

# Popay staff retreat 5-7 Nov 2014 Marrakech



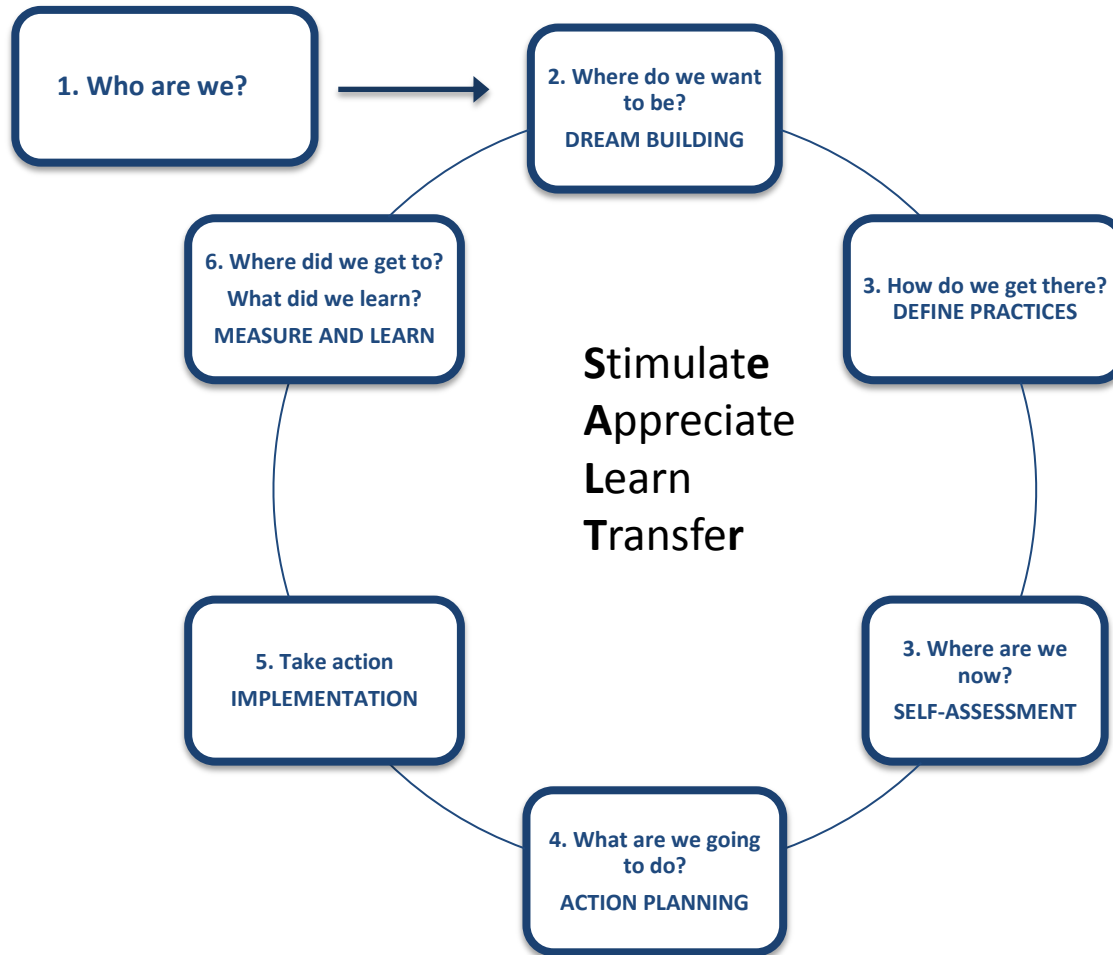
Facilitated by:

**The Constellation**

*connecting local responses around the world*



# The SALT Approach/ cycle



# The Process

Session	Description
<b>1</b>	<b>Who are we?</b>
	Getting to know each other and our connections
	Popay as an animal
	Discovering our individual strengths through personal story-telling
<b>2</b>	<b>Where do we want to be?</b>
	Our dream for Popay in 2035 – individual, small groups and plenary
<b>3</b>	<b>How do we get there?</b>
	Extracting the 12 practices that will get us to our dream
<b>4</b>	<b>Where are we today?</b>
	Self-assessment on the practices that excite us and defining targets
<b>5</b>	<b>What will we do?</b>
	Action planning based on ownership and excitement



**Realizing our connections**



**Working across regions**

# Popay as an animal...

**Ants** – patient, teamwork, participatory work, loves challenges

**Marsupilami** – Moves fast, reacts fast, esprit the famille

**Chameleon** – adaptable, flexible, vulnerable, exotic

**Bee** – collaborates, is organized with the same goal, no limits, synthesized,

**Octopus** – many legs, big brains, predator that knows what he is going for.

**Elephant** – Size of its accomplishments, assured and solid

**A colourful bird** that crosses continents

**Dog** – Lives in a group, faithful, human approach, determination to protect its space & master

**Couleuvre** – changes to the colour of his environment and adapts,

**Salmon** – going up the river instead of with the stream, courageous, ambitious, seeks challenges, fast, reactive, perseverance

**White horse** – performance, speed, endurance, allure, trust, contribution

**Fox** – clever, intelligent, chasing clients to bring solutions, acts quickly,

**Deer** – movest fast and gentle

**Buffalo** – strength, authority, leader, charisma

**Pic boeuf** – Small, useful, service-oriented, modest, faithful, not afraid of the buffalo

**Deer** – movest fast and gentle

**Leopard** – agility, speed, focussed, flexible, medium-sized, efficient

**Cat** – Family-spirit, sensitive, speed

# Our individual strengths

Based on sharing personal stories and appreciative listening:

Courage  
Determination  
Generosity  
Humanity  
Satisfaction  
Integrity  
Perseverance  
Self-confidence  
Maturity  
Ambition  
Endurance  
Positive attitude  
Trust  
Sense of family  
Inspirational  
Optimistic



Compassionate  
Caring  
Responsible  
Loyal  
Fearless  
Not afraid of risks  
Helpful  
Altruism  
Taking responsibility  
Social  
Perfectionist  
Going the extra mile  
Perform under pressure  
Open-minded  
No judgment  
Forward thinking

# Popay Dream 2035

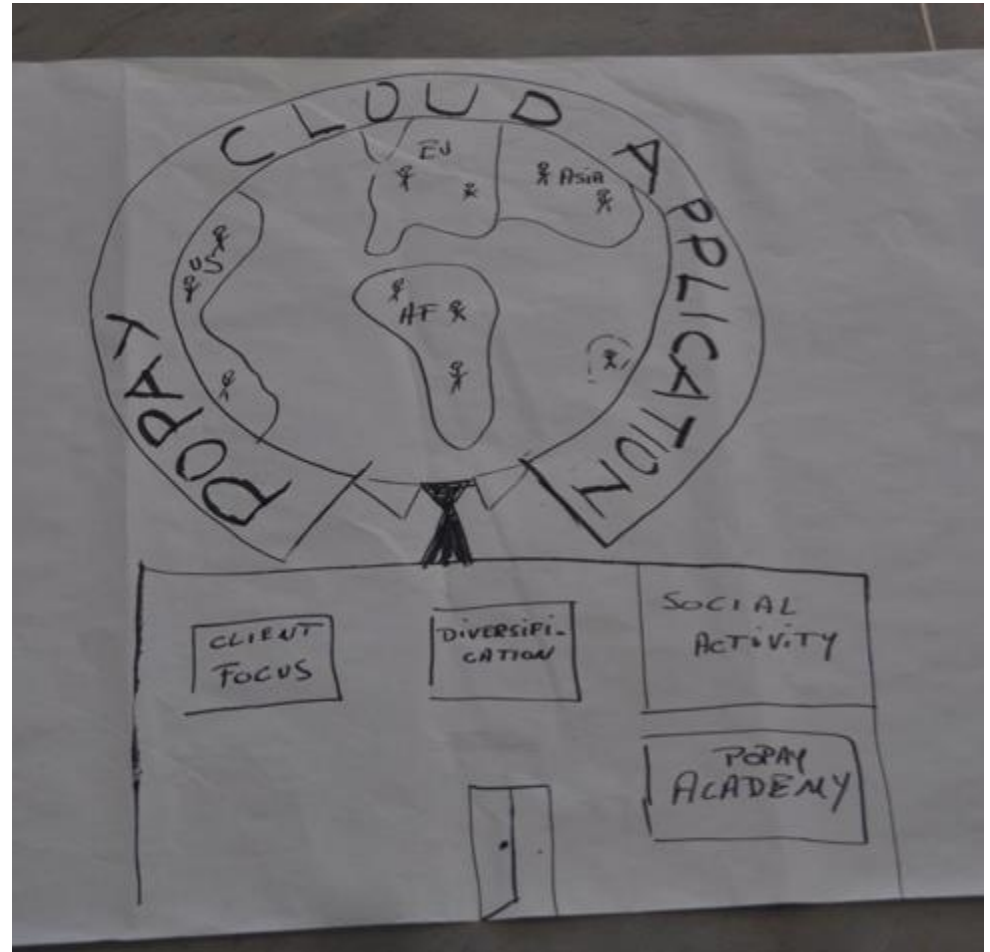




# Dream – part 1



# Dream – part 2



# Dream – part 3



# Dream – part 4



# Dream – part 5





# Dream – part 7





Admiring our common dream for Popay

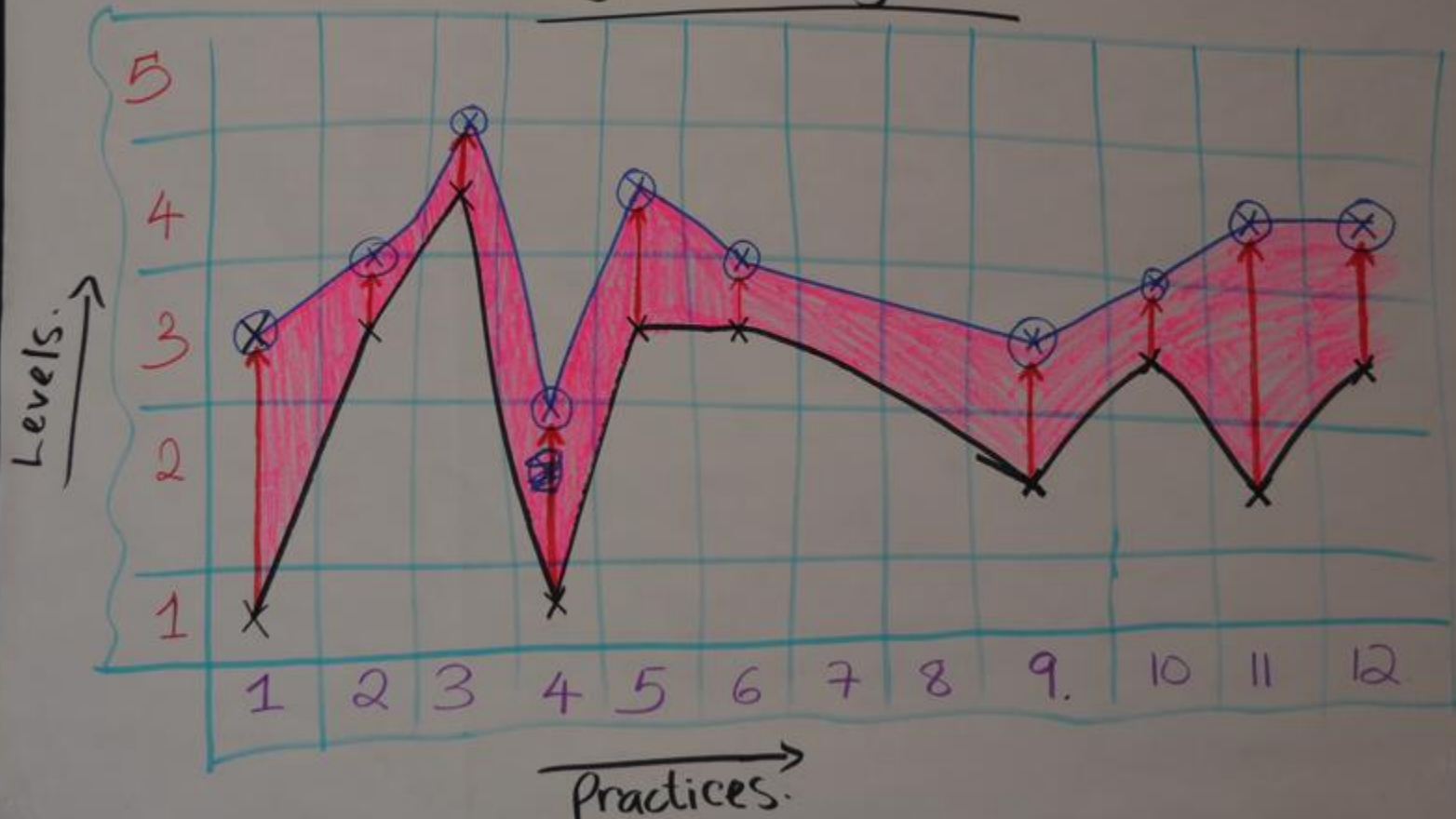


# The 12 extracted practices\*

1. We build the Popay brand
2. We nurture human potential
3. We deliver
4. We innovate
5. We learn, share and improve together
6. We contribute to social and economic development
7. We practice happy and balanced lives
8. We work as one family
9. Together with our clients, we exceed expectations
10. We expand our global footprint
11. We focus on what matters
12. We anticipate future opportunities and challenges

\* For the detailed sub-practices, see Annex 2

## Popay River Diagram



- Level 1** – We are aware of this practice, but we don't know what to do
- Level 2** – We know what to do, but we don't take action yet
- Level 3** – We take action from time to time
- Level 4** – We take systematic, regular action
- Level 5** – This is our lifestyle. Our action is natural

# The Action Plan - 1

Practice	Current level	Target level	Action(s)	Single point reference(SPR)	Team	How will we know we are making progress?
1	1	3	<ul style="list-style-type: none"> <li>Formalization</li> <li>Diffusion</li> <li>Mise en pratique</li> <li>Strategic</li> <li>Application</li> </ul>	Annelies Djibyno	Annelies DjibyND Djiby Diop Khadim	<ul style="list-style-type: none"> <li>Est-ce fue le</li> <li>Mesurer l' activite'</li> <li>Evaluation strategic</li> <li>Avis des employes et clients</li> </ul>
3 - we deliver	4	4+	<ul style="list-style-type: none"> <li>Knowledge management</li> <li>Client management</li> <li>Establish methodology</li> </ul>		Lamine Hitesh Youssouf Demba Ashraf Soulegmane	<ul style="list-style-type: none"> <li>Time</li> <li>No of resources</li> <li>Client satisfaction.</li> </ul>
4	1	2+	<ul style="list-style-type: none"> <li>Inventory – how to start (method)</li> <li>Define focus areas.</li> </ul>	Rob	RoB Thierry Bart Jan Marvin.	<ul style="list-style-type: none"> <li>Communication pack ready</li> <li>Defined/ next steps.</li> </ul>
12	3	4	<ul style="list-style-type: none"> <li>Communicate</li> <li>Make systematic and regular board meetings.</li> </ul>	Bert	Board	<ul style="list-style-type: none"> <li>-</li> </ul>
11	2	4	<ul style="list-style-type: none"> <li>regular progress monitoring to regions(NL,Africa, BL)</li> <li>Publish( google site)</li> </ul>	Bert	Board	<ul style="list-style-type: none"> <li></li> </ul>

# The Action Plan - 2

Practice	Current level	Target level	Action(s)	Single point reference(SPR)	Team	How will we know we are making progress?
5	3	4	<ul style="list-style-type: none"> <li>• Outil commun</li> <li>• Documentation centralise'e</li> <li>• Administrateurs(par region)</li> <li>• Forum interne</li> <li>• Suivi systematize</li> </ul>	Ronny & Hans	Mike Jasper Ibou Youssef Amine Ansou Michel Issa Ronny Hans	<ul style="list-style-type: none"> <li>• Revelation</li> <li>• Dans 3 mois</li> </ul>
10	3	3+	<ul style="list-style-type: none"> <li>• Commuication among us</li> <li>• Promote popay as an international brand(oracle +clients)</li> <li>• Work with the brand team.</li> <li>• Strategies</li> <li>•</li> </ul>	Adil	Pierre Adil Gulshun Marianne Yvonne	<ul style="list-style-type: none"> <li>• -</li> </ul>
Ensemble avec les clients, nous de'passons les attentes	2 nous savons quoi fair mais aucune action prise	3	<ul style="list-style-type: none"> <li>• faire un audit de la formation sur des opportunities . quell est le contenu – quell est l' impact sur le clients?</li> <li>• Ameliorer la formation fournie cone finalite . – exploiter une ressources autre.(humaine,</li> </ul>	Faire une Veille Marketing Four les clients - les informer	Autounane Boris	En exterone <ul style="list-style-type: none"> <li>• Fair le point avec les clients.</li> </ul> En interrne <ul style="list-style-type: none"> <li>• Reunion evaluation periodque</li> <li>• nbre de dole sur</li> </ul>

# The Action Plan - 3

Practice	Current level	Target level	Action(s)	Single point reference(SPR)	Team	How will we know we are making progress?
			nationale <ul style="list-style-type: none"> <li>• Ed,fier le client sur les fonctionalite's presents dans l'application susceptible de l'oider a' fare des pre'visions ou controles plus pertinents ex - tableau de bold....</li> <li>• Evaluation - enquetes - questionnaire satisfaction</li> <li>•</li> </ul>			jira
Prendre soin de potentree humain	3	3+	<ul style="list-style-type: none"> <li>• identifier prioritser valider les actions</li> </ul>	Rama	Bocar Rama Maolage	<ul style="list-style-type: none"> <li>• no de gowes on les collaboraso - tewes</li> <li>• traansaillant en anglais</li> </ul>
Nous participons au de'veloppement economique & social	3	3plus	<ul style="list-style-type: none"> <li>• batir pa morque popay</li> <li>• deliver</li> <li>• tracailler en une familli unique</li> <li>• prendre soin du potential humain</li> </ul>	Moulaye	Moulaye Bocar Rama	<ul style="list-style-type: none"> <li>• nombre employee</li> <li>• chiffre d'allaire</li> <li>• nombre fipiape</li> </ul>

# What did participants say?

*“I want to apply this process with my family”*

*“If we invest in all these 12 practices, the money will flow”*

*“In my 10 years of consulting, I have never experienced such a truly bottom-up process”*

*“This is the first time I really got connected to all other Popay people”*

**Keep the fire burning!**

**Practice  
SALT**



# Keep the fire burning!

## Teams Consolidate their Plan and Share

- Current level of performance, with justification
- Target level and indicator
- Actions for reaching target level
- Current team composition
- Single Point of Reference (SPR, Focal Point...)
- Invitations to other staff members to join the team



# Keep the fire burning!

## Support team

- Facilitates the SPR team
- Decides on share platform and organizes it
- Proposes regular meeting schedule with SPRs
- Proposes process and schedule for next self-assessment

# Keep the fire burning!

## **New assessment of current level**

- Adapt actions, new target levels and indicator of target met
- Capture what Popay has learned, in writing and in short videos

## **Self assessment in geographic entities?**







# Annexes

Annex 1 – Sub-practices of the self-assessment

Annex 2 – Detailed action plan

Annex 3 – Who does what in Popay?