



# WorkQ<sup>®</sup>

**Getting – and keeping – your people on board**



# 1. The need and the potential



“To win in the marketplace, you must first win in the workplace.”

Doug Conant, CEO of Campbell's Soup

Employee engagement is no longer viewed as a 'nice to have' – most forward thinking organisations currently view it as a competitive advantage.

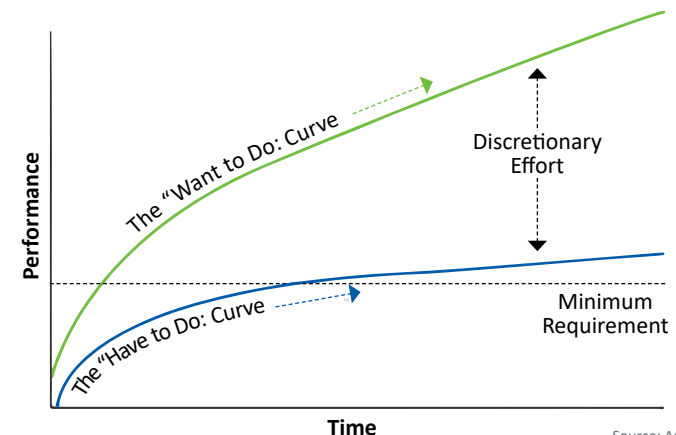
Engaged employees go further, deliver better results, delight more customers, and live the organisation's brand better than non-engaged employees. They put in discretionary effort and add to the organisation's bottom line.

Worldwide, the biggest engagement gap exists for shopfloor and entry level employees and first-line leaders.

These employees often show little interest in the success of the organisation, doing only enough to get by. Work is regularly something that they do to put bread on the table, something without meaning or purpose. Discretionary effort is rare and the habit of blaming and criticising management for all problems, common.

What is needed is an inner shift that aligns the hearts and minds of these employees to the goals, values and strategies of the organisation. Once this shift has happened, employees will take ownership of becoming part of the change they want to see in their organisation. They will be inspired to contribute according to their potential, not because they have to, but because they want to.

Discretionary effort model



Source: Aubrey Daniels International

Nurture wellbeing. Drive engagement. Inspire growth.





“Do you see a man skilful in his work?  
He will stand before kings.”

Proverbs 22:29

WorkQ® is an employee engagement programme that develops the mindset, knowledge and skills that inspire shopfloor and entry level employees and their immediate leaders to show up differently at work.

WorkQ® enhances their:



### Confidence

Strengthens employees' belief in their own value, increases their motivation to develop their potential and boosts their sense of ownership and drive to create the future they want for themselves



### Commitment

Grows insight into the 'bigger picture' of the organisation – its purpose, values and strategy, growing an understanding of the interdependence of employer and employees. Work becomes more meaningful and commitment replaces compliance



### Contribution

Deepens awareness of the role they can play to contribute to the success of their team, department and organisation, increasing pride in their work and growing initiative and willingness to go the extra mile



### Connection

Develops an understanding of the need to work constructively with others to produce results. This enhances respect, trust, open communication and collaboration within and between teams, breaking down silos

*Nurture wellbeing. Drive engagement. Inspire growth.*

## Day 1 (Core)

### Module 1: Personal journey

- Value yourself
  - The need to value yourself and have confidence in who you are
  - How other people and life build and knock your self-esteem and how this impacts you
  - Dealing with past pain so you can focus your energy to make the most of the present and create the future you want
- Manage your strengths and weaknesses
  - The need to know your strengths and use them fully
  - The value in knowing your weaknesses and taking steps to minimise the impact they have on you/other people/your work
- Take charge of your life through **OROS**
  - **Optimism:** The power of “Yet”. Choose to focus on what is left, instead of what is lost, what is possible instead of what is not
  - **Resilience:** How to bounce back from challenges, setbacks and failures. How to retain hope
  - **Ownership:** Learn how to distinguish between what you **cannot** change, and what you **can**. Accept what you cannot control and take **Action** on what you can
  - **Support:** Accept that asking for help is not a sign of weakness. Be clear on what help you need (Practical or emotional) and learn how to ask for it

### Optional module: Team Journey

- Why working together is important to achieve success individually, for the team and the organisation
- Learn to apply the principles of respect, openness and trust
- Diversity, inclusion and belonging

## Day 2 (Core)

### Module 2: The organisation’s journey

- Your view of work: how this affects the contribution you make and the results you achieve
- The relationship between you and your organisation: if you want the cow to give you milk, you need to feed it grass
- Where the organisation comes from and the journey up to now: What can you be proud of and what gives you hope for the future?
- The realities of the current business environment – increasing pressure towards greater effectiveness and high performance: How is this affecting your organisation?
- What the organisation wants to be, where it wants to go and what it sees as important (values)
- What you have to keep on doing and what you need to do differently to make the contribution required from you

### Optional content for manufacturing on building business acumen:

- How your organisation measures success: the need to focus on People, Planet and Profit
- Why the organisation needs to make a good profit from a business and a contribution point of view, and how this affects you
- What profit is about and how this can be increased through growing revenue, reducing wastage and optimising resources
- Understanding the importance of Quality, Service and Price, and knowing how you can help move the needle in the right direction in each of these areas

### Optional module: Service journey

- What winning and losing in the service journey is about and the impact on your organisation
- Three ways of seeing your customers and how each links to certain attitudes and behaviours that impact your service
- What 5-star service in your industry is about

“If you want to walk fast, walk alone.  
If you want to walk far,  
walk together.”  
African proverb



### Target group

Shopfloor and entry level employees, supervisors and team leaders

### Duration & Delivery

The duration of the core programme is 2 days. Delivery is face-to-face for maximum impact. Optional 1-day Team Journey and/or Service Journey modules can be added as required

### Group size

Optimum group size of 16 to provide all with the opportunity to participate fully

### Customisation

**WorkQ®** can be customised to align to your organisation's journey, vision, values and strategies

### Language of presentation

**WorkQ®** can be presented in either English or the vernacular

### Facilitators

Our diverse team of dynamic, experienced facilitators ensure a great fit for your industry, culture and target group



**LINK: Meet some of our facilitators who excel in WorkQ® and see the passion they show for this work**

*Nurture wellbeing. Drive engagement. Inspire growth.*



### LeadQ®

#### WorkQ® brings employees on board. Leaders keep them on board

Often, in climate or engagement surveys, first-line leaders are identified as a weak link in the engagement chain. These leaders, who have mostly been promoted through the ranks, do not understand the critical role they play in shaping the employee experience and unlocking peak performance.

LeadQ® shapes the mindset and develops the knowledge and skills to meet the typical needs of shopfloor and entry level employees.

- **Know me:** I am not merely another pair of hands to get the job done
- **Show me the way:** Through your example and walking your talk
- **Inform me:** What I need to do, and how I need to do it. But please also share the WHY with me to bring Purpose to my work
- **Enable me:** Give me the tools I need to do my job, make sure I know the rules that I am expected to follow, grow my knowledge and skills and create a climate where I feel respected
- **Value me:** Nobody wants to be taken for granted. Say 'thank you' for my contributions and 'well done' when I excel
- **Support me:** Life is tough and I sometimes struggle. Show you care for me. Listen to me. Give practical and emotional help where you can
- **Involve me:** I have a voice, I have feelings, concerns and suggestions. Please create a safe space for me to contribute

Through developing insight into the WHY and HOW of each of the above, LeadQ® inspires first-line leaders to show up at work every day, committed to creating an environment that brings out the best in their teams. Through their behaviour they are now equipped to turn work into a gift, instead of a burden.



**LINK:** See details of the LeadQ® programme



### WorkQ® Bytes

The **WorkQ Bytes Toolkit** helps leaders of teams reinforce and keep alive the key **WorkQ®** messages. It enables them to facilitate 12 weekly conversations with their teams on how they can apply these learnings at work and in their team relationships. Each conversation provides an opportunity to connect with their teams on a deeper level and strengthens the sense of belonging in the team while growing the facilitation skills of leaders byte-by-byte.

#### The toolkit provides the following for each of the team conversations:

1

##### A thought-provoking image:

This acts as a visual reminder of key learnings from **WorkQ®** and strengthens the common language in the team

2

##### An easy to follow, step-by-step conversation guide:

This makes it easy for leaders to engage in meaningful conversations with their teams

The **WorkQ® Bytes**, each lasting between 10 and 12 minutes, can be integrated into existing team meetings, or could be held separately at a time that works best for each team.

*Nurture wellbeing. Drive engagement. Inspire growth.*



## 6. What some of our clients say about the impact



“As part of our culture transformation journey, our partnership with Free To Grow’s excellent team of facilitators is boosting the connection between our leaders and people across our teams and deeply enhancing employee engagement and wellbeing.

This work continues to strengthen our people’s connection to business strategy and purpose, inspiring them to meaningfully contribute to achieving business outcomes. The energy, ownership and collaboration it is unlocking across Tiger Brands is beyond our expectations.”

*S'ne Magagula*

Chief People Officer, Tiger Brands



A division of Libstar Operations



“WorkQ® has delivered more than we ever could have hoped for. I am at a loss for words to describe the impact on our people. It is miraculous. The attitude of the people and the level of ownership and cooperation have improved tremendously. I have never seen our facility so clean and our people so engaged! And this after only four weeks. I cannot wait to see where our journey takes us! Free To Grow has changed our culture in 3 months, something that would have taken us years to achieve on our own.”

*Wynand Louw*

General Manager, Cecil Vinegar Works



“The work you do is not only transformative to businesses, but also touches the personal lives of our teams that have participated in your programmes, in ways you may not truly appreciate. The notable shifts in the levels of engagement that we have seen in the teams you’ve worked with at Kimberly-Clark, have truly been immeasurable. And in such a short space of time!”

*Elizabeth Rachidi*

At the time, HR Director Sub-Saharan Africa, Kimberly-Clark



“WorkQ® contributed immensely to the culture transformation at Noodsberg. It created an environment where employees wanted to do more, they had self-awareness and understood how their high performance in their respective areas would positively impact the bottom line.”

*Nomfundo Dlamini*

Talent Management Specialist, Illovo Sugar SA

*Nurture wellbeing. Drive engagement. Inspire growth.*

## 7. The impact at Coca-Cola Devland



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

Free To Grow makes people believe in themselves again. This unlocks growth potential and their level of contribution. It creates alignment towards a common future which enables the achievement of unimaginable results. I have seen tension between management and employees dissolve in only a few days of engaging in WorkQ®, enabling cooperation where there was previously none.”

*Moses Lubisi*

Supply Chain Excellence Manager, Coca-Cola Beverages Africa,  
(at the time, Business Process Lead, Devland)



**LINK: Download our CCBSA Case Study**



“There was a transformation in our team leaders and supervisors. They now are stepping up their performance, accepting responsibility and showing initiative. I was away for two weeks and the operation was still running effectively, hitting perfect numbers and targets in my absence. The team leaders and supervisors ran operations as if they were managers. This is what we’ve always been looking for.

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*

Manufacturing Manager, CCBSA Wadeville (at the time,  
Supply Chain Operations Manager, Devland)



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

*Florence Lekalakala*

Talent Management Consultant



# 8. Why partner with us in your engagement journey?

31 YEARS 36 COUNTRIES 1 532 ORGANISATIONS

## What our clients most value about us



## Some of our clients

