

Developing a culture of engagement – A Case Study

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Freehills

Our challenges

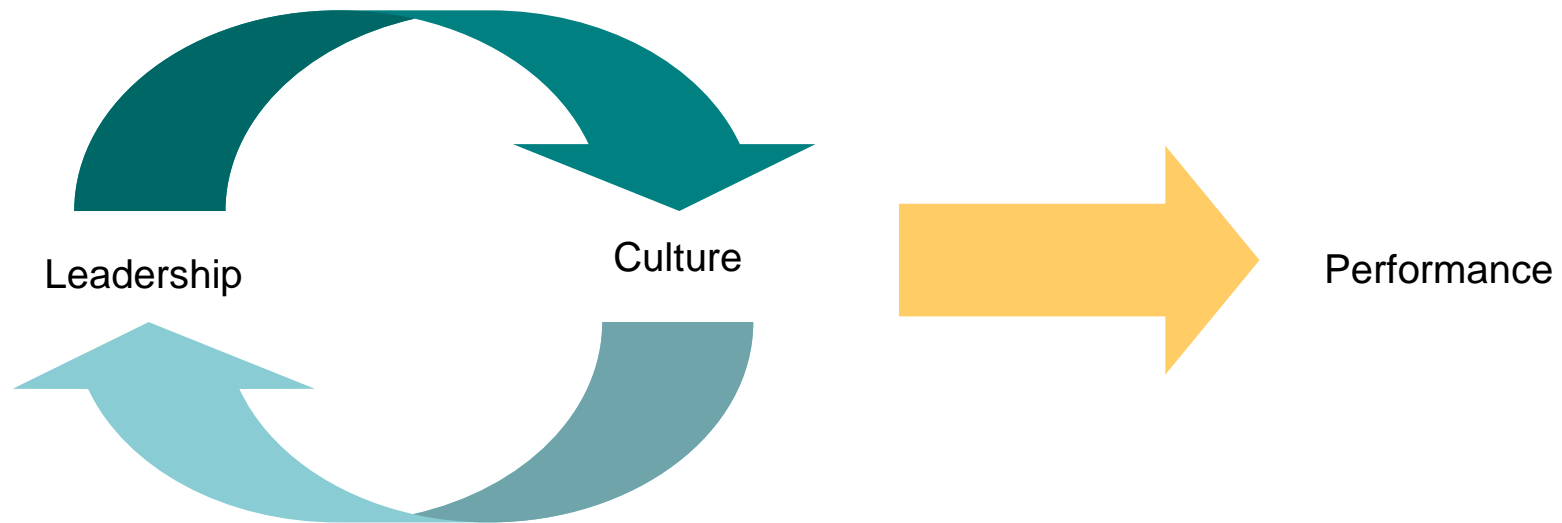
- An organisation of “knowledge workers” – our people are our “product”
- The discretionary effort of our people is our competitive advantage
- Creating a culture and leadership that promotes engagement and optimal performance
- Creating a culture which would appeal to the diversity within our organisation (generations, gender, life experience).

Successful companies

- Research on exceptional performing organisations highlights the critical link between culture and performance. Two key indicators include:
 1. the company has a core ideology (culture) that gives guidance and inspiration to people inside the company; and
 2. the company lives its values through values-driven decision-making.

Source: Built to Last - Collins and Porras 1995
18 exceptional and long lasting companies (GE, Boeing, Disney, HP, Proctor & Gamble, etc.)

A focus on our culture



A culture aligned with our personal values

- Understanding our existing culture and our people
- Where were our opportunities?
- What were the features of a future culture that would:
 - enable our people to bring more of their passion to work
 - deliver higher performance in a way which was sustainable
 - build engagement.

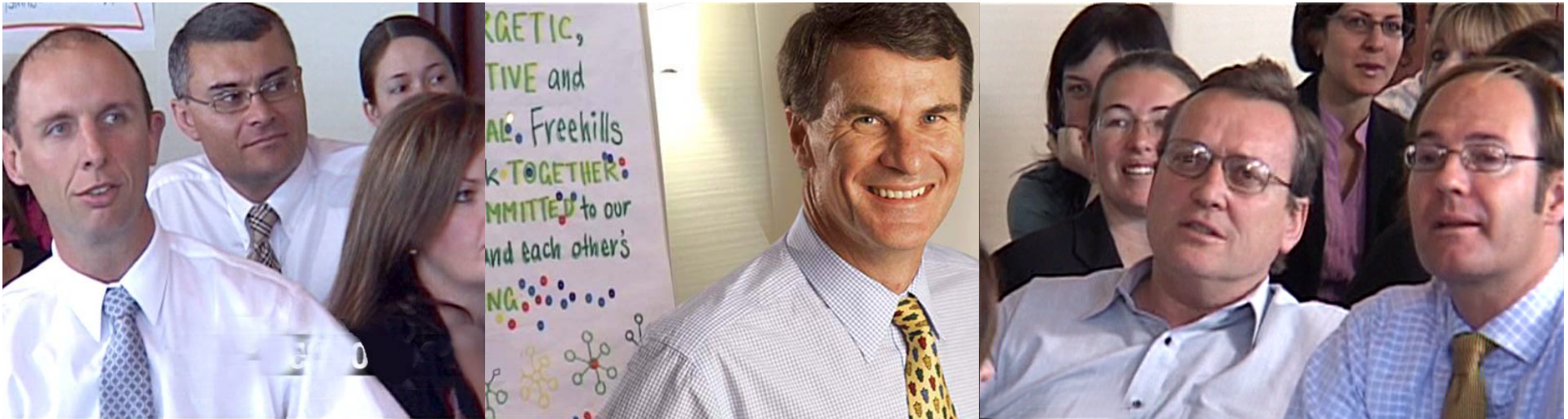
We conducted a firm-wide survey asking what values our people desired in our workplace...



A process of Appreciative Inquiry



And we conducted a series of open workshops in all offices to explore how we can work together to engage our passions, performance and high standards.



Creating a culture through values and vision

work-life
balance

humour

fulfilment

flexible

achievement

environment

respect

communication

no silos

fun,

teamwork

valuing
contribution

resourcing

professionalism

being the best

excellence

continuous
learning

innovation

collaboration

industry

client focus

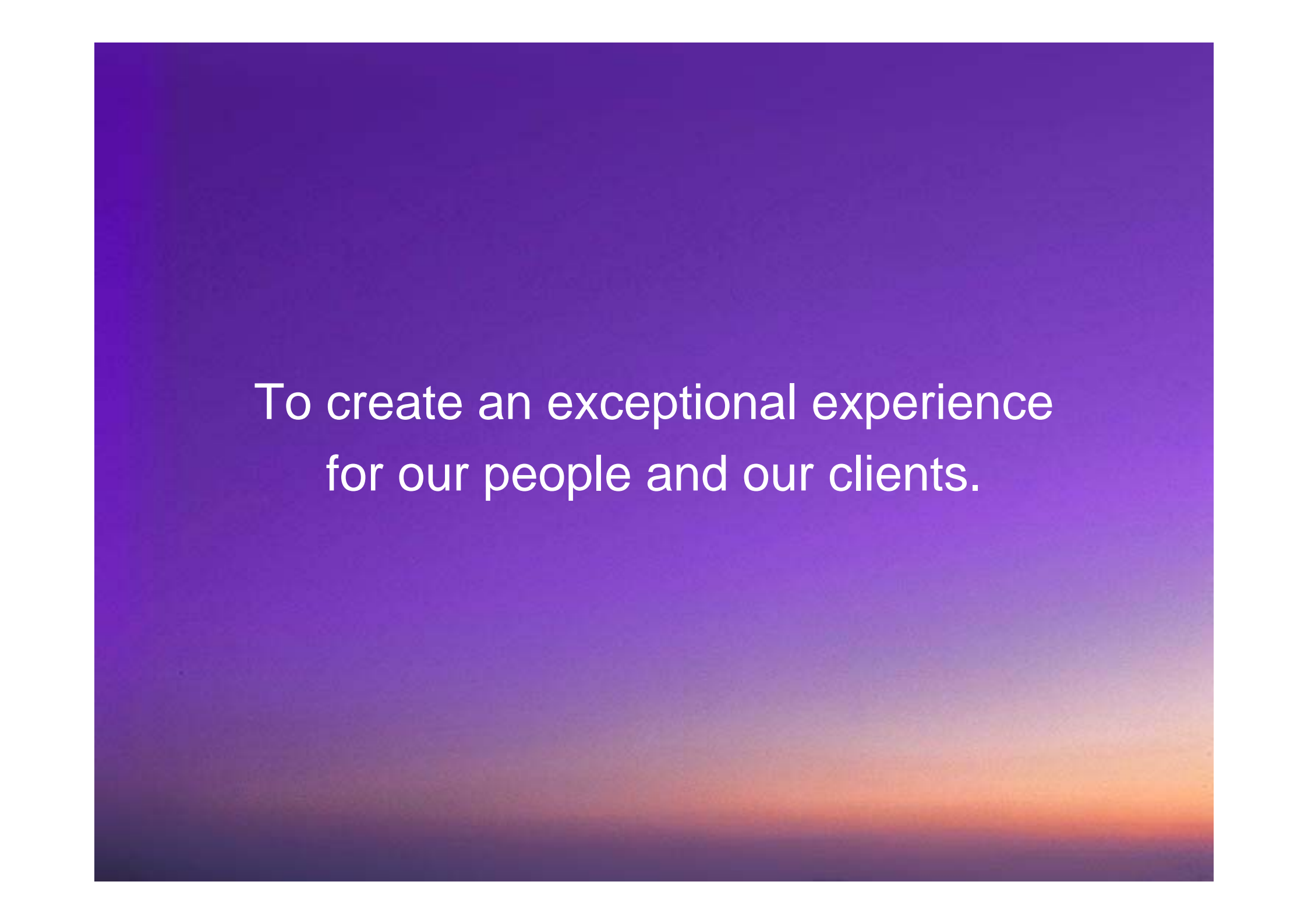
knowledge

commerciality

sustainability

client
satisfaction

relationship

The background is a solid purple color with a subtle gradient. At the bottom, there is a horizontal band of lighter purple and orange, suggesting a sunset or sunrise. The text is centered in the upper half of the image.

To create an exceptional experience
for our people and our clients.

our critical learnings

Total buy in from Board and Senior Management team

Align stakeholders on the meaning of “living the values”

Provide maximum opportunity for involvement and ownership

Powerful launch and awareness building

Embed

Embed

Embed

And...measure

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