

# Transforming the culture of an organisation

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*“Never doubt that a group of thoughtful, committed people can make a lasting change. Indeed it is the only thing that ever has”*

Anon

“Resistance to change is the most human characteristic”

**Sir John Harvey Jones**

# Findings of the UK Aerospace People Management Audit (1999) - (1)

- *'The **adoption of a range of high performance HR practices is crucial** to the future competitiveness of the (Aerospace) industry'*
- *'Evidence suggests that adoption of high performing HR practices **increase value-added** per employee ranging from 20 to 34%'*
- *'Key HR practices are widely adopted by firms accelerating up the improvement curve'*
  - ***Formal work teams***
  - ***Appraisal systems***
  - ***Individual responsibility for work quality'***
- *'Firms taking the high skill, high performance HR practice route are **spending more on behavioural skills training**'*
- *'Creating attractive work environments to **retain high level skills** will be a key future challenge'*
- *'**Only 20% of UK Aerospace firms** are using high performance HR practices to a significant degree'*

## Findings of the UK Aerospace People Management Audit (2)

- *'Mobilising employee and managerial commitment to change is a key strategic issue'*
- *'The combination of high performance (HR) practices and lean techniques appears to give considerable benefits'*
- *'HR practices used by firms where lean is being adopted*
  - *Personal development plans*
  - *Structured off-the-job training*
  - *Information sharing and briefing groups*
  - *Use of problem-solving groups*
  - *Use of formal team working'*
- *'Firms investing in large-scale employee involvement programmes tend to be more successful'*

Winning bigger  
and  
better business

What?

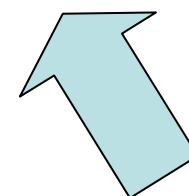
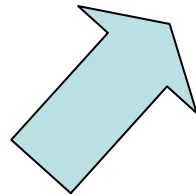
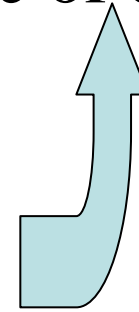
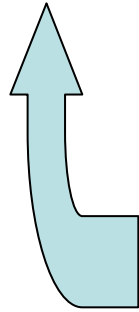
Becoming more  
competitive by  
accelerating the  
pace of change

How?

Bringing the best  
out of people !

Means?

Training Consulting Coaching  
Public Speaking Measuring Facilitating



# Getting to know you...

On the tutors' command find three people you don't know at all/so well and...

1. ...tell them what you would rather be doing if you were not here
2. ...share a favoured pastime & what you get out of doing it
3. ...find something that you both have in common

# Understanding change...

**You know how to 'do change' because you have already done it... many times!**

**A short task...**

- In groups of three
- Someone volunteers to tell a story of a significant change (s)he was heavily involved that had a successful outcome
- The other two ask questions and record (a) some of the emotions the speaker experienced during the change experience and (b) some of the ingredients/activities necessary to bring about a successful outcome

# Culture

- Associated words and phrases....
  - Way of life, customs, traditions
  - Society, background, ethnicity
  - Conduct, behaviour, habits, manner
- Definitions.....
  - *'...relating to the cultivation of the mind or manners especially through artistic or intellectual activity...'*
  - *'... the norms and values that people live by...'*
  - *'...unwritten rules that define what is expected of people and how they should behave...'*
  - *'...the way we do things around here...'*

## Changing the culture of an organisation

### From:-

- *'command & control'*
- bureaucratic & rigid
- communication top down
- functional silos
- escalation upwards
- training for training's sake
- *'them & us'* blame culture
- boring & stuffy
- change only from the top
- no consequence for poor performance

### To:-

- *'stretch & support'*
- flexible & responsive
- communication top down, down up & side to side
- cross functional teams (matrix thinking)
- escalation sideways
- business focussed training
- *'who cares as long as the job gets done!'*
- fun & exciting
- people give themselves permission to implement change
- peak performers rewarded, poor performance swiftly addressed

## Changing the culture of an organisation

### From:-

- focus on results
- appraisals annually
- appraisals top down
  
- focus on finding fault
- same job for life
- management
- focus on now
- we know best
  
- *'I've failed'*
- *'get it right first time or don't do it at all'*
  
- apathetic & indifferent

### To:-

- focus on results **and** process
- continuous feedback
- feedback from peers, direct reports & the boss
- focus on celebrating success
- multi-skilled
- leadership
- focus on now **and** tomorrow
- we're here to learn from others
- *'i've had a **little learn**'*
- *'accept that we will not always be right and take rational risks'*
- dynamic & passionate

# How are cultures shaped

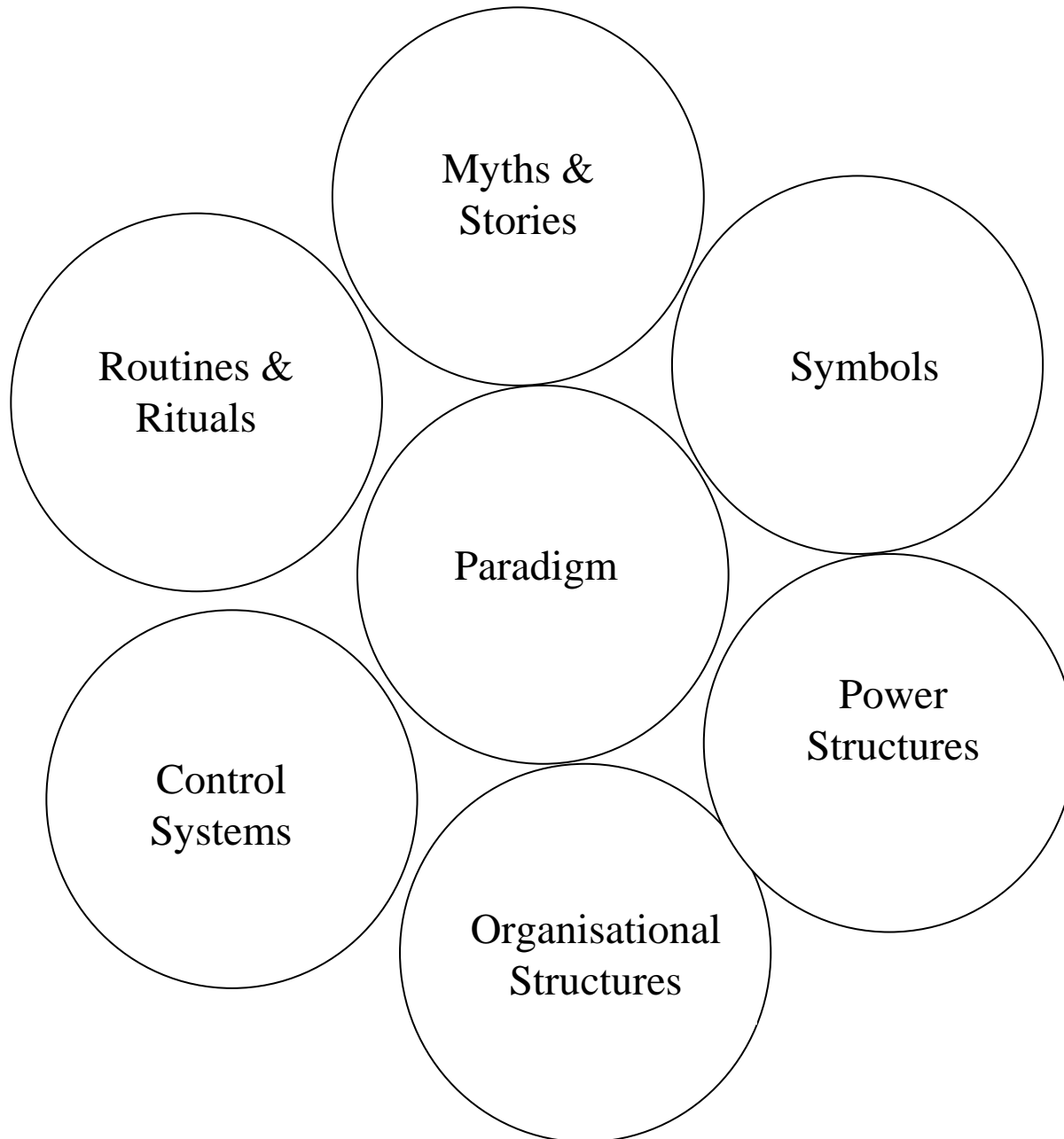
- Largely a direct result of the **behaviour, values and beliefs** of the leadership
- **Change agents** within an organisation who exhibit a **'pioneering spirit'**
- Define a 'picture' and 'feel' of the **desired future**
- Plan a **strategy and roadmap** to make it happen
- **Involve** as many **people** as possible who will define it, create a plan and take the actions necessary for it to be realised
- Effort, skill and patience

Some words that express peoples' perceptions of an organisations' culture

Negative  
Positive  
Flexible  
Intelligent  
Proactive  
Progressive  
Outrageous!  
Boring!  
Slow  
Passive  
Reactive  
Responsive  
Dynamic  
Customer focussed  
Friendly  
Stayed  
Fun  
Beraucratic  
Thrives on feedback  
Vibrant  
Young  
Rules bound  
Nit picking  
Aggressive  
Futuristic

# What's good/not so good about your culture?

- What's the best & not so good aspects of your current culture?
- Check with those that have an external view of your culture for accuracy and clarity
- What aspects of the new culture would you like to retain/create?



**Myths &  
Stories**

**Routines &  
Rituals**

**Symbols**

**Paradigm**

**Control  
Systems**

**Power  
Structures**

**Organisational  
Structures**

# 7 steps to changing a culture

- 1**      **conduct a cultural analysis**
- 2**      **set culture change goals**
- 3**      **develop & mobilise the leadership**
- 4**      **introduce the culture change process**
- 5**      **integrate change at the individual,      team and organisational levels**
- 6**      **evaluate progress**
- 7**      **plan for the renewal and extension of the culture change effort.**

# What distinguishes a major change campaign

- Takes time for the decision makers to decide what to do
- The decision to proceed may be relatively straightforward, the tough part is the implementation
- Involves talking to more than one person
- Involves more than one method of influencing
- Relies on personal reputation
- Likely to encounter many forms of resistance
- May to lead to a relationship for life (if it is done right)

# Ten steps that organisations take to transform themselves: steps 1 to 5

1. Experience some PAIN!
2. Pull a powerful team together
3. Create a compelling picture of the new world
4. Do some modelling and develop a flexible, integrated plan
5. Ensure that those armed with the change agenda are capable of delivery

# Ten steps that organisations take to transform themselves: steps 6 to 10

6. Communicate, communicate, communicate!
7. Expect that obstacles will occur and be prepared to remove them
8. Manufacture some early wins
9. Maintain momentum
10. Ensure that the changes become embedded into the culture

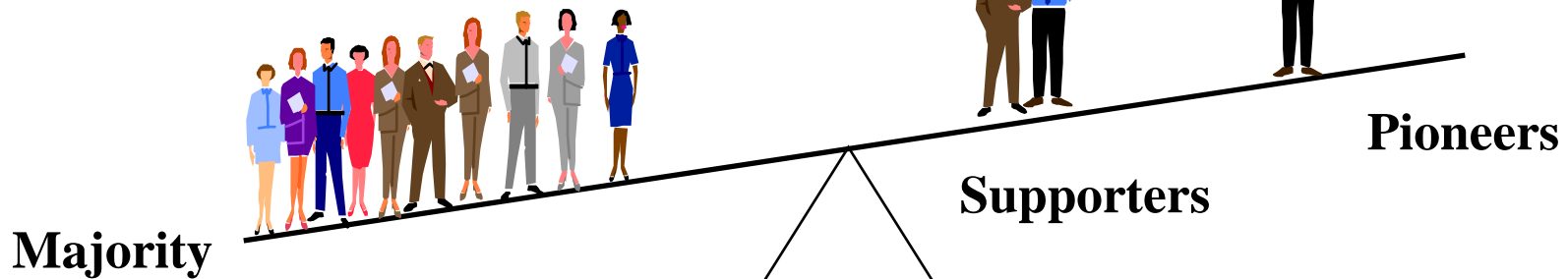
# From the old world to the new

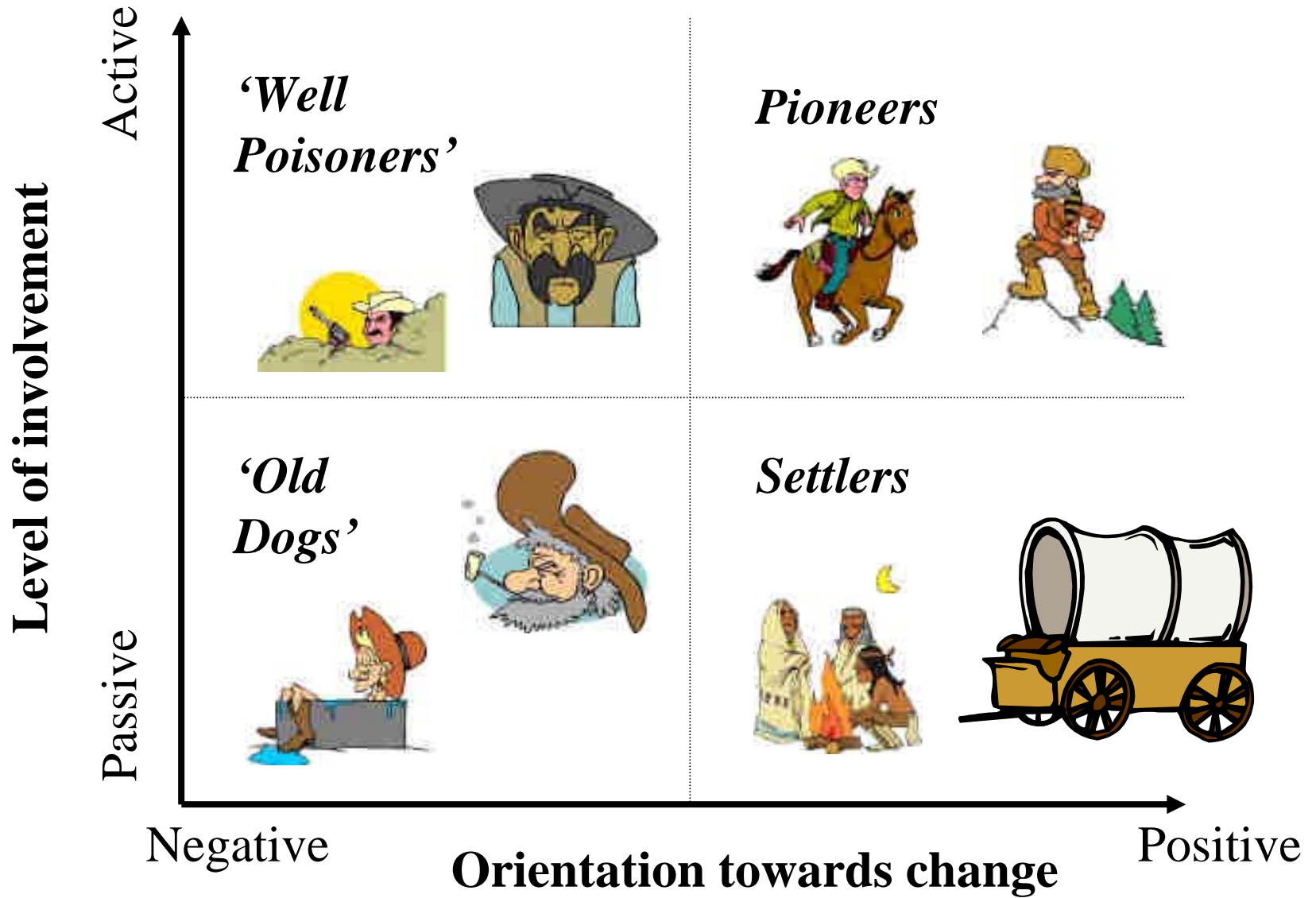
## OLD WORLD

- Stable markets
- Economy based on manufacturing
- Jobs for life
- Security
- Clear lines of accountability
- Generalists
- Boss 'wields the brain'
- Many big corporations
- High loyalty to company
- People put up with a low quality of work life
- Little post school education

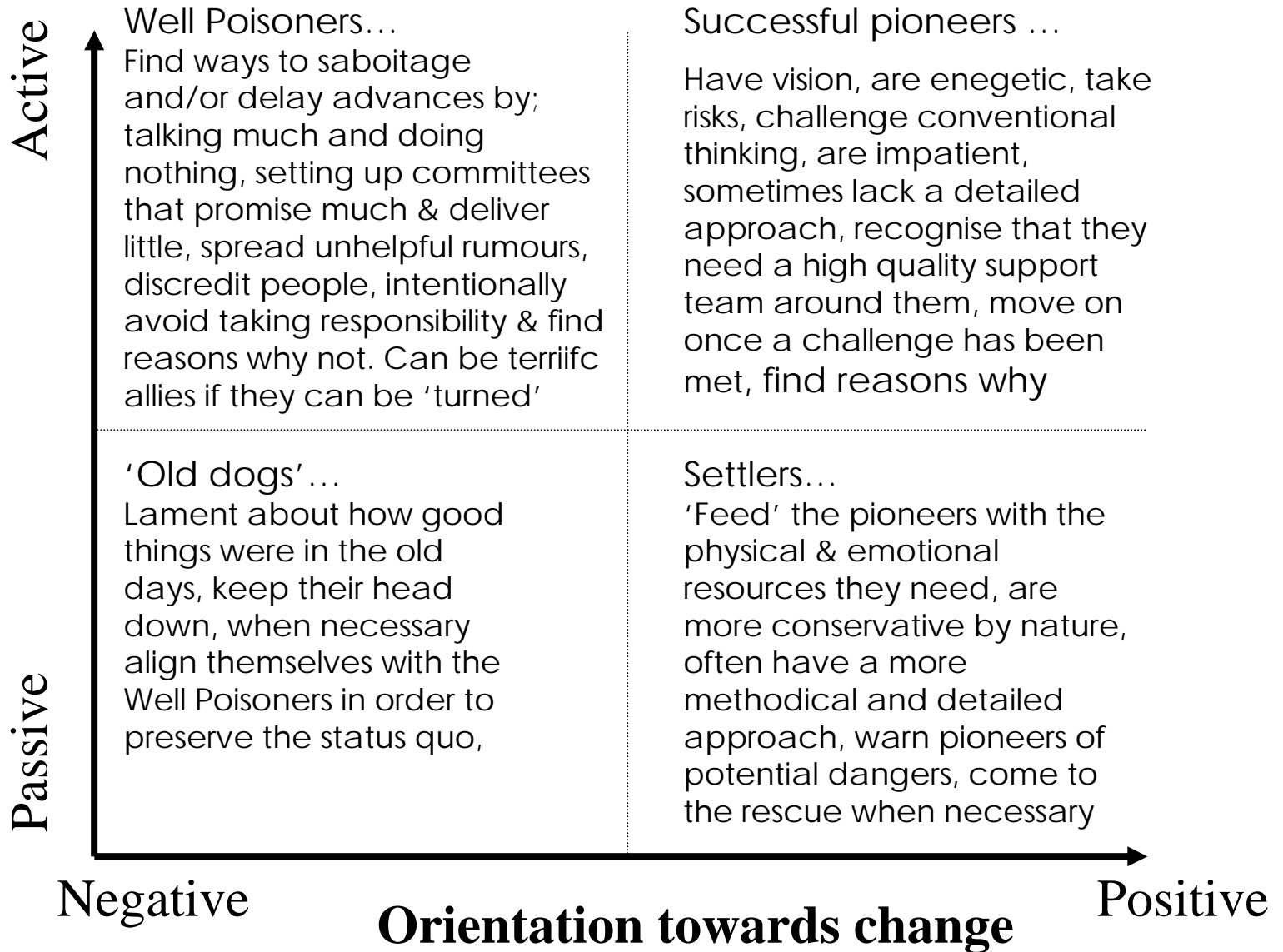
## NEW WORLD

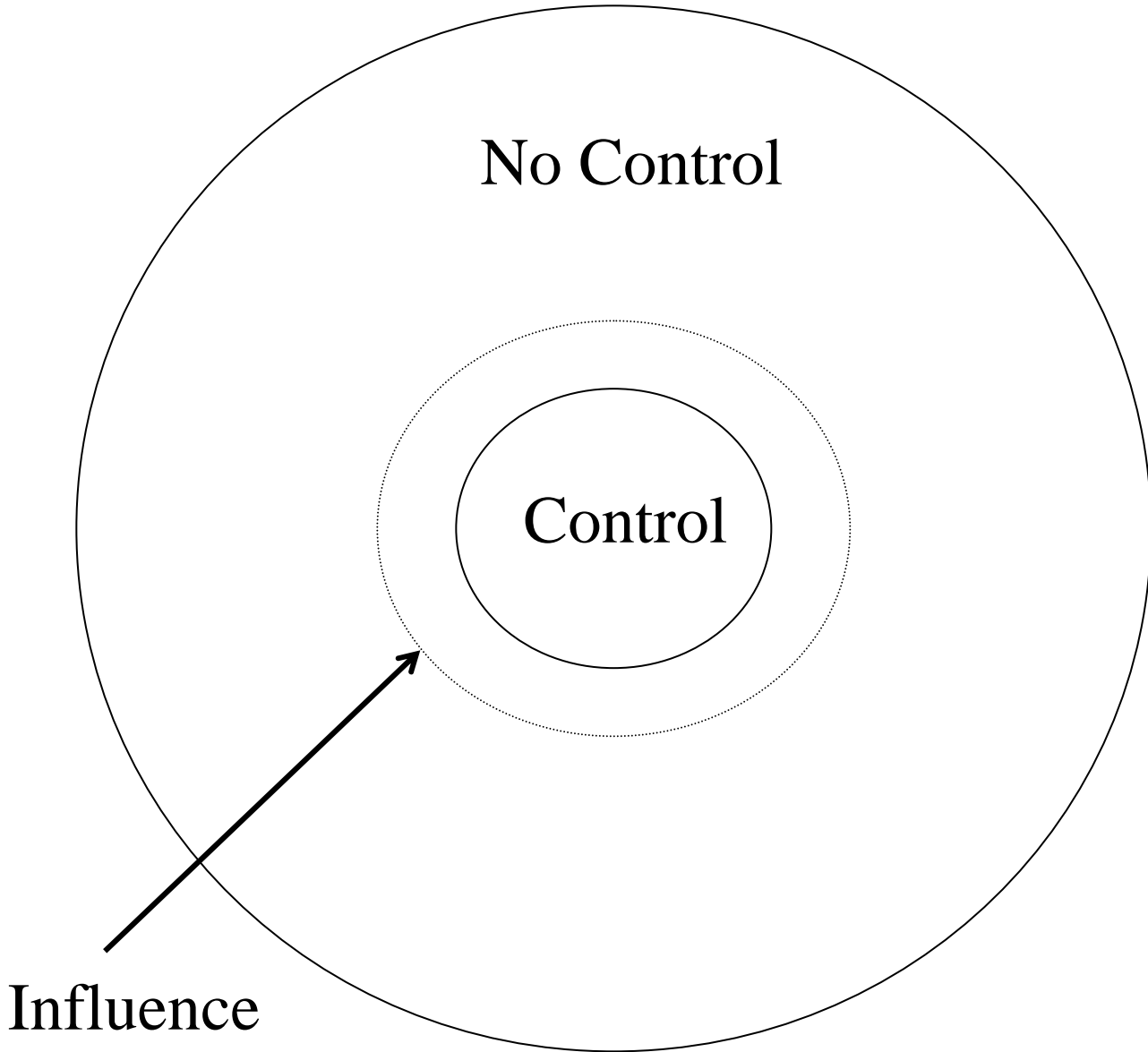
- Markets changing
- Economy based on service
- Globalisation
- Average life of a company reducing
- Specialists
- Hundreds of niche players
- People want fulfilled lives
- Everyone encouraged to continually learn





# Level of involvement

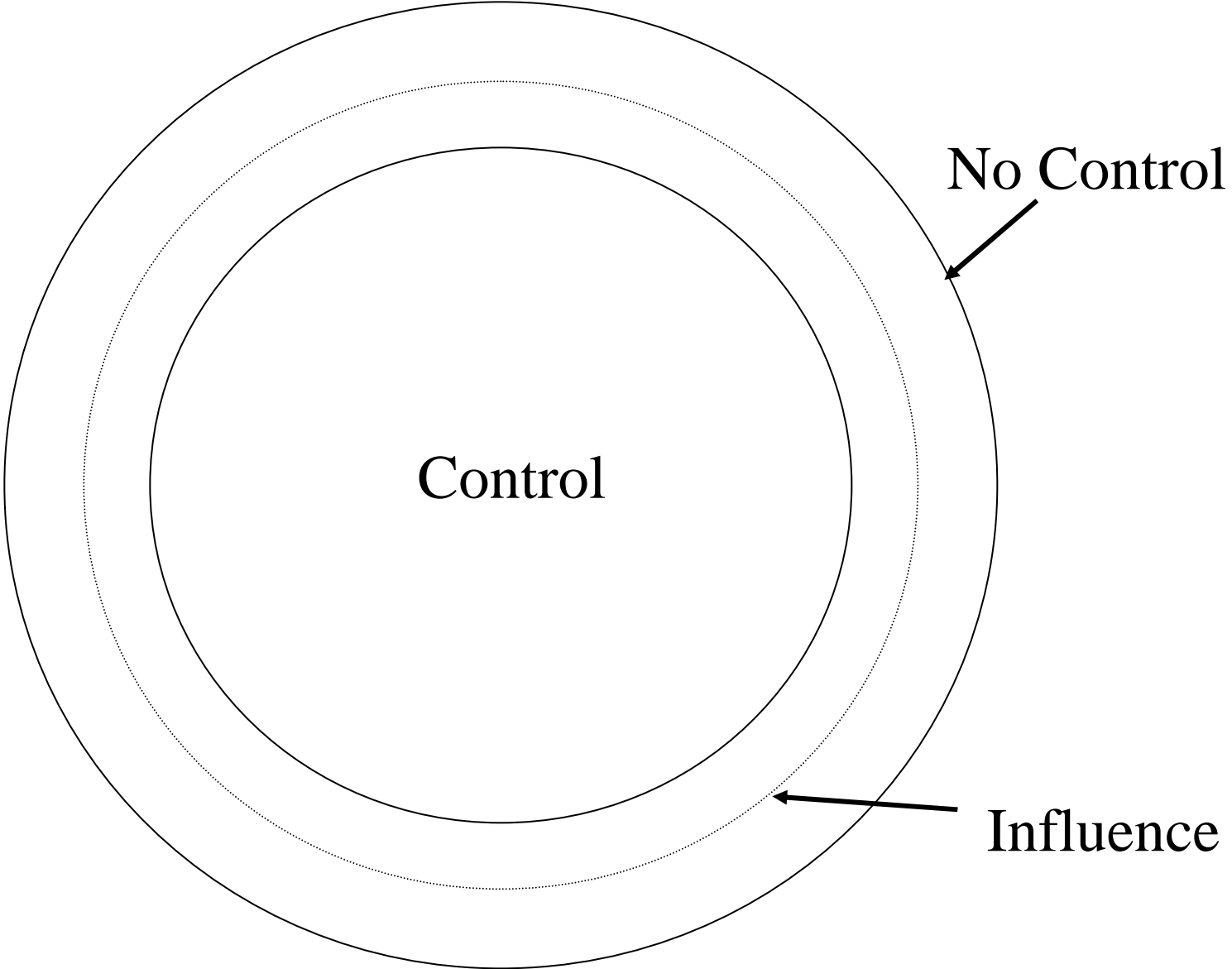




No Control

Control

Influence



Control

No Control

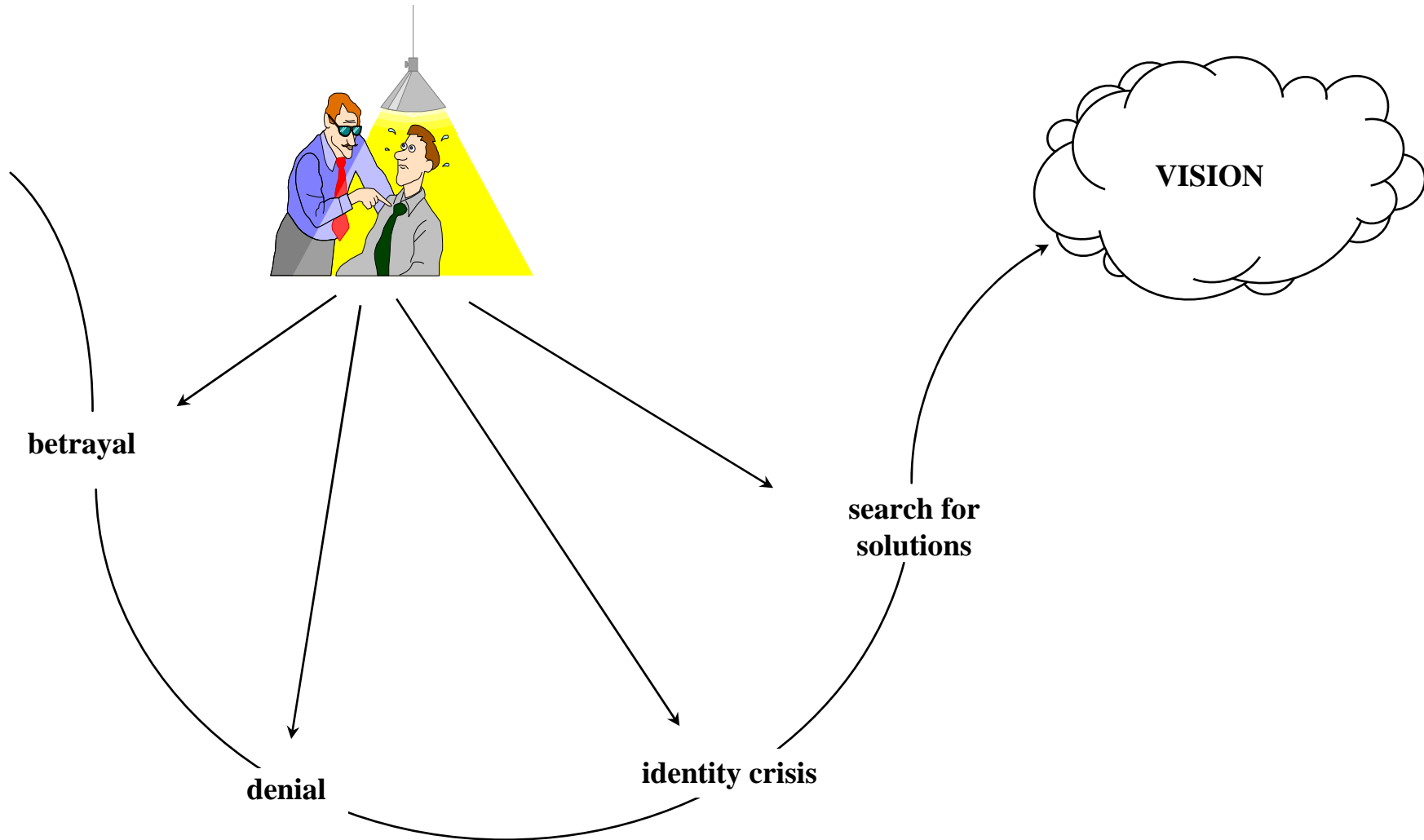
Influence

# Being receptive to change

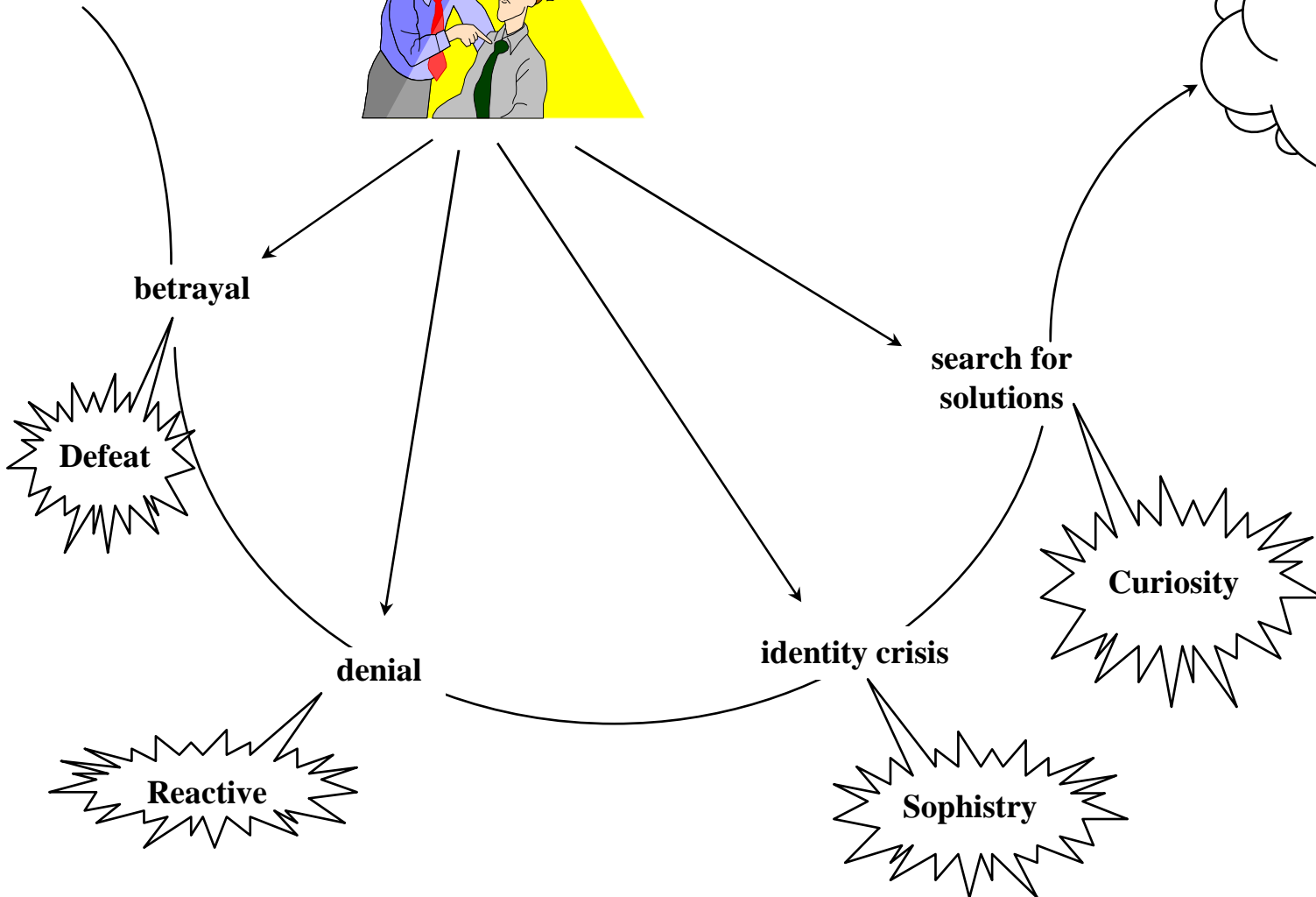
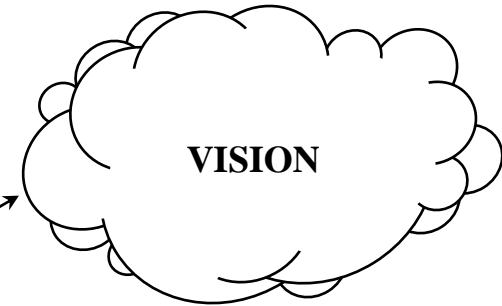
- Be very clear about what the future will look like and what the route map has to be for it to be realised
- Take a look back on the last 6 months and ask yourself
  - what am I doing differently now?
  - What did I try and test that did/didn't work out?
- Keep a logbook
- Be clear about what you can control or influence and what you can't

- Create the environment where some small wins can take place
- Look at your diary and ask work out the percentage of time you are spending on the following:
  - Doing something very new (innovation)
  - Improving an existing process (incremental change)
  - Keeping something going that is already in place (management)
  - Putting out fires!

# Battles of the Change Agent



# Battles of the Change Agent



# Dilts Change Model

<b>X</b>		<b>Beliefs</b> Culture	+	<b>Capability</b> Behaviour	+	<b>Behaviour</b> Actions	+	<b>Environment</b> Here & Now	<b>Confusion</b>
<b>Mission</b> Vision	+	<b>X</b>	+	<b>Capability</b> Behaviour	+	<b>Behaviour</b> Actions	+	<b>Environment</b> Here & Now	<b>Gradual Change</b>
<b>Mission</b> Vision	+	<b>Beliefs</b> Culture	+	<b>Capability</b> Behaviour	+	<b>Behaviour</b> Actions	+	<b>X</b>	<b>Frustration</b>
<b>Mission</b> Vision	+	<b>Beliefs</b> Culture	+	<b>Capability</b> Behaviour	+	<b>X</b>	+	<b>Environment</b> Here & Now	<b>No Change</b>
<b>Mission</b> Vision	+	<b>Beliefs</b> Culture	+	<b>X</b>	+	<b>Behaviour</b> Actions	+	<b>Environment</b> Here & Now	<b>Anxiety</b>
<b>Mission</b> Vision	+	<b>Beliefs</b> Culture	+	<b>Capability</b> Behaviour	+	<b>Behaviour</b> Actions	+	<b>Environment</b> Here & Now	<b>SUCCESS</b>

# Examples of negative emotions experienced when going through a change

Fearful

Greedy

In-denial

Burnt-out

Sceptical

Cynical

Angry

Resigned

Uncertain

Opposed

Frustrated

Jealous

Aggravated

Disgusted

Arrogant

Suspicious

Pessimistic

Disparaging

Divisive

Contemptuous

Discouraged

Apprehensive

Insecure

Shocked

Resentful

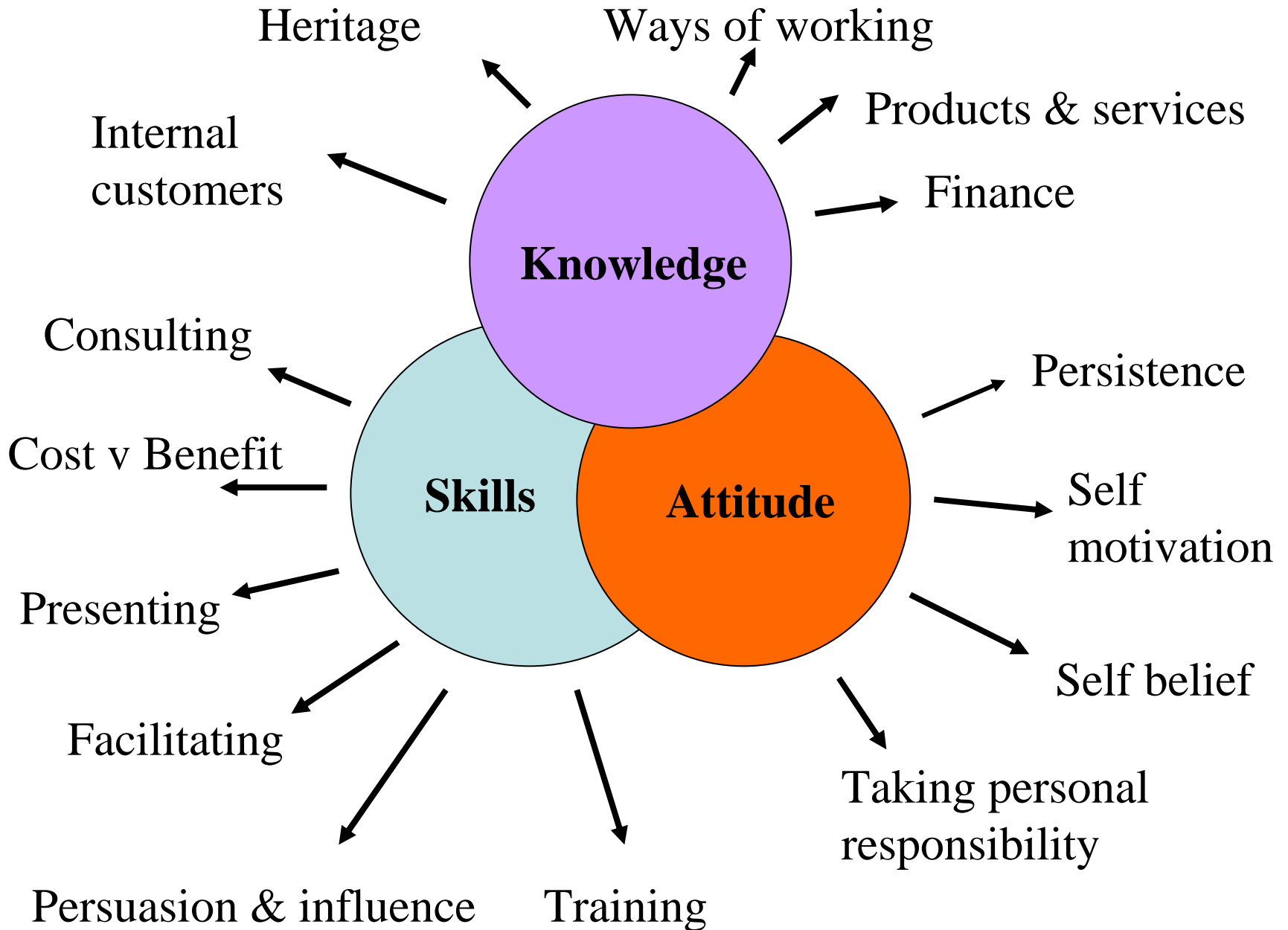
Lonely

Abandoned

Frightened

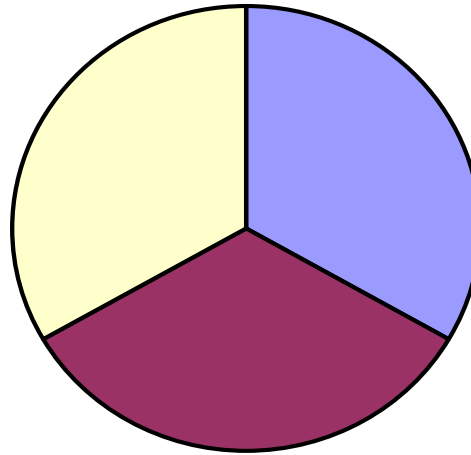
## Examples of positive emotions experienced when going through a change

Free	Committed
Accomplished	Thrilled
(Sense of) Achievement	Joyful
Self-assured	Proud
Self-belief	Acceptant
Self-purpose	Ambitious
Driven	Satisfied
Certain	Delighted
Courageous	Confident
Brave	Liberated
Inquisitive	Empowered
Learned	(Sense of) Anticipation
In control	Fulfilled
Free	Curious
Accomplished	Self-actualised



# What makes a brilliant 'agent of change'?

- Skills
- Knowledge
- Attitude



## **Skills:**

e.g. consulting, presenting, marketing, gaining agreement, facilitating, learning, time management, report writing, running meetings, networking, technical skills etc

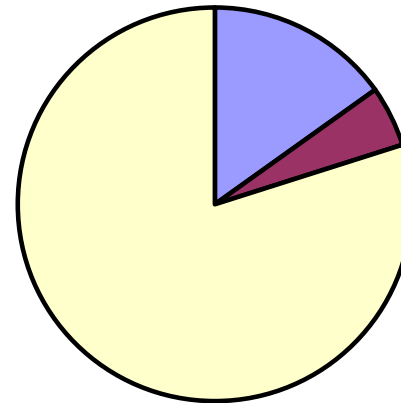
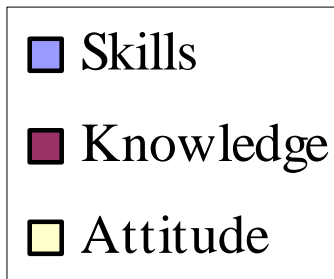
## **Attitude:**

e.g. drive, focus, vision, goal setting, energy, taking responsibility, emotional stability, performance under pressure, persistence, determination, 'givers gain' philosophy, 'just do it!'

## **Knowledge:**

e.g. methods of working, understanding the customer, process improvement, lean manufacturing etc

# What makes a brilliant agent of change?



# Being a change agent is like being a sales person because...

- It's all about influencing and persuading people to make a decision to adopt or 'buy' a new way of doing things
- It often involves building a case for change with many people
- The skills of qualifying, presenting, negotiating, closing & implementing are the same
- There is often competition (either internal or external)
- There will be resistance and objections
- It's a people thing!

# Why being a successful change agent (CA) is often much tougher than being a sales person

- The customer finds it easy to make demands of the seller
- Company's that sell often have an admin team, marketing dept, sales people & technical experts
- Professional sales people turn services into 'packages' to make them easier to sell
- Sales people understand the difference between selling & marketing
- CA's often have many different priorities and cannot always 'jump'
- A CA may be asked to fulfil many different roles only some of which (s)he will be suited for
- CA's have to sell services & consultancy which is often much harder than selling products
- The distinction between marketing & selling may not be so clear

# Why being a successful change agent (CA) is often much tougher than being a sales person continued...

- Buyers expect salespeople to sell and are prepared to be lead
- Sales people are trained to sell e.g. to qualify, present, negotiate etc
- Salespeople are motivated by targets to close sales
- Top sales people recognise the skill in the profession and develop a strong sense of identity
- Sales people when selling normally have only one agenda
- Easy to criticise an external company if things go wrong
- Buyers may have many different expectations & suspicions of a CA
- CA's are unlikely to have a strong sales background
- CA's can be motivated by many different things
- CA's can be cynical about the profession & not identify themselves as sales people
- There may be many agendas shrouded in corporate politics
- An internal customer will have to be careful about criticising a CA

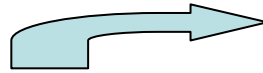
# Benchmarking change agents

- A competency based assessment and development process
- Based on research into over 150 change agents based at Rolls-Royce Aerospace, AT Kearney & EDS
- Involves 360 degree assessment & feedback delivered by a trained coach
- Senior managers & professionals trained as coaches
- 3 year project
- Helped to change the culture of the function from 'Command & Control' to 'Stretch & Support'
- Reassessments taken at 12 to 18 month intervals
- Very popular with the participants

**“Understanding what needs to be done  
& developing solutions”**

which means....

enquiring, researching, analysing & developing solutions



Research tells us that to be  
successful change agents  
have to excel at.....

**“Influencing others”**

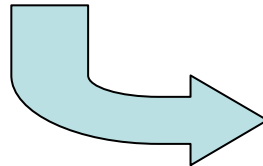
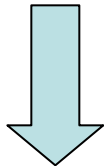
which means.....

winning support of the key stakeholders  
directly or indirectly

**“Being oriented towards change”**

which means.....

active commitment to development of self  
and others & continually driving for change



**“Working with others and relationship building”**

which means....

giving and receiving feedback, actively supporting  
others, participating in team activities, developing  
rapport and acting with integrity and fairness

**“Delivering results”**

which means.....

acting with a sense of urgency &  
planning and delivering  
what is promised

### **Facilitator's toolkit**

... a suite of processes that lead disparate groups towards a set of goals & actions that they can all unite behind

### **W.I.I.F.M. & W.A.M.I.**

...helps in understanding why a 'blocker' is resistant to change and therefore what possible approaches to take

### **Stakeholder analysis**

....helps define the best route map(s) for influencing those that matter

### **S.P.P.E.V.**

...helps to structure an interview or presentation where the goal is to persuade stakeholders to adopt a chosen path

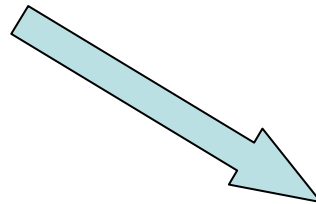
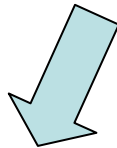
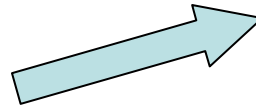
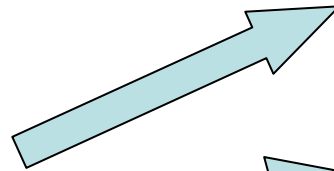
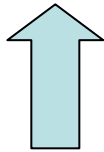
### **Skills of 'Breakthrough'**

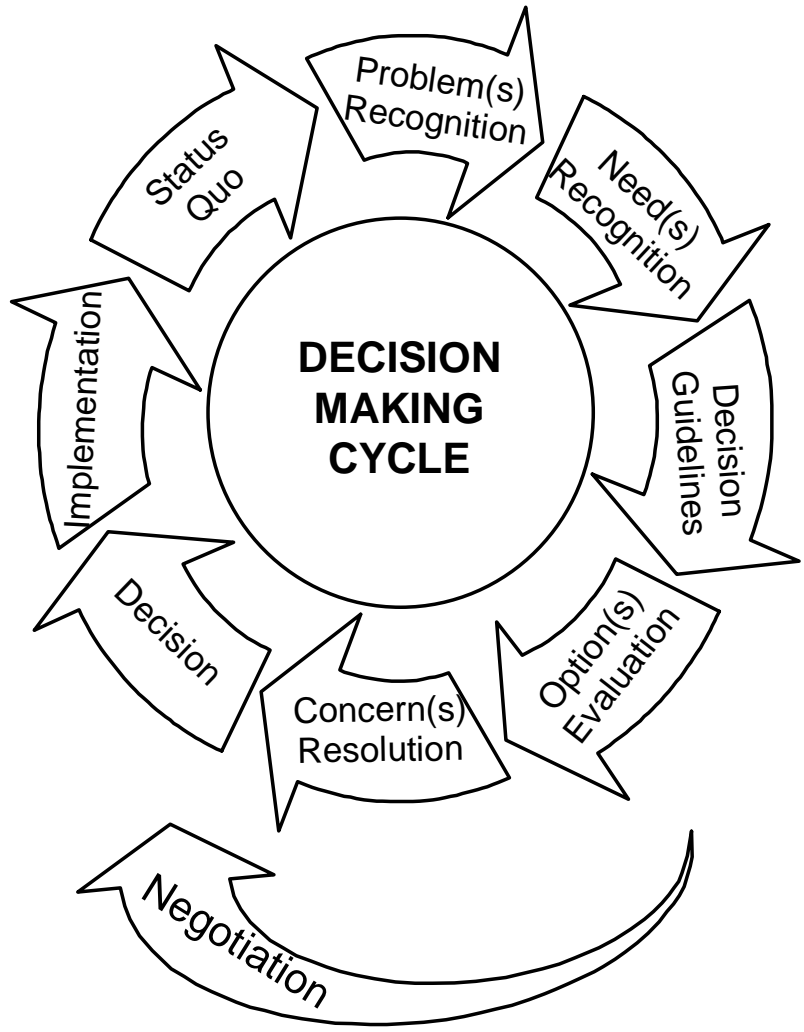
...helps the change agent develop and maintain the motivation and self belief to lead assignments through to a conclusion

Some Change Agent  
*'tools of the trade'*

### **The Primary Intervention Cycle**

...helps to structure the phases of a consulting assignment from entry into an 'account' through to a successful withdrawal

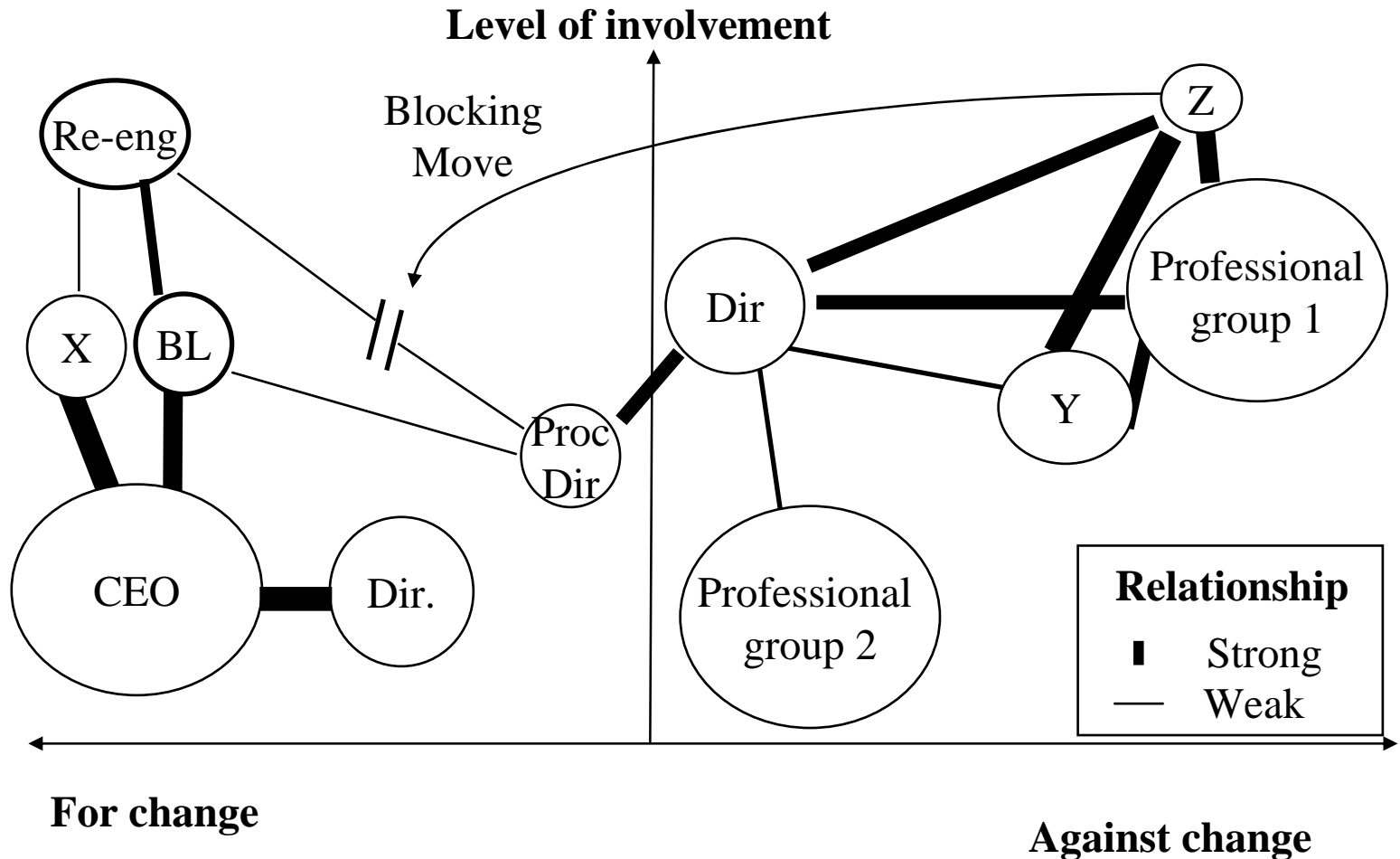




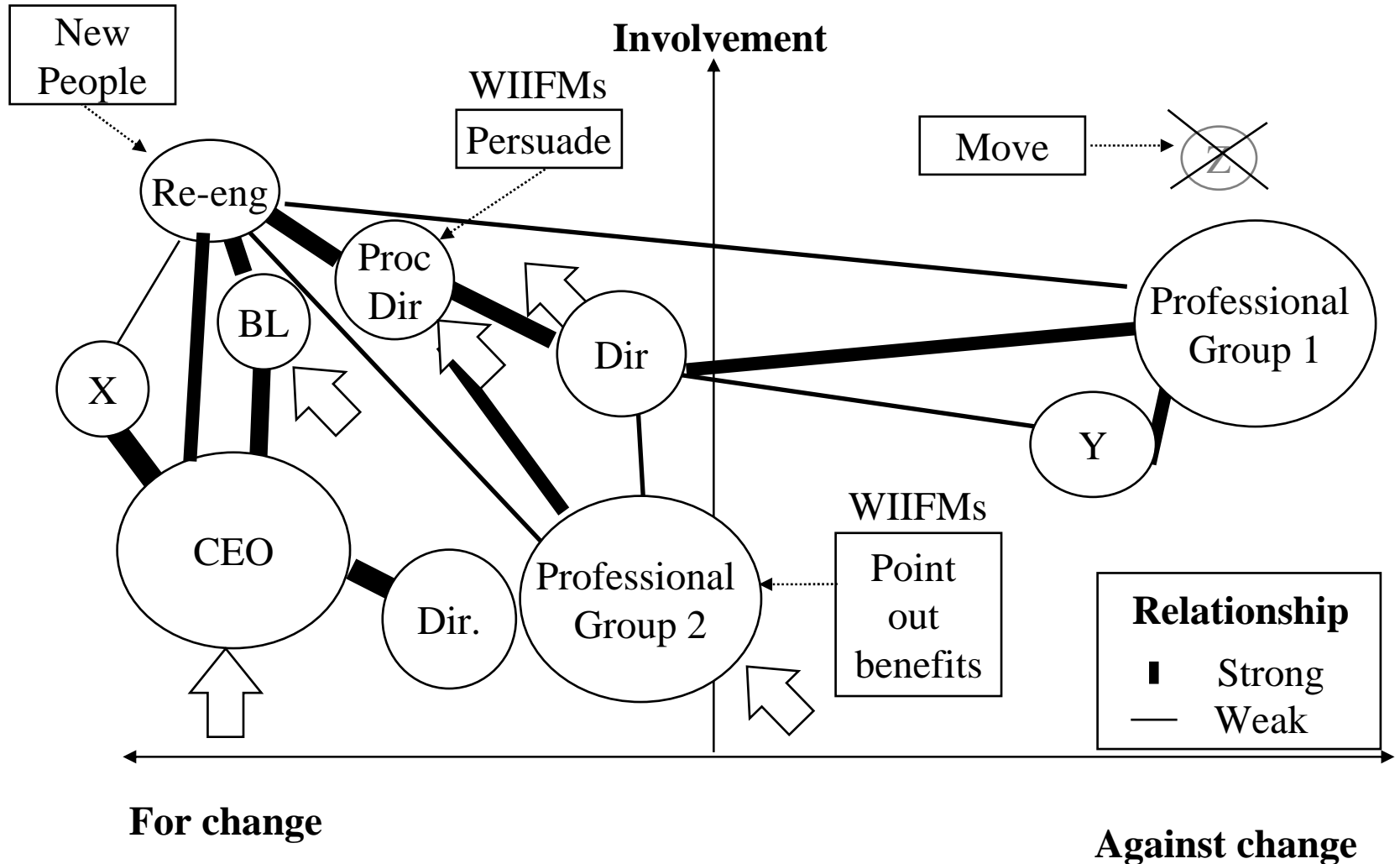
# The classic objections

- *'We haven't got the time/it's not high enough on my list of priorities'*
- *'My boss wants it but I don't'*
- *'I want it but my boss doesn't'*
- *'We tried that before & it didn't work then'*
- *'It might have worked for xyz department/company but we're different'*
- *'We're already doing that'*
- *'I can't see how all the effort will have to put in will bring us the results we're looking for'*
- *'I just don't have the resources'*

# Mapping the known network is an important first step – An example



# Example: Specific actions can be taken to build support and achieve consensus



## The two greatest questions when preparing for a change campaign

Put your self in the shoes of the customer and answer the questions...

- What's in it for me? "W.I.I.F.M.?"
- What's against my interest? "W.A.M.I.?"

## Questions to help you work out what moves to make..

- Who has a need that I/we can & must satisfy? – either a business or a specific person
- Who do you know who is respected by the people you need to influence?
- Who do you know that you suspect might be respected by the people you need to influence?
- If you don't know anyone then what research will you need to do to find out?
- What chains or links between people can you create?
- What value could you create for the person/people in the chain?