

Getting your people on board: connected, committed and fully contributing

**FREE TO GROW** 

*Boosting employee wellbeing, growth and engagement*



Winning in the workplace is about creating a culture where employees are engaged, where their hearts and minds are aligned to what is important to the organisation, where they are internally motivated to put in discretionary effort to drive the organisation forward and where they experience that they matter.

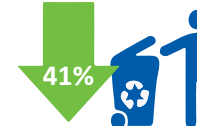


LINK: The business case for engagement

## Companies with high engagement levels have a competitive advantage



absenteeism



fewer quality defects



lower staff turnover



wellbeing (thriving employees)



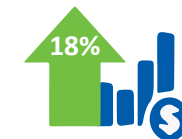
higher customer ratings



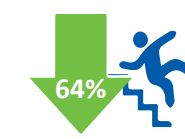
higher productivity



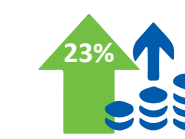
less shrinkage



higher sales



fewer safety incidents



higher profitability



organisational citizenship (participation)

Source: Gallup Q12® Meta-Analysis, 2020

“To win in the marketplace, you must first win in the workplace.”  
Doug Conant, CEO of Campbell's Soup

## The reality in South Africa



### Pirates

**Disengaged:** employees who aren't just unhappy at work but acting out their unhappiness, undermining what their engaged co-workers accomplish.



### Passengers

**Not engaged:** employees who are psychologically unattached to their work and company, putting time – but not energy or passion – into their work.



### Paddlers

**Engaged:** employees who are highly involved in and enthusiastic about their work and workplace, psychological “owners”, driving performance and innovation, and moving the organisation forward.

Source: Gallup State of the Global Workplace 2020

## The reality worldwide






**LINK:** State of the Global Workplace Report: Employee engagement survey results across 155 countries



**LINK:** 8 Employee Engagement Statistics You Need to Know in 2020: Excellent resource combining survey results from various resources

## Engagement levels by job type (worldwide)

			
Manager/executive	9	63	28
Professional	11	62	27
Clerical/other office/sales worker	14	72	14
Service worker	18	64	18
Agricultural/fisherman	22	60	18
Construction/manufacturing/production worker	24	64	12

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## Driving engagement

Creating a culture of high engagement is a journey, not an event. It is the result of an intentional focus on strengthening the different drivers of engagement over time and cannot be achieved overnight.



## Our approach

We combine an **outside-in** and **inside-out** approach to growing and sustaining high engagement levels in organisations:

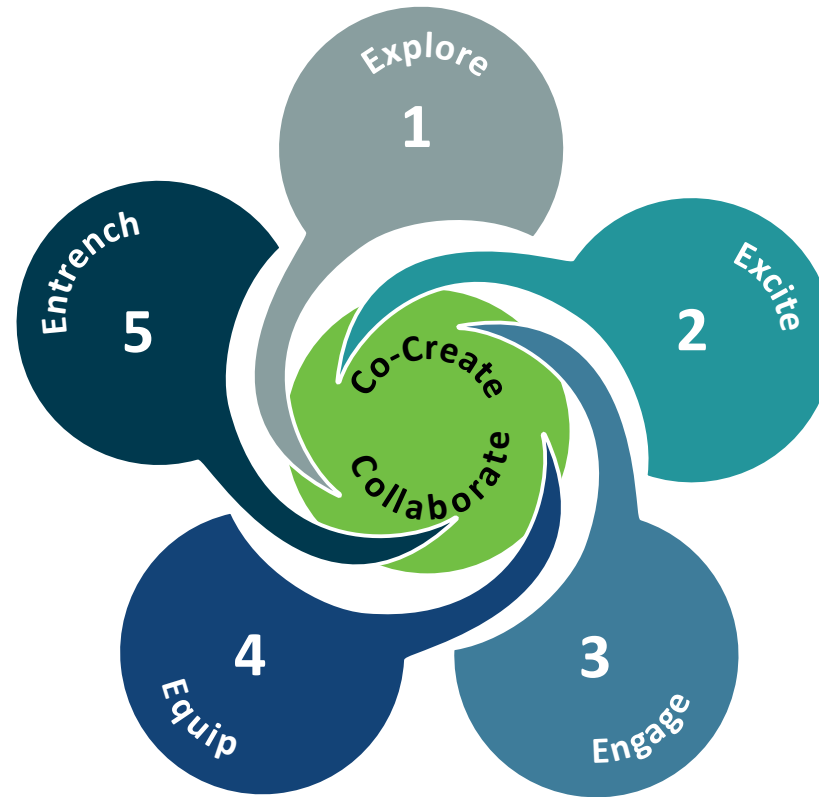
- **Outside-in** by equipping leaders to create a work environment where their people would want to bring their best.
- **Inside-out** by shifting employee mindset so that they experience work as a gift, and are inspired to bring their best to work every day.

## Alinda Nortje, Founder and CEO of Free To Grow explains



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5. **ENTRENCH** engagement in the culture of the organisation through various tools e.g. innovate DIY toolkits for team leaders and individual or small group coaching for senior leaders.
4. **EQUIP** leaders at all levels with the mindset, skills and tools to create a high engagement work environment that will sustain the positive change brought about in the Engage phase.



1. **EXPLORE** the strengths and gaps in your culture through focus groups, individual conversations and/or a survey. Develop insight into your journey and what success looks like for you in terms of culture and business results.
2. **EXCITE**: Create awareness, interest and buy-in from all stakeholders through various tools e.g. taster sessions for shop stewards and video teasers for display on digital screens.
3. **ENGAGE**: Strengthen your employees' emotional and mental connection with their work and your organisation through programmes targeting the engagement needs of each job level. (See the next page)



“Your commitment to making our culture journey a success has continuously exceeded our expectations. You have become a trusted resource and partner. Your enthusiasm, keenness to collaborate and customise, in-depth knowledge of culture and employee engagement and dedication to our needs as well as ability to supply us with innovative design solutions within our budget makes working with your team an absolute pleasure.”

*Annelie Govender*

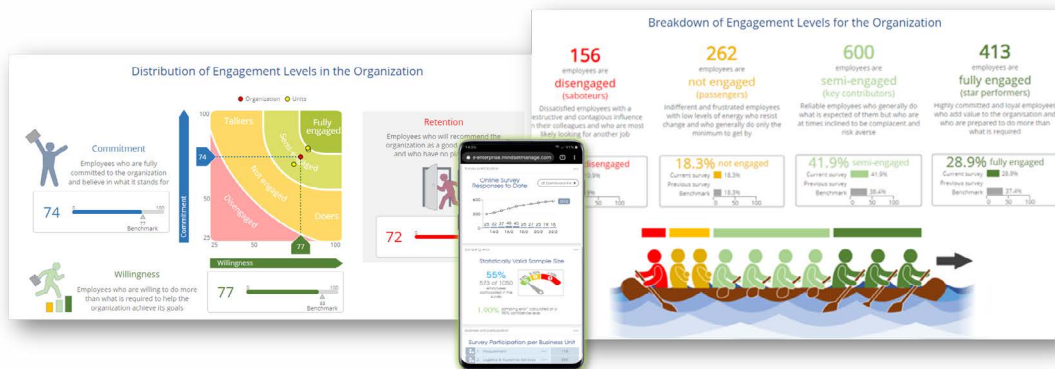
## Reporting platform and tools

We use the cutting-edge survey capability of Mindset Management, a credible engagement survey consultancy, to offer our clients world-class technology in this area.

The quality and user-friendliness of the reports are exceptional. You will receive access to advanced, drill-down analytics dashboards that will allow you to filter, compare and analyse employee feedback and survey results across time, sites, regions and demographics.



[Click here for a demo of the analytics dashboards](#)



“As a result of the survey and subsequent work done, we have already seen significant shifts in workplace engagement and an uptick in business results. We look forward to reaping the obvious benefits of having embarked on this journey.”

*Bartley Joseph*

Managing Director, EOH Abantu t/a Highveld PFS



## Key differentiators

- 1. A comprehensive journey** that transforms employee feedback into critical business insights by providing a fully customisable survey, staff briefing sessions, advanced analytics, in-depth data analysis and actionable feedback on trends.
- 2. Scientific validation** brings you the benefit of benchmarking on the majority of questions.
- 3. Action oriented:** seamless integration between survey results and corrective action as we customise our engagement programmes to address the specific challenges identified in the survey.

“Only 35% of employees believe their organisation’s survey will result in change.”  
Gallup

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Our range of complementary programmes, each catering for the needs of different stakeholders, creates a common language regarding culture and engagement in the organisation.



## Execs & Snr managers

**SHAPE** (4 hours)

Create a common vision around culture and employee engagement and increases commitment to fulfill their role in leading and driving engagement



## Middle managers

**Engaging Leadership** (3 days)

Inspire and equip leaders to walk the engagement talk and provide skills to embed engagement practices as part of the culture



## Frontline leaders

**LeadQ**® (3 days)

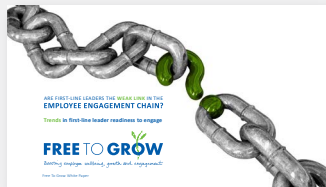
Develop skills to create a positive working environment through leading by example, connecting with their teams, caring, inspiring and making work meaningful



## Staff

**WorkQ**® (2 days)

Build their self-confidence and basic business acumen, strengthen their connection with the organisation and their commitment to contribute to its success



 **LINK: [White paper: First-line leaders: The weak link in the engagement chain](#)**

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Frontline leaders are the window through which their teams view their work and the organisation.

You cannot charge another battery if your own is flat. Through **WorkQ®** we charge the batteries of frontline leaders. They are then ready to embark on **LeadQ®** to be equipped with the critical skills and tools to create a positive work experience for their teams, addressing typical behavioural problems that cause resentment in teams.

## Key focus areas



### Mod 1: Employee engagement

Why your organisation needs more Paddlers and fewer Passengers and Pirates. Your role in how your team shows up and contributes at work every day.



### Mod 2: Inspire them

Choose to light a fire within your team instead of beneath them. Inspire by example and through purpose, using the 4 P's to make their work meaningful.



### Mod 3: Interact with them

Show respect in what you do and say and weed out signs of disrespect. Value your people and show appreciation for their contributions. Give recognition where it is due. Care for and support them.



### Mod 4: Inform them

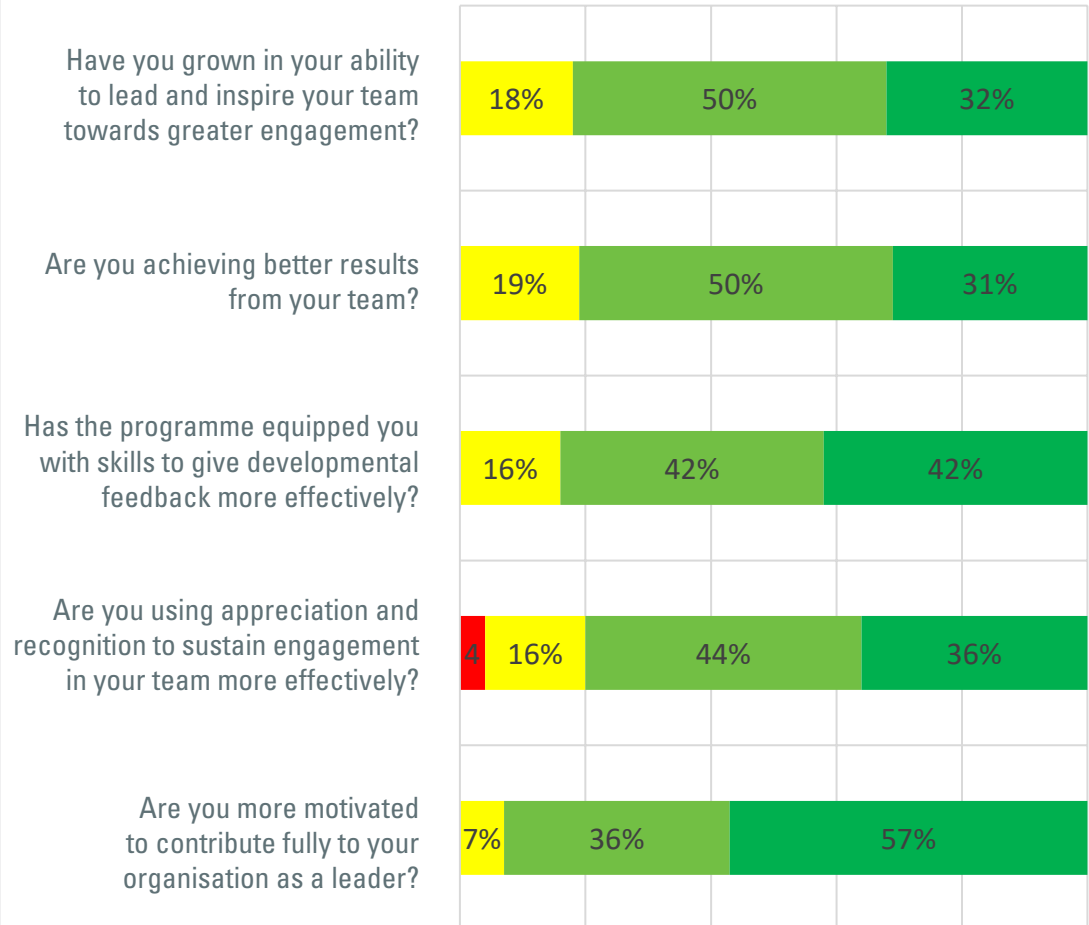
Inform them of what is expected of them and tell them how they are doing. Keep the channel of communication open, share information regularly.



### Mod 5: Involve them

Encourage your team to bring their heads to work and not only their hands, ask them for ideas and listen to their suggestions.

## How 151 leaders from Vector Logistics assessed the impact of the programme 6-9 months after having attended



■ No    
 ■ Yes, somewhat    
 ■ Yes, much    
 ■ Yes, very much



WorkQ® creates powerful inner shifts at the lower levels of the organisation, enhancing 4 C's critical to engagement:



**Confidence:** Employees become more aware of their value and potential. Hope grows stronger than hopelessness, ownership replaces blame, and resentment dwindles as the drive and courage to make change happen increases. Internal locus of control and psychological capital grow.



**Contribution:** Employees develop a new understanding of the link between the work they do and the organisation's purpose and needs. Work becomes more meaningful and the sense of achievement and pride derived from their contribution increases. This leads to a vastly more positive workplace experience.



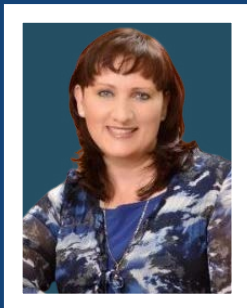
**Commitment:** The deeper understanding of their contribution goes hand-in-hand with the realisation that work is a gift that needs to be valued and nurtured. A willingness and commitment to take initiative and go the extra mile comes to the fore, translating into real business results in areas such as productivity, OTIF Delivery, Wastage and Customer Service.



**Connection:** Employees realise that 'one hand cannot clap alone' and the WE becomes as important to them as the ME. When all are aligned behind a shared vision and common purpose, the connection within teams as well as between teams is strengthened. Participation and collaboration replaces the US/THEM mentality.



“You guys are truly best in your class when it comes to shopfloor communication and learning. Our relationship with Free To Grow goes back many, many years so we came to love, respect and deeply value the role you play.”



*Charmaine Boshoff*  
Group Learning & Development Executive



## Personal journey (1 day)

- Life as a journey: where are you now and what you hope for?
- How people and life build you up and knock you down and the impact of this on how you see yourself and what is possible.
- Deal with past pain so you can focus your energy to build the future you want.
- Take charge of your life: the role of optimism, ownership, resilience and drive.
- Check your attitude and top up where needed.

## The organisation's journey (1 day)

- The link between your journey and the organisation's.
- Where the organisation comes from and its journey up to now: what you can be proud of and what gives you hope.
- The realities of the current business environment: understand how this affects your organisation.
- Why the organisation exists (**Purpose**), what it wants to achieve (**Picture**), how it wants to achieve it (**Plan**) and what role you play (**Part**).
- Understand profit's role in the business and how you can make a positive impact in your area of responsibility through growing revenue, reducing wastage and/or optimising resources.
- The importance of Quality, Service and Price. Understand how your behaviour impacts each of these.
- Being a Pirate, Passenger or Paddler: Choose how you want to show up at work every day – it impacts your wellbeing and your future.

**Customisation:** The organisation's journey will be customised to reflect your context, sharing your organisation's story.

**Optional modules:** Team journey or customer journey.



LINK: A short video of the key themes from WorkQ®



“When implemented at Devland, Free To Grow worked like magic. The level of commitment and ownership of our staff and team leaders increased dramatically. Performance improved significantly, and relationships - including with the union - were much more collaborative than before. There indeed has been a remarkable transformation.”

*Moses Lubisi*

Business Process Lead (at the time)



“There was a big shift in the ownership, initiative and performance of the team leaders. They started running the plant as if it was their own.”

*Andre Breytenbach*

Supply Chain Ops Manager (at the time)



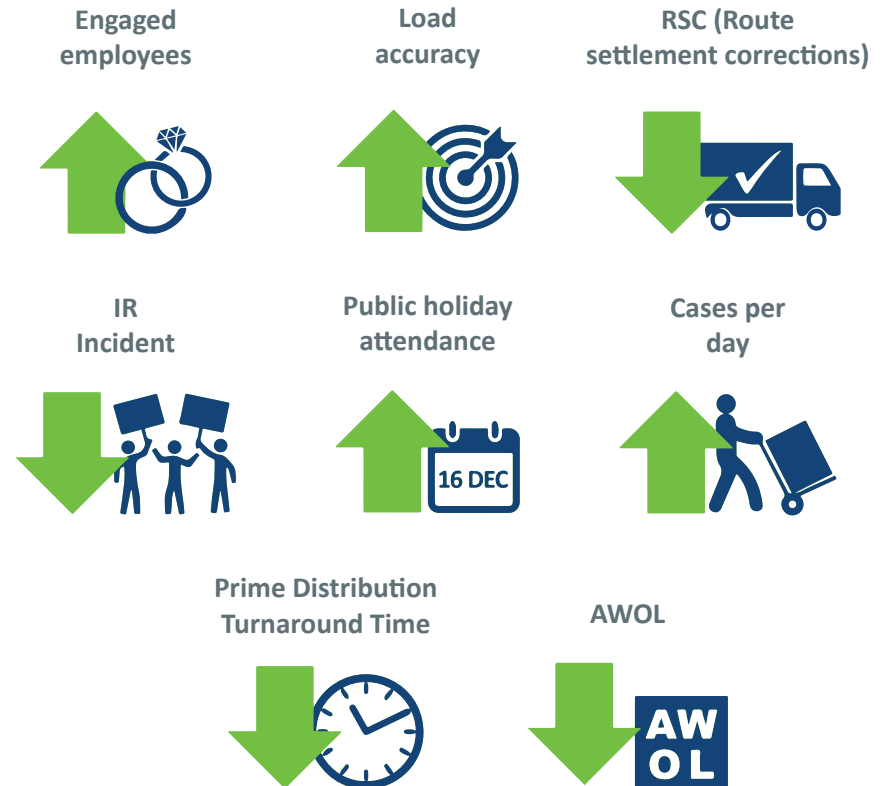
“The impact of Free To Grow on the morale and the atmosphere at Devland was exceptional and the change in our people’s attitude was mind-blowing. It was almost immediate.”

*Florence Lekalakala*

HRBP (at the time)

## Impact at Coca-Cola Devland

As the culture at Devland began to change, the positive ripples became visible in the metrics that impact the business, as illustrated below:



LINK: CCBSA Devland’s remarkable culture change: from devil’s land to heaven’s land





"PABOD's performance is the best it has ever been, for a number of reasons, including the work done by Free To Grow. Feedback from the line managers is that there has been a significant change in employees. They have become more pro-active and have taken ownership and accountability for their performance. The smell of the place has become extremely pleasant and positive."

*Yolande Chirwa*

HR Director (at the time), Nigeria Breweries, SABMiller



**LINK: PABOD boosts performance**



"We have been using Free To Grow since 2013. The impact exceeded my expectations – we've had tangible proof of success once the interventions were completed in all our facilities; in many cases within a matter of months. All the facilities that participated are now among the higher performing facilities in the Western Cape Government Health. In government we look for value for money and with Free To Grow we have found this."

*Tracey Douglas*

Deputy Director: Western Cape Government Health, Institutional Management Support



"I was absolutely blown away by the impact WorkQ<sup>®</sup> made on a team of highly disengaged people in our organisation. Here's a practical way of shifting the emphasis from the organisation 'transfusing' engagement through endless activities and campaigns year-in-and-out (often to no avail), to employees recognising their role in driving their own levels of engagement – a much more empowering and affirming approach!"

*Dalene Sechele*

Head: Business District (at the time), Mercantile



"The impact on our people is visible in the way they now talk and behave, it clearly indicates that the effect is lasting. Not all training has this effect on so many people. It was great to see this leading to improvement in areas such as stock losses, overtime and damages."

*Jurie Schoeman*

Operations Executive, Vector Logistics. RCL Foods

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## Why trust Free To Grow to deliver?

Co-created solutions, customised to fit your needs and context

Specialized skills to touch hearts and minds at shopfloor level

Excellent design capability, creating an outstanding learner experience

Depth of experience enabling value-add as trusted advisor

Meaningful feedback and follow up

African footprint, representation in Botswana, Namibia, Mozambique, Ghana, Nigeria & Kenya

Diverse team of passionate, highly skilled facilitators, relevant to different job levels

Flexible implementation options (face-to-face, virtual, TTT, DIY toolkits)



**LINK: Download our FTG Profile**

FreeTo Grow is a BBBEE Level 2 contributor

## Some of our clients







**FREE TO GROW** 

**To explore  
how we can  
assist your  
organisation in  
its culture or  
change journey,  
contact**

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Founder and CEO

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