TRANSFORMING CULTURE IN LARGER ORGANISATIONS

Key learnings, exercises and case studies

By Tor Eneroth & Ashley Munday

Barrett Values Centre

Powerful metrics that enable leaders to measure and manage cultures.

Imagine a workplace culture where there's excitement in the air, where everything is done to enhance the customer experience, where innovation thrives and teams easily adapt to unforeseen circumstances, where your senior team works toward a shared vision of success, and where people genuinely care for one another, feel recognised and are supported within the organisation.

Cultures like these are not created overnight. They aren't formed by policy, procedure and measuring Key Performance Indicators (KPIs). High performing cultures have values alignment, mission alignment and low levels of fear. These are cultures where employees are able to bring their beliefs and values to work and where there's a shared view, throughout the organisation, that they have the right culture to be high performing.

Our intention for this paper is to provide an introduction to transforming culture in larger organisations, those with more than 1000 employees. We've seen organisations transform their cultures and ignite success time and time again. This paper includes three brief case studies, an overview of the concepts and key learnings about transforming culture, and exercises to help you get started. Our hope is that this paper will give you the confidence and the tools to begin one of the most important and catalysing journeys in your organisation's history.

Why Transformation?

While culture change involves engineering a process and managing the moving parts, transformation takes place on the inside. Transformation involves human beings and all of the feelings, beliefs and values that motivate them. It's about working with people's motivations to create something bigger and better than you could have imagined alone. It takes time and needs to be cultivated, like growing a plant or any living thing. While change is a process from 'this' to 'that,' transformation unleashes the best of what can be. Transformation frees human potential and accesses our collective wisdom.

"Sooner or later we must realise there is no station, no one place to arrive at once and for all. The true joy of life is the trip."

–Robert Hastings

CULTURE IS A JOURNEY, NOT A DESTINATION

Throughout this paper, we refer to the "culture journey". Leaders on a transformational path need to respond to market conditions as well as the needs of their internal teams. You will create visions and then reshape them. Culture is not a place you arrive, but a way of being that you will develop and evolve over time.

TABLE OF CONTENTS

I. CASE STUDIES 6

VOLVO IT 9

OLD MUTUAL GROUP 13

UNILEVER BRAZIL 17

II. KEY LEARNINGS 20

III. "GROWING" YOUR DESIRED CULTURE 30

LEADERSHIP COMMITMENT 32

ROLES FOR SUPPORTING CULTURE 34

HOW TO DEFINE AND GROW YOUR CULTURE 36

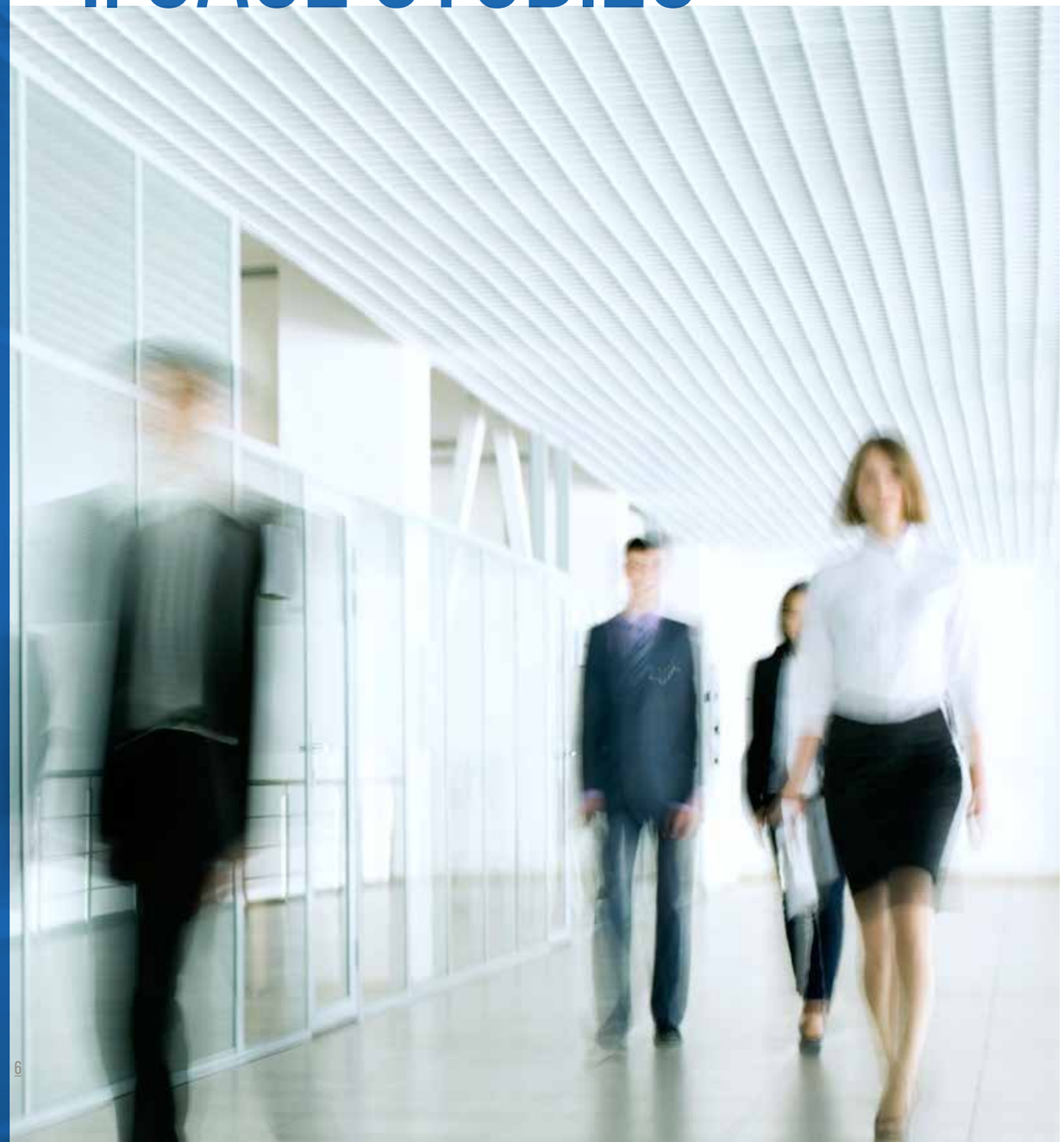
STRUCTURAL ALIGNMENT 40

FOLLOW-UP AND LEARNING 42

IN CONCLUSION 46

IV. RESOURCES 48

I. CASE STUDIES



In the following case studies, you will learn more about the concept of the culture journey. We have selected these three organisations—Old Mutual Group, Volvo IT and Unilever Brazil—in various regions of the world, because they had different intentions and approaches to cultural transformation. There is not just one way, but many ways, to successfully work with your culture.

"Consistent and persistent work with our wanted culture is one of our critical success factors"

– Magnus Carlander,
CEO Volvo IT

CASE STUDY:

Volvo IT (2000–2010)

Volvo IT is a global company based in Gothenburg, Sweden. Its primary role is to provide IT services and support teams to the global network of Volvo industries. They proactively worked with their culture starting in 2000, led by a full-time Culture Manager, who was a non-voting member of the Executive Team. This case study covers their culture transformation and development journey during the course of eleven years (2000 to 2011).

The core of the culture journey was the Culture Ambassador Program, initiated in 2001. Over the following years, Volvo IT trained more than 500 Culture Ambassadors who actively developed the culture throughout the organisation. The fundamental intention and belief with this Culture Ambassador program was to empower and train all formal and informal leaders to develop their capability to grow a desired culture. It was an on-going journey to find, define, grow and care for their espoused core values.

INDUSTRY:
Technology

NUMBER OF EMPLOYEES:
6,000

NUMBER OF CULTURE AMBASSADORS:
500

OPERATIONS IN:
Europe, Americas, Asia, Oceania, Africa (20 countries)

The focus of the culture work evolved over time, as they responded to changing market conditions, strategic ambitions and the needs of the organisation, employees and stakeholders. Here are the themes in their culture journey that emerged over time:

GROW ONE COMPANY: THE VOLVO IT IDENTITY (2000–2002)

At the start of the journey, Volvo IT was a newly formed company created by consolidating the IT departments from seven Volvo business units plus the Group IT department. The first challenge was to form a shared culture for the new organisation, mainly located in Sweden, Belgium and USA. Teams were identified with their old business units so there wasn't a shared identity. This led to internal positioning and competition. Their key challenge was to develop a shared set of values and culture among the dispersed teams and create one Volvo IT identity.

GROW CUSTOMER FOCUS (2003–2008)

Once the cultural norms had been established internally, they began to focus more externally. Because they became a separate entity from Volvo, the former internal relationships became customer/ supplier relationships, which called for new behaviours and attitudes. Additionally, Volvo IT started to have external customers. During this period, Volvo IT grew from 3000 to 7000 employees at its peak in 2009.

ENSURE RESILIENCE: CULTURE IN DOWNTURN (2008–2010)

As soon as the financial crises hit, Volvo and Volvo IT experienced a significant decline of business. They had to make urgent decisions in order to cope with the situation. As a consequence they had to let go of 2000 of their 7000 employees and consultants in six months time to adjust to reduced business volume. While it was a difficult time, leadership was conscientious about living their values, to maintain their desired culture and not erode trust. Employees knew that it was a matter of long-term sustainability. Employee satisfaction rates remained around 90 percent.

REALISE STRATEGY: CULTURE AS AN ENABLER (2010–2011)

Once the market began to recover, Volvo IT grew again to reach 7000 employees and contractors in 2011. During this period, the focus of the culture was on fulfiling their strategy while continuing to develop and care for their culture.

During these ten years, Volvo IT continually trained their Culture Ambassadors to co-creatively work with their teams to secure their strategic objectives and culture.

THE OUTCOME

- Maintained extraordinarily high levels of employee satisfaction, even when they had to reduce 2000 staff. Employee Satisfaction Index (ESI) remained around 90 percent over five years.
- Customer satisfaction increased more than 30 percent during this decade. Several customers had 100 percent satisfaction on the survey.
- Improved project delivery precision from 55 to 90 percent.
- They were selected as best in class for most attractive IT employer (rated by Universum).

"I believe that the culture of our business is critical to its success. We monitor our culture using an annual process of engagement with all our people—the Barrett Cultural Values Assessment. Managers all around the organisation are tasked to address issues raised… We understand and believe in the importance of putting our customers at the heart of our business, and creating the right culture and behaviours to support our vision of becoming our customers' most trusted partner. This will continue to be critical to our success as we head into the future."

–Julian Roberts,
CEO Old Mutual PLC

CASE STUDY:

Old Mutual Group

Old Mutual Group is a leading international long-term savings, investment and protection group. Three of Old Mutual Group's well-known brands at the time of writing are Nedbank, Old Mutual and Skandia.

Transforming the culture across all of the Old Mutual Group businesses started with Nedbank in 2005. It became group-wide when the aspiration of becoming "our customers' most trusted partner" was articulated as part of the Old Mutual Group vision in 2010. Work was done with the executive leadership teams to increase self-awareness, build trust in relationships and cascade a practice of strategic storytelling. Organisational structures and processes were aligned to support the development of the desired culture from the top-down, including the group operating model, performance management, selection assessment, leadership development and, most recently, the incorporation of cultural entropy levels (a measure of dysfunction) into the long-term incentive plan for executives. Staff has been left with no doubt that the organisation is taking its values and culture seriously.

INDUSTRY:
Financial Services

NUMBER OF EMPLOYEES:
57,480

OPERATIONS IN:
Africa
Asia
Europe
North America
South America

Recognising that working with the top leaders would not be enough to catalyse and sustain the change in the geographically dispersed teams, Old Mutual began to embed a capacity for culture change into the business via the introduction of Culture Leads, firstly in their UK-based Wealth business and later in the South African-based Emerging Markets businesses. The role of Culture Leads, primarily senior managers, is to actively sponsor the transformation in their business units and to stimulate deeper dialogues around living the values. Culture Leads are equipped with a set of skills to support transformation in their teams. The Culture Leads are skilled in making change happen "on the ground" in their part of the business. An important aspect of the role is to both support and challenge the Executive Committee members to drive the change agenda and to carry this agenda, or change story, further into the organisation. Thus, the culture transformation is embedded throughout multiple levels in the business.

The Old Mutual Cultural Transformation Toolkit is a resource developed for their Culture Leads. It includes sections on building mindsets and capabilities; transforming your leadership; holding meaningful team meetings; debriefing the annual culture assessment results; working with organisational assessment results; and working with leadership assessments.

"At the heart, we're encouraging personal meaning. This is where growth happens. To make meaning is human. To choose the meaning we make is to be leaders."

—Rob Mallick,
Culture Consultant,
Unilever Brazil

CASE STUDY:

Unilever Brazil

Unilever Brazil had an incredible legacy built over eighty years, however, in 2004–05, after decades of strong growth, revenues slowed and the business was in need of renewal. In early 2008, Kees Kruythoff, the newly appointed Chairman, along with the Unilever Brazil Board, launched a transformational effort to reignite growth. They recognised a need to not only address strategic challenges and manage operations, but to address the organisational culture as well. They had five big thoughts: (1) accelerate growth; (2) profit out of scale; (3) build sustainable transformation in society; (4) identify capabilities needed to build the business; and (5) take a 'merged rivers' approach—cultural transformation and operations (strategy/ Key Performance Indicators), like the two Amazonian rivers that merge, had to be managed in an integrated fashion—not either or, or even side by side, but together, simultaneously.

INDUSTRY:
Consumer Goods

NUMBER OF EMPLOYEES:
10000+

OPERATIONS IN:
Brazil

THE PROCESS

» Developed a shared understanding that the concept of a linear process can be outdated and ineffective. Truly dynamic work with cultures is very much in the moment and allows for human dynamics.

» Conducted a Cultural Values Assessment every six months.

» Maintained disciplined attention for 36 months.

» Emphasised that leaders create culture. Brought the Board through a journey of personal reflection about their values and the culture they desired to create at Unilever Brazil. The Board led the Executive Team (ET) through the same process. And then, the ET led all 250 managers through the process, as well.

» Established rituals and meaning: regular consistent practices and time for reflection on key espoused values.

» Continually reframed needs, i.e. when there was an overemphasis on safety, they taught the need for risk taking and vulnerability.

THE OUTCOME

» Revenue grew by 3 percent in 2008, 7 percent in 2009 and into the double digits by the second quarter in 2010. Revenue growth was also driven by increases in market share, not price.

» Entropy, the degree of unproductive focus, fell from 37 percent to 19 percent, and then to 10 percent in 2010. Entropy in the top team fell from 31 percent to 8 percent.

» From a culture characterised by caution, short-term focus, internal competition, and consensus, people now experience a business with long-term perspective, shared vision, teamwork, and a strong orientation toward customer satisfaction and the development of leaders.

II. KEY LEARNINGS

After decades of experience organising and leading cultural transformation in organisations with more than 1000 employees, we have identified several key factors for success.

To begin, we suggest that you and your management team reflect on these together. Discuss what you do well and what you may need to consider or do differently going forward.

"Culture eats strategy for breakfast,"

is a remark made by Peter Drucker and popularised by the President of Ford Motor Company. The point is this—if you don't have a strong culture, you won't be able to effectively execute your strategy in a sustainable way. At the same time, if you don't have the focus and direction of a strategy, your culture won't survive. Your current culture—the way things are done around here—is the enabler, the power centre that provides the energy to align people to strive for a shared objective. This culture should be the expression of your mission, vision and values.

There's no "right" culture, like there's not one right way to live a life.

Many of us are looking for the best, most effective or proven successful culture. There isn't a model for what a corporate culture should be. In a time when there is a great deal of benchmarking and many thought leaders sharing insights, you have to develop the right culture for your organisation. Corporations are living systems. Start by understanding (1) the mission, vision and values of your organisation; (2) your personal needs and what motivates you; and (3) what behaviours and actions are needed to create the desired culture that supports your strategic ambitions. Keep in mind that culture is always changing in response to internal and external influences.

What you measure, you can manage.

Even though there is not a prescription for a perfect culture, you will need a way to measure your unique culture over time. It will be critical to track the impact of your initiatives and to adjust your course.

Human leadership.

Organisations don't change; people do. You cannot expect your culture to change unless you are willing to transform yourself as a leader. This requires leadership development with an intimate understanding of who you are, how you behave, what is important to you and, most importantly, what you need in order to find fulfilment in your life. When you are transparent about who you are, what you truly want, and what you find unacceptable, you will be seen as a person with integrity and will develop trust among your teams. Cultural transformation must begin with authentic leaders who value human beings. When the top team leaders slow down to listen to the people in the organisation, and act upon their needs, transformation will begin. Many leaders are often too busy listen to their own personal needs. They can also miss what is going on around them. Leaders at all levels need to continuously slow down and stay open to the needs of their employees. It is important that see themselves as vital part of the whole and shift focus from self-interest to common good.

Start at the top and the bottom.

It is often said that culture change must start at the top, with the leadership. This is true, but not the whole truth. You also need to create programs and opportunities to involve employees in developing your culture. People naturally want to work for organisations that value their people and their culture. You can start in small groups within the organisation to demonstrate the impact of culture change on team performance. However, for organisation-wide change, you'll need to empower leaders at all levels to live the desired culture.

Dialogue is key.

Culture is not like a machine that you construct and manage. It is more like a living plant that you have to nurture. To cultivate this "living entity," it is crucial to engage and involve people, because they are the expression of your culture. The only way to achieve this is through dialogue, or even more precisely, through co-creative dialogue. Just by inviting dialogue, you are starting your culture transformation. Through reflection and conversation, people develop a collective awareness of what's functional and dysfunctional and begin to define the way forward toward the desired culture.

Transformation takes time.

As Stephen Covey is attributed as saying, "With people, slow is fast and fast is slow."

We live in a world where speed is revered. When it comes to culture, however, speed is not a success factor! This process involves human beings. Doing it too fast is like trying to jump from one side of the change curve to the other. It just does not work. If you try to push and go too quickly, the next time you face change, your employees will be reluctant. So, invest time, and be persistent and consistent, rather than trying move with speed.

Perspective from the Field

PLEUNTJE VAN MEER, GLOBAL LEADERSHIP CONSULTANT WITH DECADES OF EXPERIENCE TRANSFORMING CULTURE IN LARGE ORGANISATIONS, AGREES:

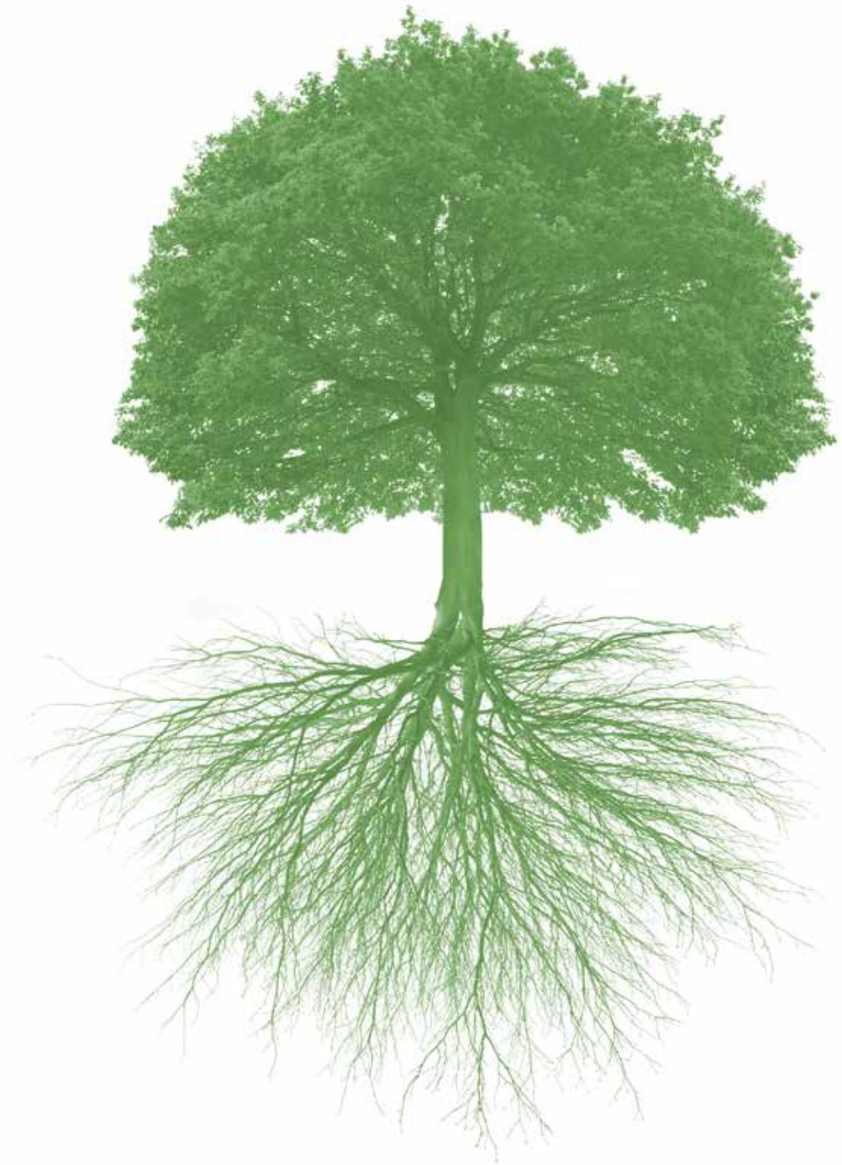
"I have learned some important lessons over the past ten years working on business transformation with large and medium-sized, multi-national organisations:

- *The commitment of the leaders is vital. A leader-led intervention is necessary to shift the mindsets of the organisation.*
- *The Human Resource Department and those responsible for strategy need to fully partner with the leadership in co-creating the culture change story.*
- *Transformation takes time.*
- *You cannot treat cultural transformation as a project with deadlines and deliverables. It is more of an emergent learning process.*
- *Success requires clarity of direction, and healthy internal and external interpersonal connections based on trust.*

Only when this happens will people in the organisation feel they can fully bring themselves to work."

Pleuntje Van Meer
Partner, Synnova

III. 'GROWING' YOUR DESIRED CULTURE



Creating a culture of engagement is similar to gardening. For that reason, we use the phrase "growing your culture" in order to remember that it is an organic process. It takes intention, planning, time, attention, and adjustments based on conditions. There is not a prescriptive linear way to do this, however we've identified five areas for growing your desired culture:

(1) Leadership Commitment;

(2) Roles for Supporting Culture;

(3) How to Define & Grow Your Culture;

(4) Structural Alignment; and

(5) Follow-up and Learning.

Each of these areas takes attention and planning, so it's important to select just a few to focus on at a time. Read through the following pages and highlight three to five vital activities that are relevant to your organisation in the next three months. Revisit the list every three months to review your accomplishments and identify the next vital activities to focus on.

Leadership Commitment

Everyone knows that leadership is essential to transform a culture, but often the roles and responsibilities are not entirely clear. Here are some tips to create leadership commitment at all levels of the organisation.

- ❑ ROLE OF CEO – it is critical for the CEO to lead the culture. CEOs who are committed to culture talk passionately about it every day. They have personal and clear stories about why they are working with culture. They are consistent and persistent in living the values and building the culture. They have low tolerance with people who are not working to better the culture. They walk their talk!

- ❑ BOARD COMMITMENT – you will need buy-in and support from the most senior reporting team or structure for organisation-wide success. This is often a corporate board. Organisational priorities are typically established from the top and culture must be included, especially since it is so critical and needs attention over a long period of time.

- ❑ COMPELLING SHARED REASON – the top team should develop a compelling shared reason for WHY they are working with culture. This group should have a clear picture of where they are and where they want to go. They should understand the current culture and have a shared vision of the desired culture.

- ❑ PERSONAL AWARENESS – all members of the top team should develop personal awareness of self, including knowing their values, purpose, personality, behaviours, and impact on the people around them. Each leader should also understand how s/he aligns with the desired organisational values and culture.

- ❑ WALKING YOUR TALK – each member of the top team should develop on-going awareness of and feedback on her/his behaviours, communications, and the perceptions of others.

- ❑ INVOLVEMENT & COMMITMENT FROM ALL MANAGERS – develop a strategy and process to share your culture and involve of all of your managers. The strategy should include programs for managers to increase their own personal awareness and expectations about their behaviours.

TOOLS & RESOURCES

Personal Values Assessment

New Leadership Paradigm

Leadership Values Assessment

SELF ASSESSMENT

1. Does your top leadership team have a compelling and shared reason for why you are working with culture?

2. Do you regularly share your personal values and how they relate to the desired culture of your organisation?

3. Are you considering your organisational values as you make decisions, as a way to grow your organisational culture?

4. When you give presentations, do you share stories about values and culture?

5. Do you invite feedback on your behaviour as a way to transform and better 'walk your talk'? Do you have ways to measure this? Are you truly open to the feedback and do you take action after you receive it?

Roles for Supporting Culture

Just as you have leaders responsible for HR, finance and communication, you also need a leader to address the cultural journey, to ensure that it is taking place. Someone must be assigned to the role; it's not going to take care of itself. Established departments are often at capacity with other strategic objectives and may have difficulty taking on another dimensional responsibility. It is also important that this role work across all departments and divisions to develop and care for the on-going transformation of the culture. Candidates for this role need particular experience and training to execute the culture initiatives effectively. In addition to the primary role of Culture Manager, other employees throughout the organisation should be trained to support the culture initiatives.

- CULTURE MANAGER – the primary role of the Culture Manager is to be the "guardian" of the culture; not the designer of the culture, nor the primary promoter, but the person who keeps track of what is happening in the culture. The Culture Manager also develops organisation-wide programs and specific interventions that enable the culture to develop in line with the changing needs of the organisation, employees and external stakeholders. This role must be internal with a clear and direct connection to the CEO/ top management.

- CULTURE AMBASSADOR – culture doesn't just happen at the top. Transformation must occur throughout the organisation. Culture Ambassadors are all managers and employees who are trained to promote culture initiatives. They represent the organisational culture, provide valuable perspective about whether the culture is being lived among their teams, and facilitate frequent dialogue with employees about the values and behaviours that are necessary to support shifts in the organisation's strategy. Having one cultural ambassador for approximately every 50–75 employees should provide a critical mass of people for cultural transformation.

The book *Get Connected* is a field training guide for Culture Ambassadors.

TOOLS & RESOURCES FROM VOLVO IT

Culture Manager Job Description

Roles & Responsibilities in Culture Work

Get Connected

SELF ASSESSMENT

1. Is anyone assigned to support the CEO in leading the cultural transformation journey?

2. Is there a critical mass of people in the organisation that could facilitate the daily journey to grow your desired culture?

3. Do you offer tools and training to support individuals in hosting the dialogue needed to transform the culture?

How to Define and Grow Your Culture

Many leaders think that culture is created by defining core values and implementing them. It's so much more than that. The real work is to align the different aspects of your culture. Creating your desired culture should be engaging, tangible and visible in daily interactions. It requires a systematic approach to make this happen.

- ❑ SHARED VISION & MISSION – everything starts with clear intention. It is critical to involve the whole organisation in defining the vision and mission. This will define your culture and strategy.

  Related exercises: 4 Whys from the book *Get Connected* on page 75.

- ❑ CULTURE MEASUREMENT – baseline measurements will help you to understand where you are and where you want to go. These should be repeated semi-annually or annually to track your progress. This includes existing/ traditional "output" and "outcome" measurements, along with the more "causal" culture measurements (Barrett, The Values Driven Organization, 2013, pages 43–44).

  Barrett Values Centre's Cultural Values Assessment is one of the most comprehensive "causal" measurements available.

- ❑ DEFINE WANTED BEHAVIOURS/ACTIONS – the results of the culture measurement should be shared with teams throughout the organisation. Groups then dialogue about the results to reflect on strengths, weaknesses and opportunities. In these workshops, teams define wanted norms and behaviours.

  Related exercises and worksheets: From CVA to Action from the book *Get Connected* pages 52–55 and 129–145.

- ❑ HANDLE DYSFUNCTION – issues in your culture inhibit a team's ability to effectively execute your strategy. Address the dysfunction by creating a clear plan of action, detailing the values and behaviours that you want to establish.

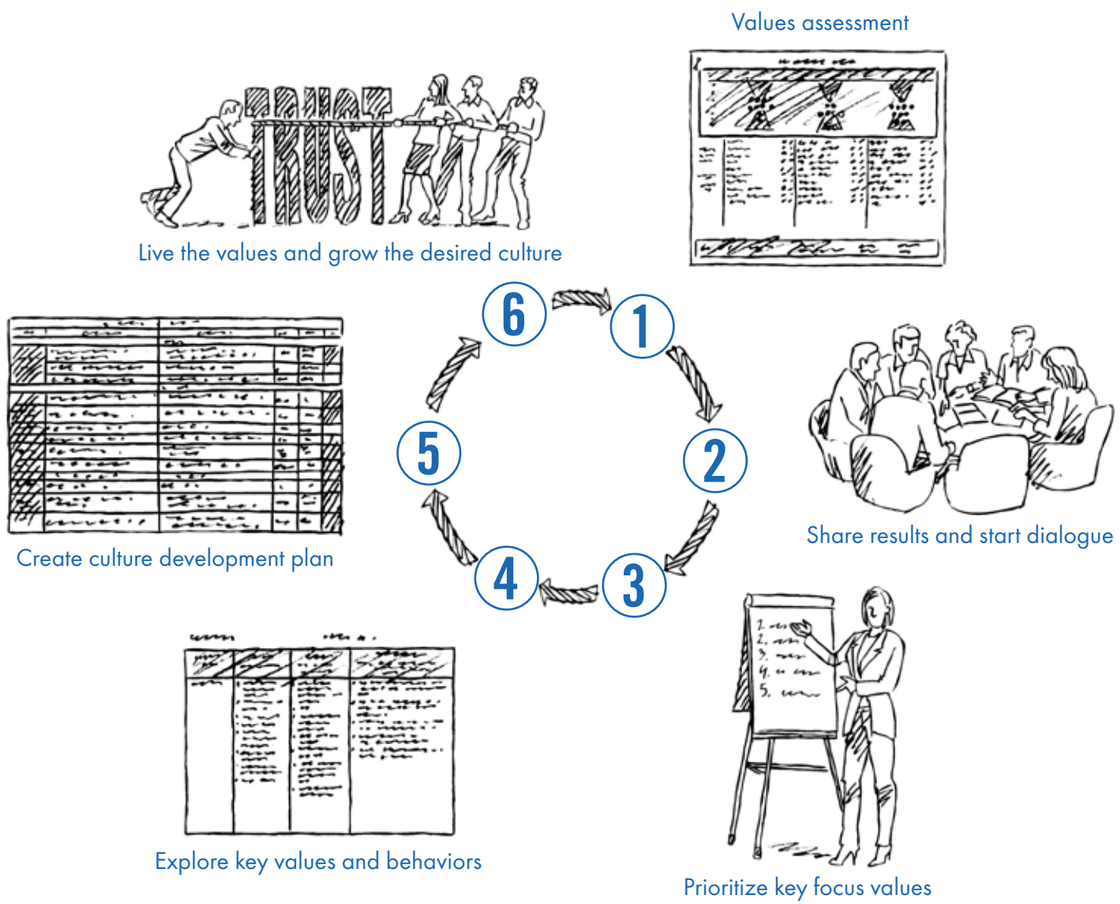
  Related exercises and worksheets: From CVA to Action from the book *Get Connected* pages 52–55 and 129–145.

- ❑ ALIGN STRATEGY & CULTURE – each of your strategic initiatives should include a connection to culture. How do you want people to do this work? How does it relate to the values, vision and mission of the organisation? How does it relate to your desired culture?

  Related exercises and worksheets: Align Strategy and Culture guide from the book *Get Connected* on page 109.

- ❑ CONTINUOUS DIALOGUE – you need to make sure that you invest time for daily and continuous dialogue about desired behaviours. True dialogue enables people to internalise the values and concepts, and makes it more likely that they will be engaged going forward. It is the departmental manager's responsibility to make sure time and space is provided for continuous dialogue.

FROM CVA TO ACTION



TOOLS & RESOURCES

Get Connected

Old Mutual Cultural Transformation Toolkit

SELF ASSESSMENT

1. Do you have a way to measure and understand the values and culture of your organisation?

2. Do you measure and manage the dysfunction and fear (energy leakages) in your organisation?

3. Have you shared your vision, mission and values throughout your organisation? Do people have a clear understanding of where the organisation is going and how this relates to their role? Do the vision, mission and values empower people to work inter-dependently?

4. Are your strategy and culture aligned? Have you spent time thinking about how your strategy should be executed based on the culture you want to grow?

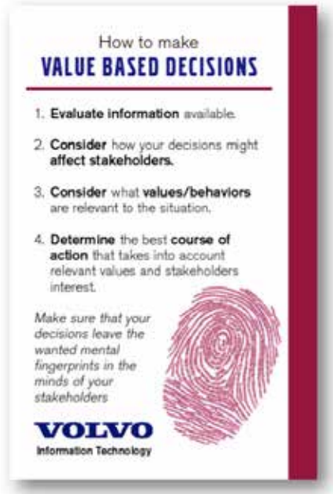
Structural Alignment

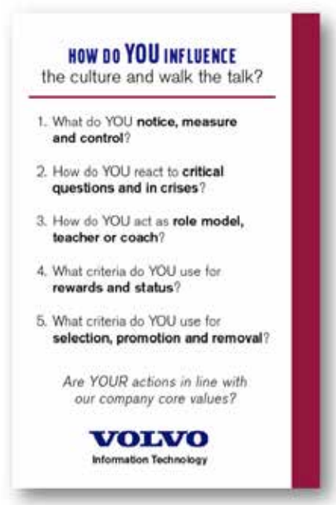
You must consistently work together on culture with the various parts of the organisation including HR, communications, and strategy, in addition to the top leadership team. Working collaboratively on culture is extremely important and easily missed. You need to ensure that the structures, systems, and communications about your culture are aligned.

Structures, policies, procedures and incentives are a reflection of the value systems of the current leaders, and the institutional legacy of past leaders. They dictate what behaviours are acceptable and should be encouraged, and what behaviours are unacceptable and should be discouraged.

The following list provides examples of some of the most important policies, procedures and programs that should reflect the organisation's espoused values.

- ❑ Decision-making processes – values-based decision-making allows us to break with the past and create a new future based on what is important to us, both individually and as related to organisational values.
- ❑ HR processes and structures need to be consciously aligned with the wanted culture. This includes employee selection, evaluation and development.
- ❑ Leadership development and management training programs should include training and reflection on values, culture and wanted behaviours.
- ❑ Establish and maintain organisation-wide values awareness programs.





- ❑ Provide reinforcement materials including videos, pamphlets, and posters.
- ❑ Implement a values-based coaching program and cultivate a coaching culture.
- ❑ Ensure that the company brand and/or customer promise statement is aligned with your desired culture.

TOOLS & RESOURCES

Values-based Decision Making Exercise

Values-based Decision Making Scenarios

SELF ASSESSMENT

1. Have you intentionally reviewed your structure and systems to ensure that they are aligned with your espoused vision, mission and values?
2. Do you know when and how to make values-based decisions, especially among your top management team?
3. Do you have visible material to reinforce your wanted values and behaviour?
4. Is your brand or customer promise aligned with your company values and culture?

Follow Up and Learning

Transforming culture is an iterative process. Building feedback loops for learning and growth is one of the most commonly forgotten about steps in the journey. These steps will help you to learn where to focus your attention and also let you know when you need to correct your course.

- ❑ DAILY FEEDBACK – feedback is an effective way to visualise and manifest a desired culture. "Effective feedback enables the receiver to walk away understanding exactly what he or she did and what impact it had on them. When the result is this specific and this direct, there is a better chance that the person getting the feedback will be motivated to begin, continue or stop behaviours that affect performance" (Weitzel, Feedback that Works, 2000)

  Related exercises: Effective Feedback from the book *Get Connected* on page 173.

- ❑ REFLECTION AND "LESSONS LEARNED" MEETINGS – we need invest time to stop, reflect and learn collectively. This helps us to develop shared meaning and an understanding about what works and what does not. The purpose is to enhance your team's ability to transform and learn.

  Related exercises: Team Learning from the book *Get Connected* on page 165.

- ❑ RECOGNITION, CELEBRATION & REWARDS (Performance/Behaviour Awards) – people like to be caught doing things right. This is contagious, so the more you do this the more it will spread. Traditionally we are not good at celebrating what is right and good around us. By intentionally focusing on the positive, we also grow the behaviour and culture we want to see.

  Recommended book for ideas: *1001 Ways to Reward Employees,* Bob Nelson.

- ❑ QUARTERLY CULTURE REPORT – there must be a way to track and learn from your culture journey. This is different from the traditional linear ways to measure progress. The purpose is to create a shared picture of each team's current culture journey through data collection and dialogue.

  Related exercises: Culture Report from the book *Get Connected* on page 185.

- ❑ ROLLING 3 MONTHS PLAN – with focus, actions and dates. This plan helps the top team and the Culture Manager to review, focus and manage the cultural transformational journey.

  This whole article with its related activities and questions is meant to serve as base for building a Rolling 3 Month Plan to manage your culture.

- ❑ A CULTURE DEVELOPMENT PLAN – with desired values, actions, responsibilities and dates. This plan helps each team to review, focus and manage the cultural transformational journey.

  There is an example of a Culture Development Plan in the book *Get Connected* on page 54.

- ❑ FOLLOW UP CULTURE ASSESSMENT – define how and when you intend to follow up to see the effect of your efforts and the evolution.

TOOLS & RESOURCES

Get Connected (GC)

Culture Development Plan Example (GC pg 54 and 141)

Quarterly Culture Report (GC pg 185)

Team Learning Guide (GC pg 165)

Effective Feedback Guide (GC pg 173)

SELF ASSESSMENT

1. Do you have an overall plan for how to manage your culture development in your whole organisation?

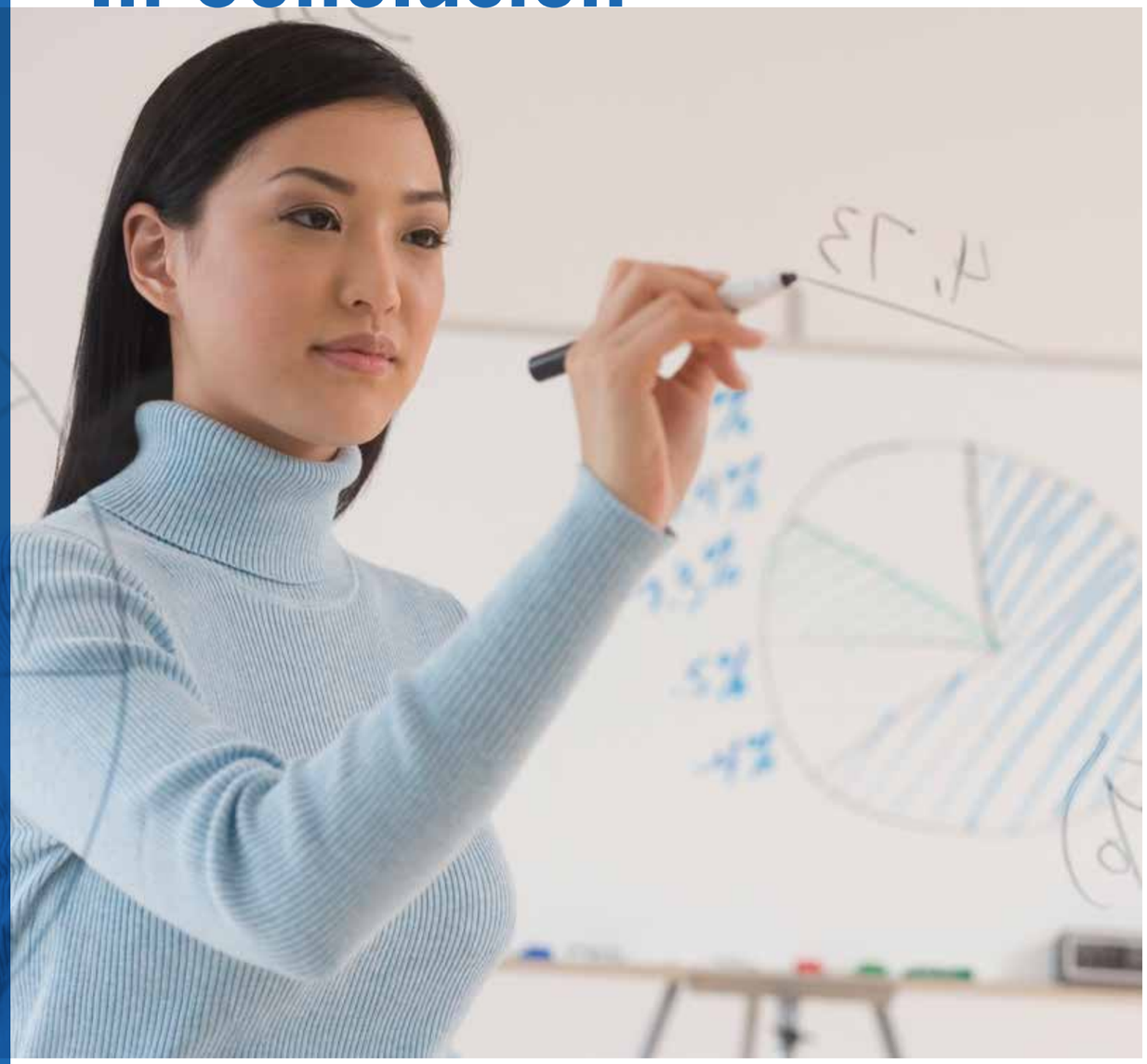
2. Does each team in your organisation have a Culture Development Plan connecting values and behaviours?

3. Is your culture open to feedback and reflections, where you learn from your daily experiences and performance?

4. Do you celebrate your successes and desired behaviours?

Notes and Ideas

In Conclusion



This conclusion is a beginning, rather than an ending. Start by asking yourself the vital questions throughout this paper. This is not an all-inclusive list of questions and activities. It is a starting point and something for you to continuously nurture.

To learn more about transforming organisational culture, review the following list of resources. You can also visit www.valuescentre.com or the Cultural Transformation Tools (CTT) Community on LinkedIn for more resources on the Barrett Model and methodology and to connect with practitioners.

IV. OVERVIEW OF RESOURCES

LEADERSHIP COMMITMENT

Personal Values Assessment

New Leadership Paradigm

Leadership Values Assessment

ROLES FOR SUPPORTING CULTURE

Culture Manager Job Description

Roles & Responsibilities in Culture Work

Get Connected

DEFINE AND GROW YOUR CULTURE

Get Connected

Old Mutual Cultural Transformation Toolkit

STRUCTURAL ALIGNMENT

Values-based Decision Making Exercise

Values-based Decision Making Scenarios

FOLLOW-UP LEARNING

Get Connected (GC)

Culture Development Plan Example (GC pg 54 and 141)

Quarterly Culture Report (GC pg 185)

Team Learning Guide (GC pg 165)

Effective Feedback Guide (GC pg 173)

Tor Eneroth & Ashley Munday

TOR ENEROTH
BARRETT VALUES CENTRE
Tor@valuescentre.com

ASHLEY MUNDAY
CULTURE & LEADERSHIP CONSULTANT
ashleymunday@yahoo.com

www.valuescentre.com

October 2013