

Embedding Culture Change at all levels

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Who am I?

Truculent –warlike

Iconoclastic -a destroyer of
cherished beliefs

Midwesterner –nice and non-
offensive



Truculent. Iconoclastic. Midwesterner.

I will provoke you. Challenge sacred cows. I may even make you mad...
but I will feel bad about it later.

1

Provoke you a little bit.
Help you look at culture &
embedment differently

2

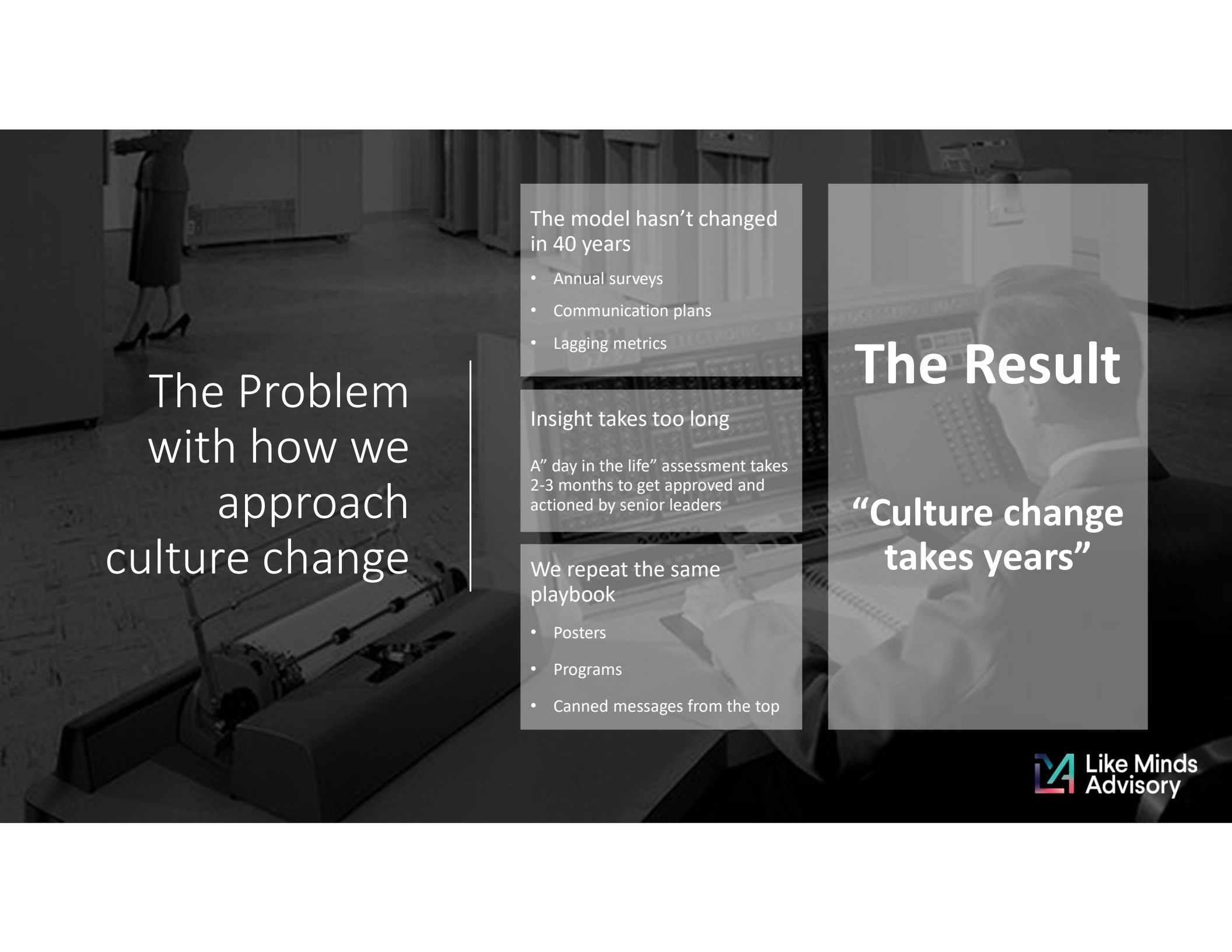
Workshop some of our
approaches in the context
of your cultural priorities

3

Share some stories, and cool things
we are doing to embed culture
change, globally



1. Help you look at culture
& embedment differently



The Problem with how we approach culture change

The model hasn't changed
in 40 years

- Annual surveys
- Communication plans
- Lagging metrics

Insight takes too long

A "day in the life" assessment takes
2-3 months to get approved and
actioned by senior leaders

We repeat the same
playbook

- Posters
- Programs
- Canned messages from the top

The Result

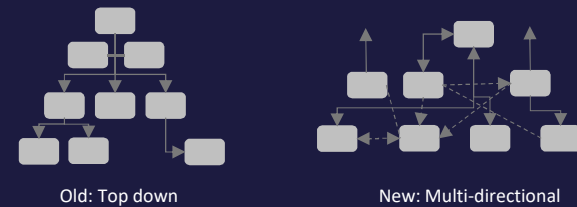
**"Culture change
takes years"**

Traditional approach to people transformation is broken.

80% of organisations transformations fail.



Operating models have become more complex.

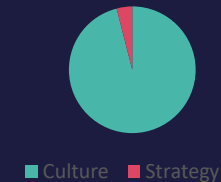



People dislike change.



Culture underpins business performance.

Which has the most impact on business results, culture or strategy?



A black and white photograph of Peter Drucker, an elderly man with glasses, wearing a suit and tie. The image is slightly blurred, focusing on his face. A semi-transparent dark box is overlaid on the image, containing the quote and attribution.

“Culture eats strategy for breakfast”

– Peter Drucker

What is culture



The
Goldfish
Problem.

Our beliefs

1. You're not trying to change "culture", you are trying to affect a system in which everyone is colluding
2. People are tribal, they respond to the cues in their social systems more than scripted messages from "management"
3. Change is about moving a social system, not creating another initiative.
4. Change happens at work, not in workshops.
5. People learn from their leaders and from one another, and functional processes "teach" in unanticipated ways.



Cultural and large scale behavioral change can happen in months. Not years when you pull the right levers.


Traditional approach to Culture Change



Surveys
Communication
Programs

Focus on one-off metrics,
messages, and training

Our difference accelerates culture change, on the ground

An iceberg floating in the ocean. The tip of the iceberg is visible above the water surface, while the much larger, jagged base is submerged below. A white arrow points downwards from the water surface towards the bottom of the slide, passing through the submerged part of the iceberg.

- Begin by understanding your status quo
- Look for leverage that changes how local teams work
- Shock the system (provoke leaders to be noticeably different)
- Map culture change into organisational DNA –coopt high leverage Rhythms
- Embed in Local Team norms, and focus on application, not abstraction
- Create social pressure around simple, applied priority areas (Routines)

2. Practice applying a new lens to your own cultural priorities



Embedment Levers

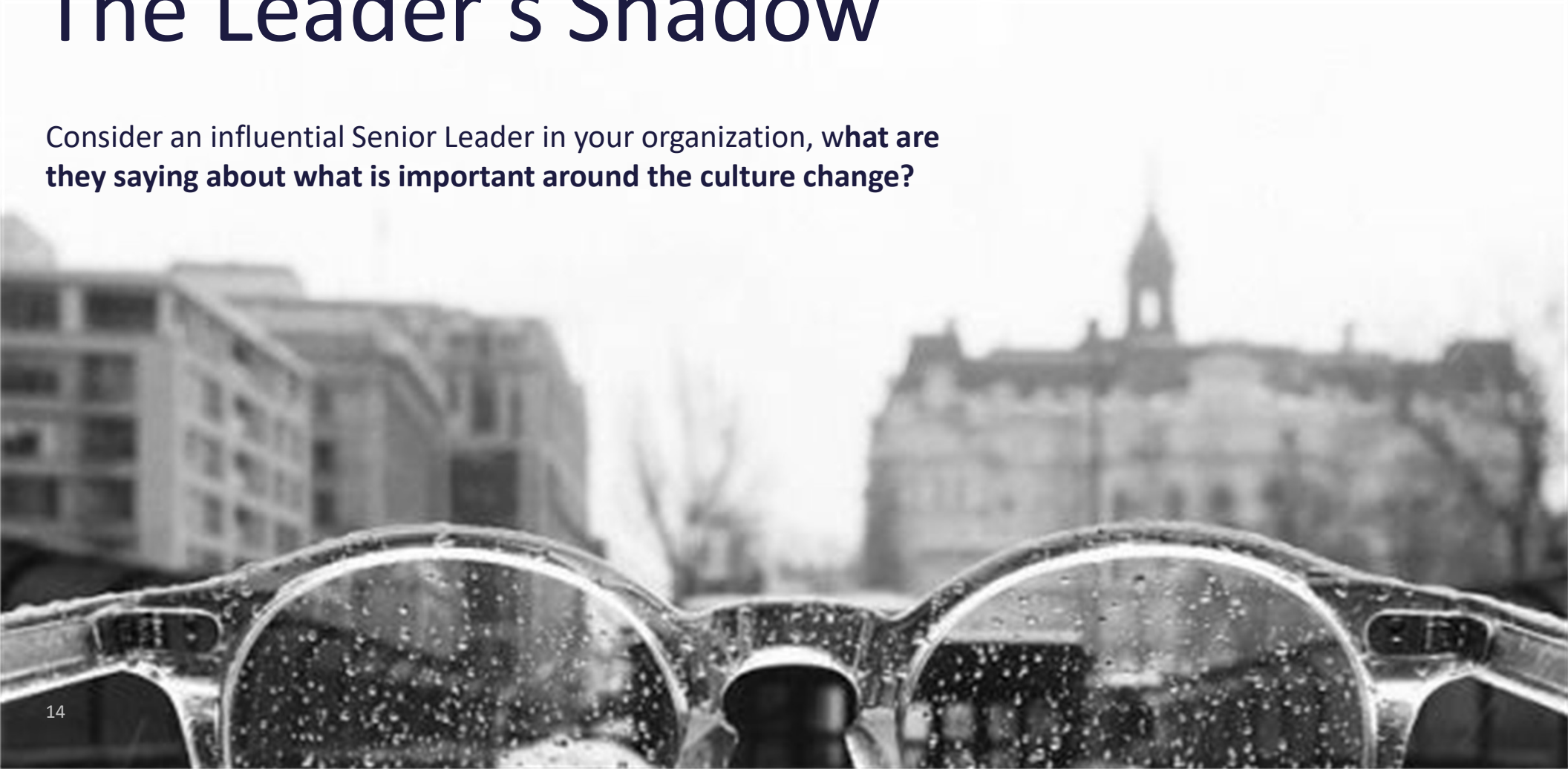
The **Role Modelling** of your most senior leaders impacts your people, and they don't understand what they're role modelling.

Certain functional systems and processes, **Rhythms**, impact teams at a local level and "teach" culture inadvertently.

You can impact performance at scale by simplifying leadership at critical hierarchical levels into the handful of key **Routines**, or "moments that matter".

The Leader's Shadow

Consider an influential Senior Leader in your organization, **what are they saying about what is important around the culture change?**



...What do they say?

- ▶ What do they say is important?

How big is this gap?

...How do they Act?

- ▶ What behaviours do they model?
- ▶ Are they visible and accessible?
- ▶ Who do they interact with?
- ▶ Do they play favourites?

...What do they Prioritise?

- ▶ Where do they spend their time?
- ▶ What meetings don't they miss?
- ▶ What do they emphasise?

...What do they Recognise?

- ▶ How do they listen: For problems? For strengths?
- ▶ How do they react to mistakes?
- ▶ What metrics do they care about?
- ▶ What gets them recognition/status?

Which functional systems and processes are the 900-pound guerrillas in your organization?

What are the “high leverage” rhythms?

- Impact and shape how people work
- Impact local teams
- Create a cadence that defines how teams work

What impact do they have on culture?

- If you were an ethnographer looking at them, what do they “teach”?
- How do they need to be co-opted to enable culture change?



Routines: Creating a high performance organisation

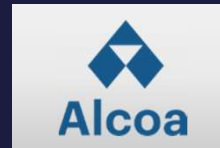
High performing organisations don't focus on one-off events, they don't teach better programs or have better initiatives or lists of capabilities.

They simply focus, deliberately, on addressing the Routines where real work gets done.

Real behavioural change is a local event built around the moments that matter (or Routines) in real work.



Project Oxygen – what makes a great leader?



Safety as a Keystone Habit



Organisational Routines or Kata's



Six Routines of Highly Effective Front Line Leaders



Pockets of Brilliance (Safety Routines of Operational Leaders)

Define your Critical Layer

- What is the layer in the organization that is critical to “translation”?
 - They are sometimes called the “clay layer” or the “cement layer”, as they can derail initiatives, and cloud messages coming up.
 - They have the most material impact on local performance, so they typically sit somewhere in the middle of the organization.



Understanding Routines

- Routines form a core part of our work with organizations. Using bespoke approaches drawn from Behavioural Economics, we look within your social system, at critical layers, to **identify the “moments that matter” in differentiating performance, day-to-day.**
- Our work is **data driven**, and focuses on understanding ‘where’ leadership matters most:
 - Codify Routines of High performers at a critical organizational level
 - Replicate the identified Routines for adoption by others.
 - Embed through leader led learning and the use of ReMark, our Feedback App.
- Routines are vital to changing how people lead and work at critical layers of the organization. They form the key of **reshaping “cement layers” in organizations, accelerating initiatives** and **strategy execution**, and **improving leadership** where it matters most.

Identify

Identify the “moments that matter” for EL2 Officers to deliver high performance (distinguish what “high performers” do in these routines vs. “average performers”), using data analytics, interviews and focus groups.

Codify

Create tools and leader led materials for leaders to deliver these insights and Routines to the target population (data-driven, linked to real-work, and based on how work is done). Train the delivery leaders to deliver and track progress.

Embed

Use a simple, one-touch, feedback app for target leaders to get instantaneous feedback on critical routines. Aggregate and report on trends, so that Leadership Teams have leading indicators on leader effectiveness at critical levels.

3. Share stories and cool things

Three Cool things

Transformation Accelerator

Change Management for the 21st Century, with a focus on embedment, not information

Domestication Index

Stop measuring “culture” –look at what new joiners to your organization see, and help local teams learn from them

Team Based Learning

Tools and technology to refocus your organization, locally, on the most critical dialogues that are missing in teams to enable culture change.

Transformation Accelerator: Overview

Traditional approaches to embedding Transformation falls on change management, which focuses on stakeholders and information; this is not enough.

We know the number one barrier for transformation success is that Change management does not consider or address the social system: **The challenge of localization and embedment** is the primary hurdle for impactful transformations. This is where we play.

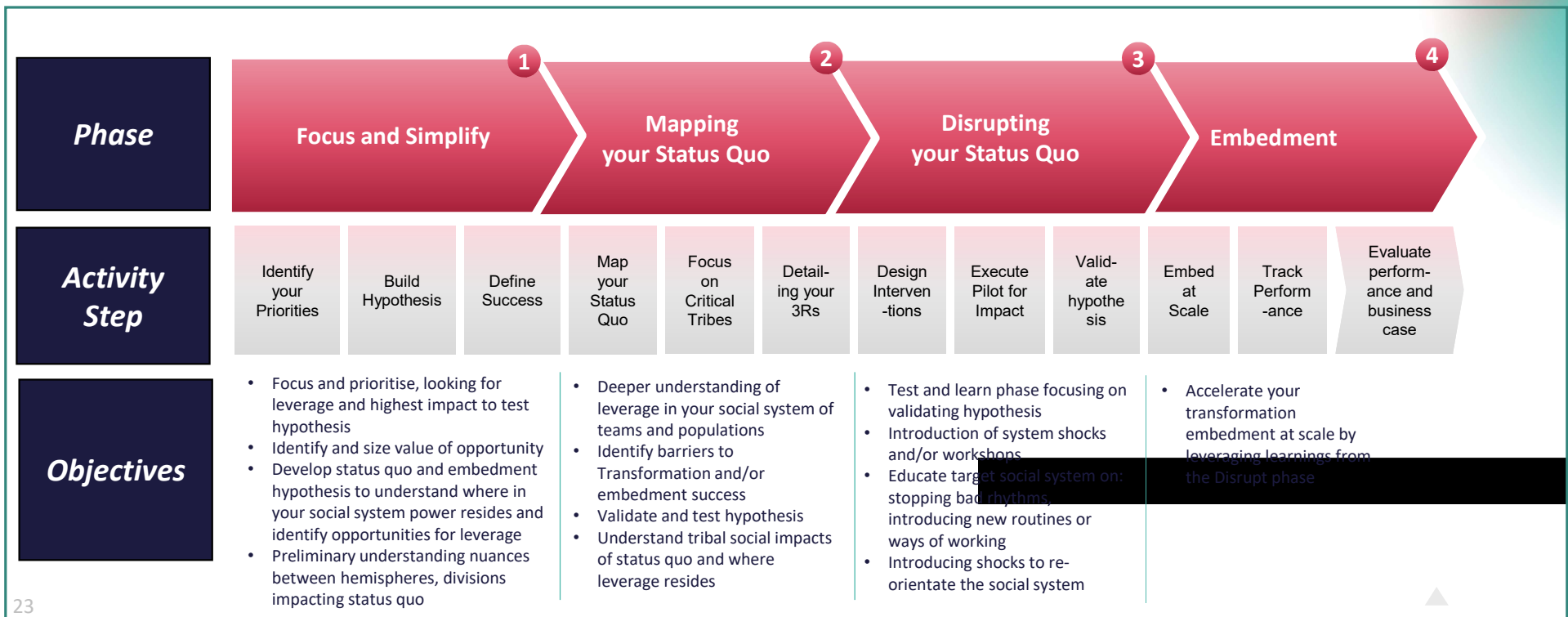
At LMA we spend time focusing on the forces shaping the norms in your local tribes to identify barriers to transformation success. We dive deep, testing, learning and validating. Then we focus on embedment at scale, to enable mastery of new ways or working, cultural change and adoption of new technology and new ways of working.

- We start with **simplification and focus**, looking for leverage and impact.
- We build it around **your status quo**, because your people know how to kill initiatives.
- We focus on **disruption** not information, localization requires provocation.
- We deliver ways to **embed** not inform, Tribal norms must shift.
- ²² We enable **mastery at scale**.



What is LMA's Transformation Accelerator

Globally, 80% of change programs fail, yet traditional change methods remain largely unchanged after some 40 years. The Transformation Accelerator (TA) focuses on localization and embedment, not merely information and stakeholders, as the conduit to change how people work and improve local adoption and ways of working.



An invitation to join our Domestication Index panel

We believe most data sets and lenses used to understand local performance in organizations are poorly imagined, and misconstrued. Annual performance surveys are fun to talk about but lack actionable insights. At LMA, we know a focus on culture is vital, but only if you can do something material with it.


We have learnt new joiners reveal a tremendous amount about how a team works, where leverage resides, and when measured at an aggregate level enables rich insight into social norms whilst minimising divisional idiosyncrasies.

Through this lens, our **Domestication Index** provides deep insight into social norms within teams, highlighting the delta between an executives perception vs. a new joiners unbiased reality. The index provides visibility into team safety, how they operate and collaborate, diagnoses risks and pinpoints tactical and strategic actions for cultural improvements.

Benefits include:

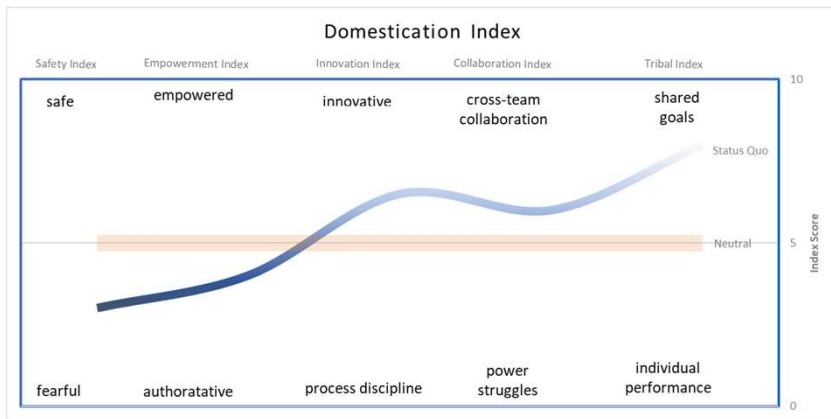
- **Easy and low touch** to executives and new joiners
- **Diagnose critical social issues** impacting team performance
- Directs where and how you can **positively shift your status quo**
- **Improve onboarding** process, reducing employee churn and boosting productivity
- **Increase team engagement** and performance

We are seeking a panel of six exclusive innovative partners from different industries, to help lead the evolution of our exciting first in market proposition.

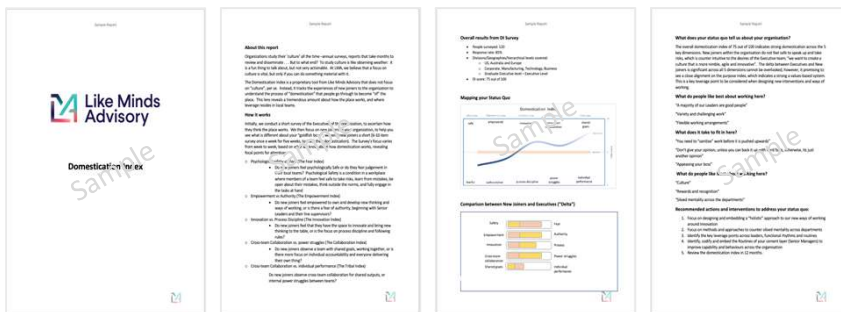


Do you really know the social norms and behaviours of your teams, are they set-up for success?

Gain insight, diagnose and apply our tried and tested actions to quickly target areas for improvement



1. Using the Executives survey responses, we map where they think culture is
2. The new joiners survey responses over five weeks highlights the delta between new joiners and the Executive's perceptions
3. Analysis, trends and findings direct practical actions and interventions for your executives and teams, taking your teams performance to the next level.



Localized report includes:

- Trends and prompts to talk to local team about “norms” seen by new joiners
- Delta between where executives thinks the team is vs. new joiners
- Actionable recommendations and practical interventions

Knowing what Learning can do

Organizations rely on e-learning and classroom-based learning to “teach” people in most organizations, yet it doesn’t translate to application and behavioural change. There is a different way: Our Team Based Learning offers a way to shape local norms, embed new thinking into teams, and privilege application over information.

E-Learning	Classroom-based learning	Social Learning
<p>What is it good for?</p> <ul style="list-style-type: none"> • Technical training • Orientation information • Getting lots of information out there • Making HR look good by providing development materials • Procedures 	<p>What is it good for?</p> <ul style="list-style-type: none"> • Making people feel rewarded • Building cross-business networks • “Edu-tainment” –smart, charming people who know something and entertain people • Sending clear messages to a handful of people about what is important in the organization 	<p>What is it good for?</p> <ul style="list-style-type: none"> • On-the-ground impact • Creating local application and action around critical priorities • Engendering “life long” learning • Impacting team norms and culture in measurable ways
<p>Where does it struggle?</p> <ul style="list-style-type: none"> • Completion rates (typically, below 10%) • Impacting behaviors • Translating to real uptake and application • Affecting how people work in complex environments • Impacting organizational performance • Building appetite to learn 	<p>Where does it struggle?</p> <ul style="list-style-type: none"> • Translation to local teams • Organizational impact • Ability to scale, at cost • Time away from work 	<p>Where does it struggle?</p> <ul style="list-style-type: none"> • Technical training or information-heavy focus • Requires attention and support from Senior Leadership (systemic intervention, not ‘recess’) • Puts pressure on local leaders • Not flashy and new, it is simple and elegant

Team Based Learning: What is it?

Tools and Channel	<p>Strategic content (articles/podcasts/videos, and 1 minute summaries) that are collected, aggregated, and disseminated around the most vital dialogues/execution problems that are missing in the organization.</p> <p>Content is distributed to all leaders in the organization as focused “chapters” for dialogue, for 2-3 months. Leaders integrate appropriate content into their team meetings, allowing the organization to focus on one dialogue at a time, with a “final exam” and metrics to assess impact and ensure localization.</p>
Muscle	<p>Leaders are taught how to “do” Leader Led Learning, as a core and underdeveloped muscle that is necessary to enable on-going organizational learning. Several options exist for teaching leader the core skills of Leader Led Learning: Context, Dialogue, Action.</p>
Metrics	<p>Metrics are built to track leader effectiveness and actions/impact from “final exam” sessions.</p>

Case Study: Big 4 Global Accounting Firm

Problem



In 2017, two historically underperforming businesses were merged into one. The CEO reached out to LMA to help with the integration, and the transformation of business results, which had been stuck below an anaemic 4% for more than three years, in both businesses.

Solution



LMA worked through our Advisory practice with the CEO and Senior leadership team (initially on a monthly-basis, and then quarterly), we disrupted the organization through focused work with individual functional areas (BD), and by designing and delivering a leader led Partner Summit, followed by a very different type of Roadshow to all staff. Finally, we executed a Routines project, targeting Managers of operational teams, to impact how work was done day-to-day.

Result



After 16 months of work, business performance had jumped; both the top line and bottom line grew at 15% in 2018, making the historical laggard the highest performing unit in the business.



An invitation

Want to **accelerate** your transformation?

Want to **embed**, not inform?

Want to enable **mastery at scale**?

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Thank you

LikeMindsAdvisory.com



Closing statement

- The way we have done things around affecting local populations (around Culture Change, deployment of new technology and operating models, and learning) is broken.
- We need to be brave enough to tackle these challenges in new ways, with new lenses, if we're going to have fast, sustainable impact.