

Cayman - Government Professional Development Week

Changing Organisational Culture

*Strictly Private
and Confidential
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“Organisational culture is the key to organisational excellence..... and the function of leadership is the creation and management of cultures”.
Schein (1992)

Why am I here?

- **Education**

- Doctorate in Organisational Psychology
- Masters and professional designations in Human Resource Management and Public Policy

- **Career**

- 20 years consulting experience, more than 1/2 that with public sector including UK government departments and executive agencies, International NGOs and Government of Barbados
- Participated in and managed large scale change projects

- **Personal**

- Wife and mother of 3 in search of 'work-life balance'!
- Relocated from UK to Caribbean



Why are we talking about change today?

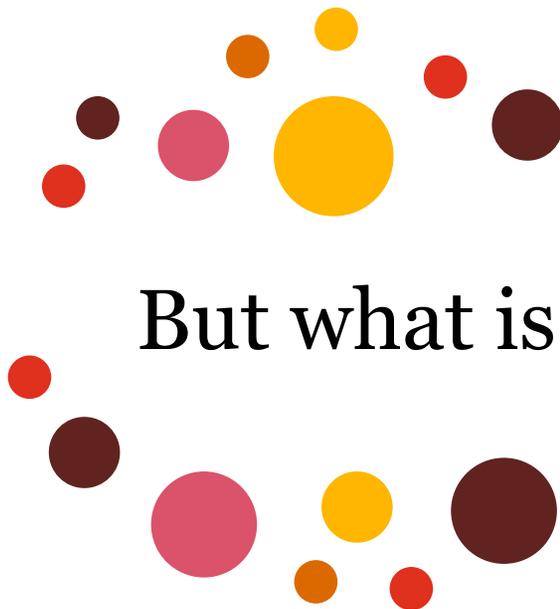
- All Governments globally are facing fiscal challenges since the Global Financial Crisis.
- In parallel, they're trying to shape their public sectors to fit a rapidly changing world. Countries like Cayman, with its focus on international finance and tourism need to be at the cutting edge of this.
- Worked with Governments in the UK and the Caribbean and can conclude that there are no simple, clear cut solutions, and change in the public sector of a small island will have big reverberations throughout the whole society.
- Now more crucial than ever to be proactive in your approach to managing change

Session Objectives

By the end of our time together this afternoon, we will:

- Have a common understanding of **What Organisational Culture Is**
- Have an understanding of the **Steps to Changing an Organisation's Culture**
- Understand what it takes to **Make Culture Stick**
- Have time to ask **Questions**

Defining organisational culture



Key shapers of culture

“How do people think, behave and feel about the organisation:
“ways of working” or “way we do things”

Why do we do the things we do



The way we do things

Shapers

Creation, reflection,
reinforcement of culture

Leadership actions/Power Dynamics
Performance measures
Control Systems
People practices
Vision, purpose and strategy
Structure
Competitive context

Manifestations

Content and
manifestations of culture

Climate
Norms
Symbols
Values
Beliefs
Communication

Impact

Impact on
organizational
interactions

Attitudes
Behaviours
Decisions

Results

Effect on business results

PERFORMANCE

How does organisational culture impact relationships?

“like a cloud, corporate culture descends on the organisation and infiltrates every aspect of relationships.

Unconsciously, individuals and groups treat each other as they have been treated; and without realising it a cycle or circle of predefined patterns of relating diffuses the organisation....

We pick up and pass on patterns of relating relevant to this culture – when employees are cared for, they in turn care for others; when abused, they pass on the abuse”.
(Carroll, 1996)

Culture dimensions

Five culture dimensions

- Transparency in territory pay bands and regional criteria
- Work-life balance
- Celebrating success
- Ability to voice complaints and grievances
- Diversity of workforce

Work Environment and Employee Experience

- Delegation of authority
- Openness of communications
- Enabling environment that fosters employee empowerment
- Participative management

Autonomy and Involvement

Leadership and Management Style

- Extent of bureaucracy and degree of hierarchy
- Personality of leaders
- Management's interaction with employee
- Decision-making practices

Collaboration and Teamwork

- Territoriality of departments
- Coordination of projects
- Knowledge sharing

Adaptability – Speed, Innovation and Risk

- Speed of response to market and customer needs
- Consistency of processes and behaviors
- Speed of decision-making
- Measuring success of delivery
- Attitude to risk

How can you assess an organisation's culture?

- When outsiders come in, how the culture is communicated to them?
- How non-conformists are treated
- The external image of the organisation
- Personification of the culture
- Visible manifestations of culture e.g. Management structure, office arrangement, diversity



Behaviours reinforce culture

All talk, no action	Leadership & Management Style	Walk their talk
Distrusting/Unsafe		Trusting/Safe
Hierarchical		Egalitarian
Individual	Collaboration & Teamwork	Collaborative
Non-competitive		Competitive
Territory-focused		Regionally-focused
Status quo, fixed	Adaptability – Speed, Innovation & Risk	Flexible, change oriented
Reactive		Proactive
Analysis paralysis		Responsive/decisive
Conventional		Innovative
Withhold information		Share
Heavily supported by administration	Autonomy & Involvement	Self-sufficient
Guarded		Approachable, open & transparent
Non-inclusive		Diverse
Limiting	Work Environment & Employee Experience	Empowering
View staff as commodities		Invest in people
Disregard for life outside of work		Understanding
Independent		Community

What is your organisation's culture?

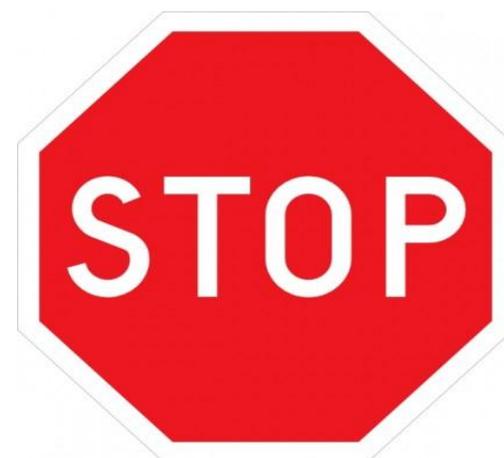
Conduct research

- Customer surveys/feedback
- Staff focus groups
- Review of the social media!



Fools rush in...

- Armed with your findings and a picture of the new world, don't be tempted to immediately embark on organisational cultural change programme.
- Appropriate change strategies are needed to bring about successful planned, managed and sustained change.
- Culture goes to the core of 'who we are' and anything that attempts to shake that up or transform that, better be well thought out and resourced as a programme of change



Changing organisational culture

As simple as new uniforms and signage?

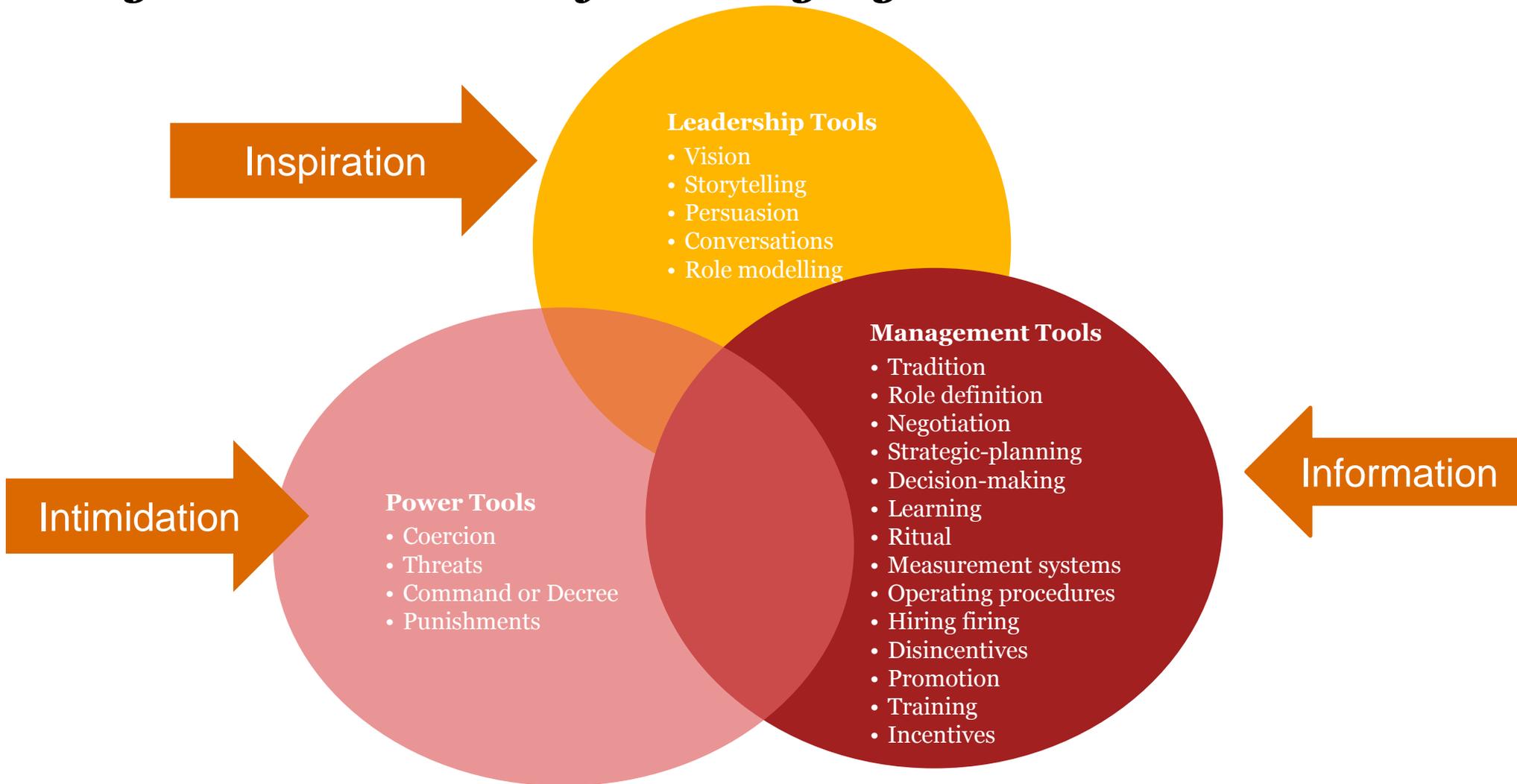


The cultural iceberg

Art, dress, drama, music, food, celebrations,
crafts, dances, literature, language

But what is below the surface.....

Organisational tools for changing minds



7 elements for effecting successful culture change

1. Identify a
burning
platform

2. Establish the
WIIFM

3. Communicate,
communicate,
communicate

4. 'Do as I do,
not only as I
say'

5. Recognition
and Reward

6. Policies,
Rules and
Procedures

7. Feedback

1. Identify the burning platform

- Successful change is driven by a real reason not just change for change sake
- First decide the reasons for change, for example:
 - Are you losing talent – high staff turnover?
 - Are opportunities being lost because decisions take too long?
 - Are customers falling away because they don't enjoy doing business with you?
 - Is there duplication and redundancy in your organisations because teams don't talk to each other?
 - Is there a crisis looming?

2. Establish how culture change will benefit those impacted



3. Communicate, communicate, communicate

- Although a little cliché, the fact is that the key to successful culture change is frequent communication
 - the right messages,
 - for the right audiences
 - at the right times.
- This means thinking about the organisation's vision, mission, and values and ensuring these underpin the desired culture.



Characteristics of good communication – The 8 C's

Characteristic	Description
Clear	Be specific and use data and visuals to convey key messages
Concise	Articulate key messages with brevity and simplicity; only use words that are meaningful and relevant to the stakeholders
Correct	Use right message at the right time with correct grammar, punctuation and branding
Credible	Relay information that is transparent, accurate and in line with firm policy
Confident	Focus on the positive aspects that excite and inspire people to action
Considerate	Focus on the relevance to the targeted audience and include all impacted stakeholders; Be tactful, thoughtful, sincere, appreciative and timely; Demonstrate empathy and understanding
Collaborative	Take time to get to know the needs, concerns and ideas of key stakeholders so that you can personalize your messages
Complete	Communicate all key points and leave little to no room for doubts, confusion or unwanted questions

Change agents must be positive about the change



- Be an advocate of emphasizing the benefits of the change
 - This change will allow us to...
 - We need to do this because....This is important because...
 - I am committed to this change in the following ways...
 - I believe we need to do this...
 - We need to start to...
 - We can no longer afford to...
 - Tell me what you think. Tell me how this could be better.
 - How can we solve this? What do you think is the root cause?

4. Do as I do, not only as I say!

Culture change will only happen when employees believe that those at the top of organisation believe in it and are living it.

Managers must 'Walk the walk'

- Diversity vs 7pm Friday night drinks
- Respects and values people's time vs arriving late and ill prepared for meetings
- Stories or company folklore that comes from the board room down really need to support the vision of the 'new world' and show that the senior team means business.

Failure to 'put up or shut up' will result in employees quickly dismissing culture change as a lot of hot air that will go away if they keep their heads down.

Leaders must model the behaviours that underpin the desired culture!



5. Recognition and reward

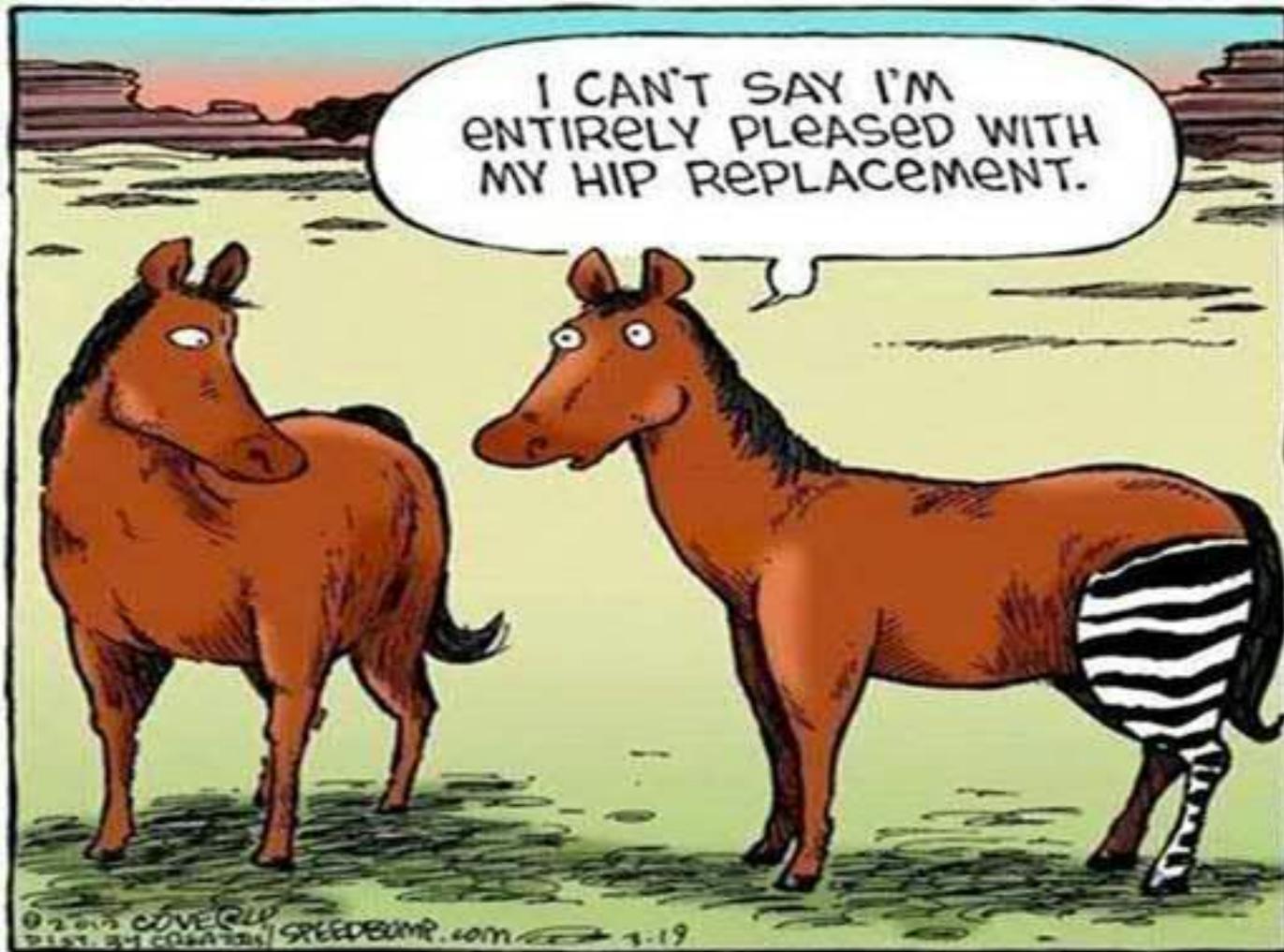
- What gets measured gets done, and what gets recognised and rewarded gets done better!
- Sometimes the clearest signal that we mean business is to link change results to recognition and rewards
- Positive ambassadors of change are rewarded
 - greater responsibility within the culture change programme
 - maybe given some sort of financial reward.
- Managers who fail to change their behaviours are in some way
 - named and shamed
 - or more beneficially, given feedback and coached with a clear improvement plan!



6. Policies, rules and procedures

- It is highly likely that some policies rules and/or procedures will have to change to support culture change:
 - More responsive requires faster decisions; greater levels of autonomy; different authorities and/or sign off procedures
 - A more open culture may require managers to sit among their staff
 - Less hierarchy may mean opening the executive washrooms and lunch room up to all staff!
 - Promotion of work/life balance may lead to a policy that everyone leaves at 1pm on a Friday (British High Commission, Barbados)!

Appropriate foundational changes must be seen to be made



7. *Feedback*

- Change is unlikely to happen the way it is planned so change managers must react to what is actually happening.
- Feedback systems are an essential tool for measuring the impact of change on the organisation and assisting managers to assess the areas of strengths and weaknesses over the course of the change journey:
 - Surveys
 - Focus groups
 - One-to-ones
 - Interviews
 - Observation
- Feedback facilitates adaptive and responsive planning.



Making culture change stick

The dos

- ***Do*** come with a clear vision of where you want the organisation to go and promulgate that vision rapidly and forcefully with leadership storytelling.
- ***Do*** identify the core stakeholders of the new vision and drive the organization to be continuously and systematically responsive to those stakeholders.
- ***Do*** define the role of managers as enablers of self-organising teams and draw on the full capabilities of talented staff.
- ***Do*** quickly develop and put in place new systems and processes that support and reinforce this vision of the future.
- ***Do*** introduce and consistently reinforce the values of radical transparency and continuous improvement.
- ***Do*** communicate horizontally in conversations and stories, not through top-down commands.

The don'ts

Don't start by reorganizing.

First clarify the vision and put in place the management roles and systems that will reinforce the vision.

Don't parachute in a new team of top managers.

Work with the existing managers and draw on people who share your vision.



Conclusion

Irrespective of the drivers of organisational culture change, shifts in culture or organisational mindset will come **not** as the result of one-off training courses or directives from on-high

Shifts in culture will come as the result of joined up interventions that align:

- Ideology
- Message
- Actions

in positive and rewarding ways for the majority of those impacted by the change.

Sow a thought and you reap an action;
sow an act and you reap a habit;
sow a habit and you reap a **character***;
sow a **character*** and you reap a
destiny.

*For character read **culture**

Ralph Waldo Emerson

Questions?



Thank you for your attention.....

Coffee time

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