Culture as a Lever in Uncertain Times
WHAT CHANGE WAS
- Change as an Event
- Clear Definition of End State
- Explain & Inspire
- Getting Buy-In
- Cascade Model

WHAT CHANGE IS
- Change as a Constant
- Fluid
- Engage & Enable
- Employee Empowerment
- "Swirl" Communication
Punctuated Equilibrium
- Tushman & Romanelli, 1985
Sigmoid ("S") Curve
Morale and competence

Shock
Surprise or shock at the event

Denial
Disbelief; looking for evidence that it isn't true

Frustration
Recognition that things are different; sometimes angry

Depression
Low mood; lacking in energy

Integration
Changes integrated; a renewed individual

Decision
Learning how to work in the new situation; feeling more positive

Experiment
Initial engagement with the new situation

Time
Process

Value

Source

Extent
Factors that Influence Perceptions of Change

Context
Yrs of Service
Involvement
Amount/Value
Human Nature

Reactions
Perceptions
Feelings

Substantial
Organizational
Change...
"Culture Eats Strategy For Breakfast"
- Peter Drucker

...and Leaders for Lunch
Three Levels of Culture (Schein)

Artifacts
Visible organizational structures and business processes

Espoused values
Strategies, goals, vision

Assumptions and beliefs
Unconscious beliefs, perceptions, thoughts and feelings - ultimate source of values and action
A Systems Approach to Culture Change

Events

A situation, event, or activity that one can easily see and name.

Patterns

Trends of recurring or continuous events. Some patterns are more easily seen than others.

Underlying Structures

The relationships between parts and causes of the patterns. Written and unwritten “rules of the game,” policies, distribution of resources, reporting relationships, etc.

Mental Models

The conscious or unconscious thoughts and deeply held assumptions that affect how we make sense of the world.

Cultural Values

The core beliefs and values embedded in our cultures and institutions that make up our worldview.
CULTURE:
Organizational Profile

History
Location
Community
Employee Profile
Student Profile
Values
Size
CULTURE:
Key Characteristics

Leadership
Programs and Services
Structure and Governance
Employee Recognition and Development
Processes and Systems
Analytics and Data Usage
External Focus, Adaptability, and Future Orientation
Name Two Attributes of Overall Culture
The Flywheel of Cultural Change

"Good to Great" - Jim Collins

Momentum
Results
Move
Surface Touch Move
You cannot create results. You can only create conditions in which something might happen.

— Anne Bogart —
Anticipation
Inquiry
Engagement
Trust
Why?

Conditions for Cultural Change & Evolution