COOPLEXITY TRUST MODEL

Key Structural Elements (KSE)

Structures influence behaviour

Organisations today are complex systems where interaction is critical to co-create. Having access to other employees is crucial to interrelate. Clear plans and policies to ensure this access could include:

People's profiles include professional and personal information such as interests or hobbies.

Physical access includes open space layouts, informal meeting areas, cafeterias, and cantinas.

Digital access to emails, internal relationship platforms or bypass information systems.

Experts, external people, influencers, consultants, or any other person of reference that could inspire and enlighten.

Performance management is one component that influences the culture. Having clearly defined expectations, identifying goals to work towards and having their evaluation align with those agreed-to goals contribute to higher satisfaction levels.

Receiving valuable and realistic feedback, both positive and constructive, increases a continuous learning environment and commitment to the organisation because good and bad performance is recognised.

Consider ways to develop younger staff with great potential by identifying them as a potential successor to a long-term employee. The employee wins by learning new and critical skills while feeling rewarded for their hard work to date. The more senior person feels awarded for years of service and identified as a vital contributor. The organisation wins by ensuring that intellectual capital is not lost but transitioned from one employee to another.

Trust demonstrated as part of an organisation's culture is highly valued by all generations of employees. Employees who feel trusted and respected will strive harder to maintain that trust and are less likely to do something that will result in a loss of trust.

For many people, especially the younger generations, the ability to develop personally and professionally is highly valued and a key consideration in deciding where to work.

Professional Development. Access to training and development on the job and through courses or conferences. Additionally, receiving reimbursement for courses taken on the employee's own time - most commonly reimbursed were courses that aligned with a professional designation in the employee's current role.

Career Opportunities. An organisation should also consider how to support its employees' career development and possible advancement into more responsible positions. Regular career discussions with employees, possibly as part of a performance management process, will help them stay current on their progress and any changes to the direction they hope to take. Succession planning brings employees a sense of purpose and sustainability when operating within an organisation. Additionally, parallel positions allow employees to complement their career development, develop different skills, or discover new challenges. For the organisation, it implies more flexible profiles and a better global vision.

PEOPLE
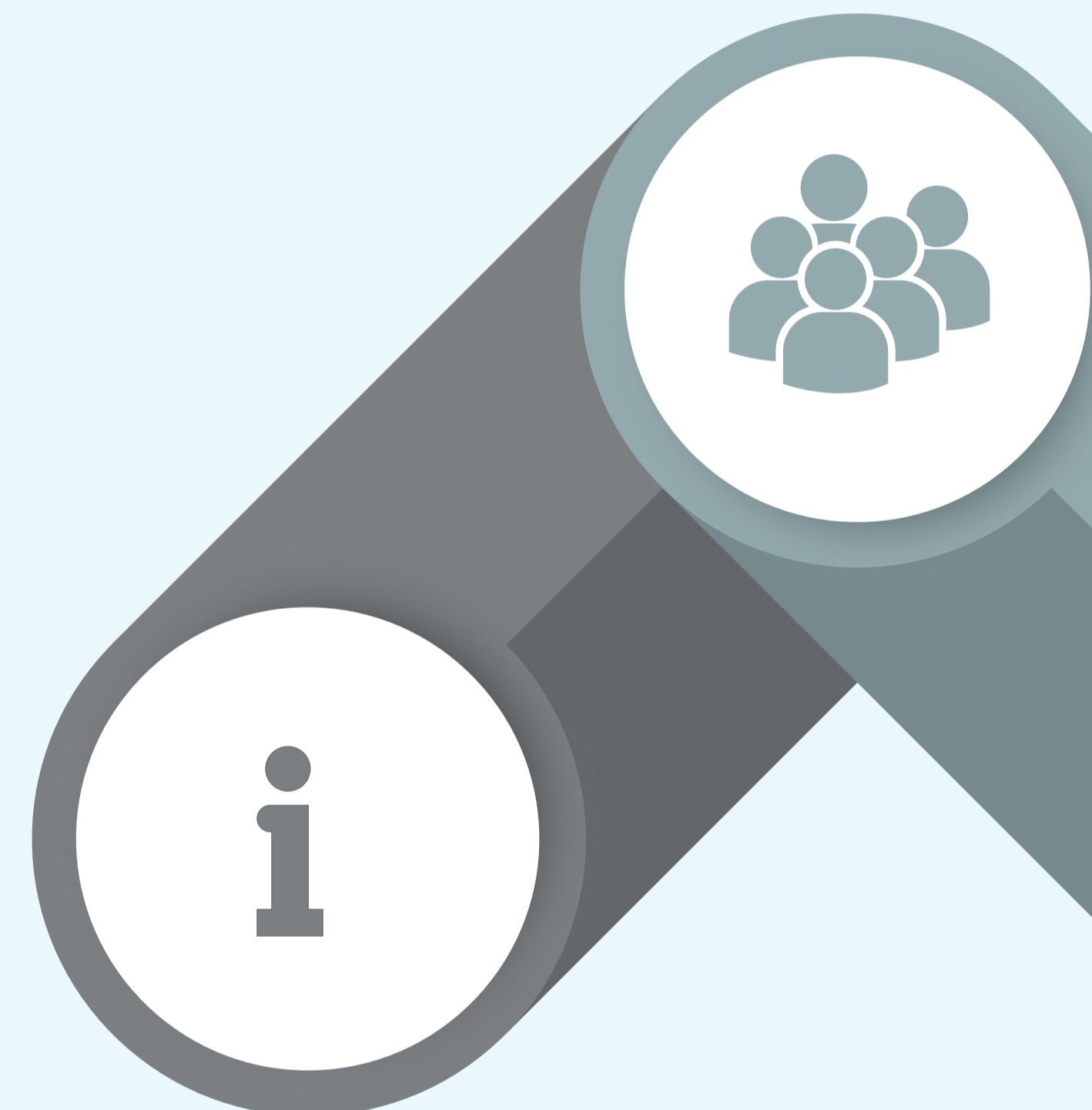
RECOGNITION

DEVELOPMENT

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INFORMATION

PARTICIPATION

COMPENSATION

Knowledge is the consequence of combining information with experience. Therefore, access to information is the first step for employees' performance. An organisation must have plans and policies to ensure this access. Basic information should be public, while sensitive data should have defined access levels.

Existing information relates to all kinds of information that exist formally or informally and can be accessed or acquired. Different methods include defining jobs and roles, appraisal or reporting mechanisms, organogram and relational maps, technical information, procedures, manuals, databases, etc. External data can be accessed by training, assessing, hiring experts, merging or buying other organisations partially or entirely.

Non-existing information relates to any needed information that does not exist or is not accessible by available resources. It usually refers to external data and includes a process of experimentation. Exploring implies exposure to failure, and organisations must accept a certain level of risk boosting a culture of error tolerance.

Most organizations aspire to be inclusive workplaces that embrace diversity, value difference and support the full participation of all employees. Organizations must turn their good intentions into the policies, plans and practices needed to build and sustain a dynamic and inclusive workplace. A participation plan often includes social justice, empowerment, equality, diversity and social inclusion.

Satisfied and engaged employees are more effective and productive. These employees are also more likely to stick around. Retention of employees means saving resources that would otherwise be used to recruit, hire and train new staff. Organizations that don't support and nurture a diverse workplace may be able to recruit diverse talent but will face significant challenges when trying to retain it.

Participation can contribute to more effective decision-making and problem-solving by providing a range of perspectives, a broad spectrum of expertise and a more robust process for critical evaluation. Different viewpoints can draw attention to shared assumptions implicitly guiding current practices.

Compensation (also known as Total Rewards) can be defined as all the rewards employees earn in return for their contribution to the organization. This includes:

Direct financial compensation consists of pay received in the form of wages, salaries, bonuses and commissions provided at regular and consistent intervals.

Indirect financial compensation includes all financial rewards not included in direct payment. It is understood to form part of the social contract between the employer and employee, such as benefits, leaves, retirement plans, education, and employee services.

Non-financial compensation refers to work-life balance, flexibility (flexible time, job sharing, part-time work, telecommuting), and work environment and conditions.

To determine compensation, organizations should develop a compensation and rewards program. This type of program outlines an equitable process for compensating employees.