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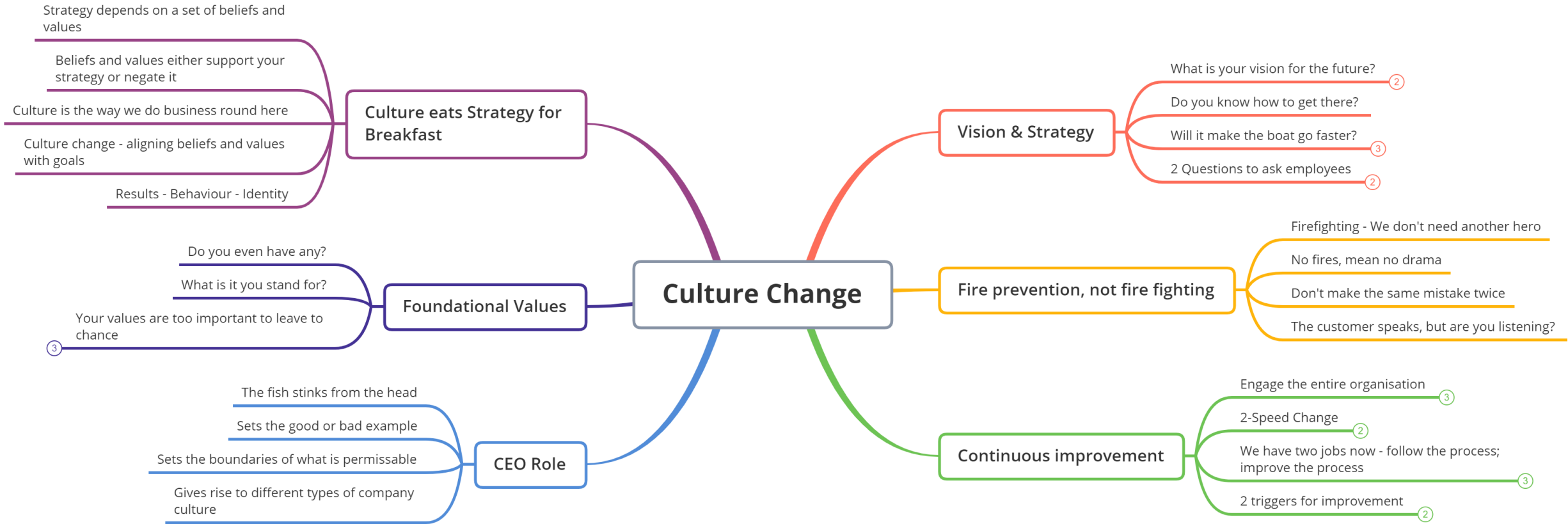
# Culture Change – The key to unlock transformational change



Paul Doherty,  
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# Culture Change – Mind map





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*“Yeah? Well, you know, that’s just like your opinion, man.”*

- The Dude

Not everyone is convinced



# Two common views of Company Culture

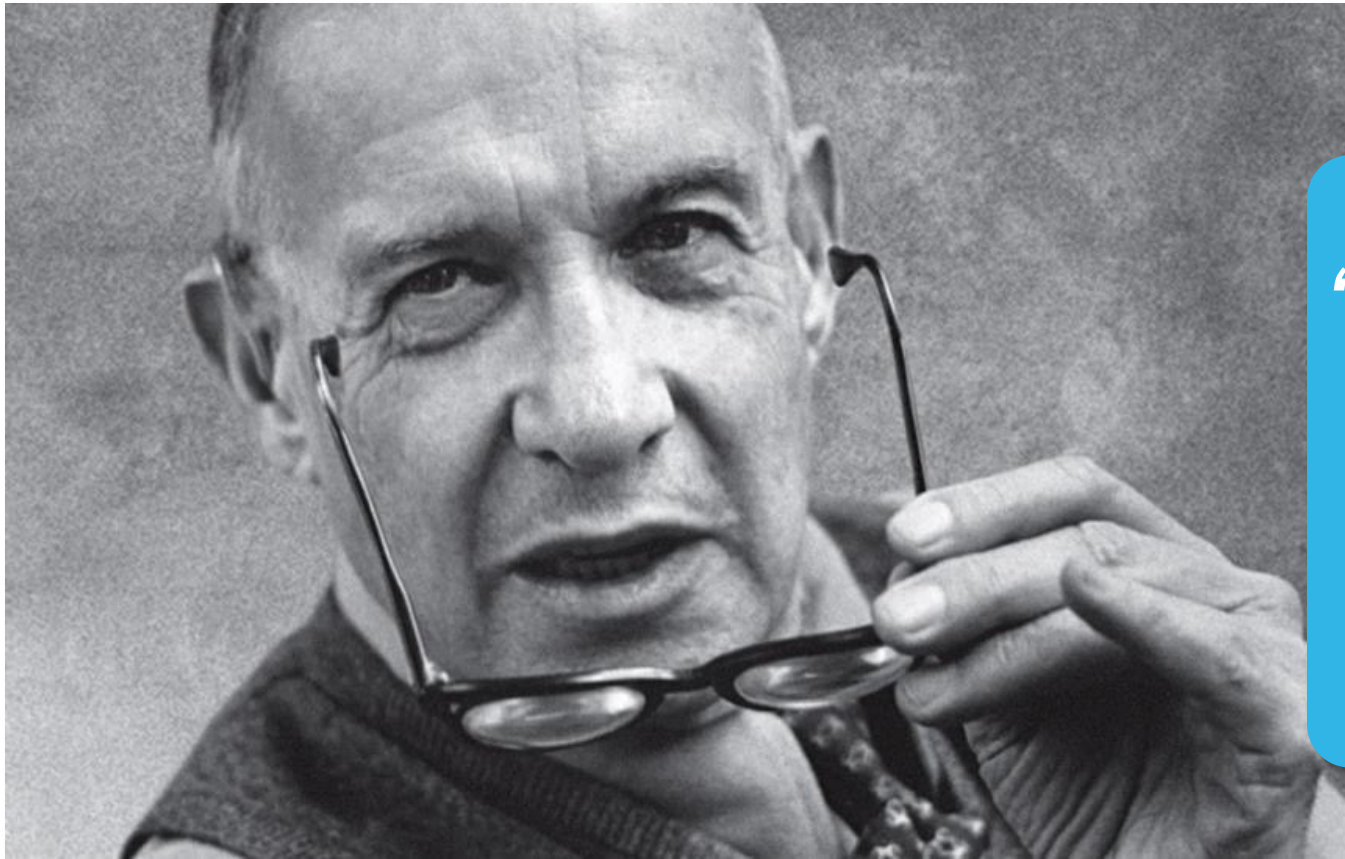


*Vegetable rights and peace.*





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***“Culture eats strategy for breakfast.”***  
- Peter Drucker

How important is company culture?



# An understanding of culture is critical because:

- Culture determines if the end state is achievable
- Culture aids or detracts from the change effort
- Culture shapes the change-maker's thoughts, ideas, and discussions

# Real culture is “below the waterline”



# What is culture?

*Culture...is the way we do business around here*

## **How do you change culture?**

*Cultural change is about aligning the way you think and behave with the results that you want to achieve*

## **Results / Behaviour / Identity**

*Useful definition of identity: You are how you see yourself*

- People act in ways which are consistent with how they see themselves
- If you want them to change, you have to change the way they see themselves







# What is Culture Change?

*Change is not what we do,  
but who we are*





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# Foundational Values

# Foundational Values and Culture

Strategy depends on a set of beliefs and values

Beliefs and values either support your strategy or negate it

Culture is the way we do business round here

Culture change - aligning beliefs and values with goals

Results - Behaviour - Identity

**Culture eats Strategy for Breakfast**

# So, what do you stand for?

## 3 Things Employees Really Want: Career, Community, Cause

by [Lori Goler](#), [Janelle Gale](#), [Brynn Harrington](#), and [Adam Grant](#)

February 20, 2018

Harvard Business Review

- **Career is about work:** having a job that provides autonomy, allows you to use your strengths, and promotes your learning and development. It's at the heart of [intrinsic motivation](#).
- **Community is about people:** feeling respected, cared about, and recognized by others. It drives our sense of [connection and belongingness](#).
- **Cause is about purpose:** feeling that you make a meaningful impact, identifying with the organization's mission, and believing that it does some good in the world. It's a [source of pride](#).
- These three buckets make up what's called the [psychological contract](#) — the unwritten expectations and obligations between employees and employers. When that contract is fulfilled, people bring their whole selves to work. But when it's breached, people become less satisfied and committed. They contribute less. They perform worse.





# What are your company's core values

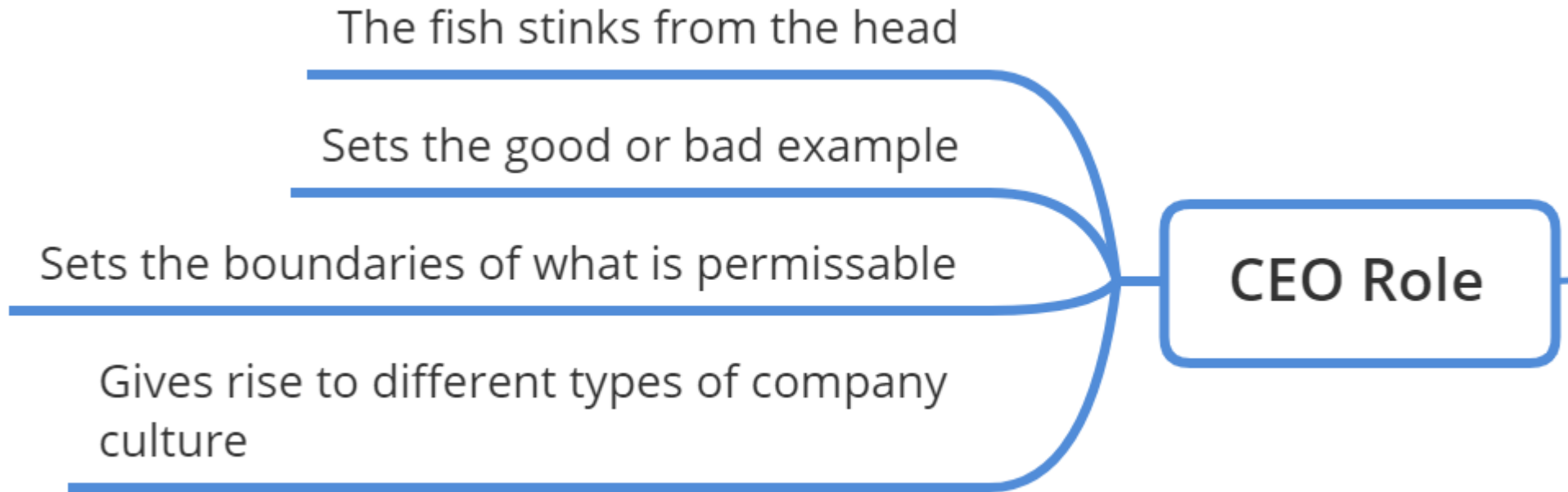
- Do you have any?
- How do you communicate them?
- Are they part of your new employee onboarding?
- Do your customers feature in your values?
- Do you reward employees who live your values?
- Is your management team made up of role-models?



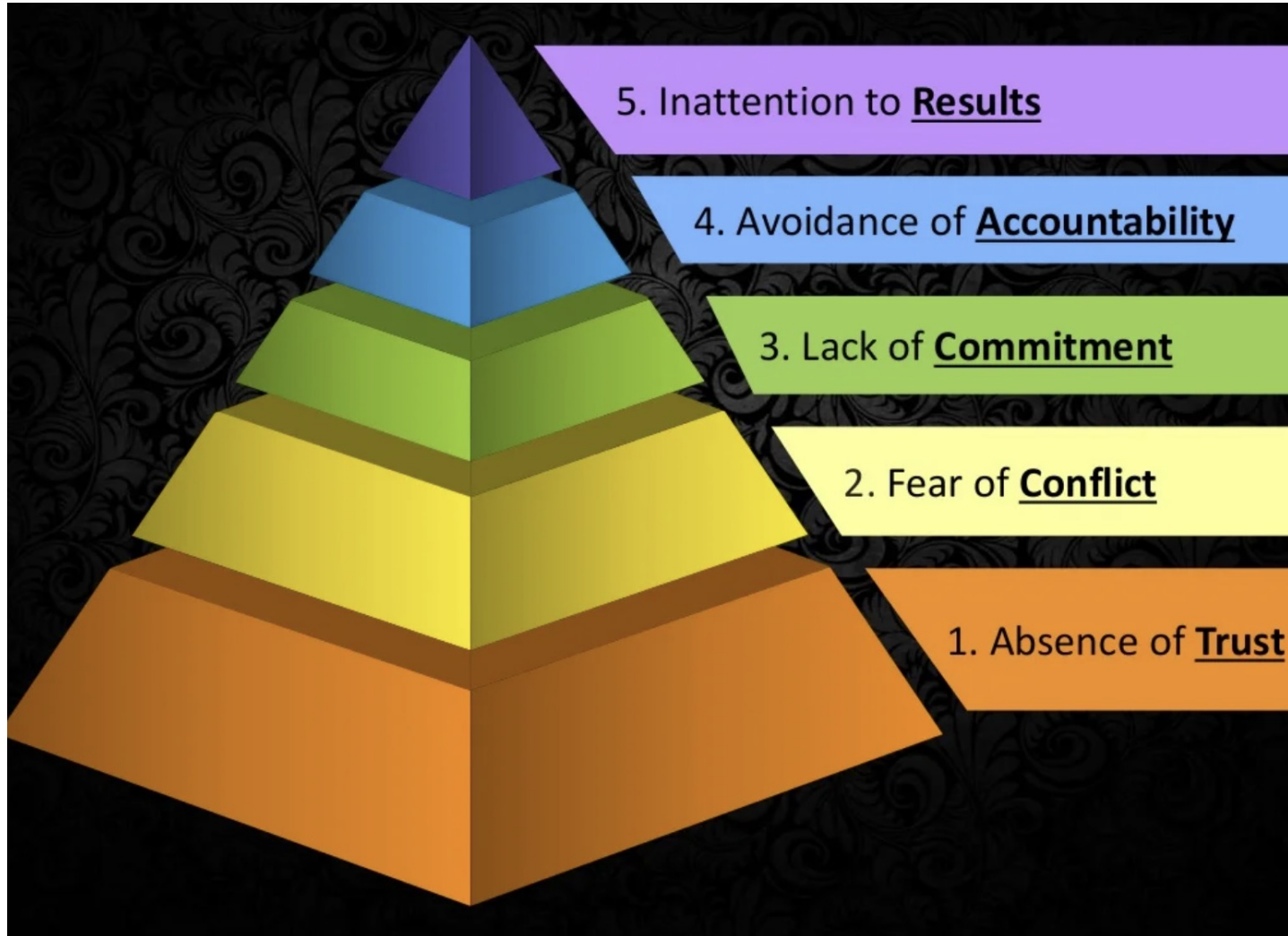
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# The CEO's Role

# The CEO owns the Culture



# Setting the boundary of what is permissible







# Another way to look at this model

## Imagine how members of a functional leadership team behave

1. We trust one another.
2. We engage in unfiltered conflict around ideas.
3. We commit to decisions and plans of action.
4. We hold one another accountable for delivering against those plans.
5. We focus on the achievement of collective results.

# The CEO determines the type of culture

## What type of culture are we dealing with?

### 1. Power Culture

- Decisions based around sources of power, normally centrally controlled
- Entrepreneurial companies with charismatic leaders
- Little bureaucracy

### 2. Role Culture

- The working of the organization is fitted to clearly defined roles and structures
- Large bureaucratic institutions

### 3. Task Culture

- Culture of getting things done
- Power and authority emanate from the ability to get things done
- Achievement rewarded before position
- Project Management organizations and meritocracies have this culture

### 4. People Culture

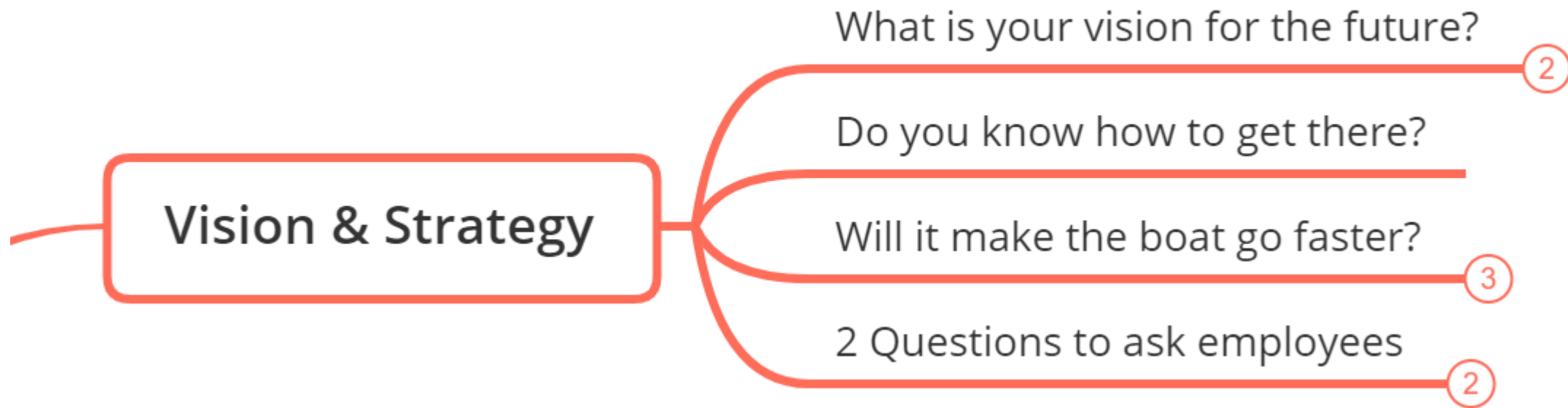
- Needs of the people are central
- Decision-making more consensual
- Explicit displays of power are shunned
- Academic and professional partnerships



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# Vision & Strategy

# Do you know where you're going?







# What's your vision for the future?

- Do you have a strategy? It helps if you do
- Is it consistent with your foundational values?
- Does it show how to make the leap to the future desired state
- Can you describe in detail what success will look like?
- Why is it good news for your customers and employees?



# Two questions for your employees

1. Do you know what the company strategy is?
2. Can you say how your job helps to deliver the strategy?



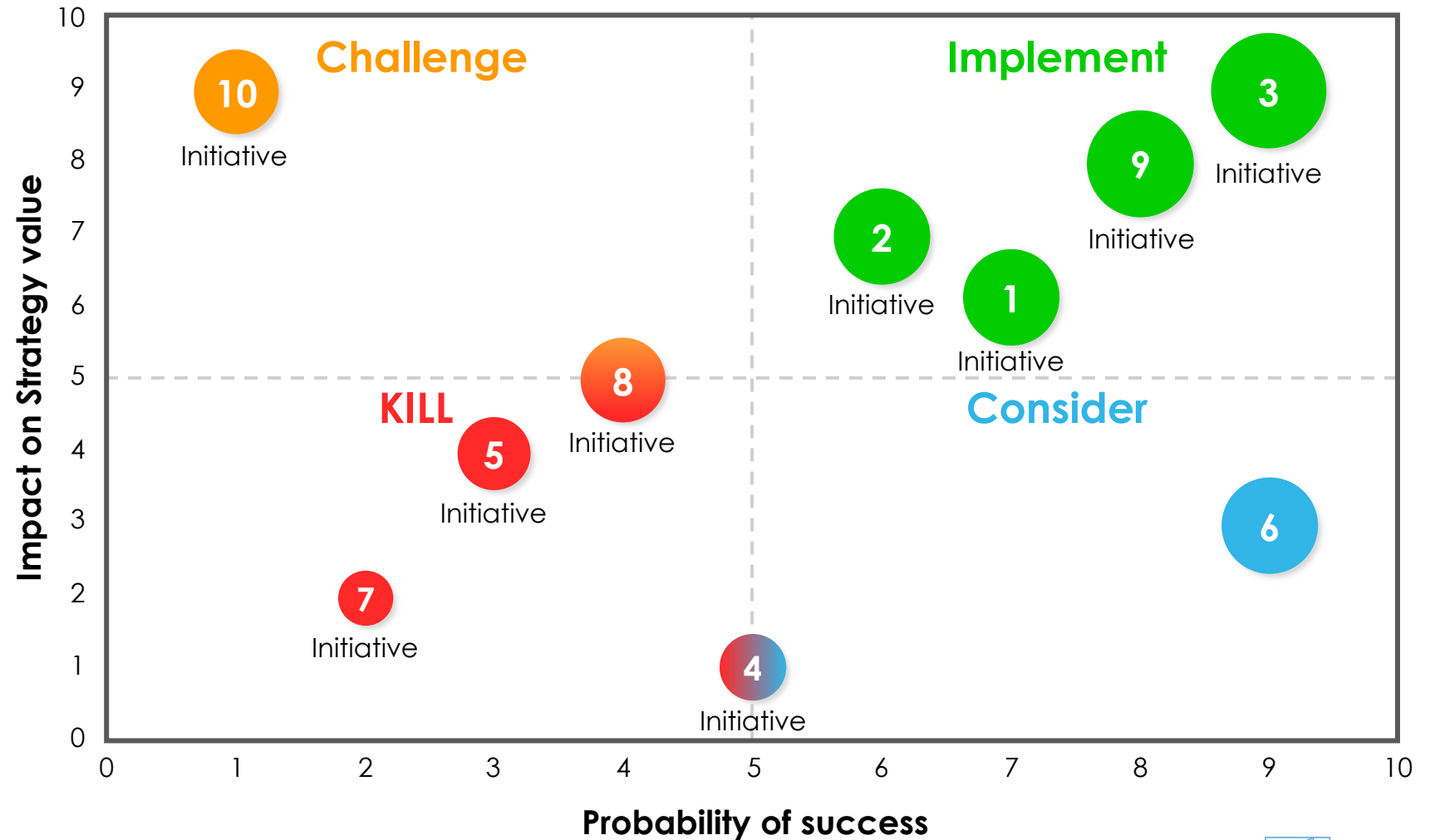
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Will it make the boat go faster?

# Focus on the value-drivers

- Concrete Initiative plans for each value-driver
- A sponsor, leader and team members for each initiative plan
- The teams are authorized to act and to engage the entire organisation





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# Fire-prevention, not fire-fighting



# We don't need another hero!

**Fire prevention, not fire fighting**

Firefighting - We don't need another hero

No fires, mean no drama

Don't make the same mistake twice

The customer speaks, but are you listening?

Negative  
cycle of  
complaints

=

Money down  
the drain



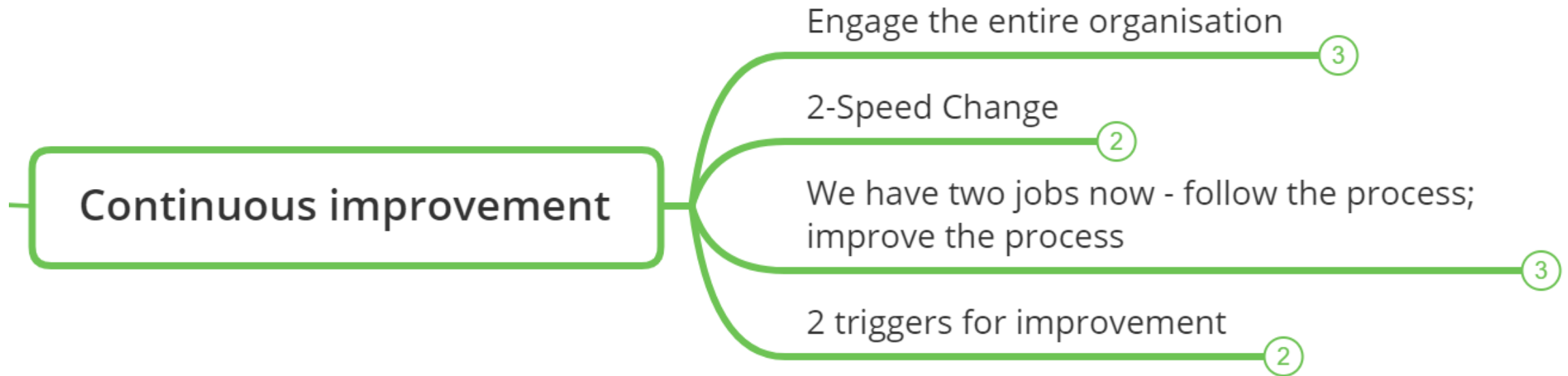




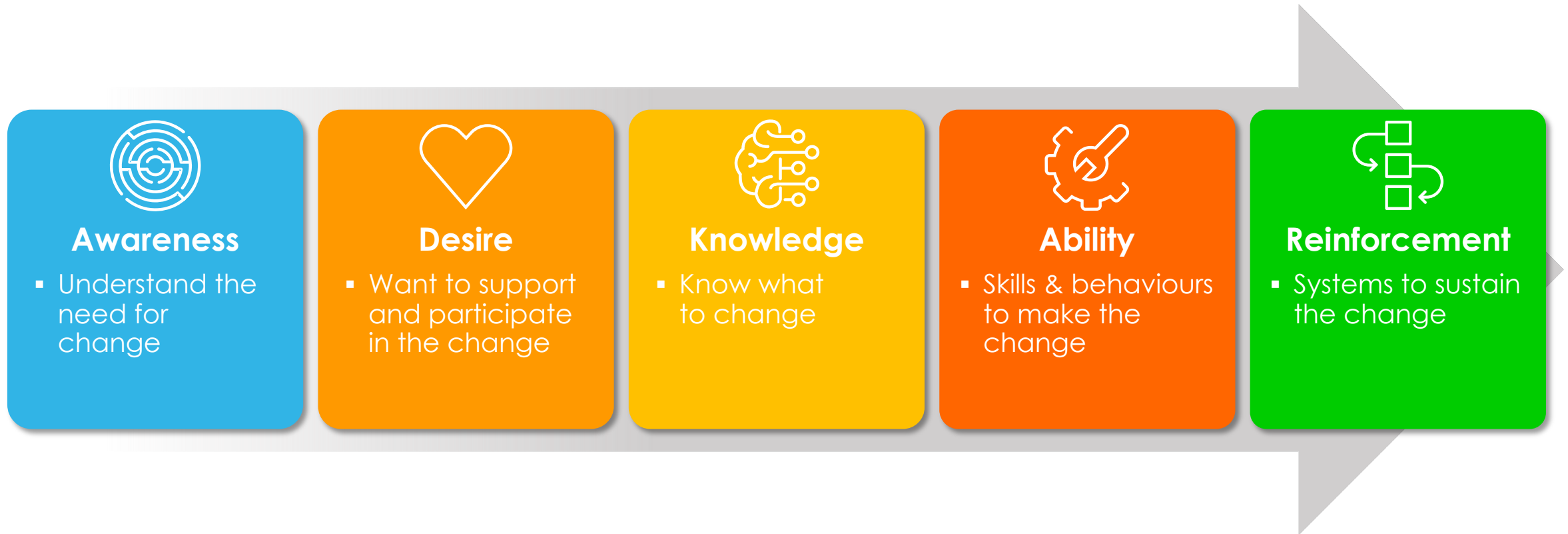
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# Continuous Improvement

# We've got two jobs now!

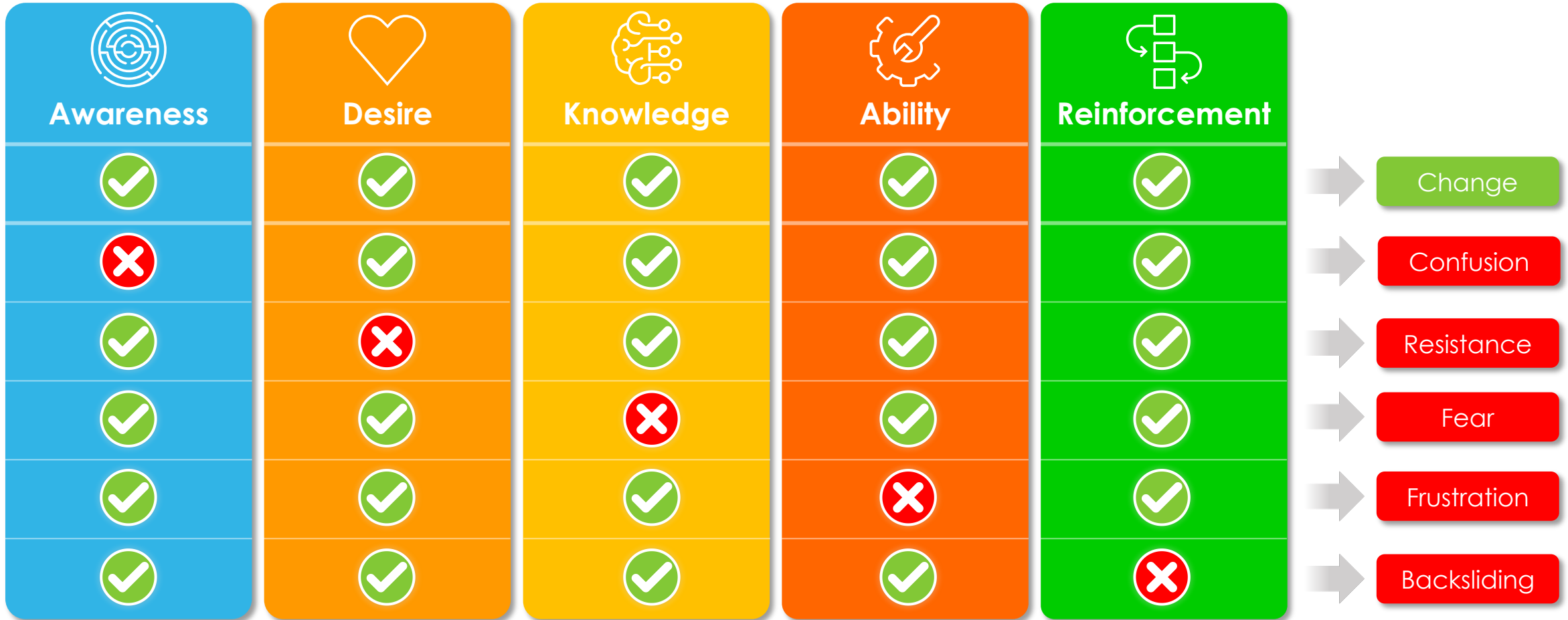


# How do you make change which lasts?



Change is simple if we prepare and plan for it

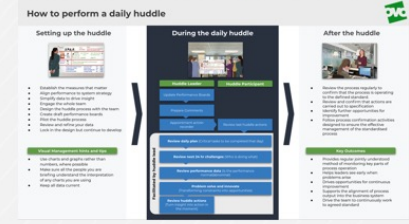
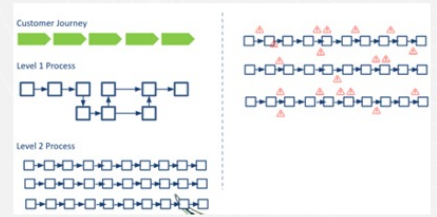
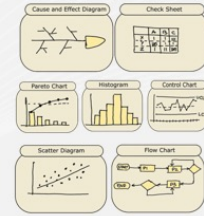
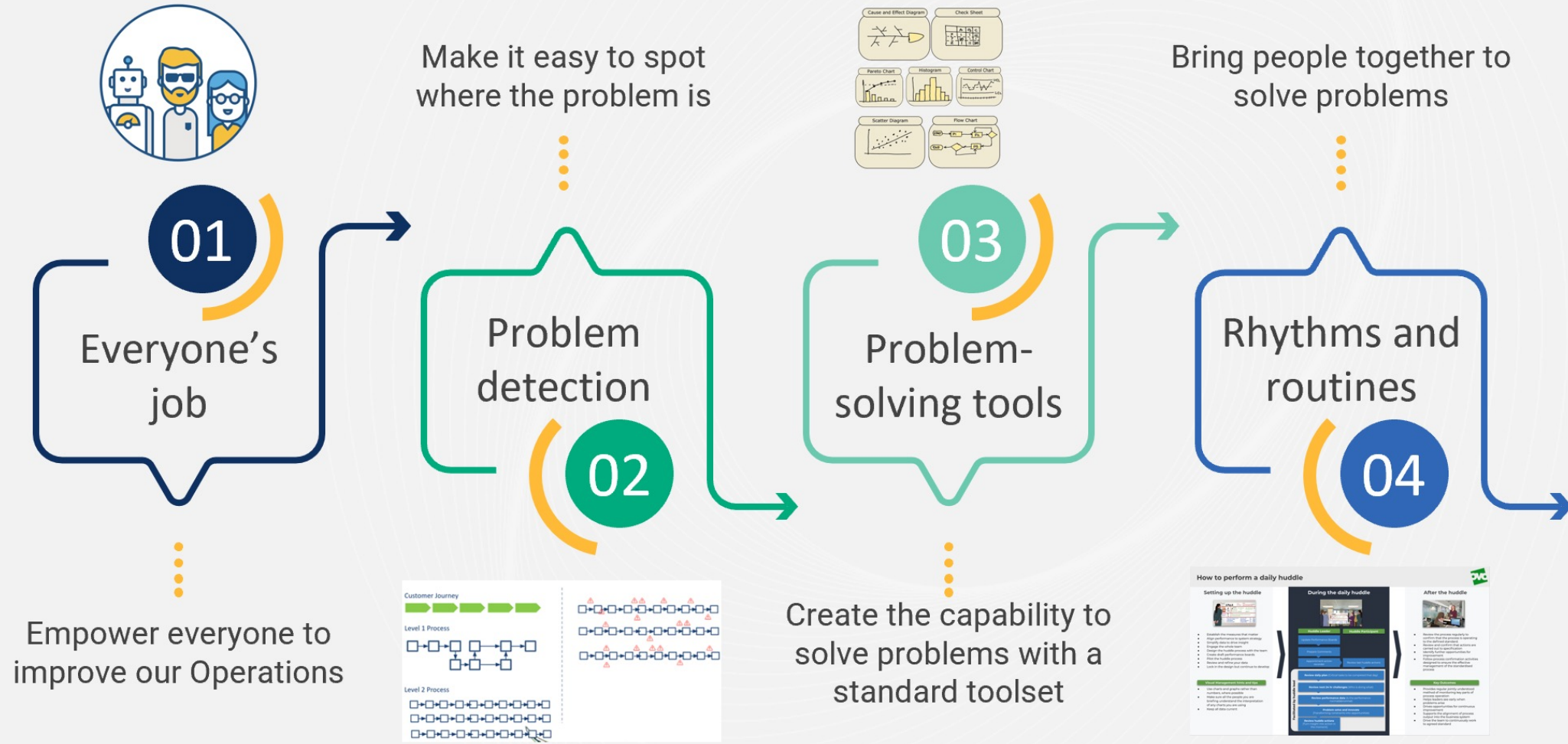
# What you get if you miss a step



Missing a step leads to more steps later

# Creating a Culture of Continuous Improvement

## What are the key components of creating a culture of continuous improvement



# Create a repeatable, scalable operating model





# Two-Speed Change

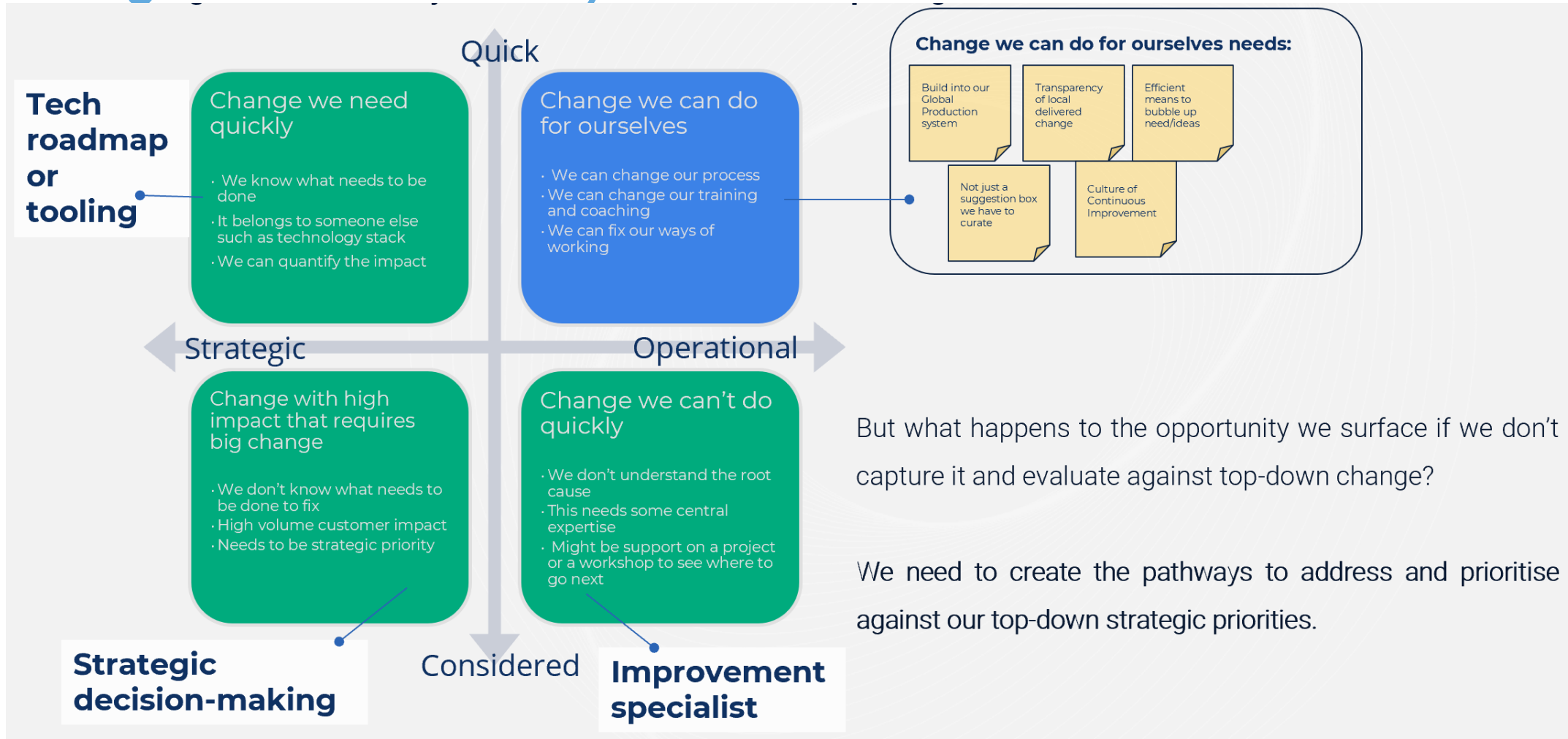
## What is it and how does it benefit our culture?





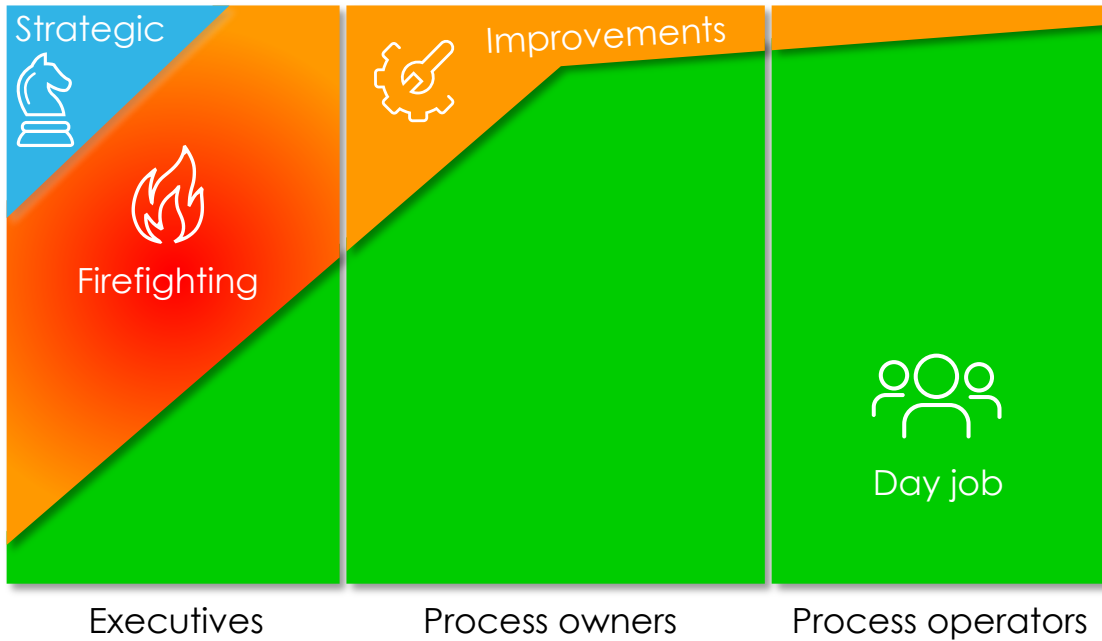
# Two-Speed Change

## Change comes from everyone

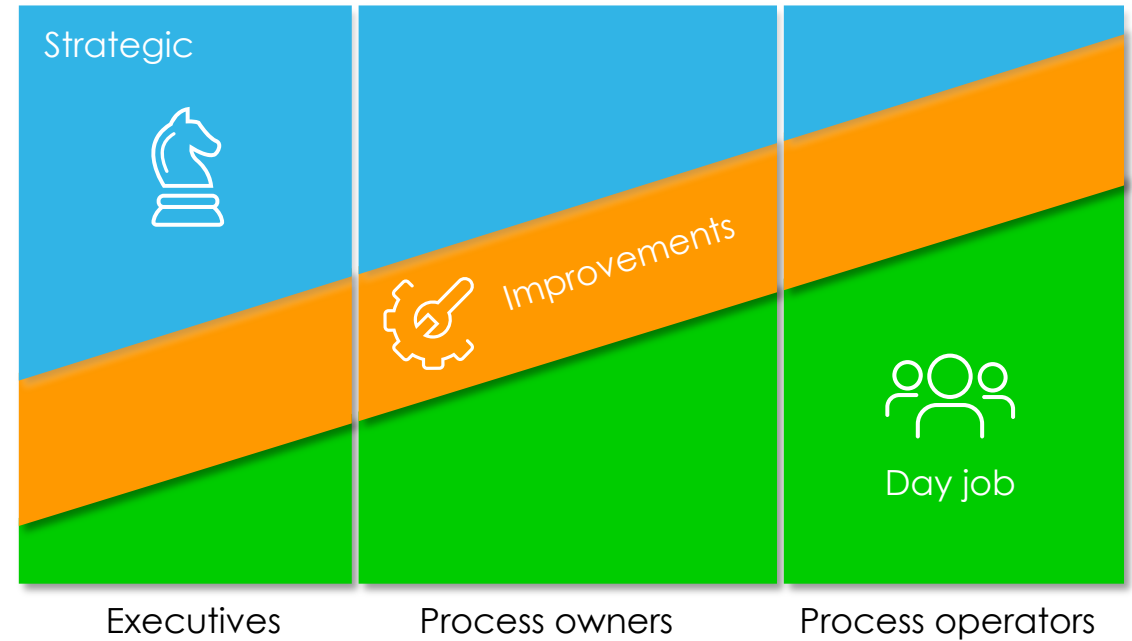


# An example of cultural change

## Typical organization



## Thriving organization



### Everyone:

- Can say what the strategy is
- Can describe how their job helps achieve the strategy
- Is encouraged to take part in the strategy process and deliver change
- Has two jobs: To follow the process and to improve the process
- Reports to a role-model leader who sets the right example



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# Q&A / Thank You

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