

Leadership and Employee Engagement - Modern Corporate Cultures for Russia

Jon Hellevig

Awara Eduhouse Training

26.2.2013 Moscow, Hotel Metropol

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

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

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



КТО ВИНОВАТ И ЧТО ДЕЛАТЬ?

Во всем виноват лишь ты сам, тебе и расхлебывать

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

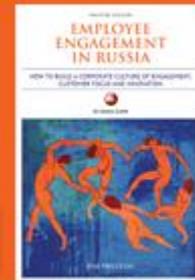
Awara guide: Leadership and Employment Engagement in Russia

*Employee Engagement.
How to Build a Corporate Culture of Engagement,
Customer focus and Innovation*

By Jon Hellevig, Managing Partner of Awara Group

[Download a preview version here](#)

A new Awara Guide:



<http://awaragroup.com>

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

The recipe for a modern corporate culture 2/2

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?

Jon Hellevig
Managing Partner, Awara Group

+7 925 517 09 69
Jon.Hellevig@hku.ru
www.awaragroup.com
www.hkupartners.com