

Up close and personnel

Happy returns

WORKPLACE CULTURE

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WORKPLACE culture can have a significant impact on a company's bottom line, an expert has warned.

Leed Consulting principal Diarmid Lee said poor workplace culture could also affect employee engagement and the ability to retain and attract staff.

Mr Lee said many businesses did not realise the potential of their staff.

"Businesses often actually have the people they need, but it's about developing them in the right way to deliver the strategic plan for the firm," he said.

"You might have a range of people who are quite capable and innovative but you don't have systems, practices or the culture that encourages people to be up-front about their abilities.

"It's really about saying, are you leveraging the potential and talent you

have within your organisation and achieving the maximum return on that?"

Another problematic area was the divide between managers and leaders and other employees.

Leed Consulting uses the Denison Organisational Cultural Model — created by US-based researcher Daniel Denison — to help businesses implement cultural change.

"There are only four companies in Australia qualified to use this model," Mr Lee said.

"It's a tool to generate data about what's going on with an organisation, which is then used by businesses for thoughtful discussion."

Research by Denison found firms with a high-performance work culture had 15 per cent sales growth in one year, compared with those with a poor performance culture whose sales rose 0.1 per cent.

It had been used by companies such as Coca-Cola, NASA and Deutsche Bank.