





Culture as a Lever in Uncertain Times



liquidchangesm

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

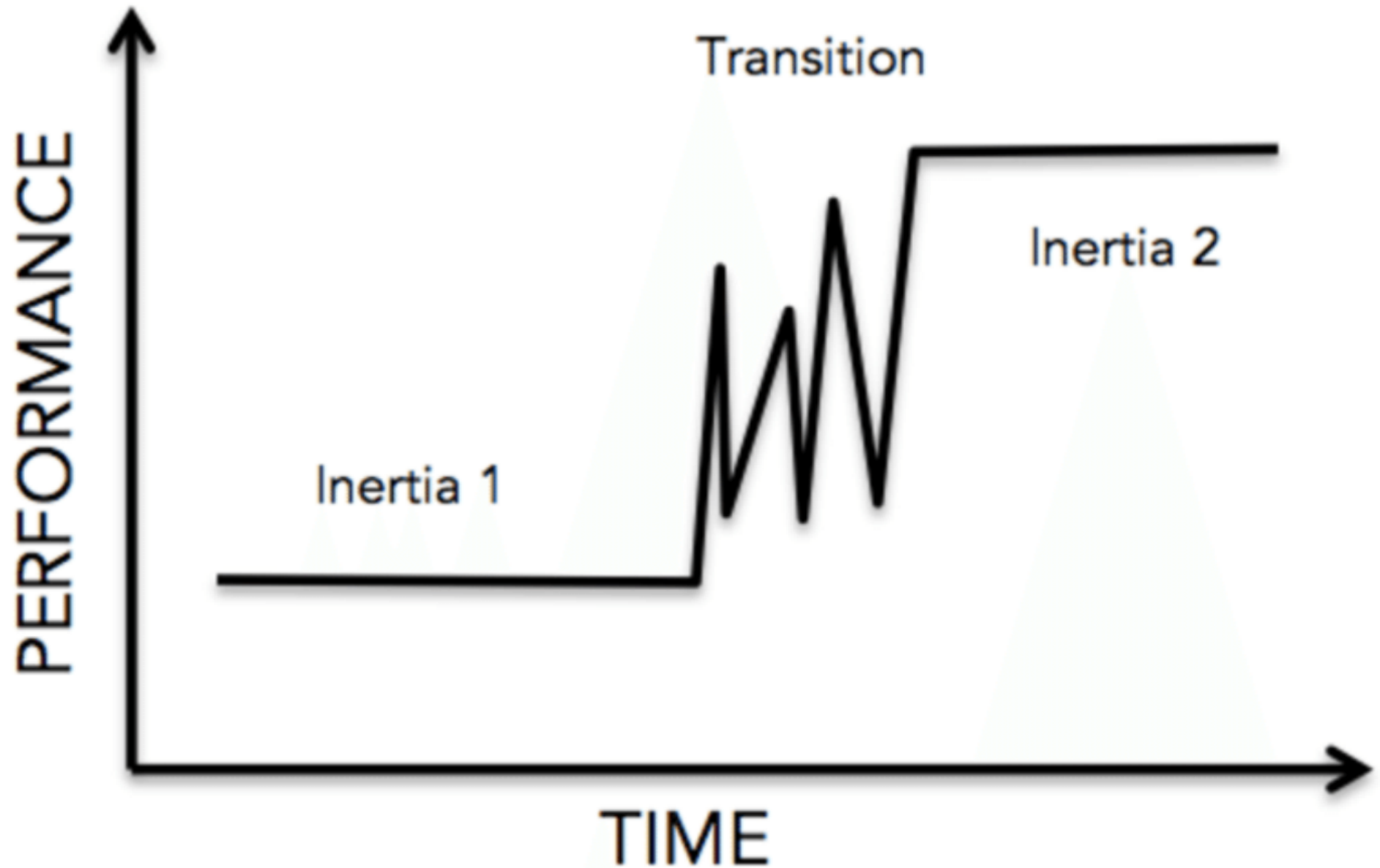
ENGAGE & ENABLE

EMPLOYEE EMPOWERMENT

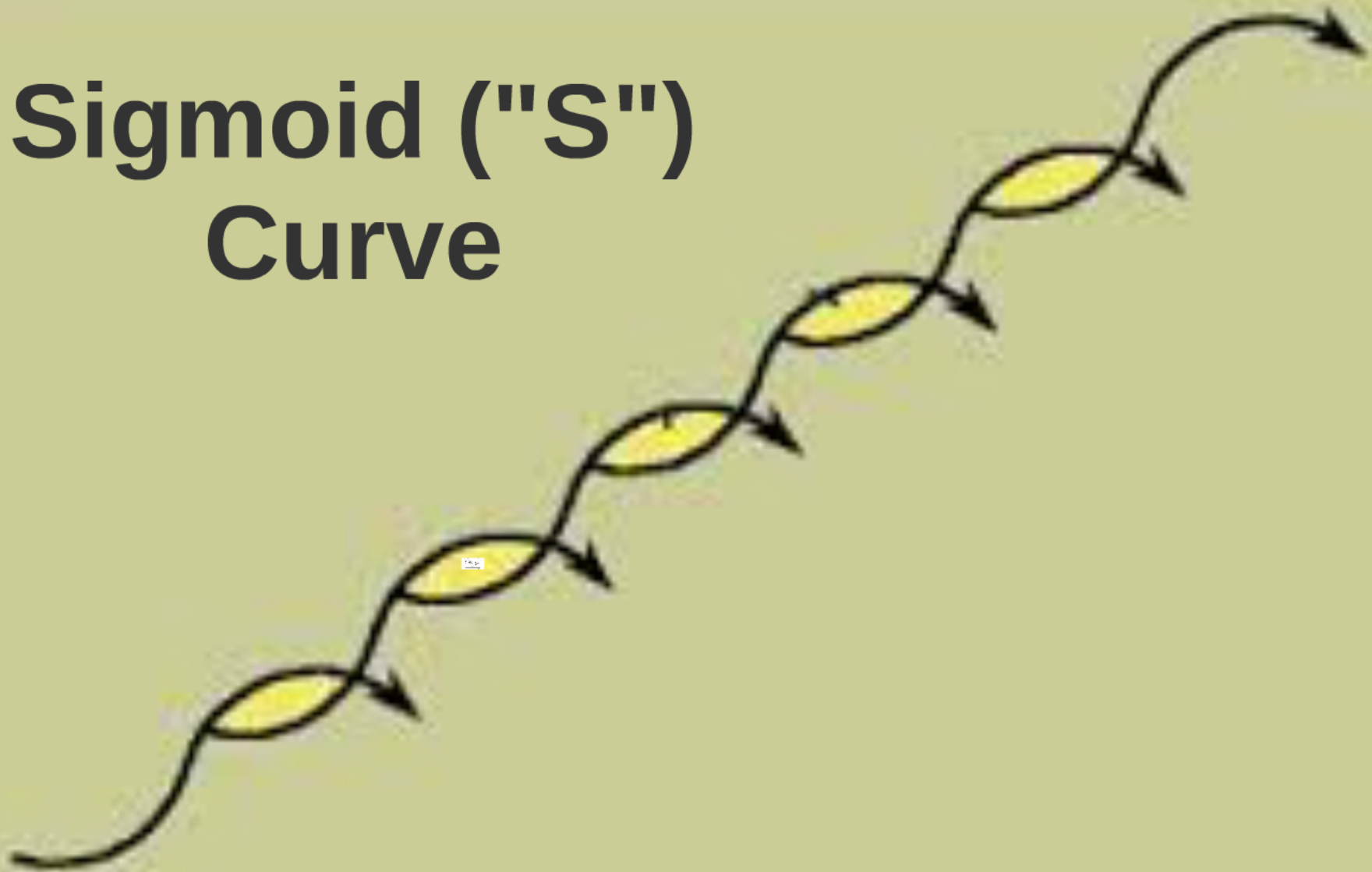
“SWIRL” COMMUNICATION

Punctuated Equilibrium

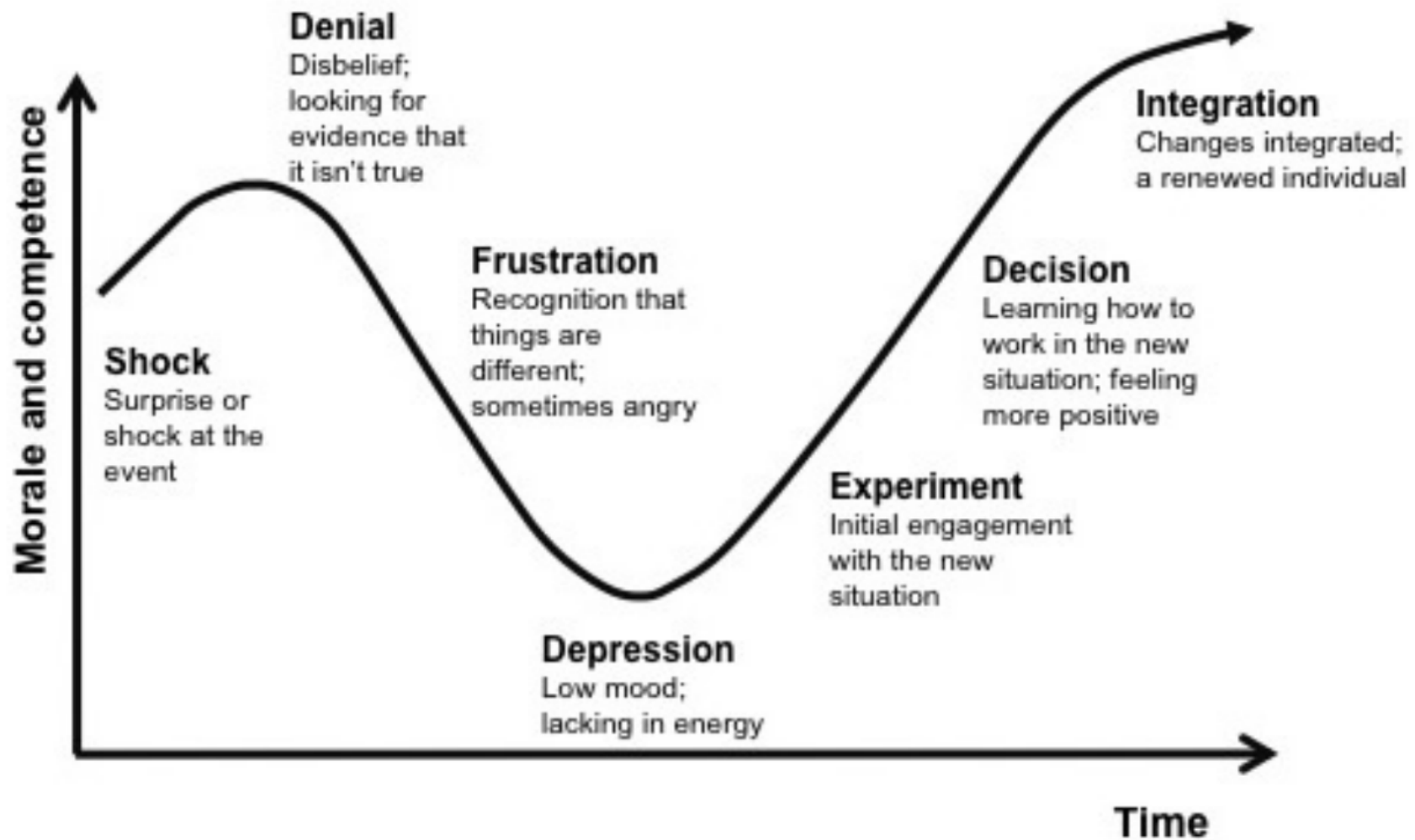
- Tushman & Romanelli, 1985



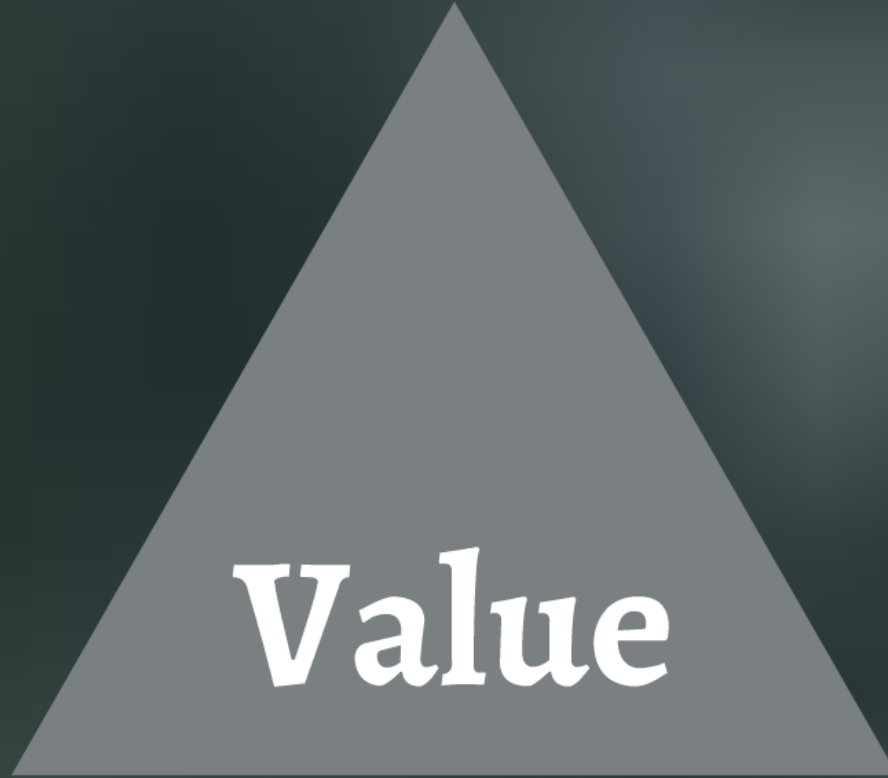
Sigmoid ("S") Curve



TIME



Process




Value

Source

Extent

Factors that Influence Perceptions of Change

A hand holding a camera lens against a scenic background of a lake and mountains. The lens is held in the foreground, and the background is a blurred landscape with a blue lake and green mountains under a blue sky. The lens is held in a way that it frames a small portion of the background scene.

Context
Yrs of Service
Involvement
Amount/Value

Human Nature



Reactions
Perceptions
Feelings

Substantial
Organizational
Change...

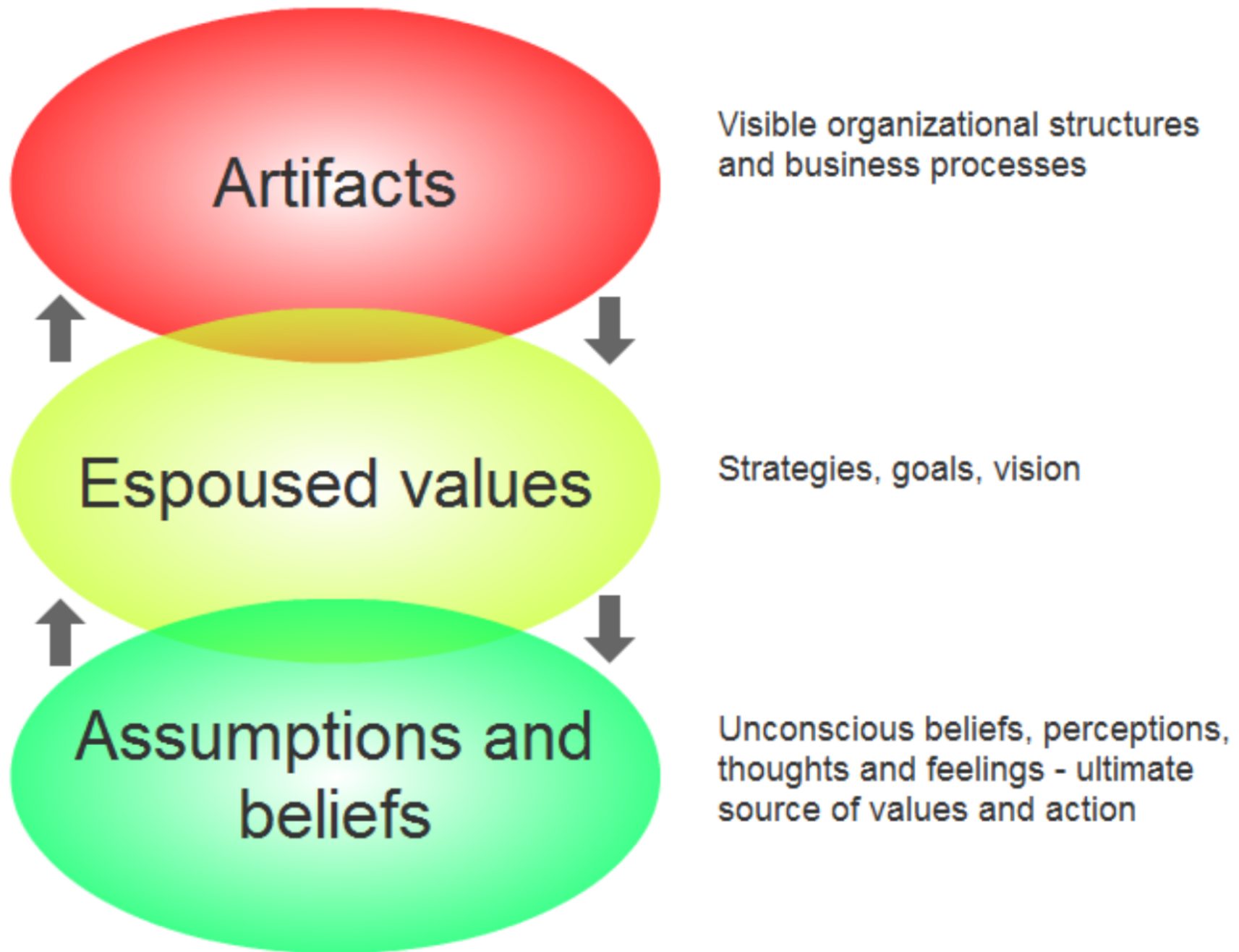
"Culture Eats Strategy
For Breakfast"
- *Peter Drucker*



Culture eats
strategy for
breakfast!

...and Leaders for Lunch

Three Levels of Culture (Schein)



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

Buildup

Breakthrough!

Disciplined
People

Disciplined
Thought

Disciplined
Action

"Good to Great" - Jim Collins

Momentum

Results

Surface Touch Move



You cannot create results. You can only create conditions in which something might happen.

— *Anne Bogart* —

AZ QUOTES

