The traditional top-down approach to managing change that avoids the changing psychological contract is likely to continue to be flawed in bringing about transformation in the workplace.

In this final chapter I will use a case study to illustrate how the New Employment Relationship Model can be applied in an organization. The Lockyer Valley Regional Council, in its quest to become an employer of choice, has developed some practical strategies to alter the psychological contract. To achieve this, the organization used the Corporate Culture Change Cycle (CCCC). This will be discussed in this chapter.

Before we look at this methodology, let’s recap the eight binding values of the New Employment Relationship Model. There are many overlaps between the eight values. If any value is neglected, it will undoubtedly adversely affect other values in the model. On the other hand, applying one or more values in an organizational setting will contribute to the development of other values. For instance, the value of flexible deployment is closely associated with the values of learning and development and open information. Developing a flexibly deployed workforce through the implementation of a successful multi-skilling program requires an emphasis on learning...
and development and the need for information sharing. All eight values are in some way interrelated.

The New Employment Relationship Model offers a comprehensive roadmap to navigate the transformation from a traditional to new employment relationship in an organization. A new psychological contract is the cornerstone of becoming an employer of choice. With more than two hundred years of conditioning, the challenges of changing the mindsets supporting the traditional employment relationship should not be underrated. Nonetheless, I have argued throughout this book that there is a need to alter these traditional mindsets. The costs to both the organization and individual are too great to continue with the “them and us” employment relationship mentality.

*Attracting and Retaining Talent* has given managers and management researchers a research-based model of a new psychological contract which is the type of workplace culture to become an employer of choice. I would like to suggest that the framework put forward in this book is a credible substitute for many outdated HRD strategies. These traditional HRD approaches often fail to take into account the revolution that has occurred in individual and organizational paradigms over the past thirty years. The traditional top-down approach to managing change that avoids the changing psychological contract is likely to continue to be flawed in bringing about transformation in the workplace.

### What is the Corporate Culture Change Cycle?

The eight-step CCCC is a vehicle for transforming the culture of an organization, with respect to the employment relationship. The process begins by surveying the entire