Fueling the Passion: Creating a Department Vision, Understanding and Improving a Workplace Creative Climate.

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Creating a Department Vision, Understanding and Improving a Workplace Creative Climate
By
Penelope J. Standen

An Abstract of a Project
In
Creative Studies

Submitted in Partial Fulfillment of the Requirements For the Degree of

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Buffalo State College
State University of New York
Department of Creative Studies
This project was about leading the process of developing a department vision, understanding the current climate within a department and facilitating creative problem solving to work on action plans to improve that climate.

The project commenced with the development of a department vision for the marketing team within my organization. This was completed with the help of a core vision team, who volunteered to be part of this process.

The second major component of this project was about understanding the current creative climate within my department. It involved reviewing KEYs survey (Amabile, Conti, Coon, Lazenby & Herron, 1996), results, as well as a company lead qualitative piece of research.

This information was used as background information for the creative problem solving workshop I ran with the core vision team on developing a set of action plans to improve the climate within the department and ultimately move closer to our desired vision.
Fueling The Passion
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A Project in
Creative Studies

By
Penelope J. Standen

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Dates of Approval:

10th December 2007
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10th December 2007
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Penelope J. Standen
Student
To my Mum and Dad for teaching me the value of always being teachable.
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Section One: Background to the Project

Purpose

This project was about taking a leadership role in my organization to champion a more creative climate.

The major components of this project were:

1. Creating a Shared Vision for my marketing department.
2. Understanding my department’s creative climate
3. Using Creative Problem Solving to come up with solutions to improve that climate.

The project developed a new skill for me, in terms of the vision process and also meet a need in my organization, namely to understand our current creative climate and to work on a plan to improve it.

Background

I work in a marketing department of about 40 people. I was on the committee that designed the program for our last Marketing offsite conference which was held in September 2007. It was an overnight offsite where we all get together. At that time, I suggested that we do a session on creating a joint department vision and also use the opportunity to understand the dynamics of our creative climate.

I contacted the Centre for Creative Leadership about the KEYS survey, developed by Dr. Teresa Amabile and her Colleagues at the Centre for Creative Leadership (Amabile, Conti, Coon, Lazenby & Herron, 1996), and shared it with
the Marketing Director and Offsite Committee. Everyone agreed it would be a good way to assess the creative climate we currently have. I ran a 3-hour visioning session at the offsite and everyone completed the KEYS survey. Shari Walczak, a student at Buffalo State College, generously shared a visioning workshop she had worked on, which helped me in constructing the workshop I ran at the offsite.

In the session, I started off with a warm up exercise and then asked people to imagine our marketing department had suddenly gotten food poisoning and all passed away. I split the group into 5 teams and asked each team to come up with a tombstone engraving that best encapsulated what we would be remembered for (see Figure 1.1.)

![The Marketing Tombstone](image)

- Imagine that our Marketing department passed away

- Write a Tombstone engraving that encapsulates what we will be remembered for and what we will miss about us.

*Figure 1.1 Tombstone Exercise*
As homework prior to the offsite, I had asked people to think of both a company they admired and a team they had loved being a part of. The next exercise we completed in the vision workshop was to download these companies and teams and record why they stood out for each person. We collated the reasons people had these admirations and found some common themes. For companies, the common themes came out as innovative, pushing boundaries and consumer focused. For teams, the common themes came out as passionate, leadership and fun.

We then moved onto a “Glass Vault” exercise, where people were asked to imagine there was a glass vault on the wall in our department and it contained all of the associations that people are likely to have with us. We downloaded what would be in our glass vault.

We then did a visualization exercise. We asked people to close their eyes and visualize what it would be like to be in our marketing department in the future, once we had improved on the areas that people would like. People were then asked to download all of their thoughts, using statement starters “I wish” (Miller, Vehar & Firestien, 2001a). We captured themes from this exercise, which are detailed in the list below:

- Empowerment to make decisions
- More sharing and communication across teams (informal)
- Innovation injection
- Less meetings, more thinking time
- Streamlined processes
• Improving our work environment

We then asked teams to succinctly write up some vision bumper stickers that captured, in an inspiring way, what we would like our vision to be. We spent time downloading all of these ideas with the full group and conducted asked people to vote on the ones that they liked best. We got to a final version of “Think Big, Plan Well”.

The next exercise was to use the Bull’s-eye exercise (Miller, Vehar & Firestien, 2001a) to identify where we were in relation to our ideal and what were the things that currently pull us towards that ideal vs. push us away. The responses of this exercise are captured below in Figures 1.2 and 1.3.

![THINK BIG, PL PULLING TOWARDS](image)

- Planning grid
- Strategic plans
- We’ve got big ideas
- Local initiatives
- Start to experiment with new
- Consumer safari
- On successes
- Great sales & customer relationships
- Shopper marketing

*Figure 1.2 What is pulling us towards our vision?*
Figure 1.3 What is pushing us away from our vision?

At this point we ran out of time and completed the session with the KEYS survey (Amabile et al. 1996).

I sort out some feedback of the session and found that people felt the vision was abit too simplified and didn't capture some of the sentiment that had been shared throughout the session. What it did provide, however, was a first round of qualitative feedback on how the moral of our department was tracking and what the areas of improvement where.

I have used the outputs of the offsite meeting as reference material for the work completed within the scope of this Masters project.

Rationale for selection

Since beginning my studies at Buffalo State, one of the biggest challenges I have faced has been trying to find a way to integrate my growing creativity skill
set with my day to day work life. One of the reasons I had passion for this project was that it enabled those two worlds to intersect in a very positive way.

When I wrote my vision and strategic plan in June 2007, my vision was: “By 2010, having internalized my creative skills, I have made career and personal choices that allow me to integrate my creative philosophy with my day to day actions via the practice of courage, tolerance, humility, balance, persistence, curiosity, leadership and a dedication to knowing more.” (Standen, Unpublished Work, 2007). I identified some core strategies I wanted to use to achieve my vision. I believe this project delivers against 3 of the core strategies I specified:

1. Being a creativity ambassador by encouraging creativity in those around me, recognizing and rewarding their talents and passing on what I know;

2. Making creativity a habit by routine and habit and actively inviting creativity into each day; and

3. Having courage to pursue what I love so I love what I do and persist with it.

I believe a marketing department needs to tap into its creativity if it is to be successful. I also believe that by understanding the areas that need improving in order to allow creativity to flow, I can help facilitate and navigate solutions that will result in people being happier and more fulfilled in their work, unlock our creative potential and ultimately provide a competitive advantage to our company.
What this Project adds creatively to you and others

This project has enabled both the creation of a clear vision for my department and a deep understanding of the climate that currently exists.

Refining and agreeing to a department vision provided our department with a clear picture of the future we want to create. Having the start of action plans to improve our creative climate will provide us with a path of how to help get to that vision. Both of these initiatives will help me personally, as one of the leaders of that department, as well as help those in the department by improving the climate of their work environment.

I therefore, see five key tangible outcomes of this project that will add to the creativity of both myself and others:

1. A clear and common department vision that people have agreed on;
2. A list of the positives and the barriers we currently face as a department of getting to that vision and to having a true creative climate;
3. Identified and prioritized the key areas of opportunity to improve our creative climate and achieve our vision;
4. Action plans of how we will address the top priority areas; and
5. The establishment of a motivated, core vision team, with representation across all sub-teams within the department.

The more intangible outcomes I think this project will evoke, both in the short and long term, are; (1) a celebration of what works well for our team; and (2) a
sense that our leadership team has listened to our department and is committed to taking action to address the concerns of our department.
Section Two: Pertinent Literature

In researching this project, there were a number of streams to review—leadership, vision, motivation, creative climate and measurement of that climate. The reason for a vision is to inspire or motivate by providing a compelling vision of the future one wishes to create. There seemed to be quite a lot of evidence of the link between motivation and creativity from Amabile’s work (1997, 2004). I believe leadership, vision, motivation and creativity are all very much linked.

Leadership and Vision

A key leadership practice, as identified by Johnson and Johnson (1994) was “inspiring a clear mutual vision of what the organization should and could be, a clear mission that all members are committed to achieving and a set of goals that guide members’ efforts” p. 199.

In October 2007, I presented a business review which was attended by our CEO. When presenting a strategy on a local brand, his comment was “don’t take the first step without knowing what the last will be”. It reinforced to me that a clear, future-focused understanding of what one is trying to achieve is essential in strategy development. This sentiment was echoed by Fritz (1984) “The best place to begin the creative process is at the end. What is the final result you want?” p.123. Fritz (1984) suggests starting with nothing, not considering the past at all and only focusing on what he wanted to see exist. He goes on to suggest that visualizing, picturing the desired result, enables you to see depth,
relationships, shape, look at it from different perspectives and to work from
knowledge rather the speculation” p. 123. Fritz (1984) also suggested that people
needed to be clear enough about the result they want that they would recognize
the result if they had it. The vision should be about the result people want and
should be considered independently of process and from the question of
possibility to avoid limiting or censoring oneself to what she already knows how
to do or to what
seems possible. Finally, Fritz (1984) revealed “Vision has power, through vision
you can easily reach beyond the ordinary to the extraordinary. Vision can help
you organize your actions, focus your values, and clearly see what is relevant in
the current reality.” p.138.

The vision framework by Collins and Porras (2004) identified two major
components – the core ideology and an envisioned future. They went on to
describe that defining the core ideology is a discovery process of looking inside
to ensure authenticity, whereas defining an envisioned future is a creative
process.

Collins and Porras describe core ideology as the enduring character of an
organization, - its self identity that is constant over time. It is the “bonding glue”
(p. 221) that holds an organization together and consists of Core Values which
are guiding principles that do not change over time and Core purpose, which
describes the organization’s fundamental reason for being and hopefully
encapsulates that organization’s soul (p. 224). An example given of a core
purpose by Collins and Porras (2004) was that of Walt Disney, who believed it was important “to make people happy”.

The second primary component of the vision framework was an Envisioned Future. Collins and Porras (2004) suggested the need for a both Vision-level Big Hairy Audacious Goal (BHAG), which would take around ten to thirty years to complete and a vivid description – a vibrant, engaging and specific description of what it will be like to achieve that BHAG (p. 233)

**Climate**

I needed to understand the definition of climate to move ahead with this project. “Climate is defined as the recurring patterns of behavior, attitudes, and feelings that characterize life in the organization” (Isaksen, Lauer, Ekvall & Britz, 2001).

Climate has been referred to by Ekvall (1996) as “an attribute of an organization, a conglomerate of attitudes, feelings, and behaviors which characterizes life in the organization, and exists independently of the perceptions and understandings of the members of the organization” p. 105.

Climate is distinct from culture in that it exists more obviously within an organization. Culture refers to the deeper and long term values, norms and beliefs that exist in an organization (Isaksen, et al., 2001)

*Motivation and Creativity*
One of the reasons I feel a vision is so important is driven by Amabile’s work on creativity, and specifically how important motivation is in creative output.

Amabile was one of the first scholars to shift focus from individual creativity to understanding creativity at a broader, social level. In 1983 she published a study on conceptualization of creativity where her framework divided creative performance into three components that interact: (1) Domain-relevant skills; (2) Creativity-relevant skills; and (3) Task Motivation. The more an individual had of the above three areas, the more the creative outputs. (Amabile, 1983). In 1996, Amabile referred to these areas in a business audience context as being Expertise, Creative-thinking skills and motivation. Expertise and creative-thinking skills are an individual’s raw materials, whereas motivation will determine what people will actually do.

Amabile (1998) described the three components of creative performance below:

1) Expertise - which encompasses everything that a person knows and can do in the broad domain of his or her work. It is knowledge, technical, procedural and intellectual

2) Creative-thinking skills – refers to how people approach problems and solutions, with flexibility and imagination. Their capacity to put existing ideas together in new combinations.

3) Motivation – An inner passion to solve the problem at hand leads to solutions far more than do external rewards such as money (intrinsic
motivation) is the one that can be most immediately influenced by the work environment.

Amabiles’ intrinsic motivation principle of creativity suggested that individuals are most creative when they are inspired by intrinsic motivators, interest, enjoyment, satisfaction and challenging work vs. extrinsic motivation (that comes from outside a person) and includes external motivators such as competition, rewards or even threats (Amabile, 1983, 2001).

Amabile believes Managers can influence all three components of creativity but that motivation is probably the most accessible. She went on to reveal which managerial practices affected creativity, and these form the basis for the KEYS survey. I believe that having an inspiring vision that everyone has had the ability to provide feedback and input into will serve to evoke motivation.

Measuring Climate with KEYS

Amabile, Conti, Coon, Lazenby and Herron developed KEYS, an instrument that was designed to measure creative climate (Amabile, et al, 1996). Amabile, et al., regard creativity as the starting point for innovation and perceptions on how people’s ideas are implemented has an impact on motivation to generate new ideas.

“KEYS is an organizational survey that assesses the climate for creativity and innovation that exists within a work group, division or organization. Designed by the Center for Creative Leadership and Teresa Amabile, a Harvard Business School professor, KEYS measure the management practices that impact the
workplace and encourage innovation”. (Center for Creative Leadership Brochure, Appendix B)

KEYS aims to provide the following:

• A realistic view of the management practices that drive and inhibit creativity and innovation.

• Identify pockets of excellence within the organization and share best practices.

• Establish a baseline for improvement; set reasonable goals and expectations for change.

• Frame action steps, based on the KEYS data, to improve the innovative culture.

KEYS assesses management principles that encourage creativity, that inhibit creativity and includes information on how productive and creative an organization is.
What KEYS Measures

KEYS assesses six management practices that encourage creativity:

- **ORGANIZATIONAL ENCOURAGEMENT** - An organizational culture that encourages creativity through the fair, constructive judgment of ideas; reward and recognition for creative work; mechanisms for developing new ideas; an active flow of ideas; and a shared vision.

- **SUPERVISORY ENCOURAGEMENT** - A supervisor who serves as a good work model, sets goals appropriately, supports the work group, values individual contributions, and shows confidence in the work group.

- **WORK GROUP SUPPORTS** - A diversely skilled work group in which people communicate well, are open to new ideas, constructively challenge each other’s work, trust and help each other, and feel committed to the work they are doing.

- **SUFFICIENT RESOURCES** - Access to appropriate resources, including funds, materials, facilities, and information.

- **CHALLENGING WORK** - A sense of having to work hard on challenging tasks and important projects.

- **FREEDOM** - Deciding what work to do or how to do it; a sense of control over one’s work.

KEYS also assesses two management practices that inhibit creativity:

- **ORGANIZATIONAL IMPEDIMENTS** - An organizational culture that impedes creativity through internal political problems, harsh criticism of new ideas, destructive internal competition, an avoidance of risk, and an overemphasis on the status quo.

- **WORKLOAD PRESSURE** - Extreme time pressures, unrealistic expectations for productivity, and distractions from creative work.

In addition, KEYS includes data on how productive and creative your organization is:

- **PRODUCTIVITY** - An efficient, effective and productive organization or unit.

- **CREATIVITY** - A creative organization or unit where a great deal of creativity is called for and where people believe they can actually produce creative work.

*Figure 2.1 Centre for Creative Leadership : Sales Brochure on KEYS*
The KEYS survey can be purchased from the Center for Creative Leadership. It is $20 USD for each individual survey and report and a further $75 USD for any sub-group reports ordered. You have a Product Manager on KEYS who helps you organize the sub groups, orders the surveys and provides useful information for you to explain the origin and purpose for having people complete the survey.

The reports are mailed back in hard copy. The report is structured to compare the respondents with the KEYS robust database. Results are rated as Very High, High, Medium, Low and Very Low in comparison to the data base.

The sub-group reports compare the total department results with the sub-group results and with reference as well to the norms within the KEYS database.

Other Climate Measures

I was also aware of a second measure of creative climate, the Situational Outlook Questionnaire (SOQ), which has an emphasis on how attitudes, feelings, and behaviors support creativity and change (Ekvall, 1996, Laurer, Murdock, Dorval, & Puccio, 1995, Laurer 1994). The SOQ is based on a translation of an earlier measure developed in the 1980s by Goran Ekvall, the Creative Climate Questionnaire. Both rely on ten dimensions of creative climate which were discovered by Ekvall, which include: Challenge and Involvement; Freedom, Trust/Openess, Idea Time, Playfulness/Humor, Conflict, Idea Support; Debate and Risk-taking. (Ekvall,1996).
I decided to go ahead with the KEYS survey given my organization had had previous dealings with the Centre for Creative Leadership via a Leadership Development program run out of the Melbourne Business School in Mount Eliza, Victoria, Australia
Section Three: Process Plan

The preparatory work on this Master’s project was conducted in September 2007, when I led a Vision Workshop with the Marketing Department and gained agreement and buy in from the Marketing Leadership team to have the department complete the KEYS survey.

I then presented my plan to my Marketing Director to gain his approval to follow through with refining the department vision and assessing and coming up with solutions to some of the areas that were revealed, both from the qualitative session I ran at the Marketing Offsite and the survey.

Once I had the approval and agreement from our Marketing Leadership Team, and specifically the Marketing Director, I was able to recruit a Vision Core Team. Using the principle of intrinsic motivation, I allowed the team members to elect themselves, to ensure that they were intrinsically motivated to be active participants on the task.

I then facilitated a session with that team to evolve the department vision, using the offsite workshop outputs as a source of the full department’s view on what needed improvement. I used the output of that session, along with the KEYS reports to review with the Marketing Leadership team. I asked team members to review the surveys, looking for what they expected, what surprised them, how they would prioritize working on the areas that need improving and their point of view on who should lead those individual areas – the Marketing Leadership team or the Vision team (depending on the actions required). It was
agreed that we would share the results with each sub team within the department. Outside of this project, the company decided to engage our internal Research Manager to conduct a qualitative piece of research to get to a deeper understanding of the KEYS survey results, to ensure the problems were well enough understood to come up with the right solutions.

I then conducted creative problem solving to come up with action plans that defined how we propose to make improvements in the areas identified.
<table>
<thead>
<tr>
<th>Date</th>
<th>Action</th>
<th>Duration</th>
</tr>
</thead>
</table>
| Pre-Masters       | Researching KEYS  
Suggesting KEYS as a valid measurement, creative climate  
Preparation for Visioning Workshop at Master Vision Workshop  | 5 Hours  |
| w/c 1st Oct      | Information Search on Vision and Creativity  | 5 Hours  |
| w/c 8th Oct      | Marketing Offsite Outputs Review  
Gained buy in from Marketing Director  
Made this project part of my own individual obj  | 5 Hours  |
| 1St Oct          | Send out communication to join Vision Team  | 3 Hours  |
| 19th-20th Oct    | Call/tours with Vision Team :Great Cross Hex  
-Joanna (Fabric), Donna (Shopper), Angela (C  
Louc (Human Resources), Kathryn (Consumer  
Geraldine (Otal), Kate (Personla), Jenny (Home  | 1.5 Hours |
| 22nd Oct        | Reviewed Collins and Porras Vision Chapman  
Collated Vision Workshop Outputs and synthese  | 1.5 Hours |
| 23rd Oct        | Reviewed Amabile Readings  
Reviewd Collins and Porras Vision reading  | 1 Hour  |
| 24th Oct        | Preparation for Tuesday Workshop in Vision  | 1 Hour  |
| Set Up Management Team Vision and Survey  
Teleconference with CCL K Kanaga to discuss  | 1.5 Hours |
| 26th Oct        | disseminating among the group  
Reviewed Department KEYS survey results  | 1.5 Hours |
| 27th Oct        | Study Day  
Skype Call with Dancey 3pm  
Work on Sections 1-3 draft  | 6 Hours  |
| 29th Oct        | Vision Workshop Prep  | 5 Hours  |
| 30th Oct        | Vision Workshop Prep  | 4 Hours  |
| Conduct Vision Workshop with Core Team  | 4 Hours  |
| 31st Oct        | Write Up Workshop Outputs  
Worked through BHAG expressions  | 2 Hours  |
| 1st Nov         | Work on Workshop Outputs  
Liase with Mary  | 2 Hours  |
| 3rd Nov         | Reviewing pertinent readings & summary  
4th Nov     | 2 Hours  |
| 5th Nov         | Distribution of Survey Results to Management  
Feedback on reworked Vision for Department  
Preparation for Management Workshop Results  | 2 Hours  |
| 6th Nov         | Preparation for Management Workshop  | 2 Hours  |
| 7th Nov         | Run Vision and KEYS Survey Results with MLT  | 2 Hours  |
| 9th Nov         | Write up actions and decisions from MLT  | 2 Hours  |
| 12th Nov        | Marketing Managers share survey results with  
Kathryn facilitates focus groups with each team  | 2 Hours  |
| 21st Nov        | Review Focus Group learnings with Kathryn  
Write Up Results  | 2 Hours  |
| 22nd Nov        | Review Focus Groups and Learnings with Mary  | 2 Hours  |
| 23rd Nov        | Invitation for second workshop with visitors  
Conduct Individual Creative Problem solving  | 2 Hours  |
| 3rd Dec         | Second workshop with Vision Team - Survey  | 2 Hours  |
| 4th Dec         | Work on marketing department presenta  
5th Dec  | 2 Hours  |
| 11th Dec        | Workshop with MLT on Action Plan for MLT  | 2 Hours  |
| 12th Dec        | Present Vision, Survey Results and Action  
Department  | 2 Hours  |
| Ask for feedback from MLT and from Core Team  | 2 Hours  |
| TOTAL (excluding Pre-masters work)  | 13 Hours |

*Figure 3.1: Timeline of Process Plan.*
Section Four: Outcomes

Introduction

This project had eight key outcomes: (1) the establishment of a core vision team; (2) a department vision; (3) an interpretation of company survey results and workshop follow up; (4) a set of action plans that were aimed at addressing the areas of improvement that came out of the learning; (5) a directed marketing department; (6) a group of people who have been heard; (7) a leadership team who understand the current creative climate; and (8) a department who are committed to improvement. Section Four will present the descriptions of those outcomes.

Establishing A Core Vision Team

A first key product was the development of a Core vision team. To accomplish this I established a team of 10 people. In setting this up, I spoke with my Marketing Director to gain buy in first on establishing a Core Vision team who would be charged with evolving the vision from our Marketing Offsite. I then shared this intention with the Marketing Leadership Team and explained that I intended to send an email to the department, inviting people who felt motivated to join a Core Vision team. The Marketing Managers agreed with this approach. The criteria were very broad, the only requirement for membership to the team was that person was a current member of the department. My underlying assumption was that if someone volunteered, she was likely to have energy and
passion in this area and I felt that if people were willing to accept the challenge to work on our vision, then they were obviously motivated on seeing the outcome of this project through. I sent an invitation via email to the whole department (which consisted of 40 people), explaining that the purpose of the team would be two fold: (1) to evolve the Marketing department vision; and (2) to work on the areas we need to improve upon using creative problem solving.

I received 10 responses from people wishing to be part of the team. I was very pleased with the response and that the respondents made up a team that had solid representation across all the sub-teams within the department. We also had representation from varying levels within the department, from Marketing Assistants, Brand Managers, Senior Brand Managers, Researchers, our Humans Resources Manager and two other members of the Marketing Leadership Team.

The objective of the first session with the Core Vision Team was to develop our Marketing Department Vision. In that session, I thanked them for volunteering and asked them what motivated them to sign up. The responses from the team are outlined in Figure 4.1 below. The responses revealed much about the motivation of the members of the team. They felt a vision was a powerful tool, they were passionate about values and culture and they were interested in preserving what was working and working on what needed to be improved.
Given the work that needed to be done on creative climate within our department, I believe that this team will continue to add value into 2008. For change to really occur, the suggested and agreed action plans (Appendix I), need to be embedded in the organization. The action plans will need to be further enhanced throughout December 2007, with a follow up session with the Marketing Leadership Team.

A Department Vision

One of the key outputs of this project was the development of a marketing department vision. Figure 4.1 presents the results of our Core Vision Team session. The full framework of the workshop, which was inspired by the suggestions of Collins and Porras (2004) is in Appendix D.
We first worked on our values, by asking a series of questions and then conducting a hits exercise, we came up with 4 core values as outlined in figure 4.2 below.

*Figure 4.2: Our Core Values*

We then worked on our core purpose. Conducting an exercise suggested in Collins and Porras (2004), we started at a place of what we did, in terms of the products we market, and then repeatedly asked, “Why is that important”. As outlined in figure 4.3 below, we came to a core purpose of “To help people feel good about themselves and their environment”.

We conducted a Praise First exercise (Miller, Vehar & Firestien, 2001a), where we shared what the pluses were of our core purpose, what the potentials or possible future gains could be, what concerns we had and ideas for overcoming those concerns. These ideas were about how to successfully communicate our core purpose to the full marketing department, specifically to share the dual meaning behind it. Our intention that that the reference to “people” in our core purpose refers to both people within our department and the consumers we market to, and that the word “environment” refers to both our work or office environment and the home environment of our consumers.

I sent an email to the vision team participants after the first session with the summary of our outputs. In that first session, we had gotten to a number of different ways to express our Big Hairy Audacious Goal (BHAG) (Collins and
Towards the end of the first session, we completed an exercise, again using stimulus from the offsite, but also from the session so far, as to what we should include in our BHAG. I asked the team to work in pairs and attempt to express that BHAG. Everyone shared his version and we then converged. I asked everyone to highlight the phrasing that worked in each. After the session, I then individually converged again and did two different versions of the BHAG, based on what the team had liked about the first round attempts. I emailed these and asked people to feedback. One option was preferred from that feedback, with some suggested amendments. I then issued the final version contained in figure 4.4 below.

The next step was to share the vision below with the Marketing Leadership team. This was well received. The feedback was positive and no suggested amendments or improvements were made.

<table>
<thead>
<tr>
<th>Values</th>
<th>Caring</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Teamwork</td>
</tr>
<tr>
<td></td>
<td>Continuous Improvement</td>
</tr>
<tr>
<td></td>
<td>Passion</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Core Purpose</th>
<th>To help people feel good about their environment</th>
</tr>
</thead>
</table>

| BHAG         | We are a team of leading edge marketers, renowned for translating shopper insight into insights that are executed with excellence with fact, enabling fast decision making. |
Figure 4.4: Our Marketing Department Vision

The final step in the Department Vision outcome will be to share the vision with the fully articulated vision department for input and feedback. This presentation will happen on 12th December 2007.

Once we collect feedback from the full department, my intention is to laminate small cards that contain our values, core purpose and BHAG and issue these to all.

An interpretation of company survey results and workshop follow up

A third project outcome was an interpretation of the KEYS (Amabile et al, 1996) survey results and the development of a workshop to address areas of concern. These data were a part of another on-going climate initiative in our company that I am involved in that took place during my project work. The KEYS data was collected by our company as part of a Marketing offsite meeting in September 2007. There was a second data collection done, where qualitative research was completed by our Market Research Manager in order to gain a greater understanding of our climate.

Table 4.1 below provides a summary of the survey results from the company project
Table 4.1: Summary of KEYS Survey Results.

<table>
<thead>
<tr>
<th>KEIsea</th>
<th>Rated Very Low</th>
<th>Rated Medium, High or Very High</th>
</tr>
</thead>
</table>
| Freedom                 | *I have the freedom to decide how I am going to carry out my projects*  
                          | *I feel a sense of control over my own work and my own ideas*          
                          | *Pressure to meet someone else’s specifications in how I do my work*   |
| Challenging             | *I am working on important projects*  
                          | *The tasks in my work are complementing the work I am doing*            
                          | *The tasks in my work call out the best in me*                          
                          | *I feel challenged by the work I am currently doing*                   |
| Sufficient Resources    | *I can get resources, data I need*  
                          | *The information I need is clear*                                      |
| Supervisory Encouragement| *My supervisor sets clear goals and expectations clear*  
                          | *I get constructive feedback on performance plans well*                 
                          | *Communicates well*                                                    
                          | *Has good interpersonal skills*                                        
                          | *Shows confidence in our work*                                         
                          | *Sets a good work model*                                               
                          | *Open to new ideas*                                                    
                          | *Supports my work group in the organisation*                           |
| Work Group Supports     | *Good blend of skills*                                                  
                          | *Willing to help each other*                                            |
|                         | *My workers make a good team*                                            
                          | *We challenge ideas constructively*                                     
                          | *People committed to our work*                                          
                          | *Free and open communication*                                           |
| Org Encouragement & Idea Generation | *People are encouraged to express unusual creativity*  
                          | *New ideas are encouraged*                                              
                          | *People are encouraged to take calculated risks*                      
                          | *I feel that top Mgmt is enthusiastic about projects.*                 
                          | *Difference between reward and recognition is fair*                    |
| Org Impediments: Conservatism | *There is no destructive criticism in our organisation*  
                          | *People are not concerned about new ideas in this organisation*       
                          | *Top Mgmt is willing to take calculated risks*                        
                          | *Doing how we always have done is not always the best way*            
                          | *Strictly controlled by upper mgmt*                                    
                          | *Procedures too formal*                                                |
| Workload pressure       | *Time pressure in my work*                                               |
| Distractions            | *any distractions from project work*                                     |
| Creativity              | *My area is creative, innovative, I believe I am currently very creative in my work* |
| Productivity            | *All OK*                                                                  |
The survey results were shared with the Marketing Leadership Team.

People were asked to share what was positive out of the results, which is contained in Figure 4.2 below:

![Figure 4.5: Areas Marketing Leadership Team Felt were positive from the Survey Results](image)

- Common results between the Marketing the rest of the group Management results were generally highlighted as seen.
- Supervisory encouragement and productivity were strong
- Personality of the team / Good team
- People felt we had a shared vision
- People reported having Sufficient resources
- People are Not territorial / Not competitive
- Time pressure felt by all
- No destructive competition
- Trust
- Few political problems

There were some climate survey areas that were rated very low. The Marketing Leadership team looked at those we thought we could control and effect direct change on vs. those which might be harder to directly influence. This grouping was reflected below in Figure 4.6
**Figure 4.6: Areas Marketing Leadership Team can control vs. those outside their control.**

One of the key outcomes of the session I conducted with the Marketing Leadership team in interpreting the KEYS results was that we felt we needed to better understand the results of the survey and ensure that we had a correct understanding of the issues before moving into Action plans, lest we start solving the wrong issues. The agreed next step was to share the team level survey results with each of the sub groups in the department and have our research manager run a qualitative working session with each team, much like a focus group.

The themes centered around; people feeling too busy; people wanting more time with our Marketing Director; that lack of creativity in of itself was not a
source of frustration; and that people wished to be more involved in understanding and formulating the key strategies of the business.

These data were used in constructing a second workshop with the core vision team. The framework for this session is in Appendix J. These data have provided not only a great place to start in crafting action plans to address the priority areas, but a benchmark on which to measure our improvement. I would recommend running the KEYS survey again in 12-18 months time to assess if the actions that have been put into place have shifted our measures.

Action Plans to Address Priority Areas to Improve Creative Climate.

A fourth Master's project product was the establishment of action plans that offer solutions to the problems identified through the data collected. These have been from my own individual efforts and those of the vision team.

In the second session I ran with the Core Vision Team, we identified a number of areas that needed creative problem solving. These were:

1. How to increase empowerment
2. How to focus on what is important and drop what is not
3. How to celebrate success more often
4. How to become two-way partners with our Division

After converging on these, we decided to work through the first two areas in this session. We agreed that “how to celebrate success more often” and “how to become two-way partners with our Division” would be taken up by the Marketing Leadership Team.
We worked idea generation, selecting and strengthening solutions and finally planning for action (Miller, Vehar & Firestien, 2001a).

I have included below the action plans for increasing empowerment.

These were grouped under the sub headings of; (1) streamlining approval processes and levels to enable quick decisions; (2) Encourage experimentation; and (3) Mining our own expertise and sharing our strategy.

![Figure 4.7 Action plan for Streamlining approval processes and levels to enable quick decisions](image-url)
**How to Increase Emp**

**Encourage experimentation**

<table>
<thead>
<tr>
<th>What</th>
<th>Who / By WhenWhen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Encourage people to do things differently by constructing a list to change perspectives i.e. coffee from a new spot, shop at a different store etc.</td>
<td></td>
</tr>
<tr>
<td>2. Leverage pre-emptive testing to encourage “try me, try me” vs. not doing them due to uncertainty of the future. Put a plan to get each GRU to testing we want to complete in 2009</td>
<td></td>
</tr>
<tr>
<td>3. Review the policy on Agency presentation and allow by ALS/Obi someone wants to try a new group of company for Marketing Activi</td>
<td></td>
</tr>
<tr>
<td>4. Set aside 5% of our A&amp;P budget for new projects. Can be any size! Any team may apply for new ideas funding per year.</td>
<td></td>
</tr>
<tr>
<td>5. Make it OK to fail. Turn failures into lessons. Marketing Manager asking “What’s positive about this failure? What can we learn from it? What did we learn that will make us better in the future? Celebrate and recognize to avoid the outcome. Encourage leaders of the team to recognize the benefit of failing.</td>
<td></td>
</tr>
<tr>
<td>6. Look at levels of empowerment in the Marketing Manager. Can we learn from the level of risk taking available to relative levels to show that we can afford more experimentation in Marketing</td>
<td></td>
</tr>
<tr>
<td>7. Do not judge everything with a short term ROI. Look for feedback on long term mentality. Not all activities should have a short term ROI. Consider the long term brand health we need to preserve.</td>
<td></td>
</tr>
</tbody>
</table>

*Figure 4.8* Action plan to encourage experimentation.

**How to Increase Emp**

**Mine our own Expertise & Share our Strategy**

<table>
<thead>
<tr>
<th>What</th>
<th>Who / By WhenWhen</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Set up a forum to encourage people to share their experiences past companies, past roles, current role. Build a bank of best</td>
<td></td>
</tr>
<tr>
<td>2. Have Marketing Director share every idea Discussed in the meeting, consistently on the blog. Where we fit into the plan is it, what are our biggest challenges?</td>
<td></td>
</tr>
</tbody>
</table>

*Figure 4.9* Action plan to mine our expertise and share our strategy.
I have included below the action plans for focusing on what is important and drop what is not. These were grouped under the sub headings of; (1) making the meetings we do need more efficient; (2) Encourage flexibility and demonstrate trust; (3) Encourage discipline around individual time management; (4) rationalize the number of meetings; and (5) review roles and responsibilities and resource up.

**How to focus on what is in what is not**

**Making the meetings we do need more efficient**

<table>
<thead>
<tr>
<th>What</th>
<th>Who / By When When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree best practice meeting management principles</td>
<td></td>
</tr>
</tbody>
</table>
- Agenda 
- Start on time & end on time 
- Objective & Outcome 
- Reason why you should attend 
- Prework | Principal & Subject Leader |
| 2. Present meeting management principles | Marketing Department |
| 3. Roll out recommended meeting management | SMS Team |
| 4. Include encouragement of different styles | Functional Roles, Line Ds |
| 5. Consider ways to encourage this | 
- Clocks & Meeting Rules in all rooms. 
- Express rooms (only book for 30 minutes) vs. Think tanks (lounging tables etc.) | 

*Figure 4.10. Action plan to make the meetings we do need more efficient*
How to focus on what is important

Encourage Flexibility and deadlines doesn’t go away...

<table>
<thead>
<tr>
<th>What</th>
<th>Who / By When When</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Encourage people to allow for “Think in blocks” and flex time. Allow for working from home and personal guidelines around this.</td>
<td>Marketing Leadership, Team &amp; Senior Brand Managers</td>
</tr>
<tr>
<td>2. Encourage time to be external. - Take agency briefs’ at their premises - Do store visits with regularity</td>
<td></td>
</tr>
</tbody>
</table>

Encourage individual disciplines:

<table>
<thead>
<tr>
<th>What</th>
<th>Who / By When When</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Encourage individuals to structure their days - Block meeting time - Try to have meetings days</td>
<td>Marketing Leadership, Team &amp; Senior Brand Managers</td>
</tr>
<tr>
<td>2. Control emails vs. have them control you. - Issue best practice email management principles - Pick an approach and follow them. - Consider not reviewing them first thing</td>
<td></td>
</tr>
</tbody>
</table>

Figure 4.11 Action plans to encourage flexibility and individual disciplines around time management

How to focus on what is important

Ration the Number of Meetings

<table>
<thead>
<tr>
<th>What</th>
<th>Who / By When When</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Clarify and agree up the organization with what the guidelines are. - Understand that time is finite and that attention needs to be added, we have to be willing to subtract.</td>
<td>Marketing Leadership</td>
</tr>
<tr>
<td>2. Encourage alternative communication. - Encourage Senior Management to pass down or call if they have specific questions. - Set up a 2 minute weekly or fortnightly update from each Market Manager to give a snapshot on key wins, wins, issues and blocked time.</td>
<td></td>
</tr>
<tr>
<td>3. Ration the number of meetings - Test the meeting management principles - Observe meetings on our calendar - Rob on team to review meetings &amp; make recommendation - Challenge whether the issue can be solved without a meeting (see 2 above). 3. Look for ways to combine existing meetings vs. duplicate</td>
<td>Rob / Marketing 1Q18</td>
</tr>
</tbody>
</table>

Figure 4.12 Action plan to rationalize the number of meetings.
Figure 4.13 Action plan to review roles and responsibilities and resource up

There will be some further action plans required to address the areas of becoming two-way partners with our Division and celebrating success more. These will be constructed by the Marketing Leadership team outside the timeframe of this stage of this project.

We have some solid, tangible actions to take. I will take the role of measuring progress against our plans over the next 12 months to ensure the efforts taken to think of solutions come to fruition in the actions we take.

A Directed Marketing Department

A fifth outcome of this project was a directed marketing department. Via the development of our vision, our values, our core purpose and our Big Hairy Audacious goal (Collins & Porras, 2004), we have a marketing department that
has a common understanding of the future we are committed to creating. This has been a culmination of everyone’s thoughts, and by utilizing the initial output from the marketing offsite in September and having further evolved the work via a motivation team who represented all areas of the department, we have a common, inspiring vision.

A Group of people who have been heard

A sixth outcome of this project has been a group of people who have been heard. Though this process, we have a department of people who have each had the opportunity, both quantitatively and qualitatively, to have a say in what is working in our department and what needs to be improved.

The entire process has allowed for a quantitative survey plus two qualitative sessions; the offsite pre-masters workshop and the KEYS survey sharing sessions, run by our Research Manager, who has expertise in this area. I truly feel that people have been heard throughout this process. Collins (2001) talked about leadership being about creating a climate where people that that opportunity:

“Yes, leadership is about vision. But leadership is equally about creating a climate where the truth is heard and the brutal facts confronted. There’s a huge difference between the opportunity to “have your say” and the opportunity to be heard. The good-to-great leadership understood this distinction, creating a culture wherein people had a tremendous opportunity to be heard and, ultimately, for the truth to be heard” p 74

I am aware that asking people what they feel and think sets up an expectation that their responses will evoke action. I’ve heard it said “Your
actions speak so loudly that I can’t hear what you are saying”. I believe this to be true. Action is required after the point at which people have been asked to share their feedback so that they feel their input and views are valued, their point of view has been really listened too and that has lead to change, hopefully positive change.

A Leadership Team who understands the current creative climate

A final outcome of this project has been providing information to the leadership team on the current creative climate. Data revealed a very consistent set of areas that need to be addressed if creativity is to thrive within our department. Our leadership team now has an in-depth understanding of the issues affecting not only creativity, but of job satisfaction and general moral. This outcome provided a great basis on which to build plans to improve.

We have quarterly leadership forums that are attended by middle to senior management. The last one was in late November 2007. It was a forum to discuss goal alignment for 2008. We were talking about the specifics of innovation and how we need to be able to tap into more new ideas. I was able to raise some of the areas that had been highlighted throughout the process of gathering the information on our creative climate, namely; time pressure, challenging work and how we treat new ideas. The fact that everyone felt extremely busy was not necessarily because of the importance or challenge of the work, more to do with the number of meetings or the day to day “fire-fighting” that can take place. I went on to talk about how new ideas need thinking time to evolve, as well as a
receptive, nurturing place to grow. The fact that we are so time poor, coupled with the fact that ideas can be judged to quickly on their immediate financial potential, is not a very conducive environment for innovation to come to the forefront. I was extremely pleased to see some acknowledgement of the issues of time pressure and creative an environment for creativity to thrive in the final version of the outputs of this leadership forum. There were a lot of suggestions around better meeting management to free up time, using innovation to improve our processes and systems to make activities such as legal and artwork approvals more efficient and ideas around creating an environment where creativity can grow – including training sessions, lunch and learn sessions with external experts.

A Department committed to improvement

A final outcome was we not only have our leadership team committed to improvement, we also have our core vision team who are creativity climate ambassadors.

In my last session with the core vision team, I asked people what they saw themselves doing next to ensure the vision we created was not just a piece of paper, that it truly became the way we do things, part of the DNA of the department. We agreed to catch up quarterly to do a pulse check on the climate. Have the actions we have taken resulted in perceived improvements? What could be improved? Do we need to evolve the action plan?
As we continue, the process of daily seeking to align our actions closer to our vision, core purpose and BHAG will be the test of how quickly we are able to effect real improvement.

I would like to suggest a “Fuel the Passion Temperature gauge” which we can ask the department to complete before each marketing department meeting. These meetings are normally held every two to three months. I would like to specifically put a measure together that allows people to rate against the areas that have been identified out of the climate work done to date. Over time, we could measure the movement of the stimulants and obstacles to see if we are effecting change with out action plans.

Section Four contained the outcomes from this project while Section Five will explain my key learning from having completed this project.
Section Five: Key Learnings

Introduction

This section contains my key learnings, which are presented in two sections; one on the learning I have had with regard to the content of the project and; the other section on the learning I have had around the process of the project.

Content Introduction

The domain relevant skills I developed throughout this Master’s project were; (1) learning how to facilitate the creation of a vision; (2) developing a deeper understanding of creative climate and what facilitates vs. inhibits creativity and creative problem solving; (3) the importance of supporting teams with positive leadership behaviors everyday; (4) being Consciously Skilled versus Unconsciously Skilled (Puccio, Murdock & Mance, 2007) and; (5) gaining a greater understanding of the link between leadership and creative climate.

Creating a Vision

Creating a vision was a skill I had previously completed on an individual basis through my studies at Buffalo State College. However, I had not previously done this on the scale this project demanded. As a result of working on creating a vision for our department, I developed a greater understanding of the
importance of a vision as well as formulated a process to aid the development of a vision from the format I found in Collins and Porras (2004).

*Understanding and Improving Creative Climate*

I have a much deeper understanding of creative climate as a result of the work completed in this project. I got a lot out of the Amabile studies I read. Some of her suggestions (1998) on addressing areas that can inhibit creativity were:

1. **Challenging Tasks**: matching people to the right assignments and provide the right amount of stretch.
2. **Freedom**: giving people autonomy over the process but not necessarily the desired end results. An analogy given to illustrate this point that one can let people decide how to climb a particular mountain but you needn’t let them choose which mountains to climb. Giving people freedom in how they approach their work heightens their intrinsic motivation and sense of ownership and allows people to approach problems in ways that make the most of their expertise and heir creative-thinking skills. Clearly specified strategic goals that remain stable for a period of time often enhance people’s creativity.
3. **Sufficient Resources**: providing thoughtful allocation of time and money. Allowing for time for exploration and incubation periods is key.
4. **Work-Group Support**: creating mutually supportive groups with a diversity of perspectives and backgrounds. Sharing excitement over the
team’s goal, a willingness to help teammates through difficult periods and setbacks and valuing unique contributions, where every member recognizes the unique knowledge and perspective that other members bring to the table.

5. **Supervisory Encouragement:** providing praise for both successfully and unsuccessful creative ideas is important to sustain passion. Most people need to feel as if their work matters to the organization. Freely and generously recognizing creative work by individuals and teams from the onset, and not just once commercial impact is known. Looking for reasons to explore new ideas further vs. a focus on reasons why it won’t work. Managers can support creativity by serving as role models, persevering through tough problems as well as encouraging collaboration and communication within the team.

6. **Organizational Support:** Creativity is enhanced when the entire organization supports it. This is the job of the organizational leaders. Support can be shown through rewarding creativity but not bribing people to be more creative. Amabile (1998, pp 81-84)

I have found I am more conscious of my day to day leadership behaviors and actively think about the above areas, particularly freedom, challenge and supervisory encouragement in my day to day work.
**Facilitation and Creative Problem Solving**

My facilitation skills have grown throughout this process. I have needed to be flexible to cater to different levels of the organization. I have been facilitating, not only within the creative problem solving framework, but also in other modes, such as through vision sessions and the sharing of survey results and qualitative information around creative climate.

I expanded my warm up exercise knowledge using a suggestion called “People Machines” (Davis, p.299). In the first session with the Vision team, I divided the team into two groups and asked to act out a certain machine in front of the others, who are charged with guessing which machine the team members were acting as. One team acted out a toaster and the other acted out a microwave. It was a great way to start the session and get people excited, also to show that everyone was creative!

I have had to think about my role as a facilitator, outside of facilitating just creative problem solving. Developing my own frameworks for sharing the survey results was challenging, as was that process for creating a vision.

I have found that the Mutual Learning Model described by Schwarz (2002) has been useful in approaching the sessions I conducted throughout this project, particularly on the core assumption that I have some relevant information, and other people also have relevant information. Other peoples’ views have been essential in understanding the true situation of our climate.
The Importance of Supporting Teams with Positive Leadership Everyday

I found myself throughout this process really thinking about my day to day interactions with people, both within my own team and beyond to the wider department and cross functional teams I deal with. Am I enabling a creative climate to flow? Am I facilitating the flow of work to the best of my ability? Am I unblocking for my team so they can progress with their projects? Having this mental checklist I think has been valuable in starting to change my thinking, which in turn changes my behavior.

Amabile, Schatze, Moneta, Kramer (2004), in the results of their study into leader behaviors and the work environment for creativity, found that “leaders who wish to support high-level performance must pay careful attention to the details of their own everyday – and seemingly mundane-behavior towards subordinates” (p. 30).

Amabile, et al. (2004) were able to identify some specific suggestions for managers of people whose job involves significant creative problem solving, which included: “skill in communication and other aspects of interpersonal interaction; an ability to obtain useful ongoing information about the progress of projects; an openness to and appreciation of subordinates’ ideas; empathy for subordinates’ feelings (including their need for recognition); and facility for using interpersonal networks to both give and receive information relevant to the project” p. 30.
Consciously vs. Unconsciously Skilled

This project allowed me to build my creative skill base, in terms of understanding the importance of a vision, creative climate and leadership. The process has reinforced for me that I need to get to the point of being an “Unconsciously Skilled Creative Change Leader”. Puccio, Murdock and Mance (2007) presented a model for the development of creative change leaders which, I believe highlights the progression I need to continue to make. At present, I believe I have moved into the effective practitioner level (consciously skilled), where I have developed some proficiency and knowledge in creativity and its’ application and practice. Puccio, et al. (2007, p. 250) refer to creative change leaders at the unconsciously skilled level as having “internalized creativity principles and procedures to such a degrees that the very essence of their leadership is defined by behaviors and attitudes aimed at pursuing, facilitating, and entertaining novel ideas that have a positive and profound influence in their context. These leaders actively seek to introduce or support creative change.”

To reach the “unconsciously skilled level” of a creative change leader, I require further internalization of the creative principles of what I have learnt.
Change Leadership and Creative Climate

Puccio, Murdock and Mance (2007) made strong connections between change, leadership and creativity, outlining five tenets that support the relationship:

1. Creativity is a process that leads to change; you don’t get deliberate change without it.
2. Leaders help the individuals and organizations they influence to grow by deliberately facilitating productive change.
3. Because leaders bring about change, creativity is a core leadership competence
4. An individual’s ability to think creatively and to facilitate creative thinking in others can be enhanced.

5. As individuals develop their creative thinking and master those factors that promote creativity, they positively impact their leadership effectiveness. (p. 245)

I have learnt a lot about the tenets expressed above throughout this project. In the process of gaining feedback on our climate, there was evidence of change that was in the form of more demand on people which caused time pressure. I agree with the first and second tenets that creativity leads to change. I also think the change that is not deliberate, such as by increasing demands of people’s time and creating more work, can be quite destructive and a block to productive change. I also, however hope that by sharing the learning we have gathered with more Senior Managers in the organization, there will be a recognition of the current climate and the need for everyone to take responsibility on making improvements.

Process Introduction

My key process learnings were around; (1) Recruiting the vision team; (2) Sharing results with others and (3) Time management and flexibility.
Recruiting the vision team

A key learning here was to ask for volunteers for this team. The team ended up being highly motivated to participate, and we had great sessions together. I think this links very well to Amabile and her views on intrinsic motivation, “that people will be most creative when they feel motivated primarily by the interest, satisfaction, and challenge of the work itself” (1998).

Ekvall (1996) also reflected on this in the climate dimension of challenge and involvement. The degree to which people are involved in long term goals and visions, as well as the degree to which people feel motivated and committed to making contributions effects the overall creative climate of an organization.

Sharing and Interpreting the Quantitative Results

I had a teleconference with Kim Kanaga at the Centre for Creative leadership after I received the survey results and asked for his advice on how to share the results with the wider team. When sharing the KEYS survey results, I handed out reports with a refresher on KEYS relevant to each member of the leadership team. I then asked each of them to review his team results, thinking about what was surprising, what they expected. I didn’t really give them much time to digest the results, and this is something I would do differently. I would have an initial meeting with all team leaders, reviewing the KEYS set up information together and handing the reports out together a week before then re-grouping for feedback. I would also have given them the opportunity to ask any questions before looking through the results.
Time Management and Flexibility

I have found throughout this project that my process plan needed to have some degree of flexibility. This was largely driven by the availability of key people, managing my own work commitments on top of this process and allowing for new steps to be added to the process. Needing to co-ordinate the diaries of the Marketing leadership team, the core vision team and Kathryn, the researcher who was able to lead the qualitative sessions when we shared the survey results proved to be challenging. Ultimately, my process plan took longer then I had first anticipated. I will be completing the presentation to the full marketing department on 13th December, which I would ideally have done sooner. I also was recruiting for a staff member within my own team, while managing a budget review process so carving out time to commit to this project was at times challenging. I also need to leave flexibility for new parts of the process to emerge that I had not anticipated. In sharing the quantitative data with the Marketing leadership team, we felt that some of the information was at face value contradictory or was not detailed enough for us to ensure we fully understood the issue. Our leadership team includes an extremely experienced researcher who has only been at the company a month or so. Her combination of expertise and unbiased views was a great asset, and she volunteered to conduct focus groups at each team meeting where the results were shared. This process caused my plan to blow out in terms of timing but ensured that we understood the real issues we needed to solve.
Section Six: Conclusions

Introduction

This section contains my conclusions from having completed this project. These included: (1) If you ask people for their views, you create an expectation of change; (2) I found common issues with our creative climate; (3) A combination of quantitative and qualitative learning is best; and (4) Common Motivation can help team building. I then go on to expand on what I see myself doing next.

If you ask people for their views, you create an expectation of change

In embarking on this project, Dr Mary Murdock warned me that by engaging people in this discussion and by asking them to complete the KEYS survey, I had a responsibility to do something with this information. One of the comments from a member of the Vision team when answering the question of why they volunteered for the team, said she was relieved that we were following through with what was first presented at the Marketing offsite. My conclusion was that this type of work carries with it a great responsibility.

Common Issues with our Creative Climate

What I found interesting about the results throughout this process was the consistency of the issues we found, both across the sub-groups within the department and across the department and the Marketing leadership team. While the depth of some of the high and low areas differed, the same issues were apparent across all teams within the department. In reading about climate and the distinction between culture and climate, climate was described as the
measure that is less entrenched (Puccio, et al., 2007), but I believe the KEYS measure to be valid and accurate given the consistency that was picked up at a broader scale. I do believe, however, to get to a true understanding of the issues, a qualitative piece was really required.

*Quantitative and Qualitative together is the best*

I found when I was reviewing the quantitative results from the KEYS survey, in some instances, it left us with more questions then we had before. I believe that this survey works best if you can then follow up with a piece of qualitative research to ensure you truly understand the underlying issues to ensure the actions that are taken in response to the information provided is accurate.

*Intrinsic Motivation and Team Building*

I found that by asking for volunteers for the Core Vision team, I got people who were motivated to be part of the process and really active in their participation.

*What I see myself doing next*

I will be carrying on with the action plans we developed to implementation stage. I would expect this will continue for the next 12 months.

I would like to ask the Marketing leadership team if they would consider re-taking the KEYS survey in 12 to 18 months to see if we have made progress.
Alternatively, I would be interested in asking our Research Manager to conduct some further qualitative groups with the department to understand if people have noticed progress toward our action plans. I would like to do a status report every quarter within the next 12 months to keep the project at the top of everyone’s mind and the progress transparent. I would like to ask the Vision team if they would be interested in a quarterly catch up. I would like to try to engage these people and encourage their creativity. Ideally, this group of motivated people would become Creativity Ambassadors.

I would like to continue to learn about how to be a creative leader in my career. I have tapped into some good information through completing this process. I plan on thinking about how I implement some of the key learning’s I have read about in my reference materials; setting clear goals, facilitating people’s ability to move forward with their projects and ways to further encourage creativity in general. I would also like to read more about transformational leadership.
References


CREATING A CREATIVE CLIMATE

Name: –Penne Standen – Date Submitted: _September 22nd 2007

Project Type:
Work on a new skill (to meet a need for my organization)

What Is This Project About?

This project is about taking a leadership role in my organization to champion a more creative climate through developing a departmental vision and a follow up action plan based on the climate data in KEYS.

The major components of this project are:

1. Share the collated learning from the Visioning session and the KEYS survey results to highlight those positive and negative areas currently affecting our marketing department.
2. Developing and gaining alignment to the enhanced Vision to the Marketing Department.
3. Using creative problem solving, to achieve the goal of getting closer to our shared vision and improve our creative climate.

BACKGROUND:

I work in a marketing department of about 40 people.

I was on the committee that designed the program our last Marketing conference which was held in September. It was an overnight offsite where we all get together.

I suggested we do a session on creating a joint department vision and also use the opportunity to understand how our climate is tracking.

I sourced the KEYS survey, developed by Dr Teresa Amabile, and shared it with the Marketing Director and committee. Everyone agreed it would be a good way to access the creative climate we currently have.

I ran a 3 hour visioning session on the offsite and everyone completed the KEYS survey. We found that 3 hours was not enough to really get to a vision that everyone felt encapsulated the future we wanted to create.
I have submitted the department survey’s to the Centre for Creative Leadership and I am now awaiting our responses.

**Rationale for Choice:**

Since beginning my studies at Buffalo State, one of the biggest challenges I have faced has been trying to find a way to integrate my growing creative skill set with my day to day work life.

One of the reasons I have passion for this project is that it will enable those two worlds to intersect in a very positive way.

When I wrote my vision and strategic plan in CRS635, I identified some core strategies. I believe this project delivers against 3 of these:

1. Being a creativity ambassador,
2. Make creativity a habit and
3. Have courage to pursue what I love.

I believe a marketing department needs to tap into their creativity if they are to be successful. I also believe by focusing on and prioritizing the areas that have been identified by the department themselves of barriers to creativity, I can help navigate solutions that will unlock our creative potential and ultimately provide a competitive advantage to our company.

Refining and agreeing to a department vision will provide our department with a clear picture of the future we want to create. Having a plan to improve our creative climate will provide us with a path of how to help get to that vision. Both of these initiatives will help me personally, as one of the leaders of that department as well as help those in the department by improving the climate of their work environment.

**What Will be the Tangible Product(s) or Outcomes?**

I see five key tangible outcomes of this project.

1. A clear and common department vision that people have agreed on.
2. A list of the positives and the barriers we currently face as a department of getting to that vision and to having a true creative climate
3. Identified and prioritized the key areas of opportunity to improve our creative climate and achieve our vision.
4. An action plan of how we will address the top priority area, as voted by the department themselves
5. Start the implementation of that agreed action plan for the prioritized area.

The more intangible outcomes I am hoping to evoke will be:

1. A celebration of what works well for our team
2. A sense that our leadership team have taken on action in addressing the concerns of our department

**What Criteria Will You Use To Measure The Effectiveness Of Your Achievement?**

I will request 360 feedback from the immediate team on how they feel the process has gone a key points via a PPCO.

I will also request a session with my Marketing Director at the end of the project time to gain his insights into the process and how effective it has been.

Outside of the scope of this project, I would also look to gauge at the next offsite meeting how people felt about the efforts that had been made to address the key areas identified from last year – both in a qualitative sense and through the KEYs survey results.

**Who Will Be Involved or Influenced; What Will Your Role Be?**

I will take a leadership role in my organization to develop a more creative climate through developing a department vision and understanding the barriers we currently face that are pulling us away from that vision. It will be my role to develop an action plan, using CPS and KEYS data.

I will lead the core team, who will be defined by the number of volunteers I get to be part of the entire process. I would cap this involvement to 7 people from within our marketing department.

On a wider scale, the whole department will be influenced by the process and actions. Their by in and participation at key times will be imperative to ensure that myself and the core team are designing action plans that resonate with the people they will impact.

I will require the permission of my direct boss, the marketing director for this project. He has already suggested the core team approach and from initial discussions, seems to buy into the approach I am recommending.

I will require the support and help of the Buffalo cohort, especially Mary and my Sounding Board Partner, Daneen.

I would also like to use Dr Ken Hudson as a mentor throughout this process. I have made contact with Dr Hudson. He runs a business called the idea space and is a lecturer on creativity and one of the Sydney Universities. He is someone I can use on the ground here to run things past.
**When Will This Project Take Place?**

Phase 1 of the process will take place over the next 3 months, from September to 5th December.
Phase 2 of the process will take place from December through to August
Phase 3 of the process will take place at the annual off site conference in September 2008.

**Where Will This Project Occur?**

This project will occur mainly at the office in which I work in Sydney. For the core team workshops, I will be seeking new environments to take us out of the day to day. These will include meeting rooms at our Advertising and Media agencies.

**Why Is It Important to Do This?**

I believe the importance of this project can be summarized in three points:
1. A defined and collective vision provides clear direction,
2. A creative climate is crucial to remain competitive in the industry I work in
3. People are the most valuable resource a company has. Ensuring we, as a management team, have listened to, acknowledged and put action in to improve the creative climate of our department will hopefully lead to increased moral and ultimately increased quality of creative products and outputs.

**Personal Learning Goals:**

1. Become known as a creativity ambassador/leader in my organization – someone people can go to if they have questions, offer my services to help facilitate creative problem solving.

2. Internalize the skill base I have been cultivating in the last 12 months through the studies at Buffalo – work with more fluency on CPS

3. Develop a greater understanding of creative climate – Review all relevant Amabile and Ekvall work in this area, along with any other Theorists I find. Understand intrinsic motivation more and in that process, find out more about what I am personally passionate about.

4. Start to become a change agent – start to understand the role I can play as a change leader within my organization.
How Do You Plan to Achieve Your Goals and Outcomes?

On Achieving the Deliverables:

**Phase 1**: (Timing September to 5th December) Complete our Department Vision, Identify our current barriers to creating a creative climate, prioritize those barriers which we need to address and using CPS to come up with an action plan to address the area voted the most important.

It is my intention to:

1. Complete the vision for the marketing department by inviting people interested in the process to take part in a further session to ensure we have captured all the key points from the offsite session.
   a. The people on this team will be volunteers, they will have intrinsic motivation to see the vision come to life and the creative climate of our department to improve.
2. Review the KEYS results, along with the qualitative information we drew from people in the visioning session to highlight both
   b. The current practices and assets we have that are pulling us towards a positive creative climate and
   c. The current practices that are pushing us away from a creative climate.
3. Present the enhanced Vision to the Marketing Department for sign off and share the collated learning from the Visioning session and the KEYS survey results to highlight those positive and negative areas.
   d. In this session we will prioritize the areas we need to work on in order to improve the creative climate
4. I will then go through a process, with the team of volunteers from my department, using creative problem solving, to come up with a plan of how to improve the top area identified out of both the survey and the qualitative feedback I have received, with the goal of getting closer to our shared vision and improve our creative climate.
5. I would like to see have started the implementation for the highest priority area.

Outside the scope of this Masters Project:

**Phase 2** (Timing: December 2007 to August 2008 outside), I intend to continue to lead this process and see the initiatives we develop from future CPS sessions on the other areas that were identified out of the process and implement those plans over the next 12 months

**Phase 3** (Timing: September 2008) would then be to summarize all of the initiatives that have been implemented across the areas we needed to improve on and present these at the 2008 Marketing conference. I would then like to re-assess the creative climate to understand if these initiatives have in fact improve our creative climate.
**On Achieving My Goals:**

On becoming a creativity ambassador, I plan to lead this project, gain buy in from my direct boss on the process I am recommending and also allow for key stake holder feedback.

On internalizing the skill base I have been cultivating, I will be recording the process on a log, with the goal of seeking and understanding the deeper insights that will be revealed through this process.

On developing a greater understanding of the dynamics of creative climate, I plan on reviewing all of the literature I can find on this topic.

On becoming a change agent, I think this will be achieved by committing to the process, gaining buy in from key stakeholders and communicating the benefits of the process.

**Evaluation:**

I will ask for 360 feedback from both my direct boss and the people within the core team.

On a more informal basis, I will ensure I have “corridor conversations” with my core team, ask them how they think the process is going.

I plan to get feedback from our Marketing Leadership Team (of which I am a part) and ask them, after each milestone, how they feel the approach is being received from within their teams.

I plan on making this project part of my Individual objectives for the remainder of the year, so I will be officially evaluated on my performance and this evaluation will go towards my full year performance rating for 2007.
Prepare Project Timeline:

<table>
<thead>
<tr>
<th>Task Name</th>
<th>Duration/Start Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Draft Concept Paper</td>
<td>1 day, Fri 7/06/07</td>
</tr>
<tr>
<td>Feedback &amp; Refinement</td>
<td>7 days, Mon 10/08/07</td>
</tr>
<tr>
<td>Meet with Dr. on permission</td>
<td>Mon 10/08/07</td>
</tr>
<tr>
<td>Submit Final Concept Paper</td>
<td>1 day, Wed 10/08/07</td>
</tr>
<tr>
<td>RERecruit for Core Team &amp; Refinement</td>
<td>10/16/07</td>
</tr>
<tr>
<td>Receive &amp; Interpret HEY's survey</td>
<td>10/16/07</td>
</tr>
<tr>
<td>Review Offsite session &amp; pull out</td>
<td>10/16/07</td>
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<tr>
<td>Review relevant literature on OER</td>
<td>10/16/07</td>
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<tr>
<td>Record Proc, log hours, record</td>
<td>10/16/07</td>
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<tr>
<td>Barlow recommended session &amp; discussion</td>
<td>10/16/07</td>
</tr>
<tr>
<td>Present Back Offsite findings &amp; discussion &amp; discussion</td>
<td>10/16/07</td>
</tr>
<tr>
<td>Prioritize Key Areas to focus on &amp; discussion</td>
<td>10/16/07</td>
</tr>
<tr>
<td>Record Proc, log hours, record</td>
<td>10/16/07</td>
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<tr>
<td>Meet with Dr. Hudson to review</td>
<td>10/16/07</td>
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<tr>
<td>Meet with Core team to establish</td>
<td>10/16/07</td>
</tr>
<tr>
<td>Plan number of areas for improvement</td>
<td>10/16/07</td>
</tr>
<tr>
<td>Plan CPS session for top priority</td>
<td>10/16/07</td>
</tr>
<tr>
<td>Record Proc, log hours, record</td>
<td>10/16/07</td>
</tr>
<tr>
<td>Write Up sections 1, 2 &amp; 3 of paper</td>
<td>10/16/07</td>
</tr>
<tr>
<td>Semi Draft of sections 1, 2 &amp; 3 of paper</td>
<td>5/11/07</td>
</tr>
<tr>
<td>Plan &amp; Run CPS sessions with Colleague</td>
<td>5/11/07</td>
</tr>
<tr>
<td>Produce action plans for Top Priorities</td>
<td>5/11/07</td>
</tr>
<tr>
<td>Revises action plan with Colleague</td>
<td>5/11/07</td>
</tr>
<tr>
<td>Review taking into account fed holidays</td>
<td>5/11/07</td>
</tr>
<tr>
<td>Present action plan to department Colleague</td>
<td>5/11/07</td>
</tr>
<tr>
<td>Start Implementation of highest priority</td>
<td>5/11/07</td>
</tr>
<tr>
<td>Record Proc, log hours, record Colleague</td>
<td>5/11/07</td>
</tr>
<tr>
<td>Meet with Dr. Hudson to review</td>
<td>5/11/07</td>
</tr>
<tr>
<td>Collect &amp; write up draft of sections</td>
<td>5/11/07</td>
</tr>
<tr>
<td>Presentation Due</td>
<td>7 days, 5/11/07</td>
</tr>
<tr>
<td>Final Project Write up</td>
<td>9 days, 5/11/07</td>
</tr>
<tr>
<td>Bind and Mail Project</td>
<td>9 days, 5/11/07</td>
</tr>
</tbody>
</table>
Appendix B: KEYS Product Information: Centre for Creative Leadership

ORGANIZATIONAL ASSESSMENT

KEYS' to Creativity

Assessing the Work Environment

Fostering a creative workplace can have a tremendous impact on your organization. Creativity improves employee motivation, which increases contributions to the company's tangible goals. Improving creativity and innovation encourages effective problem solving - key to the organizational transformation often required to successfully meet the challenges of a rapidly changing world.

What is KEYS?

KEYS is an organizational survey that assesses the climate for creativity and innovation that exists within a work group, division or organization. Designed by the Center for Creative Leadership and Teresa Amaize, a Harvard Business School professor, KEYS measures the management practices that impact the workplace and encourage innovation.

The Benefits of Using KEYS

TARGETED FOR TODAY'S WORKPLACE: Organizations today are often asked to dominate with less, increase productivity, speed up a new product introduction, or simply to jump-start overall creativity and innovation. KEYS can help you meet these challenges by helping you identify the elements in your workplace that encourage or discourage employees from working at their peak. The value of KEYS lies in its capacity to accurately identify the conditions necessary for innovation to occur.

EASY TO USE: A KEYS questionnaire consists of 17 questions and can be completed in only 15 to 20 minutes. With a minimal time investment, you can get the data you need to help develop a climate where creativity can thrive.

FLEXIBLE: KEYS can be used with any size group - from five to thousands. Feedback can be broken out into custom reports that you define, as well as comparisons by level, function, year of service and more.

VALID AND RELIABLE: KEYS is based on extensive research with more than 15,000 practicing managers and employees at top organizations around the world. Because it is research-based, you can be sure it accurately measures exactly what it claims to the climate for creativity and innovation.

INCLUSIVE: KEYS is a survey to involve everyone in your work group or organization in the development process. Some people may feel it is the first time their opinion has been solicited or valued.

CONNECT TO ONLINE RESOURCES - www.ccl.org/keys

- CLIENT TESTIMONIALS
- CASE STUDIES
- EXCERPTS AND ARTICLES ON LEADERSHIP
- FREQUENTLY ASKED QUESTIONS
ORGANIZATIONAL ASSESSMENT

What KEYS Measures

KEYS assesses six management practices that encourage creativity:

ORGANIZATIONAL ENCOURAGEMENT - an organizational culture that encourages creativity through the fair, constructive judgment of ideas; reward and recognition for creative work; mechanisms for developing new ideas; an active flow of ideas; and a shared vision.

SUPERVISORY ENCOURAGEMENT - a supervisor who serves as a good role model, sets goals appropriately, supports the work group values individual contributions, and shows confidence in the work group.

WORK GROUP SUPPORTS - a diverse, skilled work group in which people communicate well and are open to new ideas, constructively challenge each other's work, trust and help each other, and feel committed to the work they are doing.

SUFFICIENT RESOURCES - access to adequate resources, including funds, materials, facilities, and information.

CHALLENGING WORK - a sense of having to work hard on challenging tasks and important projects.

FREEDOM - deciding what work to do or how to do it; a sense of control over one's work.

KEYS also assesses two management practices that inhibit creativity:

ORGANIZATIONAL IMPEDIMENTS - an organizational culture that impedes creativity, through internal political problems, lack of trust, constraining internal competition, an avoidance of risk, and an emphasis on the status quo.

WORKLOAD PRESSURE - extreme time pressures, unrealistic expectations for productivity, and distractions from clear work goals.

In addition, KEYS includes data on how productive and creative your organization is:

PRODUCTIVITY - an efficient, effective and productive organization or unit.

CREATIVITY - a creative organization or unit where a great deal of creativity is called for and where people believe they can actually produce creative work.

Facilitator Certification

Facilitation of KEYS requires an in-depth qualification process. If you would like a more thorough orientation to KEYS, optional training and facilitator workshops are available through the Center.

Facilitator Qualification Forms can be completed and submitted online at www.csc.com/keys.

Customized Services

To support and strengthen the impact of your KEYS initiative, we offer a range of services, including:

- Orientation Training
- Facilitator Certification Training
- Feedback Facilitation Workshop
- Group Profile Analysis
- Project Planning and Design

Pricing

$20 per individual respondent, which includes:

- Scoring
- Printed graphic feedback report
- Facilitators' Guide (provided with first order)
- Statistical demographic comparisons available ($515 each)
- Custom group comparisons available ($75 each)
- Quantity discounts available

To order, email info@readers.com or contact Client Services at +36 645 2910.
Appendix C: Marketing Offsite Workshop & Outputs

Fuel The Paper

1. Creating a Share
2. Creating a Creative

Warm up exercise

- Toilet paper
- Hand out roll and ask people how much they need.
- When all got, each piece
- of info you need to tell us no
- one knows.
The Marketing Tombstones:

- The CP Marketing team missed for their passion, meetings and presentation. Colgate marketing was long commercial Aussie mongrel. Here rests genuine, friend time, will be sorely missed. Marketing and Finance. They died young but pretty.

- Tombstone eng encapsulates what we remembered for and will miss about us.

Imagine that our Mark has passed away.
Tombstones (2)

- Ability to work with limited
- They really loved the shrimp
- Understanding of the Austin
- Outgoing personality

THEMES:
- Outgoing, loud, passionate
- Efficient
- Good looking

Home Work

1. Name a company you admire us what are the strengths of company as you see?

2. Think about a team you (or played) why did you like much? What were some of that team?
COMPANY
INNOVATE / PQ
BOUNDARIES

- Spirited
- Innovative (7 stars)
- Push boundaries (8 stars)
- Community / socially responsible (6 stars)
- Entrepreneurial (4 stars)
- Quality/high standards (1 star)
- Experiential (3 stars)
- Reinvent themselves
- Profitable (1 star)
- Risk taking / challenge status quo (5 stars)
- Flexible
- Consumer Focus & speak in consumer language

TEAM
LEADERSHIP / FUEL THE PASSION

- Leadership (7 stars)
- Passionate (8 stars)
- Cohesive
- Aligned goals / shared goals
- Inclusive
- Fun (5 stars)
- Communicating / honest (2 stars)
- Calm
- Contribution (1 star)
- Clear role definition
- Sense of urgency
- Challenging (3 stars)
- Supporting (2 stars)
- Sense of success / achievement (2 stars)
Desired Outcome

Today’s Session

Develop our Marketing Department
Shared vision

Make sure you capture ideas that resonate with your
team through the session.

To Create a Vision

to start with what you are Passionate About


**Glass Vault**

- What business are we in?
- What do we own?
- What are we passionate about?
- What are we known for?
- What are our signature strengths?

**VAULT**

**THEME:** Improving people’s lives (8 stars)

- Trusted (3 stars)
- Global view, local approach (3 stars)
- Opportunity (3 stars)
- Respected (4 stars)
- Genuine (3 stars)
- Success (2 stars)
- Fluffy duck (2 stars)
- Winning (2 stars)
- Profitability (2 stars)
- Fun (1 star)
- Mega brands (1 star)
- Friends (1 star)
- Dubbed testimonials (1 star)
- Community care (1 star)

**RESPECT**

**THEME:** Passionate (11 stars)
Steals...

• Back to the company we loved
• What would we “steal”? (money is not an option)

Think about the fuel...

What do we wish our Department would like, be great at?

• I wish...
• It would be great if...
I WISH FOR:

THEMES
- Empowerment to make decisions
- More sharing and communication within teams (informal)
- Innovation in integrating technology
- Less meetings, more time for tasks
- Streamlined processes
- Improving our work environment

Where are we now in relation to our vision?
Which direction are we going?
What is pulling us towards the ideal? What is pushing us away from our ideal?

Let's prioritize these tools:

PULLING TOWARDS
- Planning grid
- Strategic plans
- We've got big ideas
- Local initiatives
- Start to experiment with new
- Consumer safari
- On successes
- Great sales & customer marketing relationships
- Shopper marketing
THINK BIG, PLAN BIG

PUSHING AWAY

- Lack of time
- SI crazy retailers (changing things)
- Focus on the no. / short term focus
- No. of activities / work load
- Lack of communication from different divisions
- Divisional inefficiency
- Need exposure to best practices
- Lack of empowerment (4 tickers)
- Lack of encouragement to take
- Time & energy to pursue (3 stars)
- No of people in signoff (3 stars)

Fuel the passion
Fuel The Passion

Creating a Shared Fuel the Passion

Firstly, Thank you for volunteering

What motivated you to be here?
**Desired Outcome**

**Today’s Session**

Recap on the output Marketing Offsite V

Evolve and Expand our Department V

**What should a Vision statement include?**

Consists of 2 major components:

**Core Ideologies & Purpose**

“What do we stand for and why we exist”

**Envisioned Future**

“What we aspire to become, to achieve, to create”

*Fuel the PASSION*
Suggestions for Working Together

- Look for what possible obstacles
- Act as friends, not on another
- Express yourself
- Commit to Heuristics
- Acknowledge and appreciate
- Listen genuinely, avoid judgement
- Have fun!

Facilitation - A Door to Creativity and Enthusiasm

Warm Up
People Machines

Team 1 Team 2
Note Taking when
Note-taking

➢ Meeting in the room/
➢ What I am hearing

➢ Meeting in my mind/
➢ What I am thinking

© Synectics 2006
Core Ideology

• Core ideology defines the essence of an organization's identity and remains consistent throughout.
• 2 elements:
  – Core Values
  – Core Purpose
• Important that we discover rather than create it.
• We get it by looking inside, authentic.

CollinPas2004

Core Values

• They have intrinsic value by those inside the department.
• Core values might be a competitive advantage but that is not why we need to push wholeheartedly.
• Need to push wholeheartedly to truly core values.
• Strategies change as market change but core values remain.

CollinPas2004
Core Values Exercise

- What core values do you personally espouse?
- What would you say if asked to define your kids or loved ones what you stand for?
- Would you want to hold these core values at some point one or more of them be competitive disadvantage?
- If you were to start a new organisation or a different line of work, what could you build into the new organisation remove advantage?

Stick Up Em I
Collin Pass 2004

What do we agree around values

Think about those that feel
That are important to
That stand the test of the
Testing our Set

If circumstances change us for holding this core still keep it?

Fuel the PASSION

Core Purpose

- Our fundamental reason for being
- It captures the soul of our marketplace
- Gets to a deeper reason for our business
- Purpose should last for at least as long as we plan to make money
- Purpose should not be confused with specific goals or strategies.
- Whereas you might achieve a goal faster, your core purpose is like gambling
- While purpose itself does not change, it inspires change.

Collins, 2004
Examples of Core Purpose

• 3M : To solve unsolved problems
• Walt Disney : To Make people happy
• WalMart : To give ordinary folks a chance to buy the same things as rich folks
• Nike : To experience the excitement of winning and crushing competition
• Merck : To preserve and improve human life
• Israel : To provide a secure future for the Jewish people
• Sony : To experience the joy of applying technology for the greater good

Core Purpose exercise

Getting to a meaningful purpose

• We make oral, personal, and health care products
• Why is that important?
• Why is that important?
• Why is that important?
• Why is that important?
Core Purpose Theme

- Which statement doesn’t have to be word perfect, the essence

- Any additions?

- Does it capture why it is important to continue to exist?

- Would it still stand up in 100 years?

What should a Vision statement include?

Consists of 2 major components:

Core Ideologies & Purpose

“...what do we stand for and why we exist”

Envisioned Future

“What we aspire to become, to achieve, to create”
Appendix E: Vision Team Workshop Session 1 Outputs

Fuel The Passion
Creating a Shared Vision
Core Vision Team
30 October 2007 Workshop.

Why we signed up for it:

- Seemed to be similar frustration
- A vision is a powerful tool that we wanted to follow up on if we can get it right.
- Solutions
- Great to work in cross team
- Feels like we don't do enough
- It is inspiring to be part of the team that will shape the vision
- We spend a lot of time here, want to be happy here
- This stuff is about understanding what brings you back
- I'm passionate about values and culture
- It's about preserving what is great and improving what we can.
Our 4 Core Values

Care  Teamwork  Continuous Improvement  Passion

What it means to us:
- Friendship
- Respect
- Integrity
- Ethics
- Honesty
- Fairness
- Supportive
- Openness
- Celebrating each other's successes

What it means to us:
- Flexibility
- Fun
- Consumer Mindset
- Marketing Expertise
- Openness

What it means to us:
- Energy
- Belief you can make a difference
- Being all of yourself
- Pride: Can you talk about the job requirement?
- Motivation
- Determination

Core Purpose exercise
Getting to a meaningful

We make oral, personal, fabric and

Why is that important?
To Help People feel clean and

Why is that important?
To help people feel good about the environment

Why is that important?
Because happy people create...
Our Core Purpose

To help people feel good about the environment

People =
- Ourselves
- Colleagues
- Consumers
- Shoppers

Environment =
- Our World
  - Homes/Castles
  -  

Our Core Pluses

To be happy is an intrinsic need for humans
- It is broad
- It captures emotion
- Not product specific
- It is for us as well as others
- It attracts the best
- It goes beyond us to other communities
- It is a good reason to come together
- It provides a different perspective
- It has longevity

Our Core Potentials

It might help us attract talent
- It might focus us on balancing the environment
- It could improve cross-functional relationships
- It could create a competitive advantage
- It could manifest in big ways
- It could help bring a true belief system
- It could deliver new opportunities

To help people feel good about themselves and their environment

Our Core Concerns

- How to make it happen
- How to have the rest of the business buy into it
- How to strengthen the

Overcoming Concerns

- Expand on people and customer stories
- Talk to cause and effect
- Introduce a CBD style
- Identify and share what are the individuals
We are a team of leading consumer marketers, renowned for our innovative and strategic thinking and execution. We balance intuition with rigorous data and decision making.
### CPA Marketing Dev

#### Vision

| Values | Caring  
| Teamwork  
| Continuous Improvement  
| Passion |
| --- | --- |
| Core Purpose | To help people feel good about their environment |
| BHAG | We are a team of leading edge marketers, renowned for translating shopper and shopper insight into insight that is executed with excellence with fact, enabling fast decision making. |
Appendix F: Marketing Leadership Team Session Framework

Fuel The Passion

MLT November
Creating a Shared Vision
Core Vision Team Work
KESurvey Results

What should a Vision statement include?

Consists of 2 major components:
- Core Ideologies & Purpose
  “What do we stand for and why we exist”
- Envisioned Future
  “What we aspire to be and achieve, to create”

What should a Vision statement include?

Consists of 2 major components:

- Core Ideologies & Purpose
  - "What do we stand for and why do we exist?"

- Envisioned Future
  - "What we aspire to become, achieve, to create"

Core Values

- They have intrinsic values and are important to those inside the department.
- Core values might be a competitive advantage but that is not what is important.
- Need to push with honesty to truly core values.
- Strategies change as markets change but core values remain.

Collins (2004)
Marketing: 4 Core Values

- Care
- Teamwork
- Continuous Improvement
- Passion

What it means to us:
- Friendship
- Fun
- Enthusiasm
- Open Mind
- Supportive

Core Purpose

- Our fundamental reason for being
- It captures the soul of our market
- Gets to a deeper reason for our existence, not just making money
- Purpose should last for at least a year, be confused with specific goals and strategies.
- Whereas you might achieve a goal, a core purpose is like a guiding light, pursued but never reached.

- While purpose itself does not change, it inspires change.

Core Purpose exercise: Getting to a meaning:

We make oral, personal, fabric and paper products.

Why is that important?
To help people feel clean and nice.

Why is that important?
To help people feel good about the environment.

Why is that important?
Because happy people create a better world.

Our Core Purpose:
To help people feel good about the environment.

People = Environment =
Ourselves + Our Work Environments / Colleagues + Consumers' Personal Spaces / Shoppers + Homes/Castles
What should a Vision statement include?

Consists of 2 major components:

Core Ideologies & Purpose

"What do we stand for and why we exist"

Envisioned Future

"What we aspire to become, to achieve, to create"

Envisioned Future

- A ten to thirty year Big Goal
  - A specific goal
  - Can have a timeframe

- Vivid Descriptions of what when the organisation will BHAG

Collins(2004)
BHAG

- We are sitting here in 2024, what would we like to see?
- What would our department look like?
- What would it feel like to be a marketeer?
- What will have been achieved?

What we Want to Include

- Leading sub in our division
- Innovative / Creative
- Use a combination of insight and
  - Empowerment / A Risk Taking / Challenge
  - Push boundaries
- More WOW factors
- Respect and encourage individual ability and
- Focus on the things we can change
- Being nimble / quick
- Work smarter / practice

Colin Rod(2004)
### Our BHAG

We are a team of leading edge marketers, renowned for translating shopper insight into innovative strategies that are executed with excellence and intuition with fact, enabling fast decision making.

### Our Marketing De Vision

<table>
<thead>
<tr>
<th>Values</th>
<th>Caring</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Teamwork</td>
</tr>
<tr>
<td></td>
<td>Continuous Improvement</td>
</tr>
<tr>
<td></td>
<td>Passion</td>
</tr>
</tbody>
</table>

| Core Purpose | To help people feel good about their environment |

| BHAG         | We are a team of leading edge marketers, renowned for translating shopper insight into innovative strategies that are executed with excellence and intuition with fact, enabling fast decision making. |
Survey results

Fuel the PASSION

What was expected

Fuel the PASSION
What surprised you?

KEYS Survey Department

<table>
<thead>
<tr>
<th>V. Low</th>
<th>OK / Good / O.</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Freedom</strong></td>
<td>I have the freedom to decide how I am going to carry out my projects</td>
<td></td>
</tr>
<tr>
<td></td>
<td>I feel a sense of control over my own work and my own ideas</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pressure to meet someone else's specifications in how I do my work</td>
<td></td>
</tr>
<tr>
<td><strong>Challenges in Work</strong></td>
<td>I feel I am working on inappropriate projects and assignments</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The tasks in my work are not challenging enough</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The tasks in my work can be completed by someone else</td>
<td></td>
</tr>
<tr>
<td></td>
<td>I feel challenged by the work I am currently doing</td>
<td></td>
</tr>
</tbody>
</table>
### KEYS Survey Department

<table>
<thead>
<tr>
<th>V.Low</th>
<th>OK / Good / Great</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sufficient Resources</td>
<td>I can get resources. The information I need is obtainable.</td>
</tr>
<tr>
<td>Supervisory Support</td>
<td>My supervisor sets clear expectations. They communicate well.</td>
</tr>
<tr>
<td>Encourage Constructive Feedback</td>
<td>Set and review plans with me in a timely manner.</td>
</tr>
<tr>
<td>Work Group Support</td>
<td>A good blend of skills. Willing to help each other.</td>
</tr>
<tr>
<td>Organizational Encouragement</td>
<td>Risk Taking and Ideas People are encouraged to think outside the box.</td>
</tr>
<tr>
<td>Organizational Impediments</td>
<td>There is no destructive criticism within this organisation. Top Mgmt is willing to listen to their Mgmt.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>V.Low</th>
<th>OK / Good / Great</th>
</tr>
</thead>
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<td></td>
</tr>
<tr>
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</tr>
<tr>
<td>Organizational Impediments</td>
<td>There is no destructive criticism within this organisation. Top Mgmt is willing to listen to their Mgmt.</td>
</tr>
</tbody>
</table>

**Please note:**
- KEYS stands for Key Elements of Your Survey.
- The survey is designed to evaluate various aspects of work environment and management support.
- The table compares perceptions at different levels of performance.
## KEYS Survey Dej

### Results

<table>
<thead>
<tr>
<th></th>
<th>V.Low</th>
<th>OK / Great</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Workload pressure</strong></td>
<td>many distractions from project work, Time pressure in my work</td>
<td></td>
</tr>
<tr>
<td><strong>Creativity</strong></td>
<td>My area is creative, innovative, I believe I am currently very creative in my work</td>
<td></td>
</tr>
<tr>
<td><strong>Productivity</strong></td>
<td></td>
<td>All OK</td>
</tr>
</tbody>
</table>

---

### What are your top priority

---

**Fuel the PASSION**
What should we learn in a peer group?
Appendix G: Marketing Leadership Team Session Outputs

**Fuel The Pa**

MLT November
Creating a Shared Vision
Core Vision Team Work
KESurvey Results

**Areas we can control vs. areas we need to work on to directly influence:**

- Within our Control to change:
  - Tasks aren’t challenging enough
  - Working on important things
  - Lack of Creativity
  - New ideas are criticized
  - Lack of risk taking
  - Top Mgmt not enthusiastic
  - Lack of Organisational support

- Outside our ability to influence:
  - Sr. Management status/ control
  - Global processes (Billing etc.)
  - Time pressures / realistic timelines / flexibility in processes

- Lack of Freedom
- Don’t get constructive feedback
| 1. Tasks aren't challenging / Not working on important projects | Leadership Team Lead |
| 2. Lack of Creativity | Yes |
| 3. New ideas are criticised | Yes |
| 4. Lack of risk taking | Yes |
| 5. Top Mgmt not enthusiastic / Lack in Organisational support | Yes |
| 6. Time pressures / unrealistic time lines / flexibility in processes | Yes |
Appendix H: Creative Problem Solving  Session outputs & Action Plans

Fuel The Passion

Vision Session 2
Climate Results
Creative Problem Solving
3rd December 2007

Vision Steps

• Present to Marketing
  – Values
  – Core Purpose
  – BHAG
  – Feedback
  – Finalise
Today's Focus

- Survey Results
- Qualitative findings
- Selecting Priorities
- Creative Problem Solving
How many uses can you think of for 100 toothbrushes?

Session of Shari
Survey results

Research Manager F
(not inclus)
Wouldn’t it be great...
I wish...

How’s
How to streamline approvals?
How to create more time?
How to streamline a cross-functional team environment?
How to reduce the number of meetings?
How to make meetings more effective?

How to increase empowerment?
How to focus on what is important and drop what is not.

How to celebrate success more often.
# How to Increase Empowerment

## Streamline approval processes and decisions

<table>
<thead>
<tr>
<th>What</th>
<th>Who / By When / Where</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Review approval processes for key descriptions and institute simplified approval levels. - Consider level of project C.C. / MFG. approval; - Broaden responsibility of Marketing Managers to approve.</td>
<td>Marketing Managers; put recommendation forward to Managing Directors of Senior Brand Managers to approve.</td>
</tr>
<tr>
<td>2. Give permission to openly challenge than you think it should be.</td>
<td>Feedback to be given to MANCOM</td>
</tr>
<tr>
<td>3. Push decision making to the lowest possible level.</td>
<td>MANCOM</td>
</tr>
<tr>
<td>4. Agree the brief and strategy with the word “like” from the feedback process. Feedback should be addressed on the basis of the Marketing Manager and process to be agreed.</td>
<td>Marketing Managers; agree in MANCOM</td>
</tr>
<tr>
<td>5. Educate Senior Management on the expertise of the Marketing team.</td>
<td>Feedback to be agreed in MANCOM</td>
</tr>
<tr>
<td>6. Encourage all recommendations to be put by the Marketing Manager's teams.</td>
<td></td>
</tr>
<tr>
<td>7. Make approvals and processes more efficient. - Can more approvals be done on line? - Can we block out legal approval time each week?</td>
<td>MANCOM / IT</td>
</tr>
<tr>
<td>What</td>
<td>Who / By When When</td>
</tr>
<tr>
<td>------</td>
<td>---------------------</td>
</tr>
<tr>
<td>1. Encourage people to do things differently. By constructing a list to change perspectives, i.e. coffee from a new shop, spot at a different store etc.</td>
<td></td>
</tr>
<tr>
<td>2. Leverage fast testing to encourage “try marketing” not doing them due to uncertainty of the outcome. Set a plan to complete one GRU of testing we want to complete in 2008</td>
<td></td>
</tr>
<tr>
<td>3. Review the policy on Agency project. Allow for someone wants to try a new group of company for Marketing Activi</td>
<td></td>
</tr>
<tr>
<td>4. Set aside 5% of our A&amp;P budget for experimental funding. Any team may apply for new ideas funding.</td>
<td></td>
</tr>
<tr>
<td>5. Make it OK to fail. Turn failure/abandoning a project by asking “What's positive about this?” How did we learn that we do better in the future? Celebrate those who have tried to fail as good to outcome. Encourage leaders of the organization to see the benefit of failing.</td>
<td></td>
</tr>
<tr>
<td>6. Look at levels of empowerment in the Marketing. Can we learn from the level of risk-taking available to relative levels to show that we can afford more experimentation in Marketing.</td>
<td></td>
</tr>
<tr>
<td>7. Do not judge everything with a short term reporting mentality. Not all activities should be measured. Short term R</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Consider the long term brand health we need to preserve.</td>
</tr>
</tbody>
</table>

How to Increase Emp

Mine our own Experience

Share our Strateg

<table>
<thead>
<tr>
<th>What</th>
<th>Who / By When When</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Set up a forum to encourage people to share their experiences of past companies, past roles, current role. Build a bank of best</td>
<td></td>
</tr>
<tr>
<td>2. Have Marketing Director share meeting consistently on穿着</td>
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<td></td>
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</tr>
</tbody>
</table>
## How to focus on what is in what is not

### Making the meetings we don’t need

<table>
<thead>
<tr>
<th>What</th>
<th>Who / By</th>
<th>When</th>
<th>Where</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree best practice meeting management principles:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>•Agenda</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>•Start on time &amp; end on time</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>•Objective &amp; Outcome</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>•Reason why you should attend</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>•Prework</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Present meeting management principles:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing Department meeting management principles</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Roll out recommended meeting management principles</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Include encouragement of different styles</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>•Express meetings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>•High table meetings where people don’t sit down</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Consider ways to encourage this habit:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>•Clocks &amp; Meeting Rules in all rooms</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>•Express rooms (only book for 30 minutes) vs. Think tanks (lounging tables etc)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## How to focus on what is important not

### Encourage Flexibility and deadlines doesn’t go away...

<table>
<thead>
<tr>
<th>What</th>
<th>Who / By</th>
<th>When</th>
<th>Where</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Encourage people to allow for ‘Thinking time’</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allow for working from home and partial flexibility</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Encourage time to be external.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>•Take agency briefs at their premises</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>•Do store visits with regularity</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Encourage individual disciplines and practices

<table>
<thead>
<tr>
<th>What</th>
<th>Who / By</th>
<th>When</th>
<th>Where</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Encourage individuals to structure their day:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>•Block meeting time</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>•Try to harnessing days</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Control emails vs. have them control</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>•Issue best practice email management principles</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>•Pick an appropriate time them.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>•Consider not reviewing them first thing</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### How to focus on what is important

#### Rationalize the Number of Meetings

<table>
<thead>
<tr>
<th>What</th>
<th>Who / By When/Where</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Clarify and agree up the organization with marketing leadership alignment</td>
<td>Marketing Leadership</td>
</tr>
<tr>
<td>- Understand that time is finite and personnel needs to be added more, we have to be willing to subtract.</td>
<td></td>
</tr>
<tr>
<td>2. Encourage alternative communication channel instead of meeting.</td>
<td>Encourage Senior Management to prepare a report or call if they have specific questions.</td>
</tr>
<tr>
<td>- Set up a 2-minute weekly or fortnightly update from each Market Manager to give a snapshot on key strategy wins, issues and follow-up</td>
<td></td>
</tr>
<tr>
<td>3. Rationalise the number of meetings</td>
<td>Rob / Marketing Leadership</td>
</tr>
<tr>
<td>- Test the meeting management principles on our calendar.</td>
<td></td>
</tr>
<tr>
<td>- Rob on team to review meetings &amp; make recommendations</td>
<td></td>
</tr>
<tr>
<td>- Challenge whether the issue can be raised without a meeting (see 2 above).</td>
<td></td>
</tr>
<tr>
<td>3. Look for ways to combine existing meetings vs. duplicate</td>
<td></td>
</tr>
</tbody>
</table>

---

### How to focus on what is important

#### Review Roles and Responsibilities

<table>
<thead>
<tr>
<th>What</th>
<th>Who / By When/Where</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Consider how we increase our analytical capability and skills</td>
<td>Marketing Leadership</td>
</tr>
<tr>
<td>- Review how this function has worked on our peer organisations</td>
<td></td>
</tr>
<tr>
<td>2. Review current Marketing Roles and responsibilities</td>
<td>Marketing Leadership</td>
</tr>
<tr>
<td>- Have we taken on some activities that belong to Customer Marketing (i.e. catalogue panels, wobblers, etc.)</td>
<td></td>
</tr>
<tr>
<td>- What is our role in Category Review preparation?</td>
<td></td>
</tr>
<tr>
<td>- Where are the distinctions between Marketing and Go To Market.</td>
<td></td>
</tr>
<tr>
<td>- Review previous work done in this area and check against current practices</td>
<td></td>
</tr>
<tr>
<td>3. Resource up in assistant / admin Mktg, Spl. Admin Mktg, Ops Experts</td>
<td></td>
</tr>
<tr>
<td>- Think of ways to resource up without head count</td>
<td></td>
</tr>
<tr>
<td>- Review the level of administrative support we need to ensure Bra Managers and Senior Brand Managers are working on what we need them to work on.</td>
<td></td>
</tr>
</tbody>
</table>
Appendix I: Final Marketing Department Vision, Survey Results and Action Plan Presentation

Fuel The Passion

Marketing Department Vision and Climate Presentation
13th December 2007

Today is about:

- Sharing an evolved Department with you for your input
- Sharing the summary of results we have completed—Quantitative and Qualitative
- Sharing the areas for improvement and action plans for feedback
Your Vision Team

- Ange
- James
- Gez
- Kate
- Donna
- Doug
- Jo
- Kathryn
- Penne

We conducted two sessions:
1. On evolving our department vision
2. On reviewing the climate survey results to work on clarifying the improvement and action plans in areas.

What should a Vision Statement include?

Consists of 2 major components:

**Core Ideologies & Purpose**

“What do we stand for and why we exist”

**Envisioned Future**

“What we aspire to become, to achieve, to create”

Colin Poole 2004
What should a Vision statement include?

Consists of 2 major components:

**Core Ideologies & Purpose**
“What do we stand for and why we exist”

**Envisioned Future**
“What we aspire to be, to achieve, to create”

Recap from Market Research:
Companies we admire:

- Spirited
- Innovative (7 stars)
- Push boundaries (8 stars)
- Community oriented - socially responsible (6 stars)
- Entrepreneurial (4 stars)
- Quality/high standards (1 star)
- Experiential (3 stars)
- Reinvent themselves
- Profitable (1 star)
- Risk taking / challenge status quo (5 stars)
- Flexible
- Consumer Focus & speak in consumer

---

Colin Powell 2004

---

Fuel the Passion
Recap from Market Teams We loved being:

LEADERSHIP / FUEL THE PASSION

- Leadership (7 stars)
- Passionate (8 stars)
- Cohesive
- Aligned goals / shared goals
- Inclusive
- Fun (5 stars)
- Communicate & honest (2 stars)
- Calm
- Contribution (1 star)
- Clear role definition
- Sense of urgency
- Challenging (3 stars)
- Supporting (2 stars)
- Sense of success / achievement (2 stars)

Core Values

- They have intrinsic value: those inside the department.

- Core values might be a competitive advantage but that is not what truly core values.

- Need to push with honest, truly core values.

- Strategies change as market changes but core values remain.
Our 4 Core Values

Care  Teamwork  Continuous Improvement

What it means to us:
- Friendship
- Respect
- Integrity
- Ethics
- Honesty
- Fairness
- Supportive
- Open Mind
- Celebrating each other's successes

What it means to us:
- Energy
- Belief you can make a difference
- Being all about yourself
- Pride: Care about the job
- Going beyond the requirement
- Motivation
- Determination

Core Purpose

- Our fundamental reason for being
- It captures the soul of our market
- Gets to a deeper reason for our existence, beyond making money
- Purpose should last for at least a lifetime. It should not be confused with specific goals or strategies.
- Whereas you might achieve a goal, the core purpose is like a guiding light, pursued but never reached.
- While purpose itself does not change, it inspires change.

Collins 2001
Core Purpose exercise
Getting to a meaningful

We make oral, personal, fabric and

Why is that important?
To Help People feel clean and

Why is that important?
To help people feel good about the environment

Why is that important?
Because Happy people create a

Colliers 2004

Our Core Purpose

To help people feel good about the environment

People = Environment =

Ourselves  Our Workplace /
Colleagues +
Consumers  Peoples’ Personal Spirits
Shoppers   Homes/Castles
What should a Vision statement include?

Consists of 2 major components:

**Core Ideologies & Purpose**

“What do we stand for and why we exist”

**Envisioned Future**

“What we aspire to become, to achieve, to create”

Colin Poole 2004

---

I WISH FOR.

Revisiting Your Themes: Marketing Offsite...

1. Empowerment to make decisions
2. More sharing and communication across teams (informal)
3. Innovation in product innovation
4. Less meetings, more the time
5. Streamlined processes
6. Improving our work environment
Envisioned Future

- A ten to thirty year Big Goal
  - A specific goal
  - Can have a timeframe

- Vivid Descriptions of what the organisation will be like when the organisation achieves the BHAG

What we Want to Include

- Leading sub in our division
- Innovative/ Creative
- Use a combination of insight and
- Empowerment / A Risk Taking / Challenge
  - Push boundaries
  - More WOW factors
  - Respect and encourage individual ability and
  - Focus on the things we can change
  - Being nimble / quick
  - Work smarter not harder
**Our BHAG**

We are a team of leading edge marketers, renowned for translating trade and shopper insight into intelligent analytics, which are executed with excellence and supported by fact, enabling fast decision making.

---

**Our Marketing Department Vision**

<table>
<thead>
<tr>
<th>Values</th>
<th>Caring</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Teamwork</td>
</tr>
<tr>
<td></td>
<td>Continuous Improvement</td>
</tr>
<tr>
<td></td>
<td>Passion</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Core Purpose</th>
<th>To help people feel good about their environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>BHAG</td>
<td>We are a team of leading edge marketers, renowned for translating trade and shopper insight into intelligent analytics, which are executed with excellence and supported by fact, enabling fast decision making.</td>
</tr>
</tbody>
</table>
Survey results

Recap from Market:
THINK BIG, PLAN

What is pulling us towards Think:
• Planning grid
• Strategic plans
• We’ve got big ideas
• Local initiatives
• Start to experiment with new stuff
• Consumer safari
• On successes
• Great sales & customer marketing
• Shopper marketing
Recap from Market
THINK BIG, PLA

What is pushing us away
• Lack of time
• Focus on the no. / short term for
• No. of activities / work load
• Lack of communication from clients
• Divisional inefficiency
• Need exposure to best practices
• SI crazy retailers (changing third)
• Lack of empowerment (4 ticks)
• Lack of encouragement to take
• Time & energy to pursue (3 stars)
• No of people in signoff (3 stars)

KEYS Survey Department

<table>
<thead>
<tr>
<th>V. Low</th>
<th>OK / Good / OK</th>
</tr>
</thead>
</table>
| **Freedom** I have the freedom to decide how I am going to carry out my projects  
  I feel a sense of control over my own and my own ideas  
  Pressure to meet someone else's specifications in how I do my work |
| **Challenges** I feel I am working on programs  
  The tasks in my work are challenging for me  
  The tasks in my work are challenging for me |

Fuel the PASSION
### KEYS Survey Department

<table>
<thead>
<tr>
<th>V.Low</th>
<th>OK / Good / Great</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sufficient Resources</strong></td>
<td>I can get resources, and the information I need is obtainable.</td>
</tr>
<tr>
<td><strong>Supervisory Support</strong></td>
<td>My supervisor sets clear expectations; has good interpersonal skills; communicates well; has good interpersonal skills; shows confidence in group; sets a good work example; open to new ideas; supports my work; the organisation</td>
</tr>
<tr>
<td><strong>Work Group Support</strong></td>
<td>Good blend of skills; willing to help each other; we work well as a team; we challenge ideas; people committed to the organisation; Free and Open communication</td>
</tr>
</tbody>
</table>

---

<table>
<thead>
<tr>
<th>V.Low</th>
<th>OK / Good / Great</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Org Encouragement</strong></td>
<td>Risk taking and idea generation; people are encouraged to express unique ideas; new ideas are encouraged; people are encouraged to take risks; I feel that the management is supportive of my projects; difference between perception and recognition</td>
</tr>
<tr>
<td><strong>Org Impediments</strong></td>
<td>There is no destructive criticism within this organisation; people are not critical of each other; top management is willing to listen; doing what we always do; destructive criticism; strictly controlled by upper mgmt; procedures too formal</td>
</tr>
</tbody>
</table>

---
### KEYS Survey Demo Results

<table>
<thead>
<tr>
<th></th>
<th>V. Low</th>
<th>OK / Great</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Workload pressure</strong></td>
<td>Many distractions from project work</td>
<td>Time pressure in my work</td>
</tr>
<tr>
<td><strong>Creativity</strong></td>
<td>My area is creative, innovative,</td>
<td>I believe I am currently very creative in my work</td>
</tr>
<tr>
<td><strong>Productivity</strong></td>
<td>All OK</td>
<td></td>
</tr>
</tbody>
</table>

---

**Kathryn - Qualitative Performance Results**

Fuel the PASSION
Vision Team
Summary of Area Improvement and Action Plans

How to increase empower
# How to Increase Empowerment

## Streamline approval processes and decision making

<table>
<thead>
<tr>
<th>What</th>
<th>Who / By When / Where</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Review approval processes for key communications and institute simplified approach.</td>
<td>Marketing Director approves. Consider level of project approval. Direct recommendation forward to Managing Director and Senior Brand Manager for approval.</td>
</tr>
<tr>
<td>2. Give permission to openly challenge thought processes rather than think it should be.</td>
<td>Feedback to be given to MANCOM.</td>
</tr>
<tr>
<td>3. Push decision making to the lowest level possible.</td>
<td>MANCOM.</td>
</tr>
<tr>
<td>4. Agree the brief and strategy with Executive Directors. Feedback should be addressed on the basis of the strategy.</td>
<td>Executive Directors.</td>
</tr>
<tr>
<td>5. Educate Senior Management on the expertise of the Marketing team.</td>
<td>Senior Management.</td>
</tr>
<tr>
<td>6. Encourage all recommendations to be signed off with a rationale that supports that recommendations.</td>
<td></td>
</tr>
<tr>
<td>7. Make approvals and processes more efficient.</td>
<td>Executive / IT.</td>
</tr>
</tbody>
</table>

- Can more approvals be taken line?  
- Can we block out legal approval time each week?  

**Values:**
- Parent/child relationship
- Little autonomy
- Much pain, again
- Too many people involved
- Differing opinions
- Dilution of identity

**Desired Future:**
- Adult to adult
- Simplified
- Clarity & communication
- Quick decision
# How to Increase Emp

## Encourage experimentation

<table>
<thead>
<tr>
<th>What</th>
<th>Who / By When/When</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Encourage people to do things differently by constructing a list of changes to perspectives, i.e. coffee from a new spot, shop at a different store etc.</td>
<td></td>
</tr>
<tr>
<td>2. Leverage lab testing to encourage &quot;try this, not this&quot; options in each GBU of testing we want to complete in 2008</td>
<td></td>
</tr>
<tr>
<td>3. Review the policy on Agency participation and allow each GBU to decide if someone wants to try a new group or company for Marketing Activiti</td>
<td></td>
</tr>
<tr>
<td>4. Set aside 5% of our A&amp;P budget for experimentation</td>
<td>Any team may apply for new ideas fundingrew</td>
</tr>
<tr>
<td>5. Make it OK to fail. Turn failures into learning opportunities by asking 'what did we learn from this failure?'</td>
<td></td>
</tr>
<tr>
<td>6. Look at levels of empowerment in each GBU</td>
<td></td>
</tr>
<tr>
<td>7. Do not judge everything with a short term return on investment mentality. Not all activities should be measured in the short term</td>
<td></td>
</tr>
</tbody>
</table>

## Mine our own expertise and share our strategies

<table>
<thead>
<tr>
<th>What</th>
<th>Who / By When/When</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Set up a forum to encourage people to share their experiences past companies, past roles, current role</td>
<td>Build a bank of best</td>
</tr>
<tr>
<td>2. Have Marketing Directors share their experiences consistently on strategy meetings</td>
<td></td>
</tr>
</tbody>
</table>

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*Fuel the passion*
How to focus on What is important and drop what is not

How to focus on what is in what is not

Making the meetings we do

<table>
<thead>
<tr>
<th>What</th>
<th>Who / By When/Where</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree best practice meeting management expertise</td>
<td>Marketing Department</td>
</tr>
<tr>
<td>Agenda</td>
<td>Event Team</td>
</tr>
<tr>
<td>Start on time &amp; end on time</td>
<td></td>
</tr>
<tr>
<td>Objective &amp; Outcome</td>
<td></td>
</tr>
<tr>
<td>Reason why you should attend</td>
<td></td>
</tr>
<tr>
<td>Prework</td>
<td></td>
</tr>
</tbody>
</table>

2. Present meeting management principles

3. Roll out recommended meeting management practices

4. Include encouragement of different styles

5. Consider ways to encourage this

- Expand meeting space
- Express meetings
- High table meetings where people don't sit down
- Clocks & Meeting Rules in all rooms.
- Express rooms (only book for 30 minutes) vs. Think tanks (lounge tables etc.)
**How to focus on what is important, not**

**Encourage Flexibility and Deadlines don’t go away.**

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>1. Encourage people to allow for “Think in blocks” - allow periods of deep work that are also flexible. Allow for working from home and protected office guidelines are now leading to this practice.</td>
<td>Marketing Leadership Team &amp; Senior Brand Managers</td>
</tr>
</tbody>
</table>
| 2. Encourage time to be external.  
- Take agency briefs’ at their premises  
- Do store visits with regularity | |

**Encourage individual disciplines:**

<table>
<thead>
<tr>
<th>What</th>
<th>Who / By WhenWhen</th>
</tr>
</thead>
</table>
| 1. Encourage individuals to structure their time.  
- Block meeting time  
- Try to have fewer days | Janne / Rob |
| 2. Control emails v. have them controlled.  
- Issue best practice email management principles  
- Pick an appropriate technology to follow them.  
- Consider not reviewing them first thing | |
| 3. Rationalize the number of meetings | |

**How to focus on what is important, not**

**Rationalize the Number of Meetings:**

<table>
<thead>
<tr>
<th>What</th>
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</tr>
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</table>
| 1. Clarify and agree up the organization who has to manage the alignment of priorities.  
- Understand that time is finite and people need to be prioritized.  
- The priority needs to be to subtract. | Marketing Leadership Team |
| 2. Encourage alternative communication.  
- Encourage Senior Management to put down or call if they have specific questions.  
- Set up a 2 minute weekly or fortnightly update from each Market Manager to give a snapshot on key products, wins, issues and failures. | |
| 3. Rationalize the number of meetings | Rob / Marketing |
| - Test the meeting management principles with existing meetings.  
- Rob on team to review meetings & make recommendation  
- Challenge whether the issue can be settled without a meeting (see 2 above).  
- Look for ways to combine existing meetings vs. duplicate |
How to focus on what is important

Review Roles and Responsibilities

<table>
<thead>
<tr>
<th>What</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1. Consider how we increase our analytical depth - Go beyond some of the analytical work.</td>
<td></td>
</tr>
</tbody>
</table>
| 2. Review current Marketing Roles and HOS 
  - Have we taken on some activities that belong to Customer Market (i.e. catalogue panels, wobblers etc.) 
  - What is our role in Category Review preparation 
  - Where are the distinctions between Marketing and Go To Market. 
  - Review previous work done in this area and check against current practices |
| 3. Resource up in assistant / adn. Mkt. HOS / senior Mkt. HOS Experts 
  - Think of ways to resource up without head count 
  - Review the level of administrative support we need to ensureBrand Managers and Senior Brand Managers are working on what we need them to work on. |

---

Next Steps

- Your input, feedback welcome
  - Suggestions for improvement additions

- Marketing leadership team plans for other areas:
  - How to celebrate success more
  - How to be a part of Division...