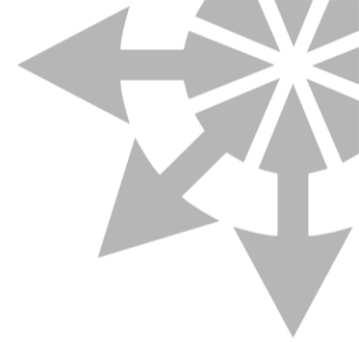


# The Ultimate Culture Change Learning Session

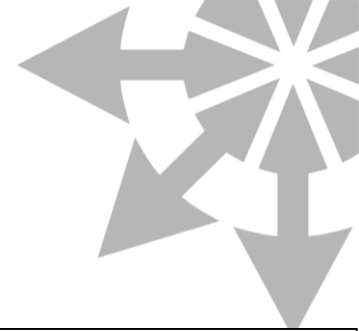
*River Cities I-O (RCIO) Psychology Conference  
- Understanding Climate and Culture at Work*



# CAUTION

**CULTURE ISSUES AHEAD  
PROCEED WITH  
EXTREME CAUTION**

# Culture is a HOT topic



***Inside Uber's Aggressive, Unrestrained Workplace Culture***

***Wells Fargo Scandal May Be Sign of a Poisonous Culture***

**Opinion: Toxic culture at United begins with CEO**

***Jeff Bezos and Amazon Employees Join Debate Over Its Culture***



**VW Cites Culture's Flaw in Crisis**

**As Regulators Focus on Culture, Wall Street Struggles to Define It**

**What you can learn from Southwest Airlines' culture**

**"The GM Nod" And Other Cultural Flaws Exposed By The Ignition Defect Report**

**Inside Google's Culture of Success and Employee Happiness**

**BUSINESS**  
**Culture change starts with CEO**

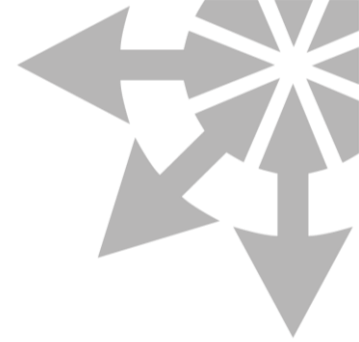
**The Importance Of Organizational Culture: How Whole Foods Does It**

**How To Improve Bank Culture? Fire More Bankers (And Other Suggestions)**

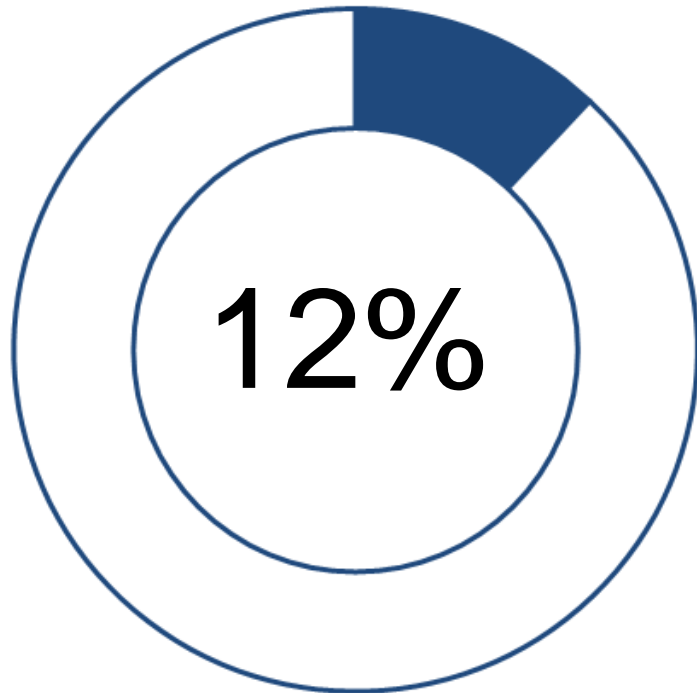
**Tony Hsieh, Zappos, and the Art of Great Company Culture**

**Culture: Why It's The Hottest Topic In Business Today**

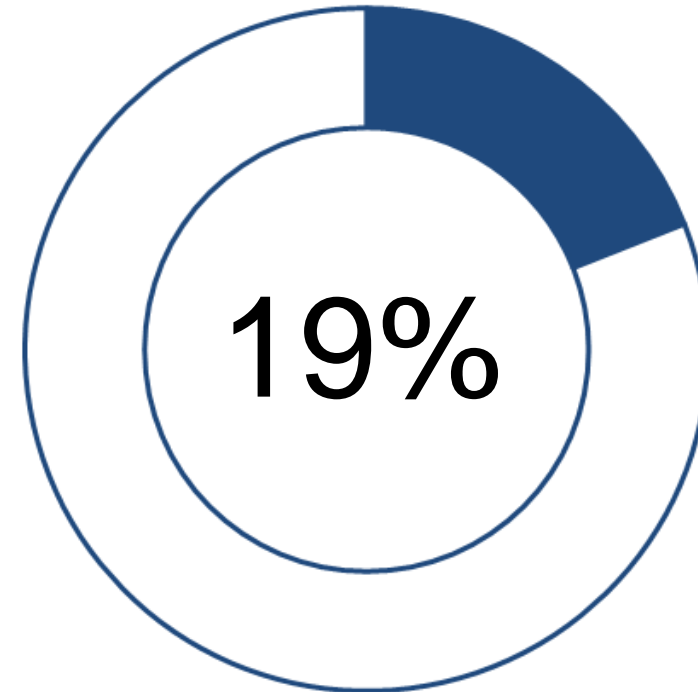
# Culture Reality



**Organizations that truly understand their culture**

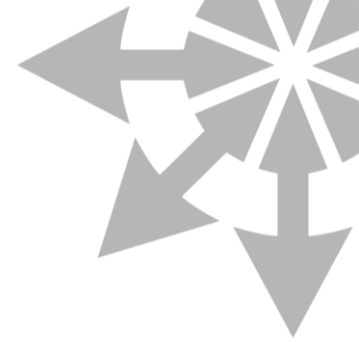


**Organizations believe they have the 'right' culture**

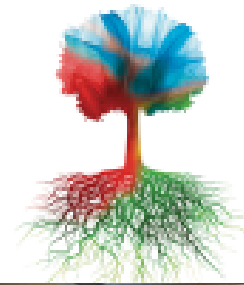
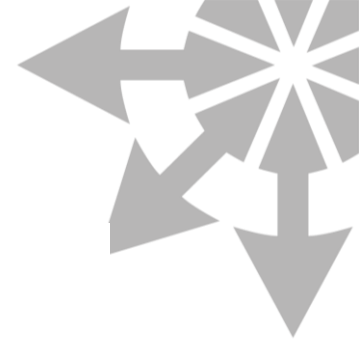


# The Culture Fog

- ✓ 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



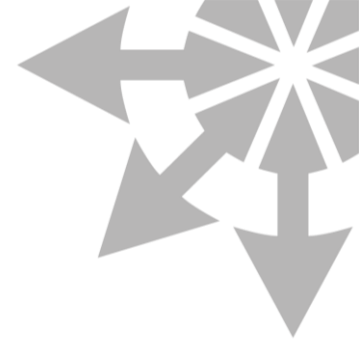
*Ultimate*  
The Annual Culture Conference



Changing the World –  
One Organization at a Time®

# Edgar Schein





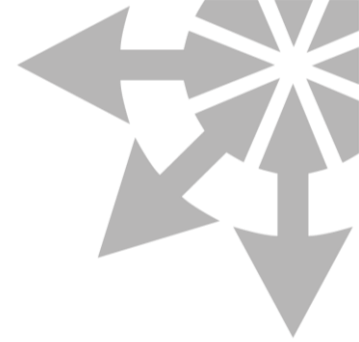
***Culture is built through shared learning and mutual experience.***

***~ Edgar Schein***

**CULTUREUNIVERSITY.COM**



# 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





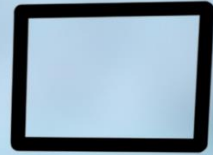
Customer Experience



Quality



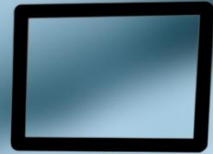
Growth



Safety



Innovation



Productivity



Big Change - new tech, M&A, etc.

# Purpose = Top Performance Priority

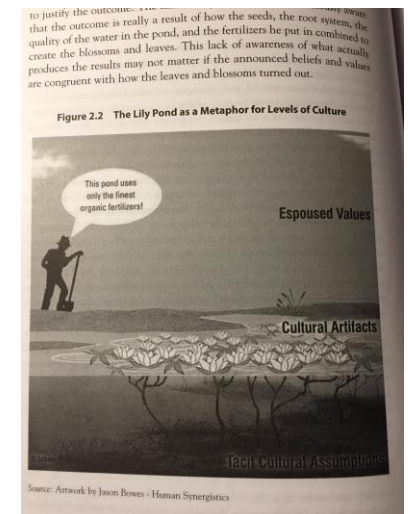
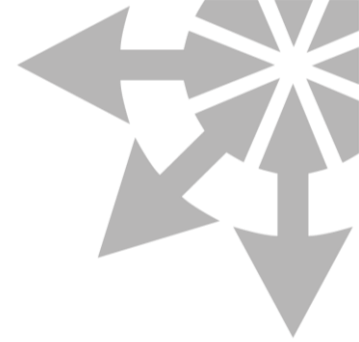
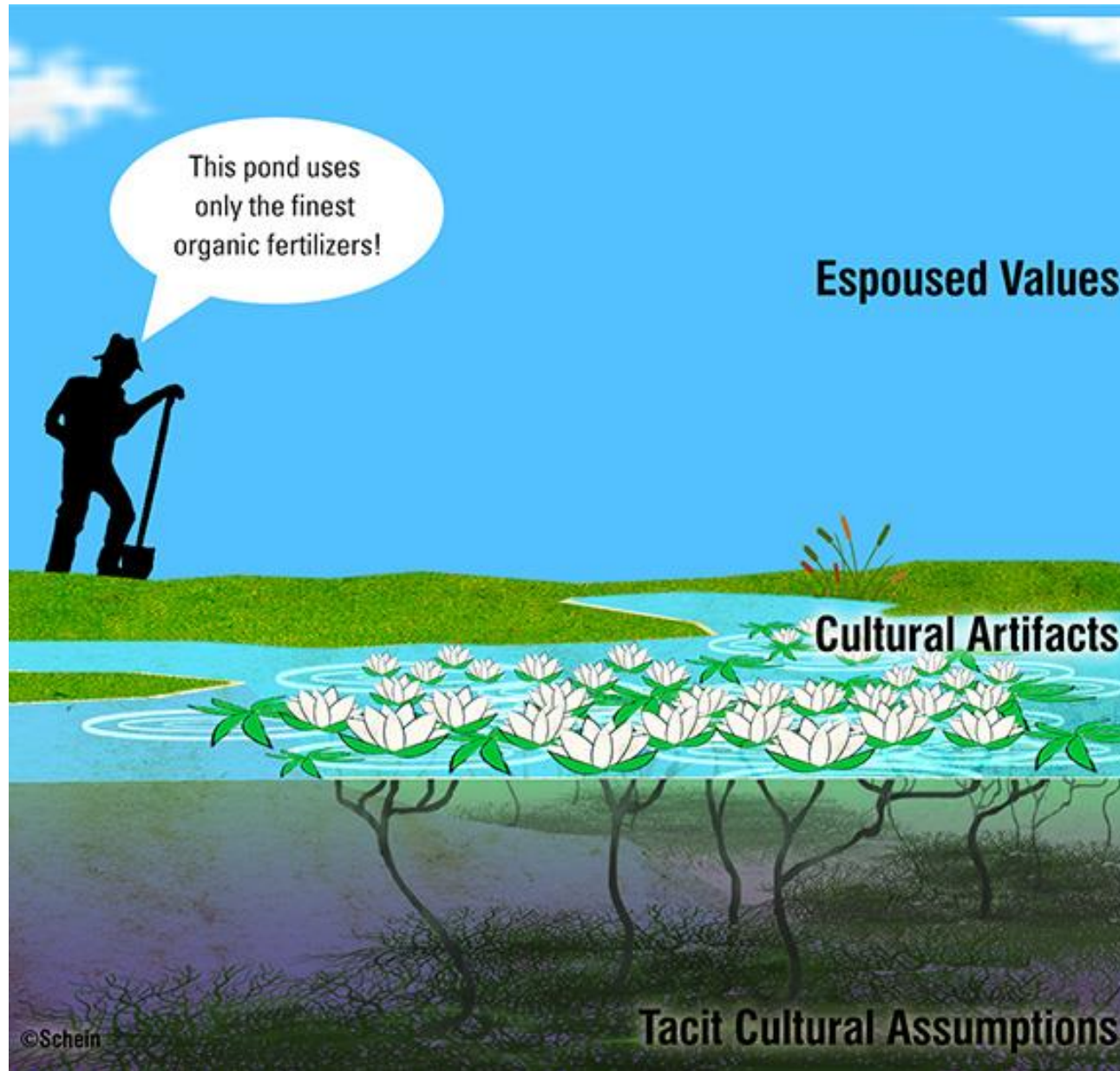


Organization	Purpose
Large Retailer	Implement new retail store model to drive growth after an acquisition
Military	Improve on-time schedule achievement/project management
Faith Based Org.	Overcoming toxic behavior and launching a new
Architectural Firm	Designing for quality
Non-profit	Improving quality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

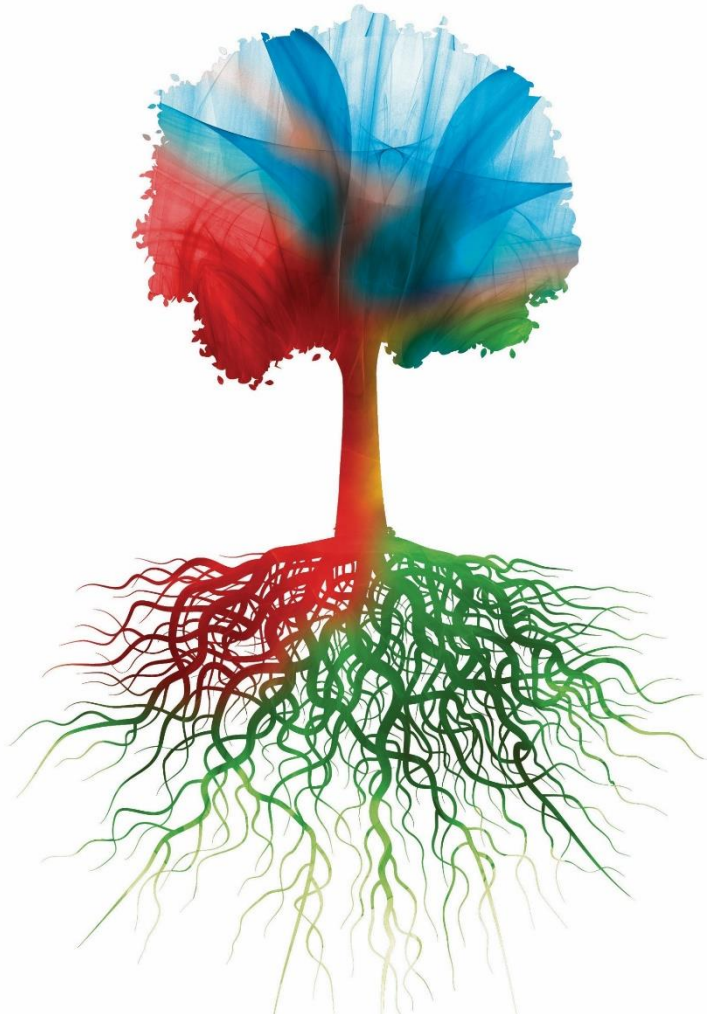
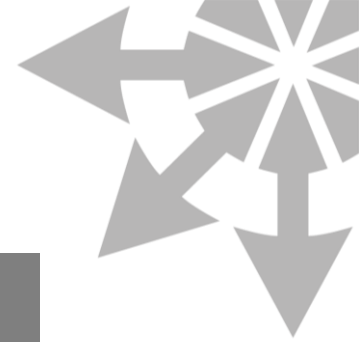
## 2. Understand Culture and Climate



# Schein's Lilly Pond



# Climate AND Culture



## Climate (Perceptions & Attitudes)

**Clarity of Mission**

**Strategy/Goals**

**Management Actions**

**Involvement**

**Teamwork**

**Engagement**

**Perks/Benefits**

**Satisfaction/Motivation**

## Culture (Norms / Expectations)

**Take on Challenging Tasks**

**Never Make a Mistake**

**Know the Business**

**Don't Rock the Boat**

**Proactively Share Ideas**

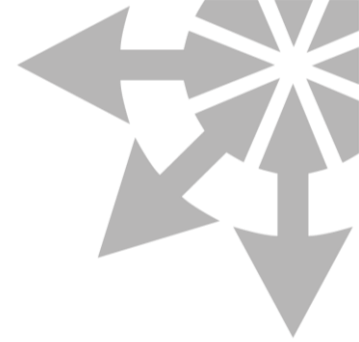
**Point Out Flaws**

**Plan Ahead**

**Push Decisions Upwards**



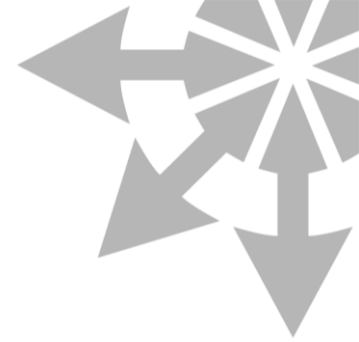
# What is Culture?



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



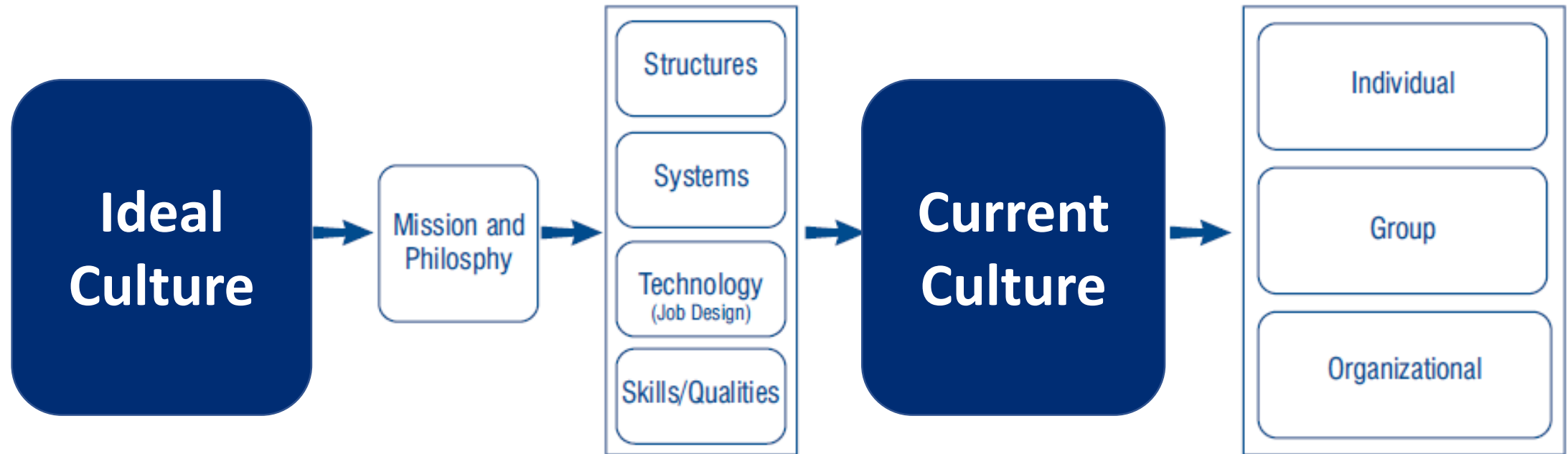
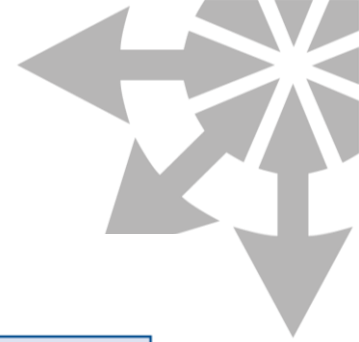
## Ideally, members *should* be expected or implicitly required to...

- Help others to grow and develop
- Involve others in decisions affecting them
- Show concern for people
- Pursue a standard of excellence
- Think ahead and plan
- Know the business
- Enjoy their work

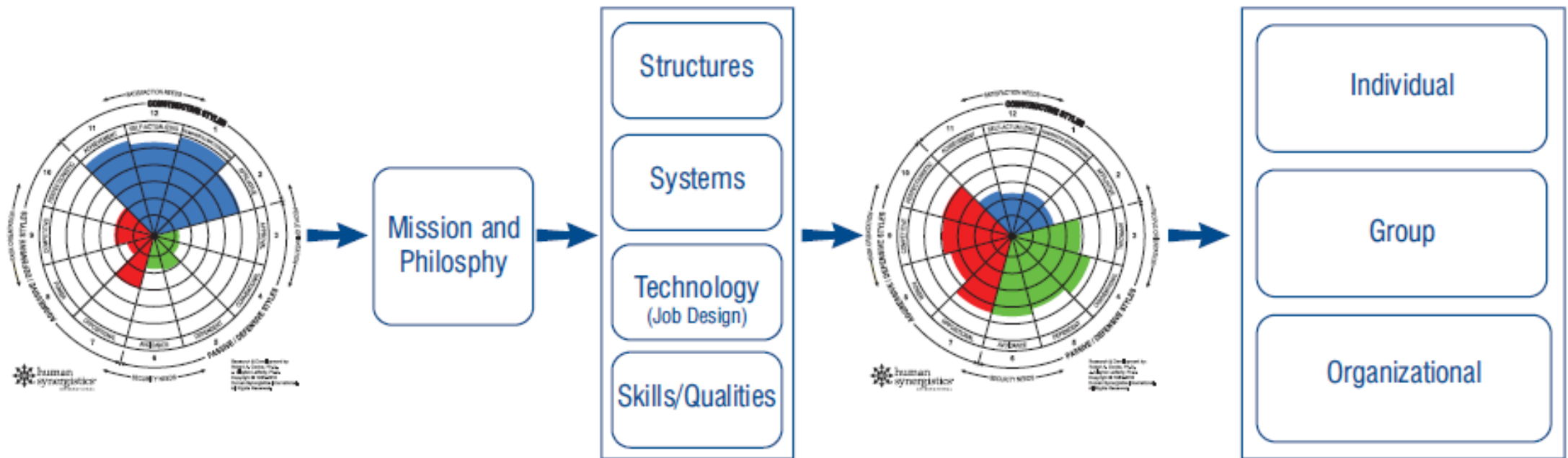
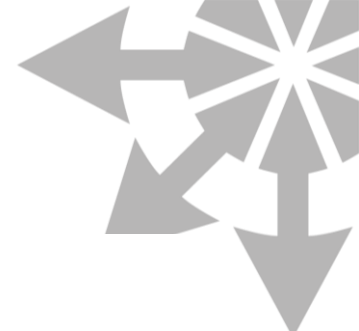
## Currently, members *are* expected to...

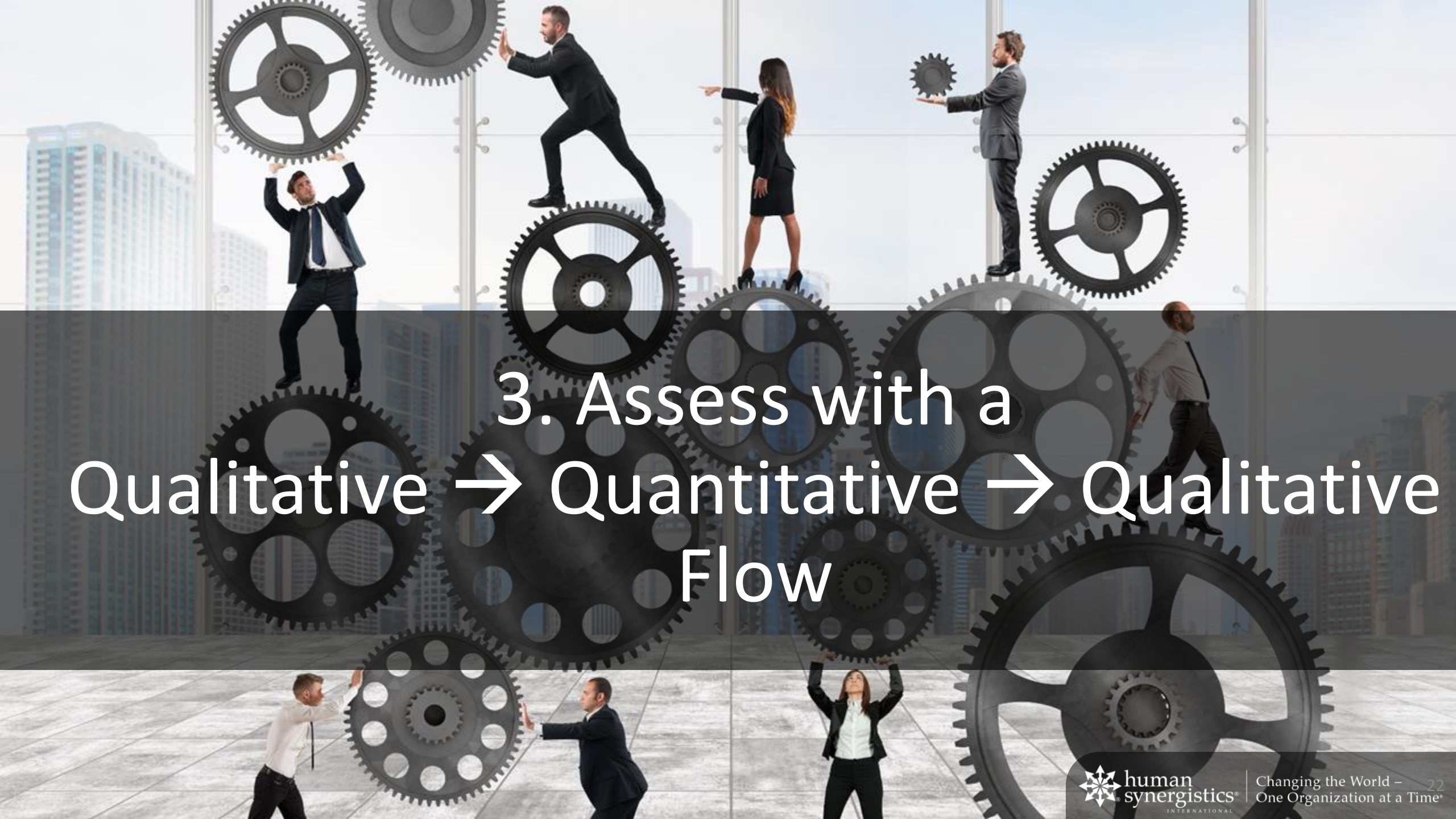
- Switch priorities to please others
- “Go along” with others
- Take few chances
- Push decisions upward
- Oppose things indirectly
- Demand loyalty
- Follow orders...even when they are wrong
- Ask everybody what they think before acting
- Work long, hard hours

# How Culture Works Model (simplified)



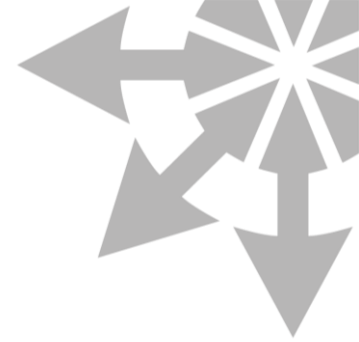
# How Culture Works Model (simplified)





3. Assess with a  
Qualitative → Quantitative → Qualitative  
Flow

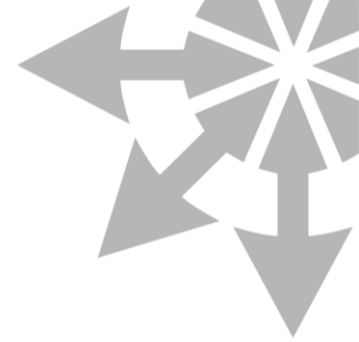
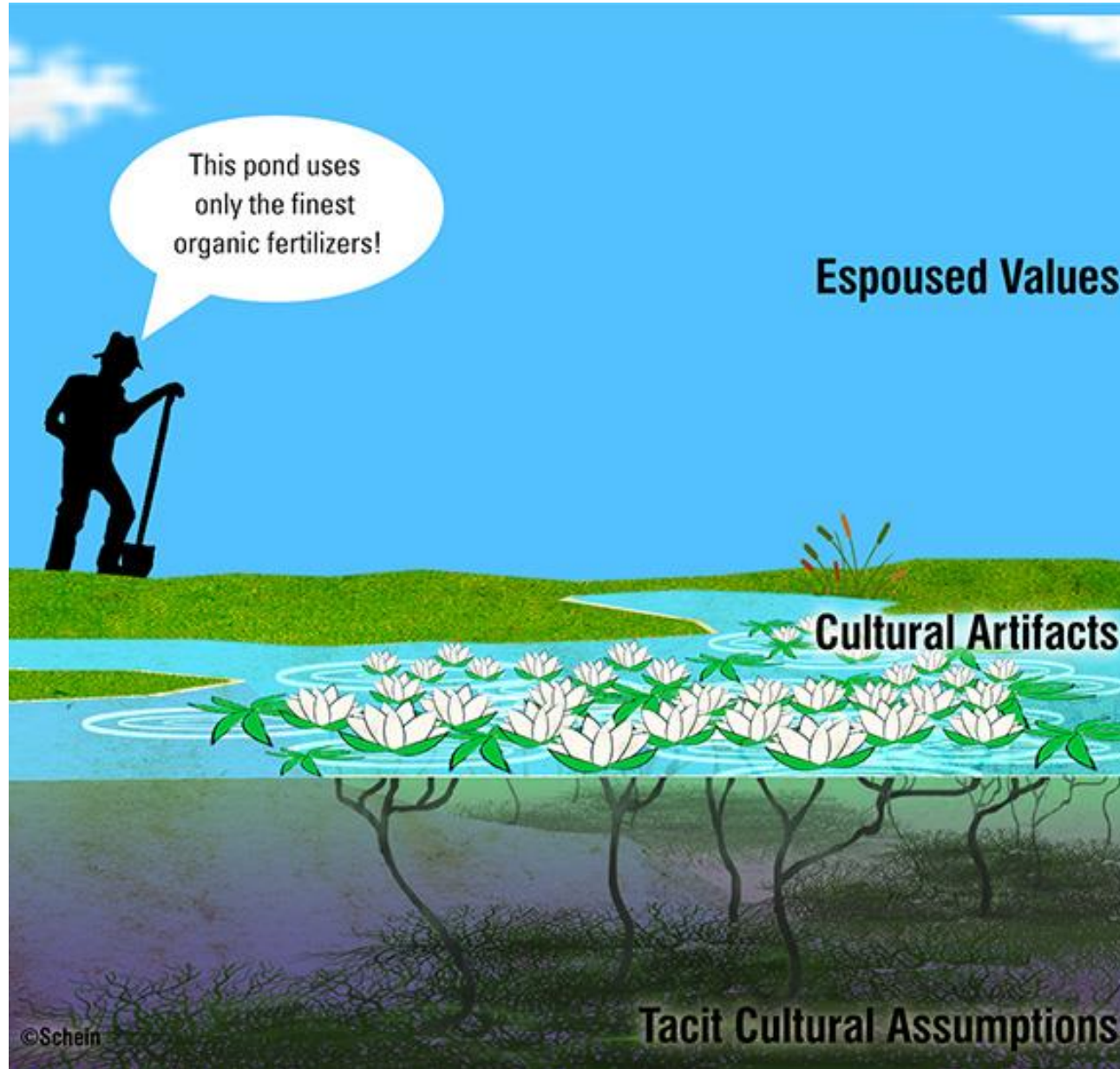
# The Common Ground



- “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

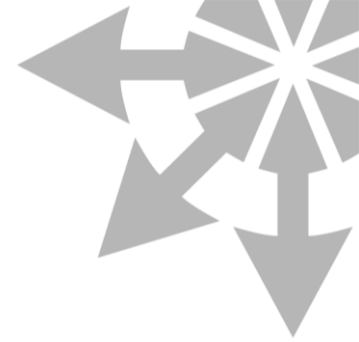






4. Define a FROM-TO Shift in 1-3 Behaviors

# FROM-TO Shift (example)

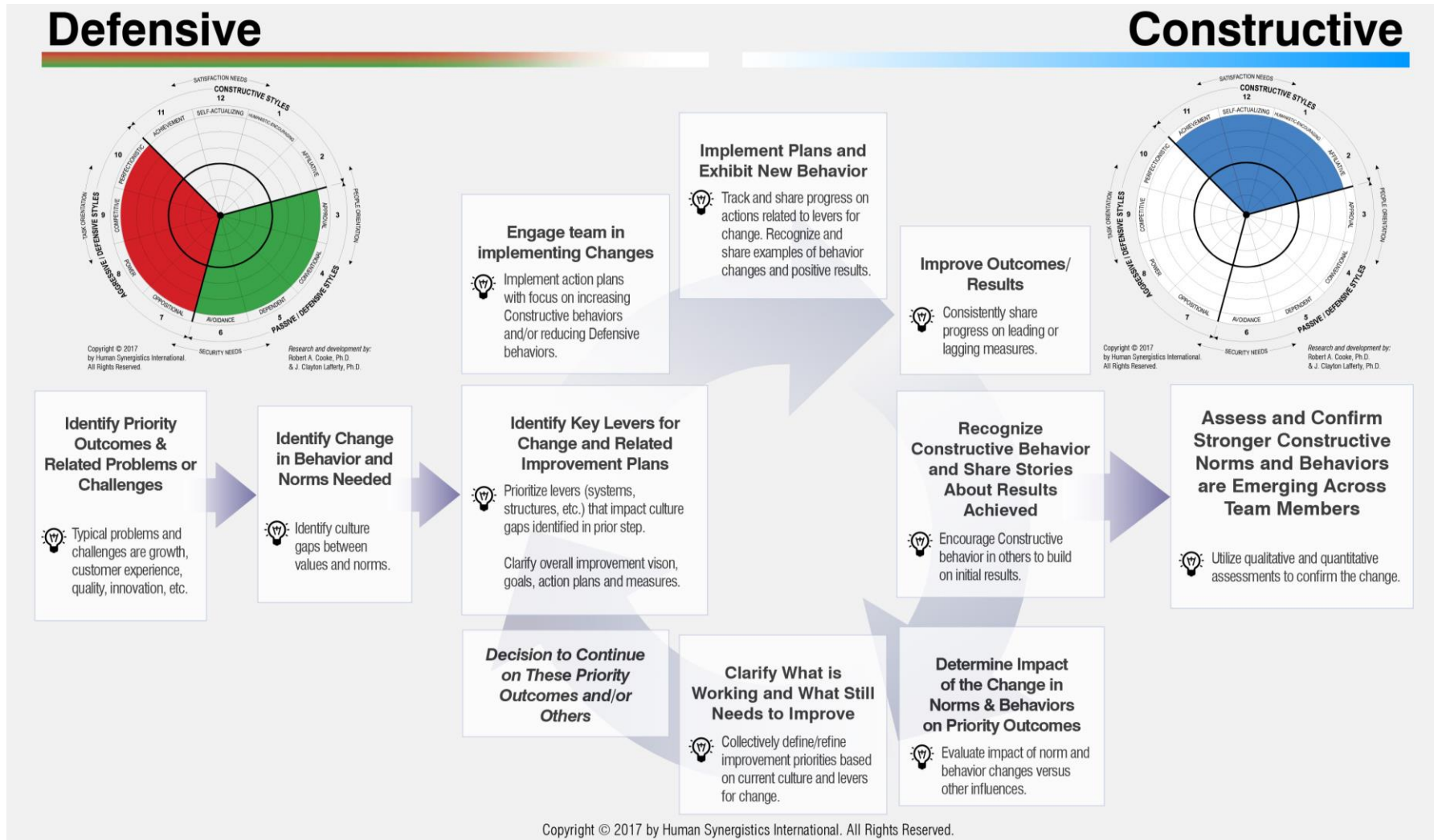
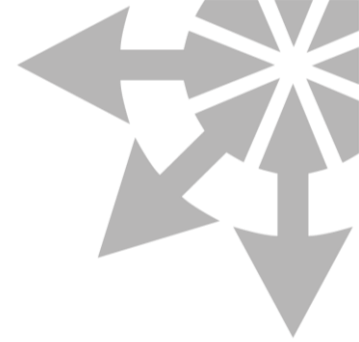


Define From-To Culture Shift	
From <span style="color: red;">▼</span> Defensive Style <span style="color: green;">▼</span>	To <span style="color: blue;">▲</span> Constructive Style <span style="color: green;">▲</span>
<p>Common language description:</p> <p><i>Get it done culture with silos and collaboration issues</i></p>	<p>Common language description:</p> <p><i>Collaborative, cross-functional culture focused on our clients and business results</i></p>
<p>Specific Behaviors:</p> <p>We take action without team involvement in</p> <ol style="list-style-type: none"> <li>1. decisions, commitment and buy-in</li> <li>2. No open debate without fearing consequences</li> <li>3. Not comfortable with sharing ideas and problems</li> </ol>	<p>Specific Behaviors:</p> <p>We are comfortable involving, giving feedback &amp;</p> <ol style="list-style-type: none"> <li>1. resolving disconnects</li> <li>2. We listen and think through things with open debate</li> <li>3. Proactively sharing ideas and problems with respect</li> </ol>

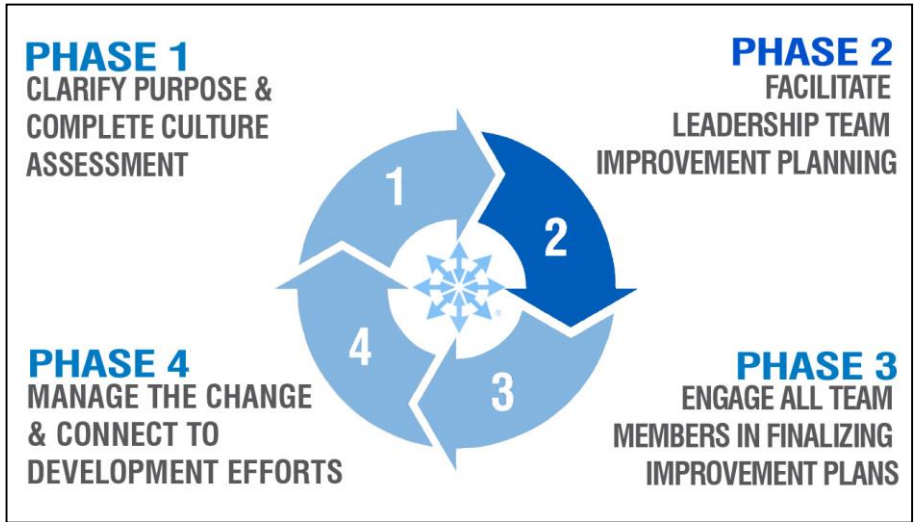
# 5. Manage a Phased Improvement Roadmap



# Shifting a Behavioral Norm

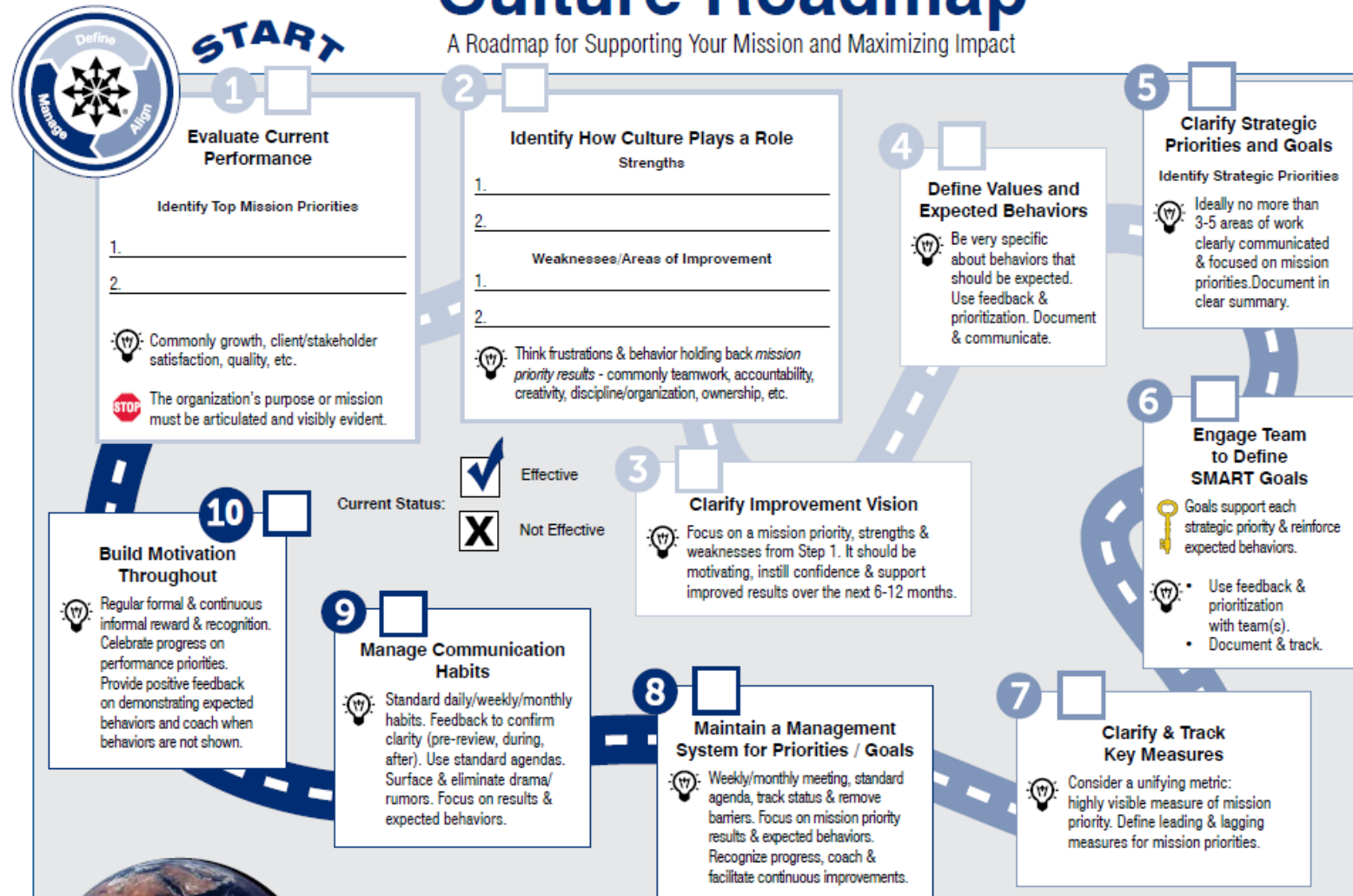


# Proven Framework for Connecting Culture and Performance



## Culture Roadmap

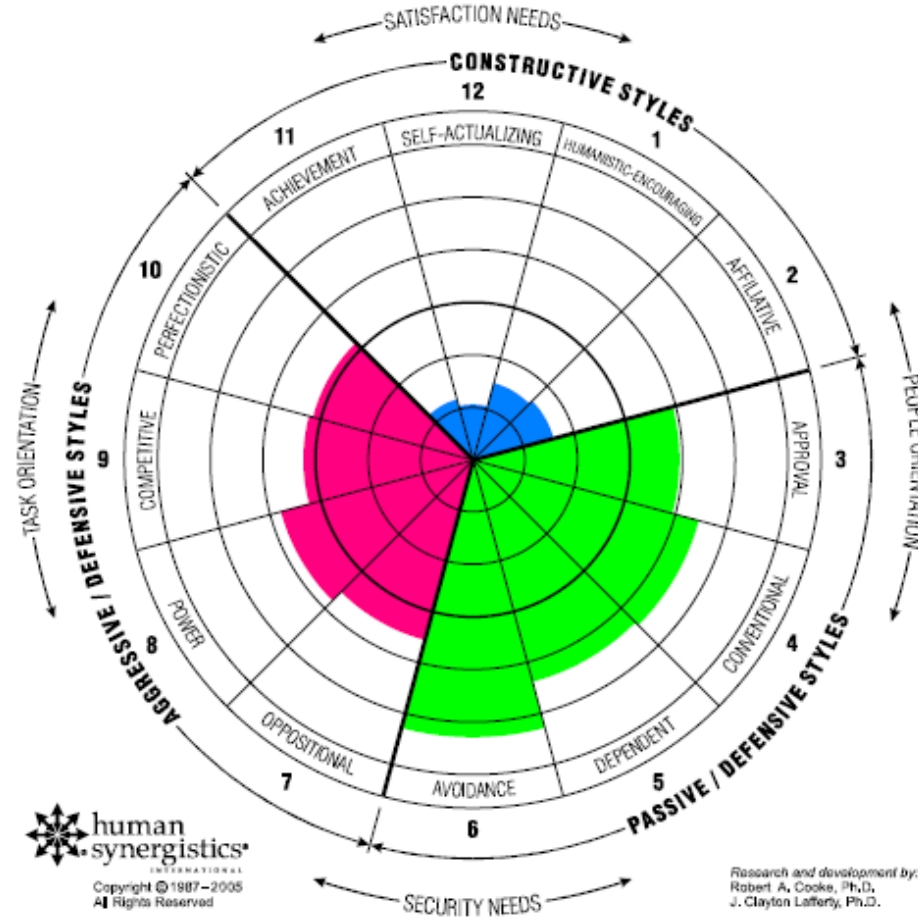
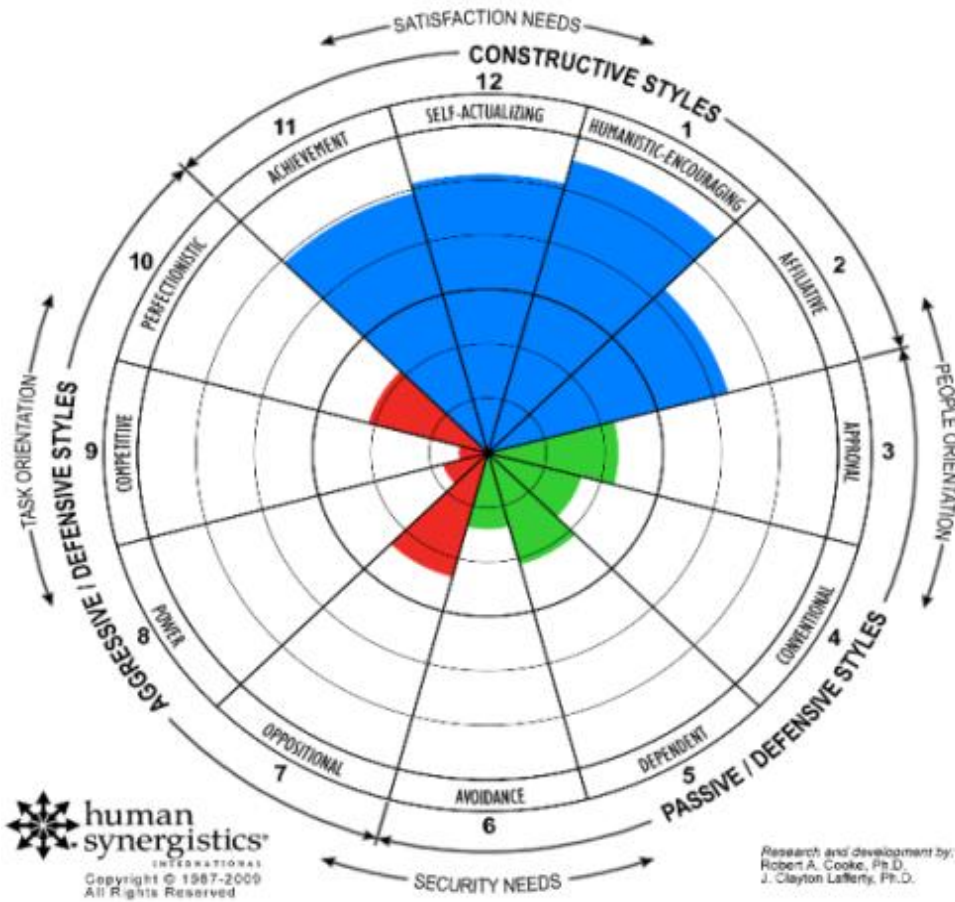
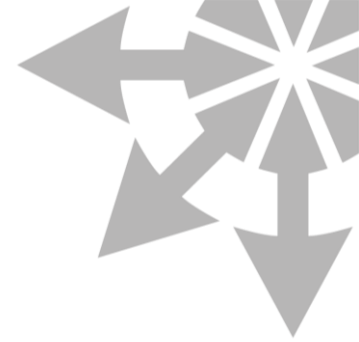
A Roadmap for Supporting Your Mission and Maximizing Impact





6. Manufacture an “aha” with Leadership

# Don't Sell, Create the Gap (Peter Fuda)





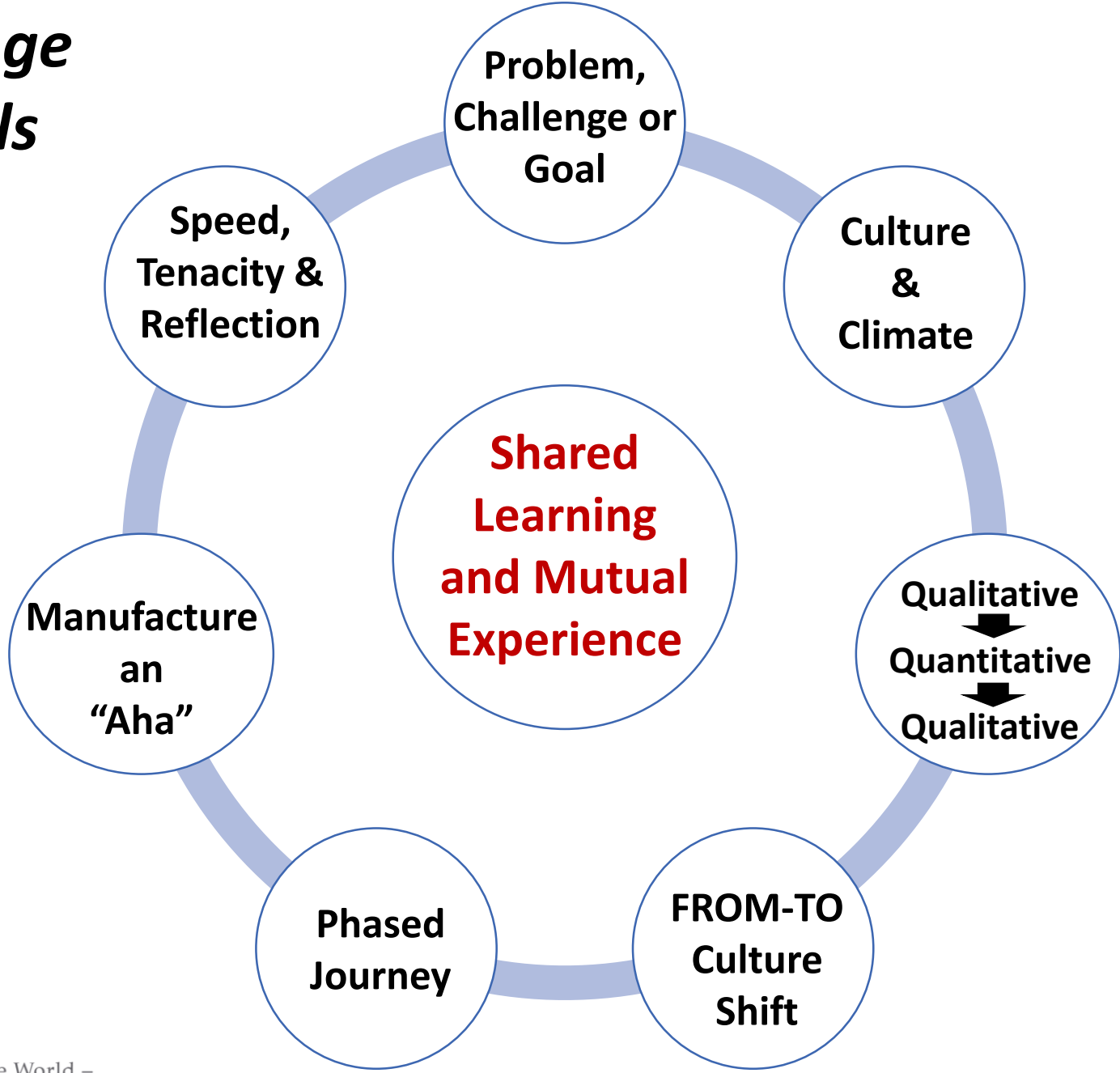
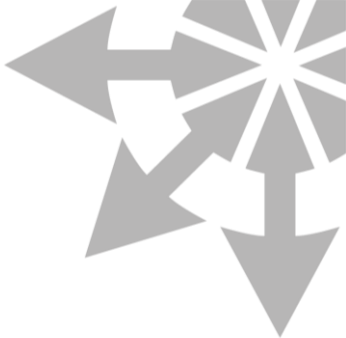
# 7. Guide the Journey with Speed, Tenacity, and Reflection



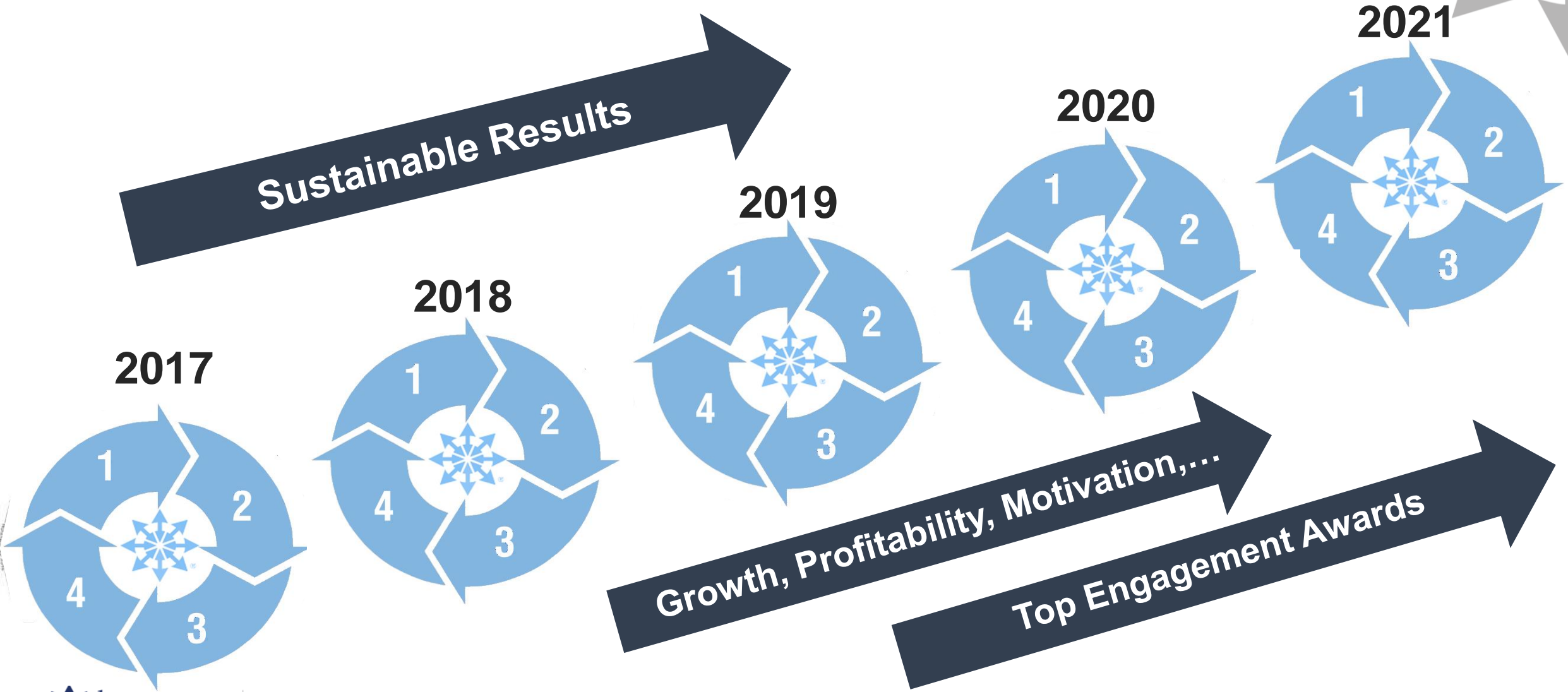


# Share the Load

# 7 Culture Change Fundamentals



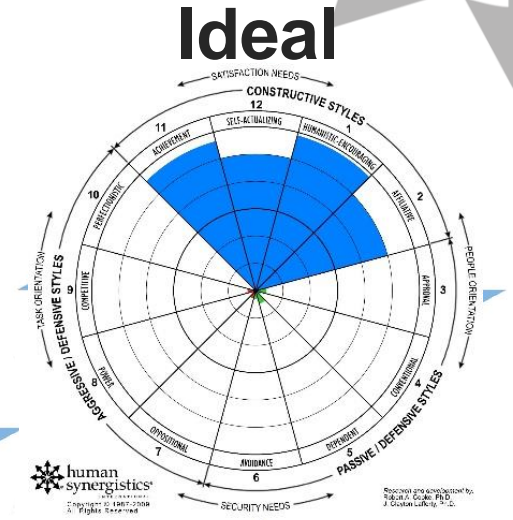
# The Culture Journey



# The Culture Journey



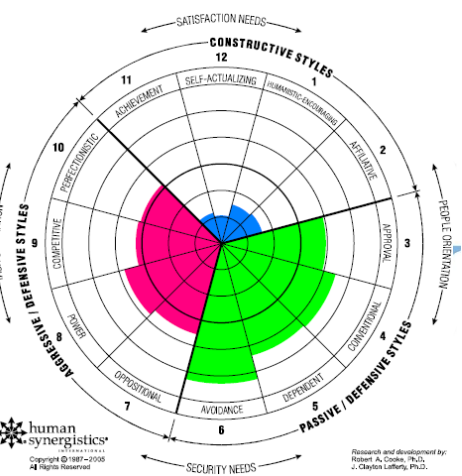
**Sustainable Results**



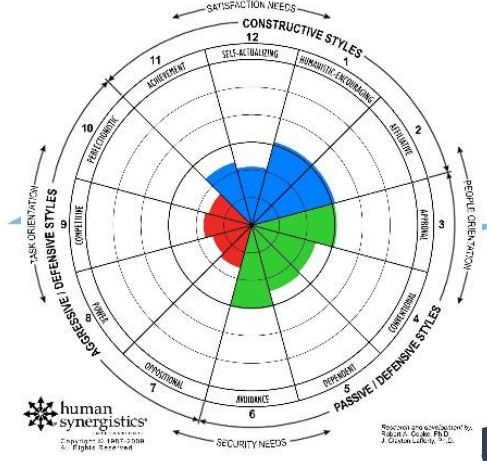
**Growth, Profitability, Motivation, ...**

**Top Engagement Awards**

**2017**

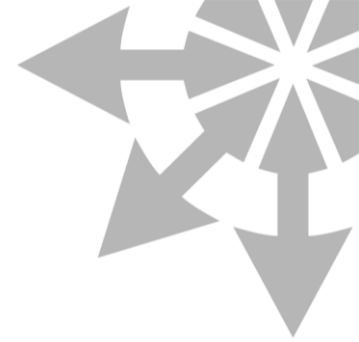


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# Connecting Culture & Performance



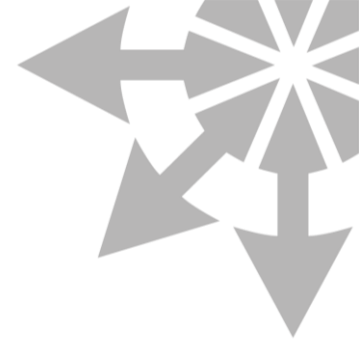
## PRESENT

- ✓ 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

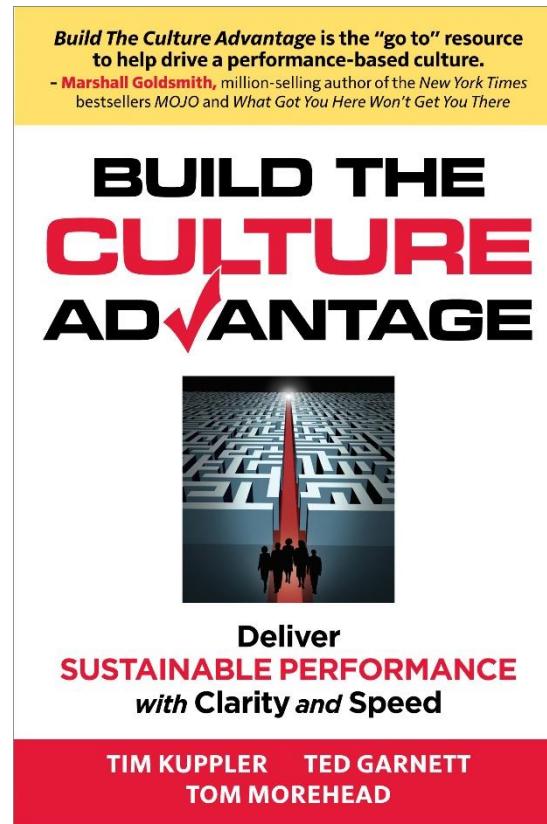


[www.ConstructiveCulture.com](http://www.ConstructiveCulture.com)



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

Book



E-mail

[tim.kuppler@humansynergistics.com](mailto:tim.kuppler@humansynergistics.com)

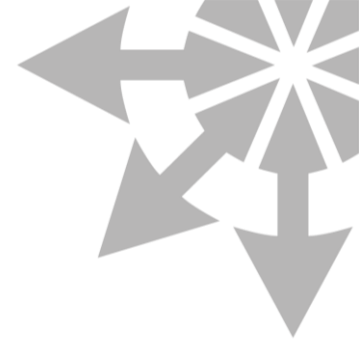


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# Questions and Feedback



# 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