



THINGS

**HIGHLY SUCCESSFUL
BUSINESSES
DO TO CREATE
A BETTER WORKPLACE**


Sentrient

We take the pain out of compliance®



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About Sentrient

About this book

In publishing a book on how to become an employer of choice, we recognise that opinions vary and there is more than one way to create an organisation that thrives. That is why we have based our findings on hundreds of hours of interviews, formal and informal conversations, and hands on experience with small and medium businesses and larger organisations, across all industry sectors in Australia.

Whilst much of the following may appear to be common sense, it's unfortunately not always common practice in today's fast paced, highly complex and culturally diverse work environment. So we invite you to join us as we explore the five areas that highly successful businesses pay attention to, enabling them to create better workplaces, build high trust organisations and become employers of choice.



“Clients do not come first. Employees come first. If you take care of your employees, they will take care of the clients.”

Sir Richard Branson

Building a high trust organisation

When it comes to employee engagement and workplace culture, 97 per cent of leading organisations in Australia focus on the same five areas outlined in this eBook. These businesses have leaders who care about their employees and focus on building trust. This creates a safe, inclusive and respectful workplace where people can come to work and be the best they can be.

Great businesses have leaders that are honest and have strong moral principles

Good business leaders set out to do the right thing by their employees. They want their people to feel safe, to be treated fairly and with respect. They believe that professional conduct matters and that customer service is important. A great business makes this vision a reality because its leaders are honest and have strong moral principles. In other words, integrity comes first and this enables them to lead through trust.

Building a high trust organisation comes from the top, starting with the most senior executive and translating through to the most junior employee. Leaders set and maintain standards for professional conduct through their own actions and behaviour. This applies to their employees and customers alike. This is the human side to a brand, the one that we crave most, in a world where good manners and fair play sometimes appear to be a distant second to growth and shareholder return.



“Look for three things in a person – intelligence, energy and integrity. If they do not have the last one, do not even bother with the first two.”

Nelson Mandela

Trust is the biggest competitive edge in business today

Trust is the ability for everyone in an organisation to confidently rely on and predict that others will do the right thing. Appropriate behaviour in the workplace develops trust and this enables the right types of conversations to take place. It overcomes uncertainty and doubt. It allows people to be the best they can be. If you want to become an employer of choice, you must first create a high trust organisation. This is supported by research conducted by the Great Places to Work Institute for high trust organisations, as outlined below.

High trust organisations have 2.5 times the revenue generation of low trust organisations



Research has shown that high trust organisations have 2.5 times the revenue generation of low trust organisations. If you represent an association, government, community service, sporting club or not-for-profit organisation you can replace revenue generation with value generation and the same will apply. The return on investment for those that have a high trust organisation has never been more important in business than it is today!



High trust

Low trust



What do successful businesses do to create a better workplace?

If you knew the five things that 97 per cent of highly successful businesses do to create a better workplace, would you make a decision to get to work on them straight away? Would you have the discipline and the patience to apply the necessary changes consistently as part of your daily routine? These questions present the biggest clue to the culture of an organisation and how to become an employer of choice. It's all about doing the right things for the right reasons, consistently, even when you don't feel like it. Not once, not twice, not every now and then, but repeatedly on a daily basis until you've formed a habit. Habits spread and eventually set the tone of your organisation.



“ Leadership is about the team - the culture they keep and embrace, it's about empathy for your customers, clients, employees and the communities where you do business. It's about doing the right thing for the right reasons, being confident enough to take risks and responsible enough to think of those who your decisions and risks may affect. ”

Kate Cole

None of the five factors that highly successful businesses do is rocket science and nor is any of them resource-intensive. So why do so few organisations apply them? We encourage you to explore each one of the five factors with an open mind and a kind heart that is set on making a difference to the people that represent your business on a daily basis.

Remember, it's not what you do once or twice, it's about what you do consistently each day, as a way of life, that makes all the difference. So be honest with yourself and use this as an opportunity to reflect on the day-to-day conversations that are happening at your workplace.

The world is full of examples of people who knew the right things to do but chose not to do them. Those that don't get it right have a workplace culture that is packed full of excuses and stories of what they 'should have done'. Be one of those organisations that can say we do the right thing, we do it daily and we do it together.



3.1

MAKE THEIR PEOPLE FEEL SAFE



#1

HIGHLY SUCCESSFUL BUSINESSES MAKE THEIR PEOPLE FEEL SAFE



“ Good leaders make you feel safe. ”

Simon Sinek

A 2014 TED Talk by Simon Sinek titled "Why good leaders make you feel safe" presents an excellent case for how leadership differs from authority. In the TED Talk, Sinek talks about how good leadership has a quality of sacrifice and how the right kind of leadership makes people feel safe and builds a high trust organisation.

In one example, Sinek talks about Bob Chapman, the Chief Executive Officer of a large manufacturing company in the United States of America. The company lost 30 per cent of its orders overnight due to the 2008 recession. Naturally, the board of directors wanted to lay people off, but Chapman challenged this, stating that he didn't look at headcount but at heartcount.

Chapman then asked every employee to take a four-week unpaid vacation every year, not necessarily all at one time. Chapman sent the message to his people that it's better we all should suffer a little than a few suffer a lot.

Chapman combined courage and kindness in a way that had an impact on employees, creating a heightened sense of gratefulness throughout the organisation. Employees traded weeks with each other, the ones who could afford it would take more weeks and the ones that couldn't take less. Not only did this move by Chapman instil trust and a feeling of safety in employees, but it delivered a cost-saving of \$20m, hence making it a win for the board of directors as well.

“ We don't look at headcount
but at heartcount. ”

Bob Chapman



Safety is more than just physical safety

One thing that stands out in the TED Talk by Sinek is that very few examples of leading people by making them feel safe were based on physical safety alone. Whilst physical safety continues to be top priority in business, we are finding the modern day workplace also commands close attention to social safety. Issues like mental health and wellbeing are high on the agendas of highly successful businesses and fall into the category of making people feel safe.

Depression is the leading cause of disability worldwide

The World Health Organisation (WHO) has declared depression as the leading cause of disability worldwide. Interestingly, stress, depression and anxiety are all present in low trust organisations. However, in high trust organisations that make their people feel safe, levels of stress, depression and anxiety are reported as manageable.

Whilst we can't control what happens at an employee's home outside of work hours, we can make it our business to ensure our workplace is a safe, inclusive and respectful place for them to be each day. Highly successful businesses have reliable workplace relations and safety programs in place to help their people identify, report and resolve issues of misconduct and unlawful behaviour. They promote safe work practices and encourage their people to look out for one another.

Highly successful businesses put people first. The physical safety, mental health and wellbeing of their people is a priority. As a result, their people feel safe at work and are more likely to speak up, take charge and stand up for what is right.

Highly successful businesses foster a safe workplace and encourage people at all levels to have honest conversations about the things that matter most. The workplace is free from bullying, harassment and discrimination and people feel they can speak up without the threat of negative repercussions or victimisation. As a result, people trust each other and can strive to be their best, resulting in improved productivity, increased employee engagement and a noticeable shift in customer service.

Good leadership is like good parenting

Sinek also refers to good leadership as being like good parenting. If you're not a parent, perhaps think about how you feel towards a niece or a nephew, or your best friend's children. We apply equal opportunity to each of them, regardless of their personal characteristics. We forgive them for their mistakes. We provide a safe and nurturing environment that enables them to grow. Replace 'children' with 'employees' and 'parenting' with 'leadership' and we're taken a long way down the path towards creating a high trust organisation.

As a parent, one of our most important roles is to make our children feel safe. Leaders in the workplace, just like parents, have this same responsibility.

SET AND MAINTAIN STANDARDS



#2

HIGHLY SUCCESSFUL BUSINESSES SET AND MAINTAIN STANDARDS

The old adage of 'the standard you walk past is the standard you accept' refers to those things to which we turn a blind eye because we don't think it important at the time, we don't want to own up to it, or we feel it will consume too much emotional energy. Unfortunately, this approach leads to poor behaviours and actions becoming acceptable. When such behaviours become the acceptable norm. It sets the tone of your organisation and lowers trust.

Allowing poor behaviour to perpetuate affects the attitude, behaviours and professional standards of those around us. It creates disharmony amongst family and friends on the home front. It is easy to give excuses as to why we did not deal with the real issues at the time. It is also easy defend our actions and hide behind gossip, lies and justifications to make us feel better about ourselves.

"The standard you walk past is the standard you accept."



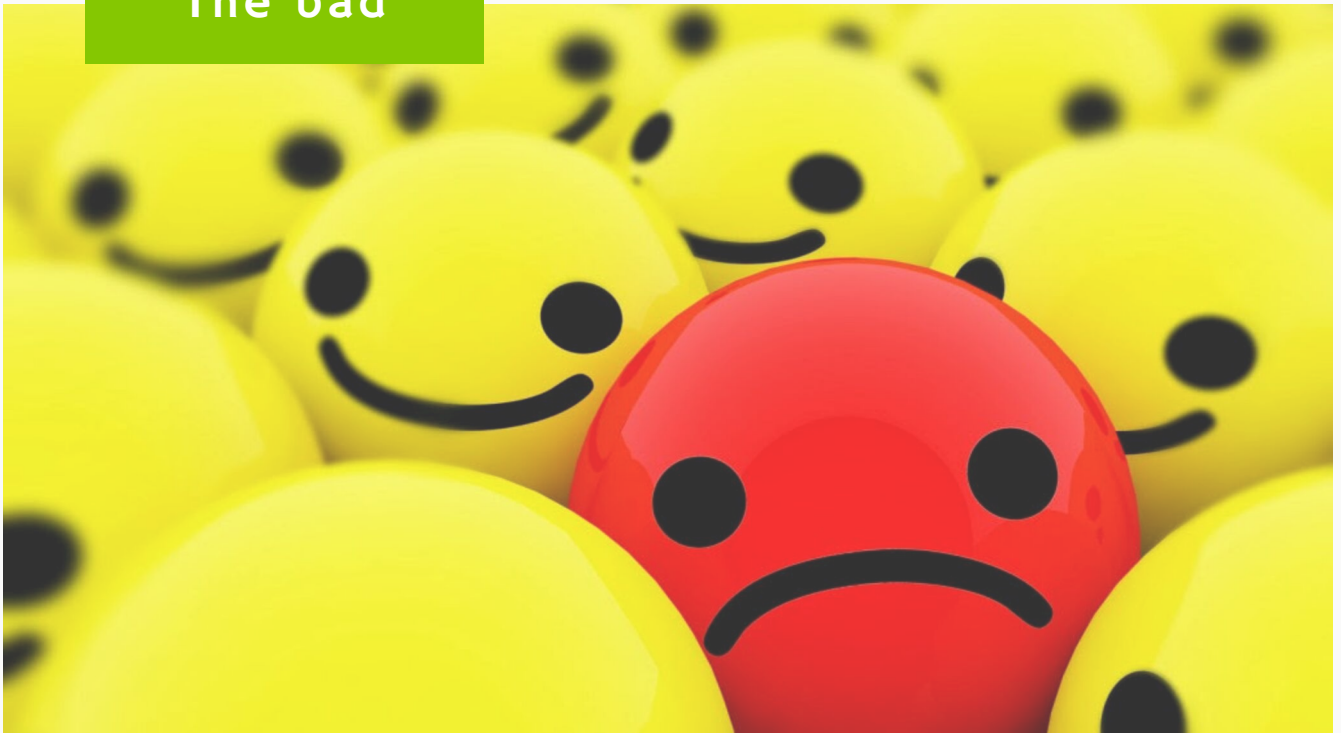


The good

Highly successful businesses create workplace behaviours where people call things out with confidence, whether it is something they experience first hand or they observe happening to another colleague. Businesses that set, maintain and reinforce good standards enjoy the growth of a positive workplace culture. Appropriate behaviours become 'the way we do things around here'. Quite refreshing when you think about it. In these organisations, leaders reinforce good behaviours and show zero tolerance for bad behaviours.

They are also able identify, report and resolve conflict. They lead by example and others follow suit. This is a workplace where people stand up for what is right and encourage others to do the same, where it takes less energy to do what's right than it does to do what's easy. It's a workplace that displays courage and kindness. Additionally, what starts in the office extends to the customer, which is why highly successful businesses deliver outstanding customer service. Positive culture, and the positive behaviours that create that culture, become ingrained in the way people carry out their daily activities and everyone benefits.

The bad



When it comes to professional standards, we can all think of a time when we were told in an annual performance review about something we'd been doing poorly which had not been brought to our attention previously. It dampened the whole experience and left us wondering why something that had happened four months ago had taken so long to rise to the surface. This is a big reason why highly successful businesses have thrown out the annual review, replacing it with more frequent conversations between managers and staff on a quarterly, monthly or weekly basis.

Regular and open communication goes beyond the formal review and leads to more honest and frequent, formal and informal, conversations as part of a regular routine. Such conversations help reduce one of the most common failings in business and that is the lack of timely and constructive feedback.

The first sign of an organisation that isn't setting and maintaining standards is when people have gone quiet. A workforce that isn't speaking up may indicate a sentiment that standing up for what is right is more painful than turning a blind eye or keeping quiet about bad workplace behaviour. This kind of situation means that the best people leave quietly, providing surface level reasons at exit.

Those who stay behind are often disgruntled and spend a lot of their precious work hours complaining or bickering about the poor state of affairs. Unfortunately, for those capable staff that do not leave, they end up carrying the load of many and experience burn out. It is a path of decline that is often covered up at board meetings until it's too late.

The ugly



Recent, high profile cases of sexual harassment and sexual assault demonstrate unlawful behaviour that is not acceptable in the workplace. These cases also present an opportunity for us to think about situations in our own lives when we may have chosen to walk by or ignore inappropriate behaviour, when the brave thing to do would have been stand up for what is right. One incident can lead to repeated incidents that escalate into far worse scenarios. Whilst sexual harassment and sexual assault may seem extreme, inappropriate behaviour is a significant issue in Australian workplaces.

Matters such as bullying, harassment and discrimination are most prolific when people chose to ignore them or accept them as 'this is just what happens around here'.



The cost of work-related injury and illness for Australian employers, workers and the community is more than \$60 billion each year.



30% of people have experienced some form of bullying behavior in the Australian workplace.



Breaches of the Work Health and Safety Act can cost up to \$3.0m.



1 in 3 Women have experienced sexual harassment in Australian workplaces.



Online discrimination, sexual harassment and cyberbullying are all serious issues in the Australian workplace.



Breaches of the Privacy Act can cost up to \$1.7m.

People who are a part of a highly successful organisation take personal responsibility for their actions. This starts with the way they treat others and the way they give and receive feedback to their work colleagues. Identifying when something bad happens and reporting and resolving it promptly, whether they are directly involved or simply witness the incident becomes part of the norm. Acting in this way can be uncomfortable at times, however, in the long run it builds a high trust organisation where people can rely on each other for support and guidance.

When everyone takes responsibility for setting and maintaining standards, it becomes addictive in a good way. It creates high energy and good vibe throughout the workplace. Highly successful businesses realise that professional standards are not a set and forget affair. Instead, they set and maintain standards with the expectation that everyone will comply. In other words, they ensure common sense becomes common practice across the whole organisation, without exception. This is what makes all the difference.



“Ethics is knowing the difference between what you have a right to do and what is right to do.”

Potter Stewart

STAY ON THE RIGHT SIDE OF THE LAW



#3

HIGHLY SUCCESSFUL BUSINESSES STAY ON THE RIGHT SIDE OF THE LAW

When it comes to governance, risk and compliance, highly successful businesses do not just 'tick a box'. Instead, they take all reasonable steps to stay on the right side of the law.

Governance, risk and compliance can vary depending on what line of work you're in. However, fundamental to all organisations is workplace relations and safety. The Australian Human Rights Commission continues to report figures about equality in the workplace. These figures suggest we still have a long way to go when it comes to inclusion and treating people fairly. However, highly successful businesses buck this trend because they are taking reasonable steps to provide training and support policies that guide people on how to identify, report and resolve any incidents that may arise. Making employees aware of their responsibilities during onboarding is critical, but doesn't stop there. Training and policy should be rolled out to the workforce on an ongoing basis so that the key concepts of what makes a safe and fair workplace becomes standard practice.

There is a shift in the way employers are thinking about workplace relations and safety. More and more businesses are aligning induction and onboarding programs with physical safety and social safety initiatives. Gone are the days of an employee signing a 73 page employee handbook at induction and putting it in the bottom drawer. Instead, the best employers are taking all reasonable steps to train their staff and have policies in place at induction, and on an ongoing basis thereafter, for matters such as safety, privacy, code of conduct and human rights. The best employers also have a zero tolerance for inappropriate behaviours such as bullying, harassment and discrimination.

The best employers recognise the importance of sending a message to their people that human rights matters are highly important. They ensure their people are trained to identify, report and resolve incidents of misconduct in the workplace. They back this up with clear policies that help people understand what to do if there is an incident. Furthermore, their managers are well equipped to handle matters such as safety, privacy, bullying, harassment and discrimination. They are also trained to identify more complex issues such as mental health and wellbeing, the negative impacts of domestic violence and other social safety issues that can often go unnoticed at work.

"The best employers recognise that workplace relations and safety is an ongoing program of work. They take all reasonable steps to train their staff and have clear policies in place at induction and on an ongoing basis, for matters such as safety, privacy, bullying, harassment and discrimination."

Programs such as White Ribbon Accreditation and Workplace Gender Equality Agency (WGEA) are initiatives that further reinforce the importance of human rights and help to bring social safety, both at home and at work, to the agenda of board meetings. We can also be thankful for the work undertaken by the Sex Discrimination Commissioner, Kate Jenkins, and the National Inquiry into Sexual Harassment in Australian Workplaces.

It has brought important issues to the attention of the executive for all types of businesses and organisations in Australia. With the time and attention of highly capable and committed senior figures in Australia, we are placed to benefit from the shift towards a more inclusive and respectful workplace on the whole.

“We need to address the societal well-being of our nation, not just the economic well-being. **”**

Jacinta Ardern



INVEST IN HUMAN RESOURCES



#4

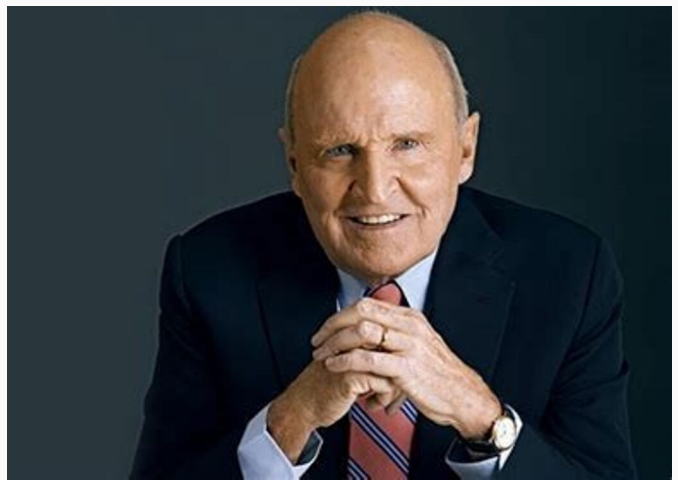
HIGHLY SUCCESSFUL BUSINESSES INVEST IN HUMAN RESOURCES

Jack Welch, the former CEO of General Electric, talks about the role of human resources as the driving force behind what makes a winning team. He suggests that the team that fields the best players wins and that it is the job of human resources. He encourages businesses to have human resources involved in every part of the business. Welch goes on to explain that human resources are the development team who are growing today's and tomorrow's leaders.

They're not relegated to forms, and they're certainly not the people you bring in as a last resort, when things have gone wrong. Welch recommends businesses get a great human resources person, and reinforces the importance of them being a great people person. He goes on to discuss the important role that human resources plays as both confidante and parent. A confidante in keeping secrets and a parent in telling it straight.

Regardless of whether you share the same view as Welch that human resources is the most important role in a modern-day organisation, it's important to understand that investing in people is one of the key things that highly successful businesses do.

The ultimate corporate dilemma was brought to our attention in a playful cartoon as shown on the following page. It goes without saying that highly successful businesses invest in their people and that's one of the contributing factors that enables them to perform to the best of their ability.



“HR is the driving force behind what makes a winning team”

Jack Welch

There has been a shift in human resources within Australian business over the past two decades. There were days not long ago when human resources was considered to be that person, in the small office at the end of the corridor, who was responsible for payroll and who only got involved when things went pear-shaped. It was very rare for senior leaders in human resources to have a place in the executive and they were almost non-existent at board level.



“Highly successful businesses recognise that people are their greatest asset. They hire for attitude and train for skill. They put time and effort into capability development at every level of the organisation.”

Of course, things have changed dramatically for the better and human resources has become a critical component within the executive of Australia’s best businesses. This shift in respect for the role of human resources has many benefits, including more budget, a louder voice and greater support people in the business.

“Human resources has become a key part of the executive for Australia's best businesses”

Of the five things highly successful businesses are doing to create a better workplace, most consider human resources as the next big competitive advantage in business. Key initiatives such as inclusion, gender equality and mental health will all become strategically important in the years ahead, particularly as the boundaries between the physical workplace and the remote workplace, or working from home, continue to blur.

Employee engagement surveys tell us that engagement is dramatically improved when three things happen:



(1) Effective leadership



(2) Meaningful work

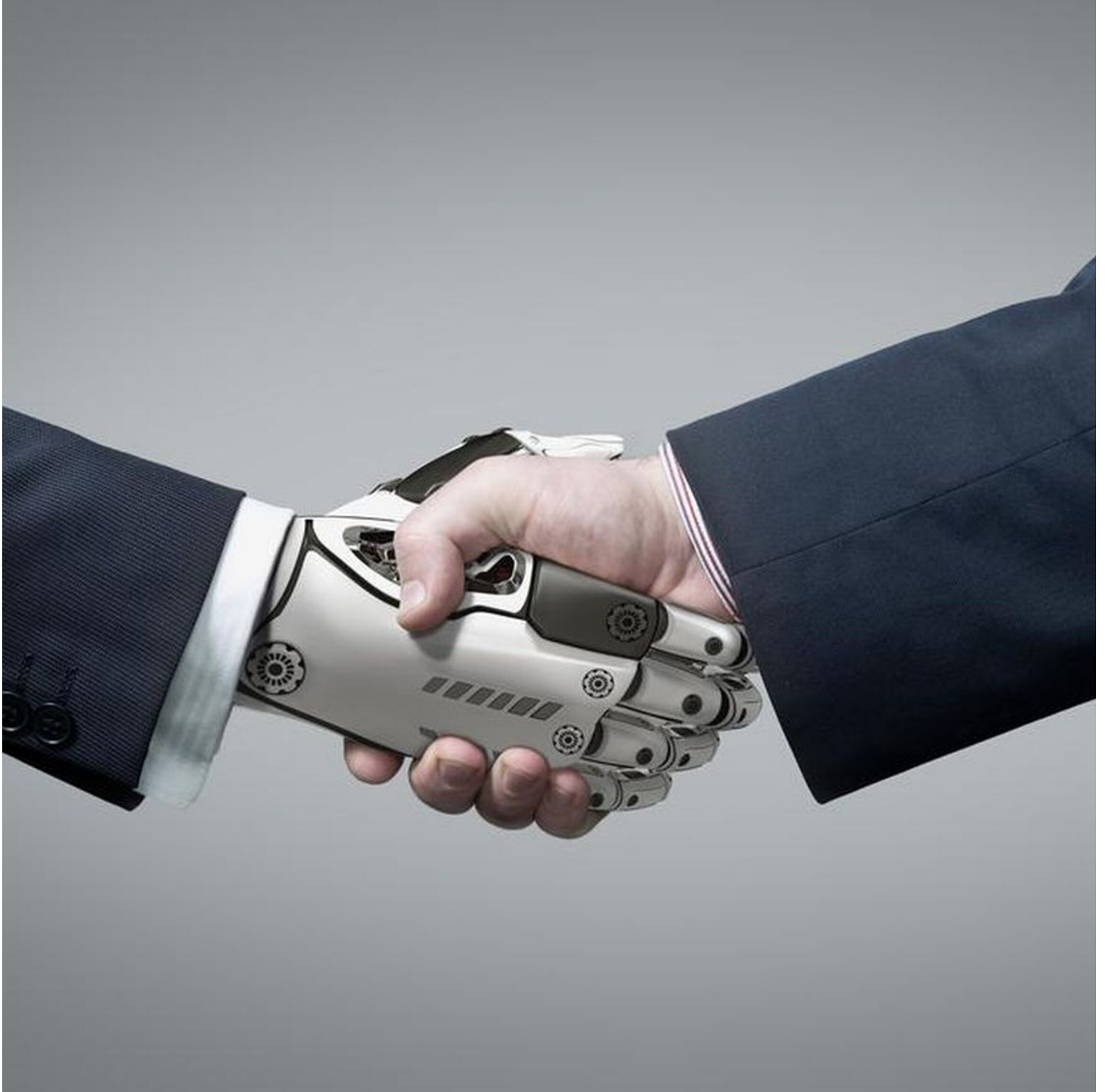


(3) Good relationships with work colleagues

It could be said that human resources is the glue that binds these three things together. Some even go so far as to say that human resources is an important part of every job role - a second discipline for us all. When it comes to building a high trust organisation, integrity matters, followed very closely by empathy. This human side needs to be the responsibility of every person and to be supported by a senior leader in human resources.

Team performance is improved by more than 50 percent when people feel included.

EMBRACE TECHNOLOGY



#5 HIGHLY SUCCESSFUL BUSINESSES EMBRACE TECHNOLOGY

It is quite fitting that technology has not been mentioned until the very end, given that people still make up the overwhelming majority of interactions in most workplaces. However, it comes as no surprise that embracing technology is an important component in today's modern workplace. Without the appropriate use of technology, most businesses would be left behind.

There is much debate as to the pros and cons of technology, the role of automation and artificial intelligence. Opinion varies from the doomsday cry, 'technology is stealing our jobs' to the wishful 'let's use technology for everything'. Most believe the right amount of technology sits somewhere in between, depending on the type of product or service you provide and how you engage your customers.

Let's take some time to explore the different viewpoints on technology - those who blame technology for their misery and those that embrace technology.

BLAME TECHNOLOGY	EMBRACE TECHNOLOGY
Our travel budget got halved and now we have to use web meetings all the time and it has depersonalised everything around here. I wish we could go back to the way it was before and we could all get together in person.	Isn't it great that we can upgrade a telephone call to a web meeting and actually see our colleagues who reside in other cities? Things like screen sharing and joining people in multiple locations makes it so convenient.
We've got all these young people making it look so easy with all their fancy applications and new ways of doing things around here. It's going to hurt us in the end!	Our workplace is so vibrant with new young people challenging the status quo. Their passion for technology and finding smarter ways to do things, keeps us older folk on our toes and it's great for business!

BLAME TECHNOLOGY	EMBRACE TECHNOLOGY
<p>We used to do all our induction training face-to-face, and take days out of our normal activities to meet and greet people. Now we have this online system that does it all and we hardly get to spend face-to-face time with anyone.</p>	<p>Isn't it great that we can maximise our induction process for all our new starters using an online system? Being able to give people their induction training before they even step foot in the building means, when we have face-to-face time, we can focus on the most important things that we want to discuss in person.</p>
<p>Ever since we adopted this new CRM system I feel like I'm being watched. My manager knows exactly what I've done, what I'm intending to do and even expects me to have everything up to date before my weekly one-on-one. It used to be so much easier when I could talk about the things I wanted to. I feel like my performance is being monitored all the time.</p>	<p>This new CRM makes it so easy to have quality conversations with my boss. We don't have to waste time on the little things like the volume of sales calls or meeting activity. Instead, we can quickly identify where I am having difficulty and it's made the time we spend together so much more valuable. My performance has gone up as a result and I feel like every time we interact I'm learning something new.</p>
<p>Can you believe that our company has just installed software on our computers to monitor us when we are working from home. Is that even allowed?</p>	<p>Our company promotes a flexible working environment including work from home days. It's a very clever initiative to have tools that monitor people's activity when working from home. It ensures that nobody abuses the flexibility and it makes it better for everyone in the long run!</p>

“People drive technology and not the other way around.”

One thing that's apparent in highly successful businesses is that they firmly believe that people drive technology and not the other way around. They also believe that technology is not removing the need for people, but rather making people's jobs easier. Those who see this as an exciting collaboration between the human side of the business and the powerful automation and efficiency that technology delivers will be well-placed to thrive in a modern workplace.

However, it's up to those who lead us through technological change to provide context and reassurance to our people that we're taking deliberate steps to embrace technology. In other words, if we look after the people in our organisation then the technology change will be much easier to manage and to control along the way.



“Technology is a useful servant but a dangerous master.”

Christian Lous lange

The one-minute audit

You may be familiar with the concept of a Net Promoter Score (NPS). It's a management tool that can be used to gauge the loyalty of a business's customer relationship. This one-minute audit is based on a similar approach to the NPS but here we apply the survey to workplace culture. The one-minute audit provides a temperature check of how our people feel.

Five questions are asked, one on each of the factors that highly successful businesses do to create a better workplace. The scores range between 1 and 5, with 1-3 being a detractor, 4 being a passive and 5 being a promoter. So for each question, 1-3 is a score of -1, 4 is 0 and 5 is +1. A total (net) score that is 0 or higher is deemed good. A score that is 2 or higher is deemed excellent. A score of 4 or higher is exceptional. Use a free online survey tool or interview your staff face to face if you feel comfortable. Check the results when you are done.

This is a low cost high return audit of your workplace culture. It's particularly beneficial as a starting point for organisations that have not yet invested in more detailed culture and engagement audits or other form of 360-degree feedback.

Q1. How would you describe physical safety and your overall mental health at work?

Physical and mental safety are big problems around here and nobody seems to really care.

☐

People often bring up safety issues and talk about stress at work but management ignores us.

☐

Depends on what day of the week and the mood of the people in our business at the time.

☐

I feel safe most of the time but work pressures can be a bit much. Thankfully I'm supported most of the time if I need help.

☐

I always feel safe and supported at work by my colleagues and manager. If I have an issue I can speak up and will be taken seriously.

☐

Q2. How well do you think we set and maintain professional standards at work?

Standards, what standards? Anything goes around here.

☐

It really depends on the mood of my manager at the time. What is okay today might not be tomorrow.

☐

There seems to be a different set of standards for some staff and then another set again for others. It's very inconsistent.

☐

The standards are set and we all try to maintain them. There's a bit of disconnect across different teams but for the most part it works okay.

☐

I am clear on the standards and what is required of me. I'm given feedback often and continuous improvement is our goal.

☐

Q3. Do you feel that you are working for a business that meets its legal obligations?

Given the chance, these guys would stretch the boundaries with just about everything including the law!

☐

I can't really comment, but I do know that some things are ignored that don't seem to be normal business practices.

☐

I guess we are meeting our legal obligations but I get a sense that we would be doing just the minimum to tick a box.

☐

I couldn't imagine us not meeting our legal obligations. Everyone seems very professional. Nobody has ever mentioned otherwise.

☐

Staying compliant within the law is promoted within our work culture, across every area of the business.

☐

Q4. How seriously do we invest in your professional development?

I can't remember anyone ever taking an interest in my professional development.

☐

Every time I ask for help or some financial assistance with a development activity my manager listens but nothing happens.

☐

I guess if I asked I might be supported. I can't really think of too much that I need though. We don't tend to do that type of thing around here.

☐

When I ask for help or to attend some training it seems to get supported. We've got a really good HR team and that helps things as well.

☐

I've never worked in a business before that places so much focus on their staff. It feels like I am learning every day and this is supported and celebrated by management.

☐

Q5. What do you think about the way we use technology?

We are in the stone ages around here.

☐

I don't really bother with technology in this workplace. Outside of our email and shared drive, nothing else is ever really considered.

☐

We have some technology in place but it's a bit clunky. Nobody really knows how to use it and everyone uses it differently across the organisation.

☐

For the most part we have the technology and systems we need. Systems tend to work well and if we need support it's there.

☐

Our systems and facilities are advanced. I feel like we are ahead of the curve when it comes to online systems and use of technology.

☐

Moving beyond lip-service

The five things that highly successful businesses do to create a better workplace all contribute to building a high trust organisation. When organisations make the necessary changes and embrace these five factors, staff become highly engaged and business performance improves.

Not one of the five factors in isolation is too difficult or labour intensive to tackle. However, the difficult part is building an organisation that engages everyone to practice all five of these factors as part of their daily routine. It starts from the top and needs to cascade through each layer of the business. Whilst every organisation is unique, these concepts apply to all.

Tips to moving beyond lip service:



Highly successful businesses make their people feel safe

Engage with your team and find out how they're feeling about the business. Do they feel supported? Do they feel confident in challenging the status quo? Would they bring issues to your attention that might be troubling them or others?



Highly successful businesses set and maintain standards

Engage with your team and have discussions about standards. Discuss when certain behaviours have been ignored and the impacts of this. Ask your people if they feel confident pulling up a colleague, the boss or the CEO for bad behaviour. Do the standards need to be raised or relaxed?



Highly successful businesses stay on the right side of the law

You may think that you are on the right side of the law. However, some areas that are not so clear. For example, many businesses do not have appropriate training in place for workplace relations and safety.

They're not aware that they must have both training and policies in place and be able to demonstrate that people have completed these activities at the beginning of their employment term, and on an ongoing basis thereafter.

This is one example of legal obligations that remain poorly understood until there is an incident. At that point, it's too late.



Highly successful businesses invest in human resources

This is another good discussion to have with your team. Ask your team if they feel they're being invested in. Time, money, attention to detail - who at your business is driving the people agenda? Are people continuously learning? What could you be doing better to invest in your people? What difference would this make to employee engagement and overall performance?



Highly successful businesses embrace technology

Do you have the right systems to support your people? Phones, computers, flexible working options and accessibility to email? CRM or other business information systems? It's often not a discussion that we have at the grassroots level. Some people might have all the technology they need but not know how to use it. In other cases, there might be some technology platforms that would make a huge difference but people have not wanted to ask, or worse, have given up asking.

The best businesses do the right thing and create a safe, inclusive and respectful workplace that builds trust and allows everyone to be the best they can be.

About Sentrient

**“ We take the pain
out of compliance® ”**

Sentrient is Australia's most reliable online workplace compliance system for small and medium business and larger organisations. Unlike legacy compliance regimes, Sentrient is affordable and can be deployed in just minutes, without setup costs or any of the stress associated with complex system configurations. It comes pre-loaded with legally endorsed online compliance courses, a workplace policy builder, records management and ready-made reports for audit purposes. This makes it easy for you to do the right thing and protect your business from the ever-increasing cost associated with breaches in safety, invasion of privacy, workplace bullying, sexual harassment and discrimination.

Find out More!



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