Leadership and Employee Engagement - Modern Corporate Cultures for Russia

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In Russia you can find the best, most talented, fantastic employees

But...
But...too often corporate leadership sucks
It’s all about the corporate culture!

- You can package all those talented and engaged Russian employees in a top class corporate culture
- The organization is really the mirror of the management
- And nowhere is this as clear as in Russia...
This lady is the mirror of her management
This is the version 2.0 of the same...
But you also find this engaged and enthusiastic service in Russia.

Good management bring out the best of people.
Some comparisons

**Russian and Western employees and corporate cultures compared**

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<tr>
<th>Russian side</th>
<th>Western side</th>
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<td>- Huge range in competence and skill levels (in good and bad)</td>
<td>- Homogenous workforce</td>
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<td>- You can spot talent</td>
<td>- You get “average”</td>
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<td>- People enthusiastic and eager to learn and develop</td>
<td>- People complacent, used to the easy life (but now there is a wake up call)</td>
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<td>- Traditional corporate cultures bad</td>
<td>- Generally speaking, western corporate cultures and leadership better</td>
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Problems with bad management - lack of leadership

Hierarchy
No real leadership – ”Me and my 1000 helpers”
Organization delegates up
Lack of trust

Intrigues
Looking for culprits - a culture of blame
More problems of bad management

Bureaucracy in everything

Customer focus lost
Low tolerance for risk (but corrupt risks flourish)

Bad communication
Bad reporting practices
Corruption, external and internal
The solution is employee engagement

- What is employee engagement?
- What it is not
The recipe for a modern corporate culture 1/2

ENGAGEMENT DRIVERS – WHAT INFLUENCES A CORPORATE CULTURE (1/2):

1. Trust, fairness, respect
2. Alignment
3. Communication
4. Empowerment
5. Efficient processes
6. Organizational structure
ENGAGEMENT DRIVERS – WHAT INFLUENCES A CORPORATE CULTURE (2/2)

7. Self-discipline
8. Total focus on customer satisfaction and quality
9. Behaviors required from leaders and managers
10. Individual drivers – quality of life
11. The job itself
12. Pay and rewards
13. The soft side of corporate culture
In the modern world the most important function of the leader is to create the desired corporate culture!
At Awara we have done it. Let us share our experience and expertise.
The myth of Russian collectivism

- Most foreigners expect this
But in fact Russians are super individualistic...

...sometimes excessively so
Get over with your prejudice

Westerners, stop thinking Russians are like this and that

Russians, understand it is all about social practices, how we do things together
Conclusions

- Russian economy and society have entered a new stage
- The Russian market is mature and there is practically full employment
- Gone is the primitive risk/profit model
- Now it is about fine-tuning each aspect of business
- Leadership and corporate culture are now decisive
- You need to invest in: leadership, processes, people and organization – and in training!
Thank you! Any more questions/comments?

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