackled. Ideally, where the team has helped resolve an issue between colleagues, they should be encouraged to share their stories with their identities to prove authenticity and provide evidence that builds colleague confidence and psychological safety.
- e. Organisational events can be opened with a motivational brief from the team.
- f. Use this to promote your working environment and mention it in your recruitment adverts to attract those looking for a well-supported working environment.
- g. Each month, invite a couple of guests from within the teams to demonstrate how your team works. New starters can be highly motivated by this experience.

6. Team Duties

- a. Supporting each other.
- b. Ensuring that a powerfully worded passage introduces the organisation's People Strategy document that demands psychological safety from every colleague, from the CEO to the newest colleague. **ALL** colleagues will be held responsible for adhering to and upholding psychological safety. Consequences **will** be brought to bear if anyone stifles a colleague's voice, opinions, ideas, and suggestions, regardless of their title or position.
- c. Creating local initiatives to promote what the team is doing and to gain **active** support in local areas, making people **want** to stay with your organisation.
- d. Keeping ears and eyes open to issues that need addressing.
- e. Taking note of great colleagues as possible future members.
- f. Monitoring & mentoring where possible clashes or blockers are operating to repair relationships and improve behaviours.
- g. Suggesting and running best practice activities to help managers and leaders develop their Moccasin approach with colleagues in their teams and cross-team activities.
- h. Monitoring strained relationships and helping the conscious or unconscious disruptors or blockers realise the impacts of their behaviours and helping them develop their interpersonal skills.



7. Possible Goals

- a. Creating a psychologically safe working environment for every colleague.
- b. Invite OCET Champions to take the lead in their team or area of the business.
- c. Publish your goals and success stories regularly and keep the momentum.
- d. Meet and greet new starters as early as possible to minimise any negative impacts of less satisfied colleagues through rumours or stories. Instil positivity early.
- e. Create a short OCET guide for every colleague in their company handbook so every person knows how the OCET works and is there for each person.
- a. Creating local team contracts designed and signed by team members. These should be built from a standardised set of behavioural measures taken directly from the organisation's values. The team then adds some of their takes on how they want to operate as a High Performing Team.
- b. Ensure that the organisational values are included in the contract of employment.

8. Health checks

- a. Whatever organisation facilitated your Leadership and Management programme, invite them to return every six months to facilitate an assessment and review of your OCET to see how well it is working.
- b. This is to gain an external perspective and input without blinkers, as they will be free of organisational political football.
- c. Ask your directors to check in personally with their people about how they are, leaving work topics at the door of that meeting, and focus on how they and their colleagues feel at work.

Remember...

It is not about words and promises but about care, attention and actions.
And if you get your people right, they will be motivated to get the work right.

“I've learned that people will forget what you said,
people will forget what you did,
but people will never forget how you made them **feel.**”

Maya Angelou