The Ultimate Culture Change Learning Session
River Cities I-O (RCIO) Psychology Conference
- Understanding Climate and Culture at Work
CULTURE ISSUES AHEAD
PROCEED WITH EXTREME CAUTION
Culture is a HOT topic
Culture Reality

Organizations that truly understand their culture

12%

Organizations believe they have the ‘right’ culture

19%

The Culture Fog

✔ Awareness

✗ No common language

✗ No measurement

✗ No understanding of culture change

✗ No alignment between culture, team and leadership development

✗ No clear connection to strategic plan

❓ Inconsistent employee satisfaction and motivation

❓ Inconsistent or volatile performance
Collaboration of Culture Experts

ConstructiveCulture.com

The Annual Culture Conference

CULTUREDNA

CULTUREUNIVERSITY.com
Awareness • Education • Impact

Human Synergistics
Changing the World – One Organization at a Time

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Edgar Schein
Culture is built through shared learning and mutual experience.

~ Edgar Schein
Two Culture Fundamentals

Culture is built through shared learning & mutual experience.

Culture is transmitted through climate factors and behavioral norms.

Source: Organizational Culture and Leadership Institute (Edgar Schein) & Human Synergistics (Robert Cooke)
7 Culture CHANGE Fundamentals
1. Focus on a Problem, Challenge or Goal
Customer Experience
Quality
Growth
Safety
Innovation
Productivity
Big Change – new tech, M&A, etc.
## Purpose = Top Performance Priority

<table>
<thead>
<tr>
<th>Organization</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large Retailer</td>
<td>Implement new retail store model to drive growth after an acquisition</td>
</tr>
<tr>
<td>Military</td>
<td>Improve on-time schedule achievement/project management</td>
</tr>
<tr>
<td>Faith Based Org.</td>
<td>Overcoming toxic behavior and launching a new</td>
</tr>
<tr>
<td>Architectural Firm</td>
<td>Designing for quality</td>
</tr>
<tr>
<td>Non-profit</td>
<td>Improving quality of services provided to children and families</td>
</tr>
<tr>
<td>Large Retailer</td>
<td>Improving customer experience</td>
</tr>
<tr>
<td>Technology</td>
<td>Integrate sub-cultures in new structure and continue rapid growth</td>
</tr>
<tr>
<td>Education</td>
<td>Improving learning outcomes for students</td>
</tr>
<tr>
<td>Government</td>
<td>Growing revenue to reinvest in sustainability and local community</td>
</tr>
<tr>
<td>Household Products</td>
<td>Improving manufacturing reliability and flexibility</td>
</tr>
<tr>
<td>Large Bank</td>
<td>Improving customer experience</td>
</tr>
</tbody>
</table>

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2. Understand Culture and Climate
Schein’s Lilly Pond

This pond uses only the finest organic fertilizers!

Espoused Values

Cultural Artifacts

Tacit Cultural Assumptions
Climate AND Culture

**Climate** (Perceptions & Attitudes)

<table>
<thead>
<tr>
<th>Climate</th>
<th>(Perceptions &amp; Attitudes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clarity of Mission</td>
<td>Strategy/Goals</td>
</tr>
<tr>
<td>Management Actions</td>
<td>Involvement</td>
</tr>
<tr>
<td>Teamwork</td>
<td>Engagement</td>
</tr>
<tr>
<td>Perks/Benefits</td>
<td>Satisfaction/Motivation</td>
</tr>
</tbody>
</table>

**Culture** (Norms / Expectations)

<table>
<thead>
<tr>
<th>Culture</th>
<th>(Norms / Expectations)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Take on Challenging Tasks</td>
<td>Never Make a Mistake</td>
</tr>
<tr>
<td>Know the Business</td>
<td>Don’t Rock the Boat</td>
</tr>
<tr>
<td>Proactively Share Ideas</td>
<td>Point Out Flaws</td>
</tr>
<tr>
<td>Plan Ahead</td>
<td>Push Decisions Upwards</td>
</tr>
</tbody>
</table>
What is Culture?

The shared **assumptions, beliefs, norms and expectations** that **govern** the way people **approach their work** and **interact with each other**.

*How the organisational system motivates people to do things.*
The Culture Gap

Ideal Culture

Current Culture
# Ideal Culture vs. Current Culture Gap

<table>
<thead>
<tr>
<th>Ideally, members <em>should</em> be expected or implicitly required to...</th>
<th>Currently, members <em>are</em> expected to...</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Help others to grow and develop</td>
<td>• Switch priorities to please others</td>
</tr>
<tr>
<td>• Involve others in decisions affecting them</td>
<td>• “Go along” with others</td>
</tr>
<tr>
<td>• Show concern for people</td>
<td>• Take few chances</td>
</tr>
<tr>
<td>• Pursue a standard of excellence</td>
<td>• Push decisions upward</td>
</tr>
<tr>
<td>• Think ahead and plan</td>
<td>• Oppose things indirectly</td>
</tr>
<tr>
<td>• Know the business</td>
<td>• Demand loyalty</td>
</tr>
<tr>
<td>• Enjoy their work</td>
<td>• Follow orders...even when they are wrong</td>
</tr>
<tr>
<td>• Switch priorities to please others</td>
<td>• Ask everybody what they think before acting</td>
</tr>
<tr>
<td>• “Go along” with others</td>
<td>• Work long, hard hours</td>
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<tr>
<td>• Take few chances</td>
<td></td>
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<td>• Push decisions upward</td>
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How Culture Works Model (simplified)
How Culture Works Model (simplified)
3. Assess with a Qualitative → Quantitative → Qualitative Flow
The Common Ground

• “Culture analysis and change are very much ‘in’ these days. It is vital that organizations understand deeply what culture is, what it does, and how to analyze it as part of a change program.

• To do this effectively requires both a qualitative and a quantitative approach to managing the culture change process.

• I am excited to be collaborating on just such an integrative approach with Rob Cooke and Human Synergistics.”

E. Schein – January 6, 2016
Schein’s Lilly Pond

Espoused Values

Cultural Artifacts

Tacit Cultural Assumptions

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4. Define a FROM-TO Shift in 1-3 Behaviors
FROM-TO Shift (example)

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defensive Style</td>
<td>Constructive Style</td>
</tr>
</tbody>
</table>

**Example**

<table>
<thead>
<tr>
<th>Common language description:</th>
<th>Common language description:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Get it done culture with silos and collaboration issues</td>
<td>Collaborative, cross-functional culture focused on our clients and business results</td>
</tr>
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</table>

**Specific Behaviors:**

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>We take action without team involvement in decisions, commitment and buy-in</td>
<td>We are comfortable involving, giving feedback &amp; resolving disconnects</td>
</tr>
<tr>
<td>No open debate without fearing consequences</td>
<td>We listen and think through things with open debate</td>
</tr>
<tr>
<td>Not comfortable with sharing ideas and problems</td>
<td>Proactively sharing ideas and problems with respect</td>
</tr>
</tbody>
</table>
5. Manage a Phased Improvement Roadmap
Shifting a Behavioral Norm

Defensive

- Identify Priority Outcomes & Related Problems or Challenges
  - Typical problems and challenges are growth, customer experience, quality, innovation, etc.

- Identify Change in Behavior and Norms Needed
  - Identify culture gaps between values and norms.

- Identify Key Levers for Change and Related Improvement Plans
  - Prioritize levers (systems, structures, etc.) that impact culture gaps identified in prior step.
  - Clarify overall improvement vision, goals, action plans and measures.

- Engage team in Implementing Changes
  - Implement action plans with focus on increasing constructive behaviors and/or reducing defensive behaviors.

- Implement Plans and Exhibit New Behavior
  - Track and share progress on actions related to levers for change.
  - Recognize and share exemplars of behavior changes and positive results.

- Improve Outcomes/Results
  - Consistently share progress on leading or lagging measures.

Constructive

- Recognize Constructive Behavior and Share Stories About Results Achieved
  - Encourage constructive behavior in others to build on initial results.

- Assess and Confirm Stronger Constructive Norms and Behaviors are Emerging Across Team Members
  - Utilize qualitative and quantitative assessments to confirm the change.

- Determine Impact of the Change in Norms & Behaviors on Priority Outcomes
  - Evaluate impact of norm and behavior changes versus other influences.

- Clarity What is Working and What Still Needs to Improve
  - Collectively define new improvement priorities based on current culture and levers for change.

- Decision to Continue on These Priority Outcomes and/or Others
  - Identify what needs to be continued, modified, or eliminated.

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Proven Framework for Connecting Culture and Performance

Culture Roadmap
A Roadmap for Supporting Your Mission and Maximizing Impact

Phase 1: Clarify Purpose & Complete Culture Assessment
- Identify Top Mission Priorities
- Commonly, growth, client/supplier satisfaction, quality, etc.
- The organization’s purpose or mission must be articulated and visibly evident.

Phase 2: Facilitate Leadership Team Improvement Planning

Phase 3: Engage All Team Members in Finalizing Improvement Plans

Phase 4: Manage the Change & Connect to Development Efforts

1. Evaluate Current Performance
   - Identify Top Mission Priorities
   - Commonly, growth, client/supplier satisfaction, quality, etc.
   - The organization’s purpose or mission must be articulated and visibly evident.

2. Identify How Culture Plays a Role
   - Strengths
   - Weaknesses
   - Areas of Improvement
   - This influences & behavior holding back mission priority results - commonly framework, accountability, creativity, discipline, organization, ownership, etc.

3. Clarify Improvement Vision
   - Focus on a mission priority, strength & weaknesses from Step 1. It should be motivating, self-confidence & support.
   - Improved results over the next 6-12 months.

4. Define Values and Expected Behaviors
   - Be very specific about behaviors that should be expected.

5. Clarity Strategic Priorities and Goals
   - Identify no more than 3-5 areas of work clearly communicated & focused on mission priorities. Document in clear summary.

6. Engage Team to Define SMART Goals
   - SMART Goals support each strategic priority & reinforce expected behaviors.
   - Use feedback & prioritization with learning.
   - Document & track.

7. Clarify & Track Key Measures
   - Consider a unified metric: highly visible measure of mission priority. Define leading & lagging measures for mission priorities.

8. Maintain a Management System for Priorities / Goals
   - Weekly/monthly meeting, standard agenda, track status & remove barriers. Focus on mission priority results & expected behaviors.
   - Recognize progress, coach & facilitate continuous improvements.

9. Manage Communication Habits
   - Standard daily/weekly/monthly habits. Feedback to confirm clarity (pre-review, during, after).
   - Using standard agendas. Surface & eliminate drama/rumors. Focus on results & expected behaviors.

10. Build Motivation Throughout
    - Regular formal & continuous informal reward & recognition. Celebrate progress on performance priorities.
    - Provide positive feedback on demonstrating expected behaviors and coach when behaviors are not shown.

Changing the World — One Organization at a Time®
6. Manufacture an “aha” with Leadership
Don’t Sell, Create the Gap (Peter Fuda)
7. Guide the Journey with Speed, Tenacity, and Reflection
7 Culture Change Fundamentals

- Problem, Challenge or Goal
- Culture & Climate
- Qualitative
- Quantitative
- Qualitative

FROM-TO Culture Shift

Phased Journey

Manufacture an “Aha”

Speed, Tenacity & Reflection

Shared Learning and Mutual Experience
The Culture Journey

2017

1

4

3

2

2018

1

4

3

2

2019

1

4

3

2

2020

1

4

3

2

2021

1

4

3

2

Sustainable Results

Growth, Profitability, Motivation,…

Top Engagement Awards

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The Culture Journey

Sustainable Results

2017

2018

Growth, Profitability, Motivation, ...

Top Engagement Awards

Ideal

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Connecting Culture & Performance

**PRESENT**
- ✓ Awareness
- X No common language
- X No measurement
- X No understanding of cultural change
- X No alignment between culture, team building and leadership development
- X No clear connection of strategic plan to culture change
- ? Inconsistent employee satisfaction, motivation and collaboration
- ? Inconsistent or volatile performance

**FUTURE**
- ✓ Awareness
- ✓ Common language
- ✓ Clear measurement
- ✓ Solid understanding of culture change
- ✓ Culture, team building and leadership development aligned
- ✓ Clear connection of strategic plan to culture change
- ✓ Strong and consistent employee satisfaction, motivation and collaboration
- ✓ Consistent high performance
Where can I learn more?

**Blogs**

[Constructive Culture.com](http://www.ConstructiveCulture.com)

[Culture University.com](http://www.CultureUniversity.com)

**Book**

[Build the Culture Advantage](http://human-synergistics.com)

**E-mail**

tim.kuppler@humansynergistics.com

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Questions and Feedback
7 Culture Change Fundamentals

Focus on a problem, challenge or goal
Understand culture and climate
Assess with a qualitative → quantitative → qualitative flow
Define a FROM-TO shift in 1-3 specific behaviors
Manage a phased improvement roadmap
Manufacture an “aha” with leadership
Guide the journey with speed, tenacity and reflection