

About Kerry Larkan Limited

Since 1994, Kerry Larkan Limited has been providing professional business consultation. With nine years experience across Asia, Kerry Larkan Limited specialises in *assisting people* to improve *productivity* and *profit* through organisational and personal development.

Our flexible and collaborative approach and practical techniques allow us to deliver exceptional results and value at all levels of business, from board level executives to front-line staff. Our short term project deliverables enable us to map clear objectives, results and timelines that meet client business goals.

Our philosophy

Our fundamental belief is, people want to do their best so we align people with business goals, utilise existing strengths and talents to improve results, whilst maximising customer satisfaction.

What we do:

Audit and Improve Employment Brand Strategy

Finding employment candidates for your business is the easy part, finding the right candidate is harder; however it's more productive in the long run. Motivating and retaining existing talent is the challenge we all face. What we have proved is that taking a strategic approach to developing an employment brand has significant benefits in cost reduction and profit

Developing Good Boss Cultures®

It is the Senior Team that creates the overall culture in an organisation, the climate that determines how people feel about working for your organisation.

How people feel about working for your business or organisation has a major impact on their level of engagement, the degree to which they trust management, and ultimately on your customer satisfaction, ability to retain talent, productivity and profitability. Using the Integro on-line Senior Team Alignment™ we clarify that the Senior Team is absolutely clear, and in full agreement with your organisation's business goals, and what kind of culture you need to achieve those goals. Finally we provide comprehensive leadership development programs. These programmes are designed to take a more strategic approach to business development in a highly competitive market place by improving customer satisfaction, staff retention and profits

Organizational Transformation

How do we do it? We run a series of meetings to gather critical client information on a proposed change to an existing business model. We collate the findings and propose a progressive transitional process to maximise the business objectives. We measure and harness the existing resources by conducting Skills and Process Audits improving personal productivity and business results.

Merger and Acquisitions Workshops

Before during and after M&A's we work with the CEO to minimise conflict, clarify business goals and align people to work cooperatively using strategic alignment surveys and workshops. In other words -plan to succeed. Typically 2 out of 3 mergers end in losing shareholder value not gaining it. They often result in cultural clashes, poor performers, reduced productivity and low morale. We work with you to prevent these.

Leadership Development

The most basic definition of a leader is one who has followers. No one follows or supports a leader they do not trust. They may stay, but they do not truly support the leader... which is perhaps why the Gallup Organisation research identified that only 29% of the workforce is engaged. The other 71% have stayed, but are either Not-Engaged (55%) or Actively Disengaged (16%).

Most managers do not understand the difference between being trustworthy and building trust. They expect that because they are trustworthy... and they are, in an ethical, moral sense, that people will trust them. Yet they may be going to work every day and destroying whatever trust there is.

For example, a senior manager may perceive that being trustworthy means maximizing shareholder value. An employee, on the other hand, sees a trustworthy manager as someone who values them as a person, and allows them to use their talents and creativity to improve performance. Both points of view are correct, to a degree, but the senior manager who is so focused on being trustworthy to the board and shareholders that employees feel not valued or respected... will destroy employee trust and their engagement and commitment.

Why are 71% of the workforce Not-Engaged or Actively Disengaged? The level of trust (or lack of it) of management is a primary contributing factor. We work with the senior executives to create a more trustworthy environment that offers better staff retention, productivity through better engagement and finally better profits.

Developing Effective Teams

Most business leaders understand that there are significant performance gains to be achieved through teamwork, and yet few organizations have succeeded in getting the results they hoped for.

"Team performance is a fact, not a fad. Unfortunately, so is team frustration and failure. Team training efforts continue to miss the target by focusing on togetherness, open communication and interpersonal dynamics rather than simply getting the basics right."

So if togetherness, open communication and interpersonal dynamics (which form the basis of much of the team development training offered) are not the basics, what are?

The first thing to understand is that most teams are not full time teams. In fact, it is very much a part time role. Team members are selected for their knowledge and expertise, and their primary role is to fulfil their individual responsibilities. And *yet* one could get the impression from much of the team training that is delivered, that you have to be a team member all the time!

Some team members resist participating in teams because they don't see the team member role as distinct from their functional role... often leading to conflict as they argue from their own position rather than looking at issues from the perspective of the team as a whole. Effective teamwork cannot be achieved unless team members understand the need to switch from one role to the other.

To be effective at switching roles, the team member first needs to have the flexibility of mind, to mentally switch roles. Secondly, they must have the behavioural adaptability to effectively perform both roles. Behavioural adaptability requires a high degree of emotional intelligence, which we know can be learned. But it will take time. The emotional competencies of Self-Awareness and Self-Management are essential as we increase the awareness of the need to excel in two roles requiring different behaviour and then go through the process of learning to adapt to new habits.

The second basic fundamental is that teams must have a significant reason for being a team. If it is not really important to the team members, why would they go through the discomfort and effort to adapt their behaviour? So one of the first things an effective team training program will do is help the team establish what their *Team Performance Challenge* is. Once they have agreed on an objective that is meaningful and important to all members... working as a team, when they need to will make a lot of sense.

Turning a potential team into a high performing team takes time... it cannot be achieved as a result of a single event.