



Keystone Management Services

Featuring International Speaker, Steve Simpson CSP

www.keystone-management.com

PO Box 554, Sanctuary Cove 4212, Queensland, Australia

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UGRs®

The concept of UGRs® (Unwritten Ground Rules) was developed by Steve Simpson in the mid 1980's to help people understand and improve corporate culture. Sample UGRs from one company with which Steve worked are as follows:

- ◆ At our meetings it isn't worth complaining because nothing will get done
- ◆ The only time anyone gets spoken to by the boss is when something is wrong
- ◆ The company talks about good customer service, but we know they don't really mean it, so we don't really have to worry about it
- ◆ Our funniest jokes usually involve making jokes about our work colleagues
- ◆ We go through the motions with our bosses, once they've gone we do what we want

An organisation can have highly impressive and comprehensive documented policies, procedures, job descriptions and customer service standards, but these count for little if the UGRs are not aligned. Paradoxically, while UGRs dictate people's behaviour they are rarely, if ever discussed openly.

UGRs are people's perceptions of the 'this is the way we do things around here'. Another way of conceiving UGRs is that they are people's perceptions of the **real values** within a company.

In 2000, two universities linked with Keystone Management Services to conduct world-first research into UGRs. The results proved both startling and disturbing.

One of the techniques used in the research was generated by Professor Geoff Soutar, from the University of Western Australia. This technique involved getting a fix on prevailing UGRs by asking people to anonymously 'complete the sentence' to key lead-in sentences. We have now adapted this technique for use on the internet.

The Keystone Management web site has a password protected page exclusive to people in your organisation. We'll agree on a number of 'lead-in' sentences for your people to complete at this web site, for example:

- ◆ Around here, customers are...
- ◆ Around here, when it comes to showing initiative...
- ◆ and so on.

These lead-in sentences will be selected in terms of what is most important to your future business success. Essentially, these will provide insights into the UGRs that drive people's behaviour.



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In addition, we'll include options for the collection of key demographics such as whether the respondent is management or non management, their division/department, and so on. You will receive a fully detailed, analysed report on the results, including an examination of any differences in responses based on the demographics - truly opening a window into your corporate culture!

Steve Simpson will also provide a one hour telephone consultation with you and your people, so we can discuss the findings and key actions that need to be taken.

Of course, the web site will be external to yours, so people will feel free to answer candidly. The preface to the lead-in sentence will explain fully the context in which we would like people to respond.

What You Will Get

You will receive a complete analysis of your culture around key success areas, including:

- ◆ Assistance with framing of invitation to staff to participate in the exercise
- ◆ A password protected web page linked to the Keystone site with the lead-in sentences and appropriate explanation
- ◆ Analysed responses to each of the lead in sentences (maximum 12 - this must be kept short so that respondents DO NOT see this as a survey, as very often there are survey-related UGRs which are not positive!)
- ◆ Determination of the extent to which responses are positive, neutral or negative for each lead-in sentence
- ◆ Complete listing of all completed sentences
- ◆ Complete analysis of responses for each of the demographics (limited to five, for the survey reasons noted above) to show whether there are differences in responses
- ◆ One hour telephone briefing with Steve Simpson, irrespective of where you are in the world
- ◆ Full electronic report