

INVOCOMS®

Employee **I**nvolvement through **C**ommunication for **C**ommitment and **I**nnovation

The effective execution of your business strategy relies on the level of contribution that every individual in your business makes. Research proves there is a direct correlation between the level of engagement in an organisation and performance. The more informed and involved people are, the higher their level of commitment and contribution to organisational success.

OIM's acclaimed INVOCOM methodology is the vehicle used to engage everyone in the organisation, mobilise them around goals and build a climate conducive to strategy execution.

The methodology can be likened to a coach setting up his players for success. It entails reviewing the team's previous performance and match results, setting goals for the next game, analysing the opposition and obstacles and agreeing the game plan with clearly allocated individual responsibilities. This all happens against the backdrop of continuous improvement and everyone understanding their role, the strategy and the opposition they will encounter.

Similarly the INVOCOM methodology is used to review team performance, set goals, identify obstacles, agree actions and evaluate conduct to ensure high performance and appropriate behaviour in day-to-day operations.

OIM has more than 20 years' experience in customising this methodology for organisational needs, implementing it and building sustainability through training, coaching and assessments. We work on the principle that mindset change precedes operational change. If implemented correctly, the methodology becomes part of business culture and the "way people do things".



Performance and behaviour – drivers of success and sustainability

talking about the right things in the right way

The link between engagement and organisational success

What does the research say?

Research shows there is a strong link between employee engagement and positive organisational outcomes. Findings include:

- **The Corporate Leadership Council (CLC)** reported in 2011 that engaged organisations grew profits as much as three times faster than their competitors.
- Engaged organisations have the potential to reduce staff turnover by 87% and improve performance by 20%.
- Both the **Chartered Management Institute** and **Gallup** found a definite link between employee engagement and higher levels of innovation.
- Gallup found engagement levels can be predictors of absence, with engaged employees taking an average of 2.7 days sick leave a year compared with 6.2 days in the case of their less engaged colleagues.
- **Towers Watson** – “Engaged employees outperform their non-engaged co-workers. Once viewed with some scepticism, that statement is now widely accepted as fact. A growing body of evidence over the past decade validates the quantifiable relationship between levels of organisational engagement and financial performance.” Towers Watson’s renowned studies, including the Global Workforce Study and The Power of Three, emphasise the importance of *sustainable* engagement. The studies show that companies with high levels of employee engagement produce better financial results and are more successful in retaining their most valued employees.
- The **Hay Group** concluded that engaged employees generate 43% more revenue than their less engaged counterparts.
- **Hewitt** reported that companies with a profit growth of more than 10% have 39% more engaged employees.
- Companies listed in the **Sunday Times Best Companies to Work For** survey increased turnover by 94% and profits by 315% [period 2004-2008].

Sources

Tower Perrin Global Workforce Study 2007

Towers Watson Global Workforce Study 2012

Towers Watson The Power of Three: Taking Engagement to New Heights 2013

Hewitt Associated Employee Engagement: Higher in Double Digit Growth Companies 2004

Hay Group Engage Employees and Boost Performance 2001

CLC Improving Employee Performance in the Economic Downturn 2008

Unpacking INVOCOMS

The level of understanding and ownership employees have contributes to their general attitude towards work. An understanding of how “my contribution makes a difference” ensures that employees have a purpose and, coupled with an inspiring and supportive leadership climate, results in employees deciding to “go the extra mile”. If a high percentage of your employees regularly go the extra mile of their own accord, your organisation is likely to be successful.

OIM’s INVOCOM methodology provides the vehicle to unlock this discretionary effort.

A. The outcome of effective INVOCOM methodology

INVOCOMS ensure:

- Focused discussion and improved understanding of business challenges.
- Excellence in problem solving and goal achievement.
- A vehicle for continuous improvement through problem solving at all organisational levels.
- Enhanced creativity, innovation, reaction time and flexibility.
- Improved involvement and communication among various levels and functions (departments) and in natural work teams.
- The elimination of blockages and reduced filtering of information.
- Increased ownership and commitment among employees.
- Accelerated learning and development.

All of the above benefits support continuous operational improvement.



B. The INVOCOM methodology

The INVOCOM methodology enables:

- The right people,
- To talk about the right things,
- At the right time,
- In the right way.

The right people

It is important to structure your INVOCOMS so the right people address business aspects relevant to them.

There are various INVOCOM structures, including:

- **Functional INVOCOM:** To promote excellence in performance and behaviour in natural work teams.
- **Cross-functional INVOCOM:** To optimise business processes across functions and share information for improved business understanding among representatives from various functional teams.
- **Value chain INVOCOM:** To optimise the value chain with key suppliers and customers.
- **Ad hoc INVOCOM:** To solve ad hoc problems by involving the relevant people.
- **Project management INVOCOM:** To manage projects effectively.
- **Multilevel INVOCOM:** To build culture and give clear business direction to the wider employee body, eg road shows.

Talking about the right things

Performance and behaviour are the focal points of all INVOCOM agendas. INVOCOM discussions are directed at the goals and targets of a particular team. These measures are derived from scorecards aligning various functions in the business and linked to the overall business scorecard. Conduct discussions take place against the background of organisational values.



At the right time

The line of sight, work level (strategic, tactical and operational) and unique operational needs of clients determine the frequency and duration of the INVOCOM.

In the right way

The effectiveness of INVOCOMS is largely determined by the way in which they are conducted.

The systematic nature of INVOCOMS provides a good foundation for effective engagement. They have a unique, process-driven agenda characterised by continuous improvement and supported by visual aids.

Achieving the desired performance relies on every individual's support and contribution. Teams evaluate themselves against the required behaviour and adapt their behaviour where necessary to live up to the desired organisational values and culture.

Leaders are trained and coached to adopt a leadership style that involves team members and encourages team participation, while an open and honest culture is fostered by INVOCOM discussion guidelines and the company's Code of Conduct.



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C. Implementing INVOCOMS

The INVOCOM implementation process is customised to support client needs and specific operational requirements.

Critical building blocks in the implementation process are:

- Involve and create buy-in of all parties concerned by creating an organisational climate conducive to performance improvement through OIM's climate creation workshops.
- Design/revisit the organisational vision and ensure that the organisational structure, goals and targets at all levels are aligned to realise this vision.
- Design the INVOCOM structure – who talks to whom about what and when.
- Develop the INVOCOM facilities and visuals.
- Train leaders (INVOCOM facilitators) in INVOCOM methodology and skills.
- Create internal capacity (INVOCOM coaches) to improve and sustain the process.
- Evaluate and coach INVOCOMS and ensure an INVOCOM effectiveness level conducive to continuous operational improvement.
- Once an INVOCOM is entrenched in the workplace culture the focus increasingly shifts to operational fine-tuning and continuous improvement.

The methodology equips employees with the mindset, toolset and skillset to drive team performance.

Key business benefits

- **Increased productivity and efficiency resulting in:**
 - Improved service levels
 - Reduced cost
 - Better quality
 - Faster turnaround times
 - Improved safety
- **Improved climate resulting in aspects such as:**
 - Lower absenteeism
 - Less disciplinary matters
 - Higher employee satisfaction
 - Greater willingness and ownership

Overview of our offering

Several products form part of a comprehensive INVOCOM roll-out, but implementation is customised for specific client needs.

Climate Creation Workshop (CCW) – changing mindsets

OIM works on the principle that mindset change precedes operational change. All implementations are therefore preceded by Climate Creation Workshops to help prepare the general workforce for the change initiative.

Goals

- To develop a holistic understanding of various principles impacting on the business, the environment in which the business operates and the role and responsibilities of each individual to ensure business success.
- To canvass buy-in for and develop ownership of the performance improvement process and implementation of INVOCOMS.

Content overview

- Company vision and strategy.
- The interrelationship between the individual's better life and the success of the organisation.
- Understanding diversity and the importance of teamwork in the business.
- Understanding economics and global economic realities – the requirements for success in a global economy.
- Understanding business principles and the key success factors in the organisation.
- Developing a Code of Conduct.
- Understanding leadership principles and creating understanding and agreement for a structure of involvement and communication (INVOCOMS).
- Understanding the responsibility of management and labour representatives to jointly create a climate for business success.

Outputs

- Buy-in to the company vision, strategy and key success factors.
- Holistic understanding of the relevant principles that impact on the success of the organisation.
- Agreement on a Code of Conduct.
- Changed mindsets towards creating a successful organisation.

Training duration: 2-4 days, depending on the content packaging and level of conflict within the organisation

INVOCOM Skills

Goal: To equip appointed leaders with the skills to successfully implement the methodology and business strategy through INVOCOMS.

Content overview

- Understanding clear direction, purpose, alignment and focus
- Creating an inspiring climate through effective leadership
- The philosophy and key principles of leadership
- Leadership qualities and behaviours
- Leadership styles and techniques
- INVOCOM principles
- Facilitation skills and guidelines
- INVOCOM practical simulations

Output: Appointed leaders with the practical skills and knowledge to conduct INVOCOMS

Training duration: 4 days at intervals

INVOCOM coaching and assessments

Goal: To ensure that INVOCOMS are functioning at an acceptable standard to deliver the right results.

This includes:

- **Assessing** appointed leaders to ensure they operate at an acceptable level and focus on the right aspects. To this end leaders are assessed on their ability to deal with goals and targets and identify and solve problems, facilitation skills, use of facilities and visual management.
- **Coaching** leaders through the initial learning curve and implementation phase of the methodology. On average, each appointed leader undergoes at least three coaching sessions.
- **Reporting** development areas to leaders and providing management with an overview of the standard at which INVOCOMS are conducted, at an individual and divisional level.
- **Building internal capacity** through training workshops, coaching and assessments.

Output: Leaders who are more effective at implementing the methodology.

Training duration: Coaching and assessments take place according to a pre-determined schedule.

INVOCOM Coaches Workshop

Goal: To develop internal capacity to coach appointed leaders in the application of the methodology for sustained performance and behaviour improvement.

Content overview

- Understanding INVOCOM coaching
- Creating coaching capacity
- Roles and responsibilities
- Coaching competencies
- INVOCOM progress phases
- Interpersonal skills for coaches
- INVOCOM coaching process
- Coaching engagement
- Understanding and applying the Gap Analysis
- Practical simulations

Output: Internal capacity that can assist in coaching leaders to a certain level of INVOCOM effectiveness in order to improve team performance.

Training duration: 4 days

Internal Trainers Workshop

Goal: To develop internal capacity to conduct CCW and INVOCOM Skills workshops with limited involvement from OIM.

Content overview

- Content of the CCW
- Content of INVOCOM Skills
- Developing lesson plans on various modules
- Hints and pitfalls
- Facilitation techniques
- Dry runs for selected modules

Outputs

- Internal trainers who are equipped to conduct CCW and INVOCOM workshops in a non-threatening environment.
- Ability to influence the climate on an ongoing basis.

Training duration: 10 days

The OIM difference

- For many of our clients INVOCOMS and OIM are synonymous. INVOCOMS are an integral part of our performance improvement approach and have been successfully implemented in numerous industries since the early 80s – both locally and abroad.
- Numerous blue-chip companies have been using the INVOCOM methodology for many years.
- The methodology is based on a combination of solid business principles and decades of practical experience.
- The implementation is customised to meet the needs of each client and industry.
- Sustainability is a key aspect, so building internal capacity, training leaders and coaching are integral elements of the offering.
- As a testimony to the robustness of the methodology, it has often survived new management initiatives and the inclination of new leaders to “put their own stamp on things”.
- INVOCOM is not simply a manual or workshop-driven process – it’s a performance management tool. The aim is to change mindsets and behaviour to improve performance.

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Contact us

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