

Core Principles of Culture Change

The Leadership of Change

The Role of the CEO, CAO, President – Senior Leadership Team

- Champion the leadership development and cultural change process.
- Authorizing the change and demonstrating personal commitment.
- Taking charge.

*“my key role is to be what I call the ‘eggshell crusher’...
To jump all over the issues that people are tiptoeing around.”*

- Co-create and manage a culture change roadmap with clear goals, objectives and timelines.
- Unsure stickability when challenges or storming stages occurs.
- Role model and provide coaching for the behavioural changes needed for the new culture.
- Coordinator and manager of the guiding coalition of change agents ([cultural change committee](#))
- To manage the political and power dynamic within the organization

The Role of the Directors and Middle Managers

- Sharing in the leadership and help taking initiative when and where required.
- Authorizing the change and demonstrating personal commitment
- Lead on communications with staff.
- Role model and provide coaching for the behavioural changes needed for the new culture.
- Personally involved and committed to the feedback process.
- Active in passing the change downward into business units and teams.

The Role of the Human Resources / Training & Development

- Internal strategic change agent
- Challenge and supporting the change process
- Demonstrating personal commitment
- Modeling the behavioural changes needed for the new culture
- Personally involved and committed to the feedback process
- Help manage guiding coalition of change agents (cultural change committee)
- Champion Success Stories, Individuals and Teams

The Role of External Change Agents – Peak Experiences

- External strategic change agent.
- Challenge and engage meaningful dialogue with leadership and staff.
- Provide personal LSI leadership effectiveness workshops, coaching/1:1 follow-up support.
- Provide staff development workshops to help foster deeper understanding and commitment at the front line – where service standards create the most important impact.
- Recommend OCI cultural assessments and OEI organizational effectiveness inventories as required.
- Provide advisory support to the coalition of change agents (culture change committee)
- Modeling the behavioural changes needed for the new culture
- Supporting the change process as a lead member of culture change committee.

CREATING A LEARNING ORGANIZATION

A Culture of Future Readiness

Sustaining the Change

5 Key Elements for High Performance

Element # 1:

An interplay between individual's development of personal mastery and the development of organizational mastery.

Individual mastery depends on understanding one self, focus our energy, and clarity our vision.

Organizational mastery develops a sense of identity, vision and strategy.

Element # 2:

An understanding of our mental models, that is, the deeply ingrained assumptions and beliefs that underscore how we view the world and act within it.

Element # 3:

The centrality of building a shared vision of the future, and the commitment that brings when owned by all.

Element # 4:

Team learning and extraordinary results that can only be achieved through team action, and the power of effective dialogue to make it happen.

Element # 5:

A 'Systems Framework' that places individual and team endeavour within the organization and its environment, and allows change efforts to target the critical variables that will make the most difference.

IN GREAT COMPANY

Unlocking the Secrets of Cultural Transformation

How Cultural Works' Model

LEADING

1. Make a case for transformation.
2. Exemplary modeling (under go personal transformation in leadership styles and approaches)
3. [Engaging a guiding coalition of change agents – cultural change committee.](#)

ENGAGING

1. Listen – Ask questions and make space for constructive dialogue (upward and lateral communications, sharing of power and true align with core values is essential).
2. Telling – Unified/Sharing of vocabulary for talking about change in the organization. Increase emotional involvement via stories, metaphors and images.
3. Ensuring – High levels of skills, tools and feedback for relating effectively with others.

RE-DESIGNING

After collaborative diagnostics about what needs to change, leaders need to co-create space for change. Every organization and every department must find the best “LEVER FOR CHANGE” and customize design a way for this to work for their people.

Sample Levers for Change:

Philosophy and Values - (Organizational mission, employee involvement, customer service orientation)

Job Design - (Autonomy, variety, feedback, identity, significance, interdependence + roles and responsibilities)

Goals - (Clarity, challenge, participation, acceptance)

Quality of Communication - (Upward, downward, communication for learning)

Human Resource Management - (Selection/placement, training/development, respect for members, empowerment)

Appraisal and Reinforcement - (Performance appraisal, use of rewards and punishment)

Distribution of Influence – (Sharing of power based on strengths and core values alignment)

Supervisory / Managerial Leadership - (Interaction facilitation, task facilitation, goal emphasis, consideration)

Supervisory / Managerial Sources of Power - (Personal bases of power, organizational bases of power)