CULTURE SUMMIT

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Culture by design: how small actions build big culture

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Organisational Development & Talent Manager
Flash Group



CULTURE

CULTURE BY DESIGN:
HOW SMALL ACTIONS BUILD BIG CULTURE

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- Why culture is a business case, not “soft stuff.”
- How we intentionally weave culture into the employee lifecycle, with a deep dive into the first 90 days.
- How we use data to learn and adapt — without a big budget.

CULTURE AS A BUSINESS CASE

Companies with strong, aligned cultures outperform their peers, with a 30% higher return to shareholders and a 147% higher earnings per share (Gallup, CLC)

Companies with strong cultures saw a 4x increase in revenue and a 756% increase in net income over 11 years (HBR)

Organisations with strong cultures report up to 41% lower absenteeism and a 3.8x higher retention rate during disruption. (Gallup, MIT Sloan)

Highly engaged teams see a 21% increase in profitability and 17% higher productivity (Gallup)

"I think many of us hold either consciously or unconsciously [the idea] that culture somehow is really terrific, it's important, it's essential, but it's kind of a soft concept. It's touchy feely and you can't quantify it.
And that's nonsense."

- James Heskett

WHEN IT COMES TO CULTURE IT'S NOT ABOUT WHAT WE HAVE - IT'S WHAT WE DO.

What matters is intentionality:
small, consistent actions that compound into something POWERFUL.

DEFINING VALUES AS A BASELINE FOR CULTURE

Your culture journey begins by defining your lived values – what you do, not what you say you do.

Unless you define your values-based behaviours, employees won’t know what’s expected.

You need leadership buy-in.
Without it, values remain words on a poster.

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THE THREE BIGGIES!



PURPOSE

Purpose can be described as our “why”. Why do we exist as a business beyond just making money? At Flash, our purpose is to make people’s lives easier.

CULTURE

At Flash, we are big on culture. The Flash culture is something special and it’s something we actively nurture every day, to ensure our strategy is fulfilled by a motivated, happy, and unified team.

VALUES

We have three values:

- We are all in
- We have each other’s backs.
- We are brave.

Our values shape the decisions we make, determine what we reward, and set a benchmark for how we expect our people to treat one another.

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WE ARE ALL IN

We are engaged and passionate about our business and our people.

We go above and beyond to deliver what we promise.

We are self-discplined and take ownership.



WE HAVE EACH OTHER'S BACKS

Supporting people is what we do.

We are approachable.

We grow and value each other.



WE ARE BRAVE

We push boundaries to achieve the remarkable.

We embrace change.

We are open and honest.

CULTURE ACROSS THE EMPLOYEE LIFECYCLE

ATTRACT & RECRUIT

- Employer branding to showcase life at Flash
- Pre-selection questionnaire
- Competency-based interviews
- Psychometric assessments to assess fit (role, team, organisation)

ONBOARD

- First day experience and tour
- Flash merch
- Induction
- Overviews
- 30/ 60-day check ins
- 1 year check ins
- Living the Values

DEVELOP

- LinkedIn Learning
- Learnerships
- Management & Leadership development
- CMS/ FlashBooks
- Bursaries
- Short courses
- Career conversations
- Career pathways
- GPS (performance)
- Shake Up Sessions
- Podcasts (If I could teach you one thing…)
- 360 feedback surveys

ENGAGE

- Flash Club
- Wellbeing
- Culture Club
- Flash Festive Fridays
- Temperature checks
- Flash Life App
- Employee benefits
- CSI activities
- Change enablement
- Office branding
- Insights Discovery
- Bespoke team effectiveness sessions
- Stay interviews

EXIT

- Exit interview
- Trend analysis

ATTRACT AND RECRUIT

EMPLOYER BRAND:

- **People must opt in to our culture.**

PREP PACKS:

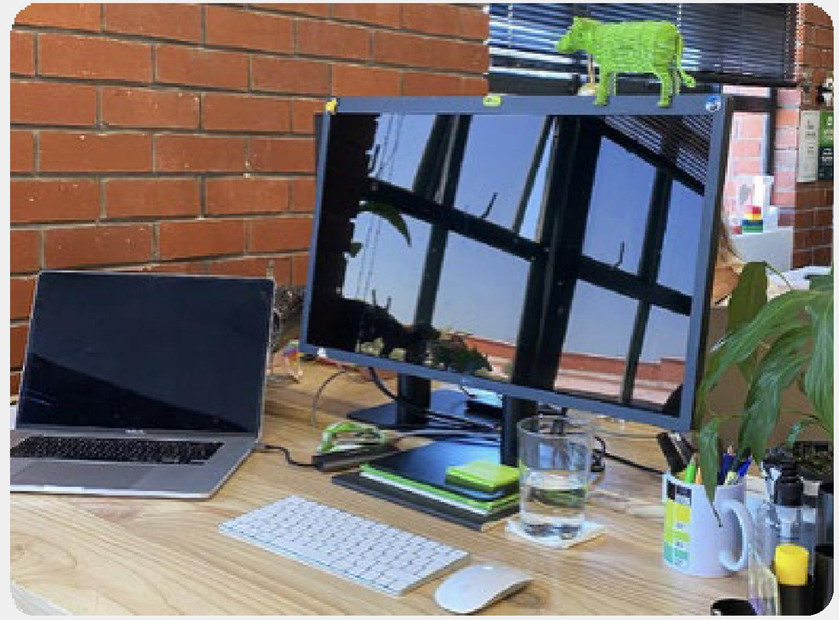
- **We send every candidate an interview prep pack.**

WE WANT YOU TO SUCCEED

DAY-BEFORE WELCOME EMAIL:

- **“You’ve made a great choice - get ready to fall in love with your new job, the people, and the culture.”**

CULTURE STARTS BEFORE DAY 1.



"What I value bringing to work is engaging respectfully with different cultures and people."



LANGELIHLE DLAMINI

Area Growth Manager

THE FLASH EFFECT

flash

ERHARD LOUW

Growth & Operations Manager



ALWAYS CURIOUS. NEVER COMPLACENT.

flash

with Erhard Louw

WELCOME TO THE HERD

NICK BEAMISH — Cash Out Manager



Think You'd

FIT IN?

If you love building meaningful tech, you'll feel at home here.

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YOUR WELL-BEING COMES FIRST.

- An employee assistance programme for you and your dependants
- A culture that encourages balance, not burnout
- Leaders who care about how you're really doing

You're not just an employee here, you're a human first.

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YOUR GROWTH IS NON-NEGOTIABLE.

- Learning and development opportunities
- Career paths that evolve with you
- Leaders who back ambition and curiosity

We invest in people, not just roles.

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WE MOVE FAST AND WE NEED A

CYBER OPERATIONS ANALYST

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CONGRATULATIONS

10 YEARS



MERRICK MEREDITH

WELCOME TO THE HERD



KARABO LEFALATSA

Automation QA

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MORE THAN A JOB.

THIS IS LIFE AT FLASH.

Perks and benefits designed around people, not policies.

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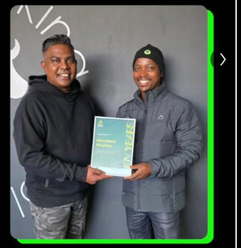
CONGRATULATIONS

RENDANI MUDAU



10 YEARS

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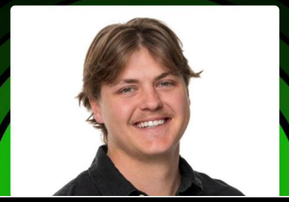
WELCOME TO THE HERD!

DAVID VAN SELM

Junior Key Account Manager



KABELO TSERANE

Senior Key Account Manager

FROM FIRST CALLS TO KEY PARTNERSHIPS.



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with Kabelo Tserane

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WE ARE HIRING



NATALIE STEWARD

UI/UX Designer

PROOF THAT IT'S NEVER TOO LATE TO START SOMETHING NEW.



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with Natalie Steward

HELLO,

WE'RE SO EXCITED TO MEET YOU!

Here's a handy guide to get you prepped and pumped for your interview.



WELCOME TO YOUR FLASH INTERVIEW JOURNEY

We've put together this pack filled with info on our business, the team, our hiring process and some tips and tricks to give you a headstart.

Just a heads up: This is a friendly guide to get you started on how to prepare for your interview. We'd highly recommend doing some extra digging on everything Flash to really ace that interview.

HERE'S THE INSIDE SCOOP OF OUR HIRING PROCESS

APPLICATION SUBMISSION & REVIEW:

You submit your resume, cover letter, and anything else we've asked for through one of our channels. The talent team assesses and screens the applications.

TALK WITH THE TALENT TEAM:

If we like what we've seen, you'll hear from one of our friendly team members. They'll kick things off.

PHONE SCREENING:

If things click, our Talent Team will reach out for a chat. This chat is about checking your basics, interest in the role, and whether you're a culture fit.

1ST INTERVIEW:

If you pass the initial screening, you'll be invited for a first-round interview. Usually, our talent consultant and hiring manager (or a panel) will ask you about your skills, experience, and how you'd fit with the role and team.

PSYCHOMETRIC ASSESSMENTS:

If you ace round one, we might ask you to complete some psychometric assessments. This will require both an ability and personality test. These are unsupervised and can be done in your own time. All you'll need is a stable internet connection and some peace and quiet.

2ND INTERVIEW:

Not everyone gets a second interview (it depends on the role), but if you do, it's a chance to meet more of our team, managers, or stakeholders. We delve deeper into your role and culture and might even throw in a case study.

REFERENCE CHECKS AND MIE CHECKS:

Before we seal the deal, we check your references and run some background checks.

HIRING DECISION:

Our talent team and hiring team huddle up to make the big call. Fingers crossed!

ONBOARDING:

If you're in, we start the onboarding process. We sort out paperwork, get you up to speed, and make sure you feel right at home. Training, overviews, and everything you need for a smooth transition into

DISCLAIMER

REMEMBER, THIS IS THE BASIC RUNDOWN. SOME ROLES MIGHT HAVE EXTRA STEPS OR VARIATIONS.

OUR SECRET SAUCE INTERVIEW TIPS & TRICKS

BEFORE WE DIVE IN, JUST BE YOURSELF. IT MIGHT SOUND CLICHÉ, BUT WE GENUINELY WANT YOU TO FEEL COMFORTABLE EXPRESSING YOUR INDIVIDUALITY.

HOW TO PREPARE

- Start by thoroughly reviewing the job description. Be ready to discuss your previous work experiences in detail.
- Think about why you're excited to join Flash and how you'll contribute to our mission and goals.
- When you answer questions, aim for clarity and articulation.

ANSWER STRUCTURE

- If something's not clear, ask for clarification. That's how we learn.
- Try using the STAR method (Situation, Task, Action, Result) when you respond to questions.
- Share examples from your past experiences. It helps the interviewer see your capabilities.
- Keep your answers concise and to the point.

DRESS CODE

- We're semi-casual here. No requirement for heels or suits. But if that's what you want to rock, go for it. We want you to be yourself and let your individualism shine through.

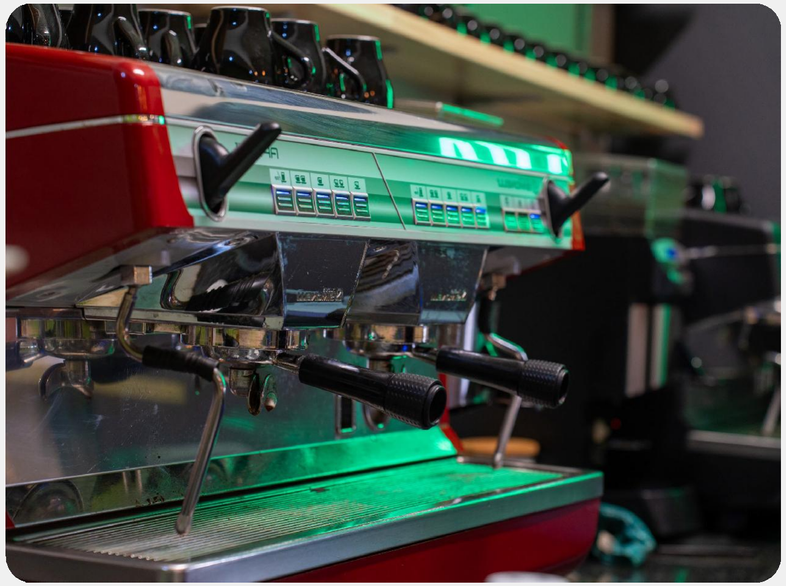
UPDATES

- Your Talent Consultant will reach out when they have feedback and can advise on the next steps.
- If you'd like an update before that, feel free to reach out to your Talent Consultant.

ONBOARD

FOR THE FIRST 3 MONTHS NEW HIRES ARE ASKING: “DID I MAKE THE RIGHT DECISION?” SO, WE DESIGN DAY 1 TO ANSWER THAT WITH A CLEAR YES:

- **Talent Partner meets them at reception. Coffee. Buddy.**
- **Relaxed 9am start**
- **Flashy Flash welcome box**
- **“I have the materials and equipment I need to do my job.”**
- **We partner to set realistic and achievable objectives to provide direction and clarity**
- **L&D assign relevant and engaging content through LinkedIn Learning & FlashBooks**
- **Welcome to the Herd comms**

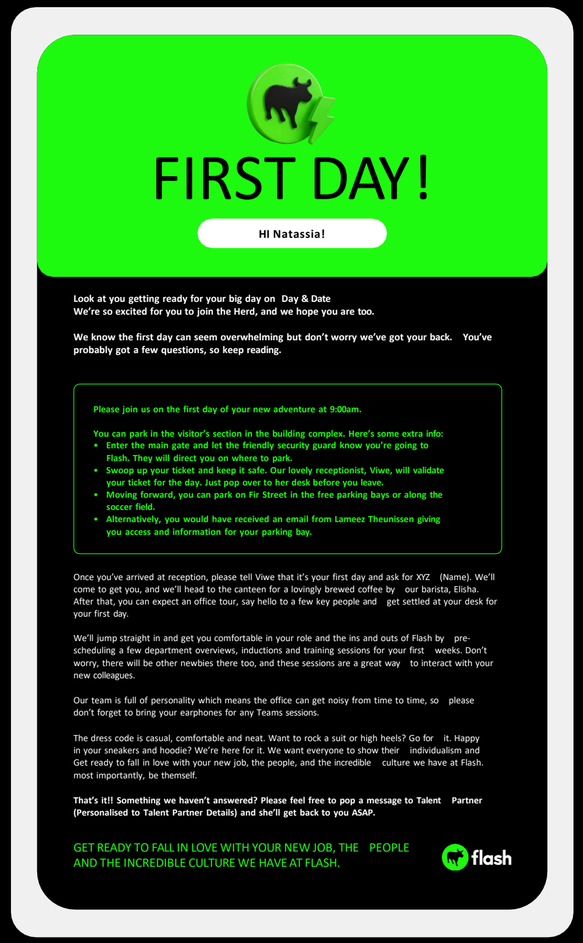


ONBOARDING: A SEAMLESS START FOR NEW RECRUITS

We’re super happy to have you here to help us fulfil our purpose of making people’s lives easier.

OVERVIEW

We have no doubt you’re dying to get stuck in, so your manager included you in a few overviews they would like you to attend. Overviews are there to provide with you a better understanding of each department and to get to know your fellow colleagues. Take a squiz at your overview selection in the document waiting for you in your inbox.



FIRST DAY!

HI Natassia!

Look at you getting ready for your big day on Day & Date
We’re so excited for you to join the Herd, and we hope you are too.

We know the first day can seem overwhelming but don’t worry we’ve got your back. You’ve probably got a few questions, so keep reading.

Please join us on the first day of your new adventure at 9:00am.

You can park in the visitor’s section in the building complex. Here’s some extra info:
- **Enter the main gate and let the friendly security guard know you’re going to Flash. They will direct you on where to park.**
- **Swoop up your ticket and keep it safe. Our lovely receptionist, Viwe, will validate your ticket for the day. Just pop over to her desk before you leave.**
- **Moving forward, you can park on Fir Street in the free parking bays or along the soccer field.**
- **Alternatively, you would have received an email from Lameez Theunissen giving you access and information for your parking bay.**

Once you’ve arrived at reception, please tell Viwe that it’s your first day and ask for XYZ (Name). We’ll come to get you, and we’ll head to the canteen for a lovingly brewed coffee by our barista, Elisha. After that, you can expect an office tour, say hello to a few key people and get settled at your desk for your first day.

We’ll jump straight in and get you comfortable in your role and the ins and outs of Flash by pre-scheduling a few department overviews, inductions and training sessions for your first weeks. Don’t worry, there will be other newbies there too, and these sessions are a great way to interact with your new colleagues.

Our team is full of personality which means the office can get noisy from time to time, so please don’t forget to bring your earphones for any Teams sessions.

The dress code is casual, comfortable and neat. Want to rock a suit or high heels? Go for it. Happy in your sneakers and hoodie? We’re here for it. We want everyone to show their individualism and Get ready to fall in love with your new job, the people, and the incredible culture we have at Flash. most importantly, be themself.

That’s it!! Something we haven’t answered? Please feel free to pop a message to Talent Partner (Personalised to Talent Partner Details) and she’ll get back to you ASAP.

GET READY TO FALL IN LOVE WITH YOUR NEW JOB, THE PEOPLE AND THE INCREDIBLE CULTURE WE HAVE AT FLASH.

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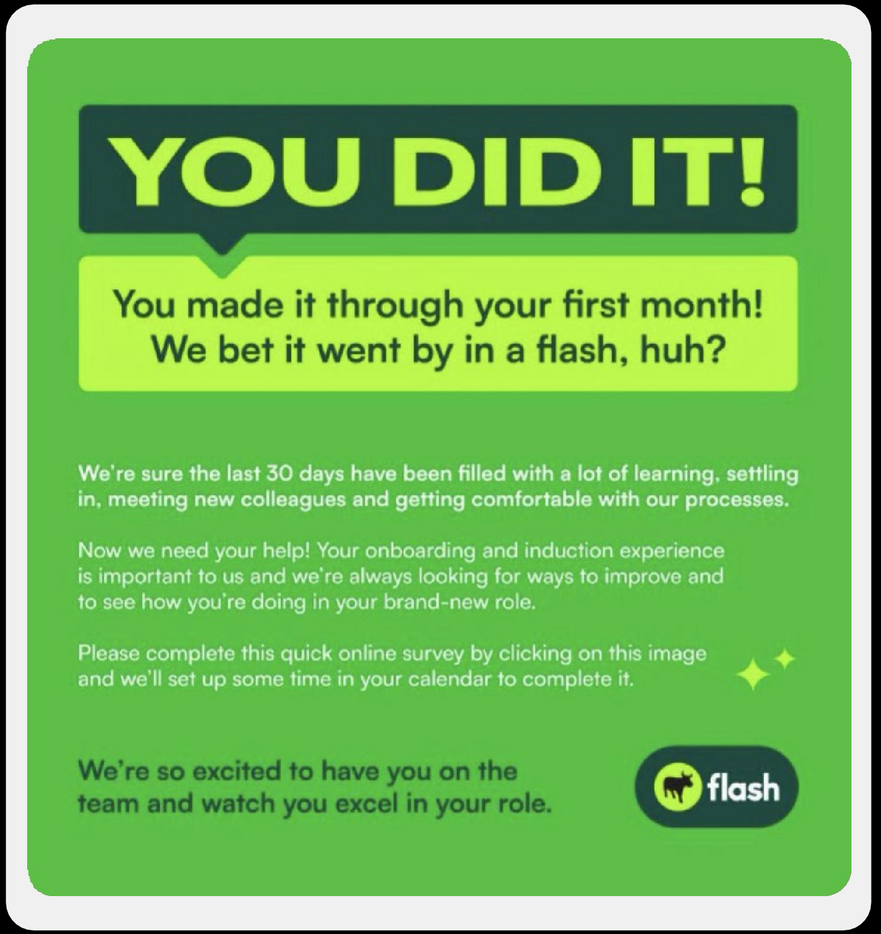
DEVELOP & ENGAGE

BELONDING DOESN’T END AFTER DAY 1

We design touch points throughout the first 90 days:

- **30-Day survey**
- **60-Day check-in**
- **Psychometric feedback**
- **Learning overviews**
- **Living the values**



LIVING THE VALUES



SESSION 1:
WE ARE ALL IN

- Exploring and understanding personal values, the model of life and purpose (tapping into personal mastery)
- BILT model of organisational culture
- Unpacking employee engagement
- Flow
- Amygdala / emotional hijack
- Energy management



SESSION 2:
WE HAVE EACH OTHER'S BACKS

- Understanding perception
- Empathy and compassion
- Building active listening skills
- Understanding the impact of influence and intent on our interactions
- Types of communication & Assertiveness model
- 4 life positions/ I'm okay, you're okay
- Transactional analysis (PAC)
- Trust: building trust in teams with the marble jar and trust equation



SESSION 1:
WE ARE BRAVE

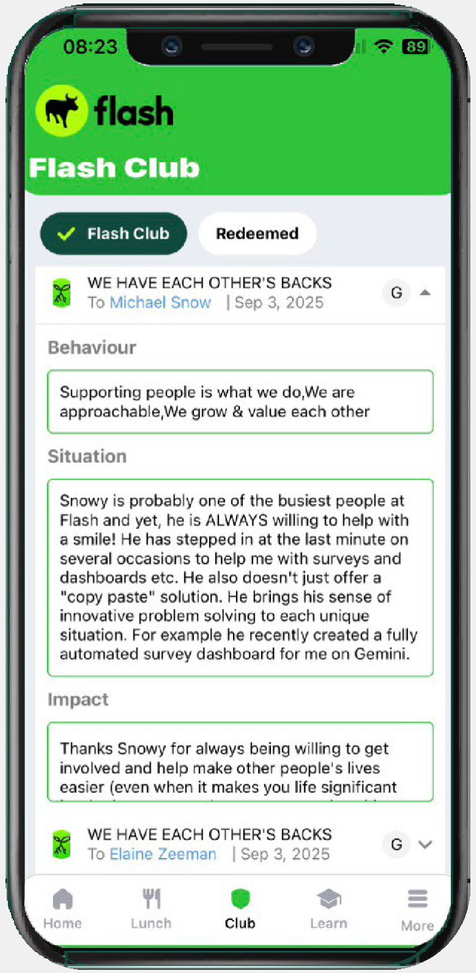
- The impact of self-talk and tapping into potential
- Overcoming self-limiting beliefs and adopting a growth mindset
- 3 good things "Brave" (crucial) conversations
- Crucial conversations
- Insights D4 model to provide feedback

RITUALS, RECOGNITION & THE REAL WORLD

CULTURE NEEDS ONGOING REINFORCEMENT:

- **Connection events**
- **Recognition**
- **Real examples**

> *While successful culture can look and feel like magic, the truth is that it's not. Culture is a set of living relationships working toward a shared goal. It's not something you are. It's something you do.*
>
> *– Daniel Coyle*



OFFICE OLYMPICS



GET YOUR GAME FACE READY

The *FLASH OFFICE OLYMPICS* are coming, and we're ready to show the 2024 Paris Olympics who the REAL CHAMPS are.

Next week, we'll transform Obs into a global arena as we randomly divide into 32 countries to compete for gold, silver, and bronze. But hold on—these aren't your typical sports! Prepare for hilarious and unconventional challenges that will bring out your competitive spirit and sense of humour!

Get ready to show your team spirit, embrace the friendly competition, and aim for the top spot on the podium. Let's make these Flash Obs Office Olympics the event of the year!

STAY TUNED FOR MORE DETAILS AND EVENT LINEUPS

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LET THE GAMES BEGIN!

WELCOME TO THE 2024 FLASH OFFICE OLYMPICS, TEAM [INSERT COUNTRY]!

Your country consists of the following athletes:

INSERT NAMES HERE

An outline of the events will be sent on Monday. Remember to create a Teams group and coordinate a meeting time for next week!

GET READY TO BRING YOUR A-GAME AND SHOW OFF YOUR SKILLS!

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THE TIME HAS COME!

BRING THE GEES, because the 2024 Flash Office Olympic Games are upon us! Tomorrow, you'll be randomly assigned to represent 1 of 32 countries.

HERE'S WHAT TO EXPECT:

- Four Exciting Events: Over the next two weeks, your team will tackle four thrilling challenges.
- Get Involved: Participation is encouraged! Connect with your teammates and show off your team spirit.
- Team Communication: Create a Teams group for your country to strategise and decide who will compete in each event.
- Opting Out: If you choose not to participate, inform your teammates. Remember, you'll still receive all updates, but only participants are eligible for prizes!

Get ready to embrace the spirit of camaraderie and a dash of friendly rivalry to make the *FLASH OFFICE OLYMPICS* unforgettable!

MAY THE BEST TEAM WIN!

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THE OLYMPIC FLAME IS ABLAZE

and our teams are set for the ultimate showdown! Get ready to experience the thrill of competition as our teams gear up for the 2024 Flash Office Olympics.

HERE'S WHAT'S IN STORE

Points will be awarded for 1st, 2nd and 3rd, and participation in each event. At the end of two weeks, the team with the most points will claim victory! ON YOUR MARKS, GET SET, GO!

OPENING CEREMONY AND LUNCHTIME QUIZ

Date & Time:
- Friday, 26th July | 12pm

Details:
- Who will emerge victorious in the battle of brains? Join us in the third-floor canteen for a lunchtime quiz!

Who can participate:
- All are invited to participate

TABLE TENNIS TOURNAMENT

Date & Time:
- Tuesday, 30th July – Thursday, 1st August 12-1pm daily

Details:
- Grab your paddle and partner up for a high-energy doubles tournament! Knockout rounds await in the third-floor canteen. Check the schedule to see when your team hits the table

Who can participate:
- Nominate 2 team members to compete

EGG, SPOON AND BALLOON RACES

Date & Time:
- Tuesday, 6th August | 12-1pm

Details:
- Speed, balance, and precision – who will master the art of the egg and spoon? Meet at the pause wall on the third floor for an epic race against the clock.

Who can participate:
- Nominate 2 team members to compete

YOUR COUNTRY MASCOT AND PRIZE-GIVING

Date & Time:
- Thursday, 8th August | 12-1pm

Details:
- Let your creativity shine as you dress up a teammate to represent your Olympic country! Join us for the grand unveiling in the third-floor canteen

Who can participate:
- Nominate 1 team member to be your country mascot

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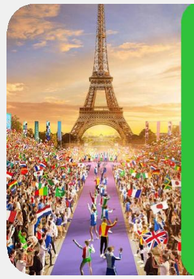

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STAY TUNED FOR MORE DETAILS AND EVENT LINEUPS

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LET THE GAMES BEGIN!

The teams for the 2024 Flash Office Olympics have been revealed. Check your inbox to discover which country you're representing and meet your fellow athletes.

→ GET READY TO BRING YOUR A-GAME

flash

THE TIME HAS COME!

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Find out what to expect in your inbox.
MAY THE BEST TEAM WIN!

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OFFICE OLYMPICS

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LAST THURSDAYS

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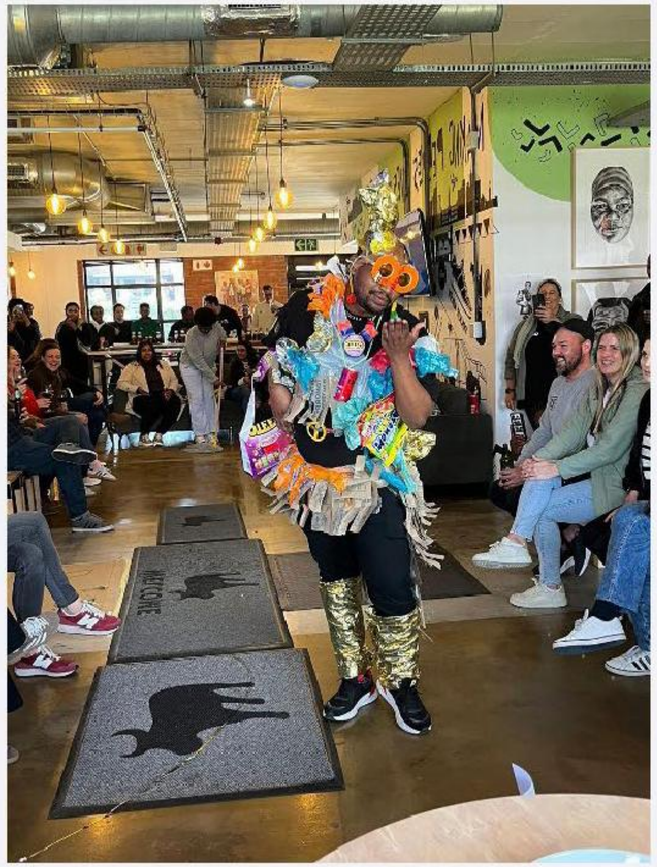










FLASH FESTIVE FRIDAYS









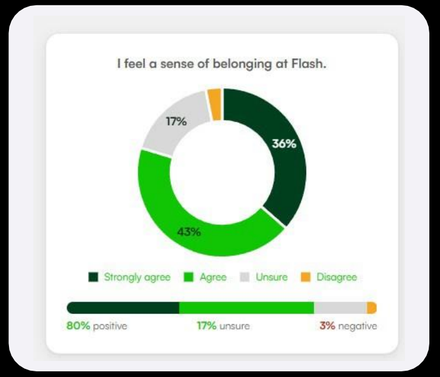


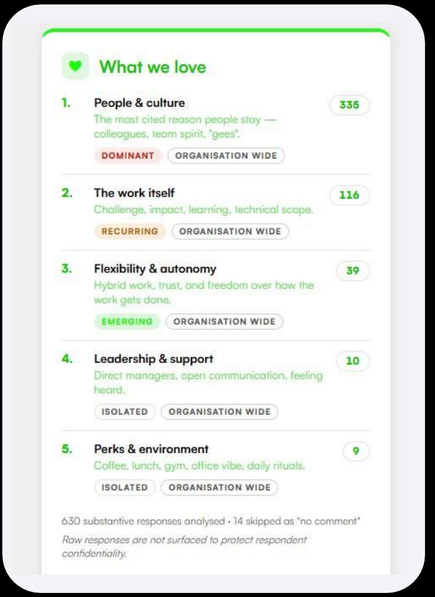


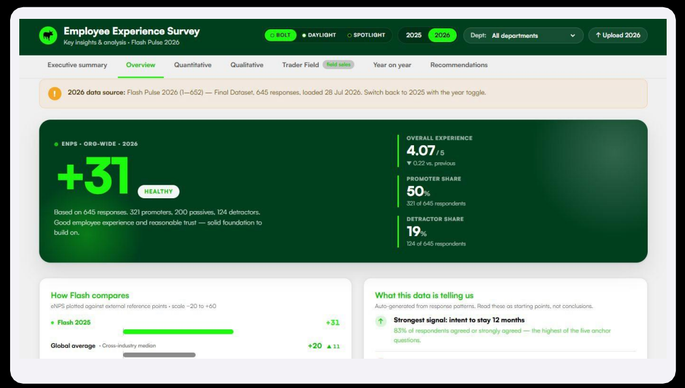
THE ROLE OF DATA

WE CAN’T JUST TALK CULTURE. WE MUST MEASURE IT.

- **Surveys: New starter feedback, quality of hire, offer declines, eNPS/ experience & team temperature checks**
- **Interviews: Stay and exit interviews**
- **Analytics: Correlation analysis of HR data**
- **360s: Holding leaders accountable for culture**







FROM KNOWING TO DOING

There’s no new, revolutionary culture research. What works is simple: small, intentional practices, repeated consistently over time.

That’s how culture is built, scaled, and sustained.

Map your culture touchpoints across the employee lifecycle. What’s working? What’s not?

Leverage your passionate people

Get your leaders to live it

flash

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ARE YOU DESIGNING YOUR CULTURE WITH PURPOSE

or letting the magical moments slip by unnoticed? We know what works.

The real challenge is: are you acting on it?