ORGANISATION CULTURE ENTRENCHMENT MODELS

FACILITATED BY MABEL C.L. MUNGOMBA

ABOUT THE CONSULTANT

Mabel is a renowned;
- Strategic planning thinker
- Marketing, Sales and Customer Service maverick;
- A trained branding expert;
- A certified organisation Development practitioner;
- A transformational and ecosystem leadership change maker;
- A partnership broker with years of experience in systems thinking;
- Passionate and Enthusiastic Customer Experience Trainer

Qualifications
- Bachelor of Business Administration with double major in Management and finance;
- Chartered institute of Marketing Professional;
- Post graduate qualification in Partnership Brokering (Government, Business and Society);
- An MBA in Multinational Finance; and
- Mabel is currently a DBA candidate

PETER DRUCKER QUOTE.....

"CULTURE EATS STRATEGY FOR BREAKFAST"

DISCUSS

WHAT IS CULTURE?

- Its definitive and defines what is right or wrong and also how to be, think, feel, behave and act,

- Its created, taught and reinforced through shared experience reinforced by conscious and unconscious leadership design and practice.

- Culture drives problem solving as the company venture into the future. HR departments are often the nests where culture is vested delegated by the CEO.

WHAT DO WE MEAN BY CULTURE ENTRENCHMENT MODELS?

- "Entrenchment Models" in organizational culture typically refer to approaches where certain values, beliefs, or norms become deeply ingrained within the organization's structure, processes, and practices.
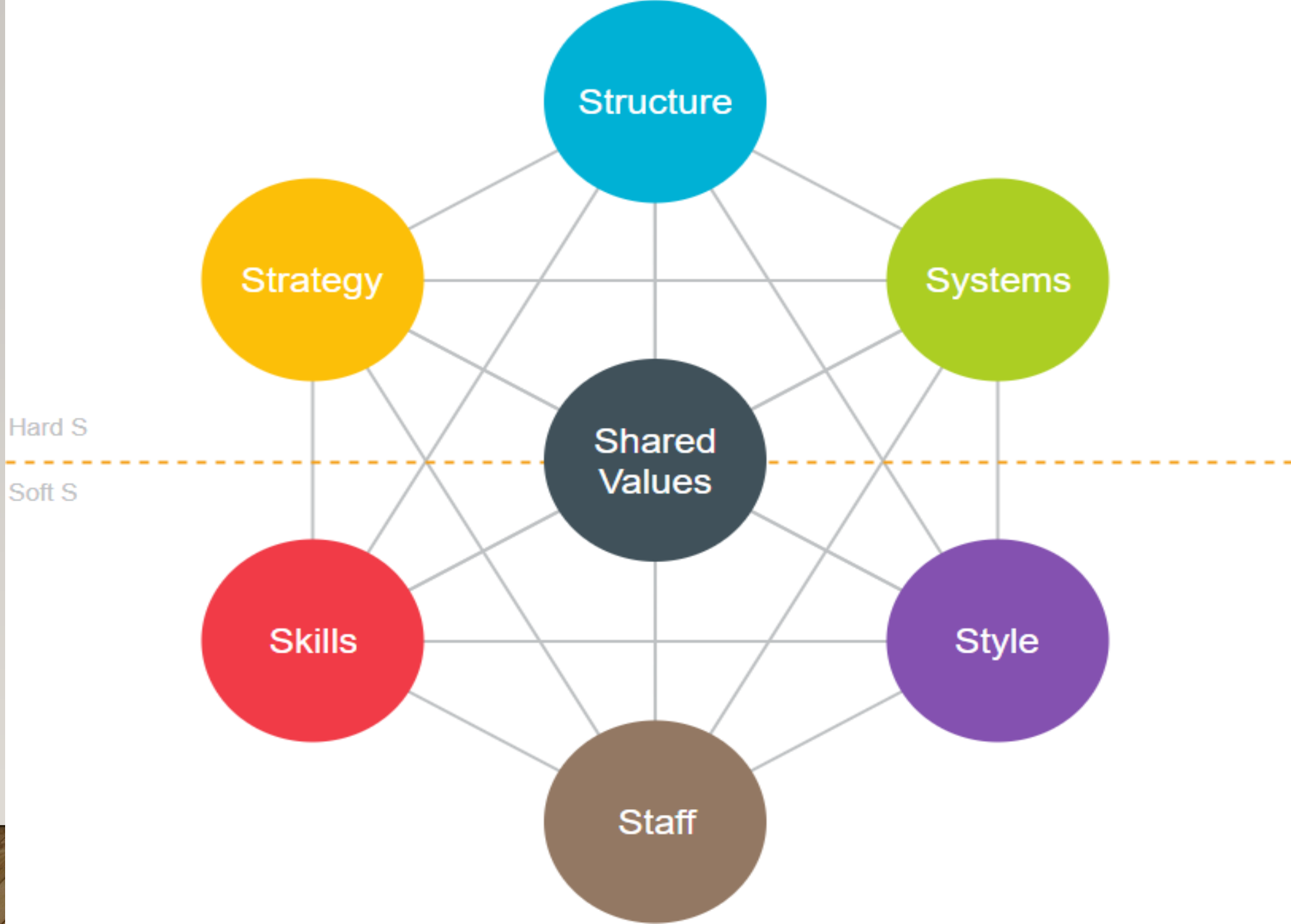
WHAT ARE ORGANISATIONAL CULTURE MODELS?

There are many models. Organisational culture models are frameworks that help describe, mould, or have an impact on an organization's culture.
There are specific actions that can be taken to improve, adjust, or transform your company's culture using specific frameworks.
Most models emphasize on how to use the companys' vision, mission and values as the starting point for a creating a great
 organisation culture

SOME FRAMEWORKS USED BY COMPANY LEADERSHIP TO LEVERAGE ON AND CREATE A UNIQUE AND EFFECTIVE CULTURE.

- McKinsey 7 S model

- Hofstedes model – Six dimension model

- Edgar shein cultural model -

- Otto Sharmas Theory U – Three movements model, observe observe, presencing, and action
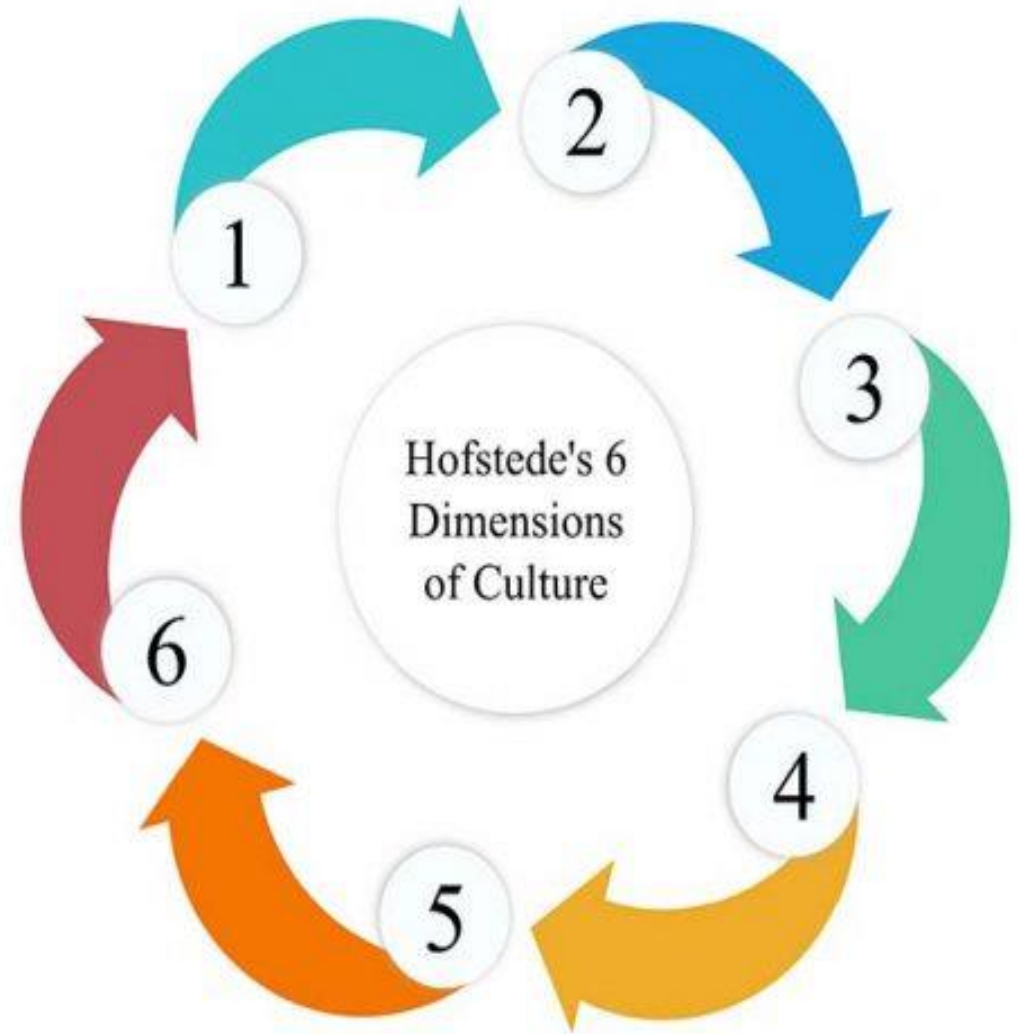
Edgar Schein's Culture Framework

ARTIFACTS & CREATIONS

VALUES

BASIC ASSUMPTIONS
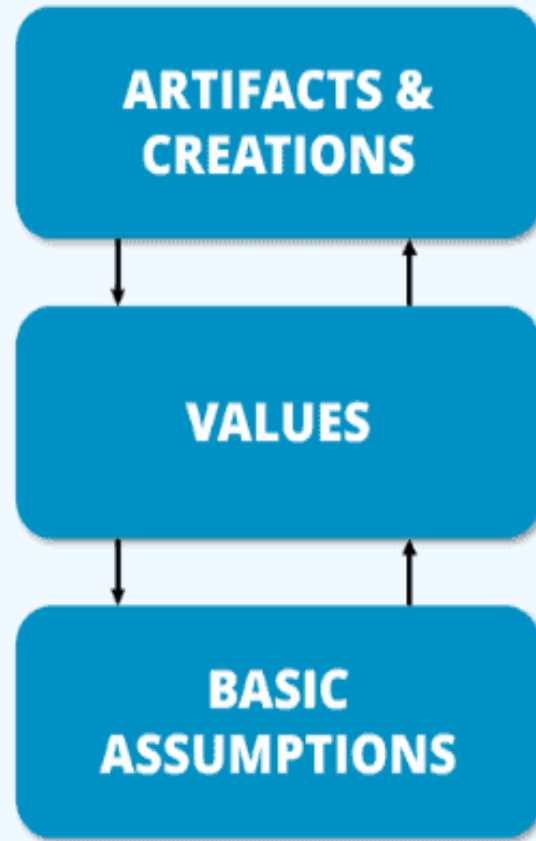
Visible but often not decipherable

Greater level of awareness

Taken for granted, invisible & pre-conscious

FOUR MAIN TYPES OF ORGANIZATIONAL CULTURE:

- **Clan Culture**: A.K.A. Collaboration Culture.

- This culture… emphasizes **collaboration across teams** and promotes a **horizontal structure** within the organization. It fosters a sense of community and teamwork.

- **Adhocracy Culture**: a.k.a control culture. In an adhocracy culture, **creativity and risk-taking** are encouraged. It's a dynamic, entrepreneurial environment where individuals can freely share ideas and explore innovative approaches.

FOUR MAIN TYPES OF ORGANIZATIONAL CULTURE:

- **Hierarchy Culture**: a.k.a cultivation culture. This culture is characterized by a **structured and process-oriented** approach. It follows a top-down management style and focuses on clear managerial processes. Professionalism and control are key aspects.

- **Market Culture**: a.k.a competence culture. A market culture places a strong emphasis on **financial success**. It's results-oriented and competitive, with each employee contributing to revenue generation.

Competing Values Framework — Organizational Culture Types

Axes:
- Top: Individuality / Flexibility
- Bottom: Stability / Control
- Left: Internal Maintenance
- Right: External Positioning
- Corners: Long-term Change (top-left), New Change (top-right), Incremental Change (bottom-left), Fast Change (bottom-right)

	CLAN	ADHOCRACY
Culture Type:	CLAN	ADHOCRACY
Orientation:	COLLABORATE	CREATE
Leader Type:	Facilitator, Mentor, Teambuilder	Innovator, Entrepreneur, Visionary
Value Drivers:	Commitment, Communication, Development	Innovative outputs, Transformation, Agility
Theory of Effectiveness:	Human development and high commitment produce effectiveness	Innovativeness, vision, and constant change produce effectiveness

	HIERARCHY	MARKET
Culture Type:	HIERARCHY	MARKET
Orientation:	CONTROL	COMPETE
Leader Type:	Coordinator, Monitor, Organizer	Hard-driver, Competitor, Producer
Value Drivers:	Efficiency, Timeliness, Consistency & Uniformity	Market share, Goal achievement, Profitability
Theory of Effectiveness:	Control and efficiency with capable processes produce effectiveness	Aggressively competing and customer focus produce effectiveness

THE V.U.C.A WORLD IS DEAD, THE FUTURE IS TO BE ABLE TO LEARN AS IT IS EMERGING

WELCOME TO B.I.N.A WORLD!!

VUCA vs BANI

A NEW ACRONYM TO DESCRIBE THE WORLD

Serves to describe the situation of Ambiguity and Complexity

Serves to describe the situation of the Next Generation of Business

V	VOLATILITY	BRITTLE	B
U	UNCERTAINTY	ANXIOUS	A
C	COMPLEXITY	NON-LINEAR	N
A	AMBIGUITY	INCOMPREHENSIBLE	I

HOW DO YOU RECOGNISE A WELL SOCIALISED CULTURE VERSUS A NON SOCIALISED ONE

- **Successful socialisation**

  ✓ Job Satisfaction

  ✓ Motivated workforce

  ✓ Role clarity

  ✓ High work performance

  ✓ Understanding of culture

  ✓ Commitment to organisation

  ✓ Living the Internal values

  ✓ Defining key behaviours aligned to each value

- **Unsuccessful Socialisation**

  ✓ Job dissatisfaction

  ✓ Demotivated workforce

  ✓ Role ambiguity and conflict

  ✓ Misunderstanding, tension and perceived lack of control

  ✓ Low job involvement

  ✓ Low performance

  ✓ Rejection of values

MOVING FROM EGO SYSTEM TO ECO SYSTEM ACTIVATION

- The entrenchment model of the future is the U Theory

"I think there are good reasons for suggesting that the modern age has ended. Today, many things indicate that we are going through a transitional period, when it seems that something is on the way out and something else is painfully being born. It is as if something were crumbling, decaying, and exhausting itself – while something else, still indistinct, were rising from the rubble."

Vaclav Havel

HOW DO YOU LEAD IN TIMES OF DISRUPTION WHEN YOU CANNOT RELY ON EXPERIENCES OF THE PAST?
CULTURE IS THE VICTIM

THE QUESTION….

TURNING THE BEAM ONTO OURSELVES.

THE APOLLO 11 STORY

OBSERVE,
OBSERVE,
OBSERVE

ACT in an
INSTANT:
PROTOTYPE

RETREAT & REFLECT:
ALLOW the INNER KNOWING to EMERGE
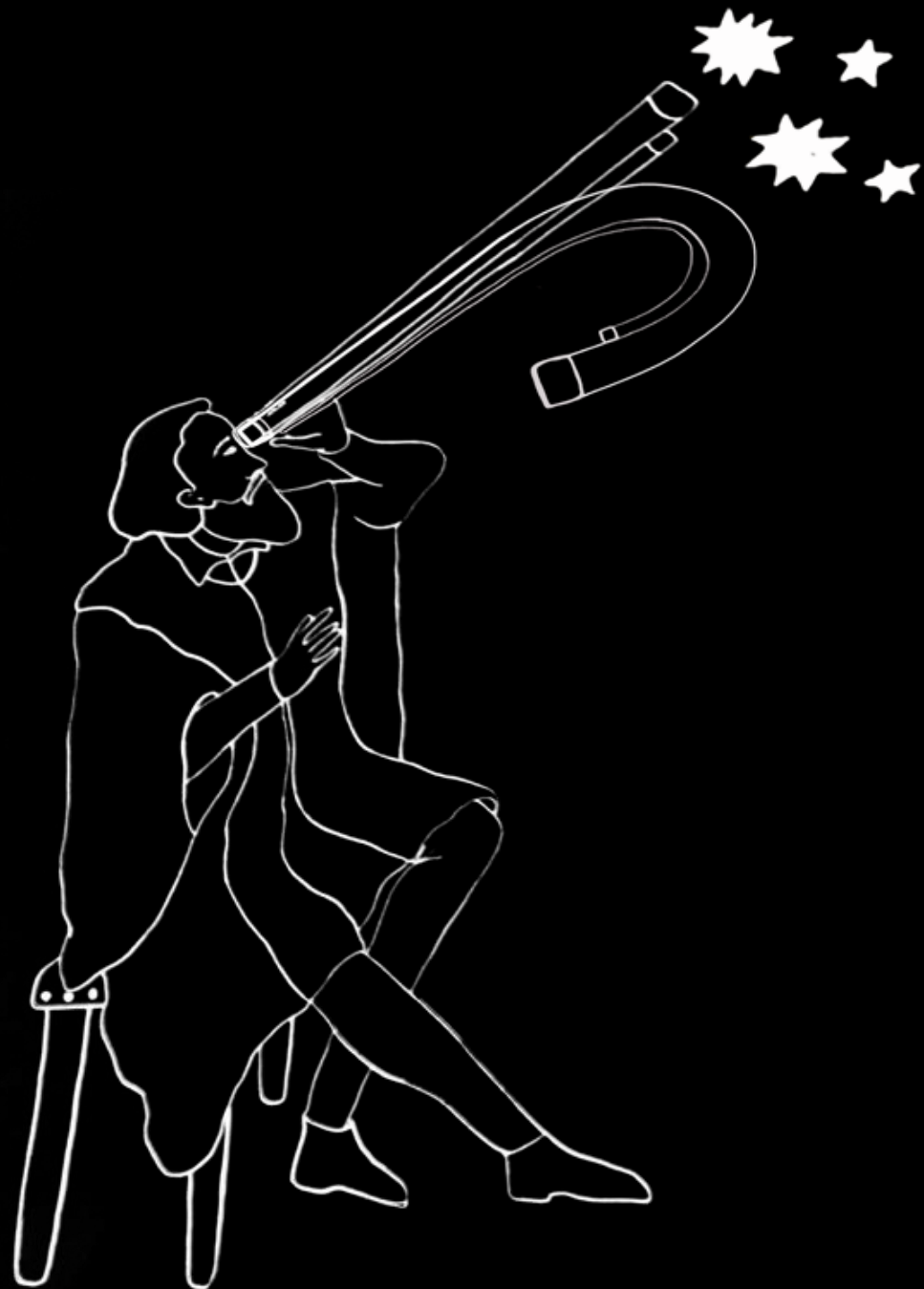
What blocks Innovation?

Leadership Blind Spot

VOJ

Parking new Information in old silos

VOC

Disbelief in new possibilities

VOF

Fear to let …..go

OPEN MIND

OPEN HEART

OPEN WILL

Letting come

Switching on Three Faculties of Intelligence

SUSPENDING

VOICE of JUDGMENT

OPEN MIND

Curiosity

REDIRECTING

VOICE of CYNICISM

OPEN HEART

Compassion

LETTING GO

VOICE of FEAR

OPEN WILL

Courage

FIELD STRUCTURE
OF ATTENTION

I-in-me

I-in-it

I-in-you

I-in-now

1-DOWNLOADING

Talking nice

Speaking from what they want to hear

Polite routines, empty phrases

Autistic system (not saying what you think)

2-DEBATE

Talking tough

Speaking from what I think

Divergent views: I am my point of view

Adaptive system (say what you think)

3 - DIALOGUE

Reflective Inquiry

Speaking from seeing myself as part of the whole

From defending to inquiry into viewpoints

Self-reflective system (reflective on your part)

4 - PRESENCING

Generative flow

Speaking from what is moving through

Stillness, collective creativity, flow

Generative system (identity shift: authentic self)

THEORY U

DOWNLOADING
PAST PATTERNS

PERFORMING
by OPERATING from the WHOLE

SUSPENDING

EMBODYING

VOICE of JUDGMENT

OPEN
MIND

PROTOTYPING the NEW
by LINKING HEAD, HEART, HAND

SEEING with FRESH EYES

REDIRECTING

VOICE of CYNICISM

OPEN
HEART

ENACTING

SENSING from the FIELD

LETTING GO

CRYSTALLIZING
VISION and INTENTION

VOICE of FEAR

OPEN
WILL

LETTING COME

PRESENCING
CONNECTING to SOURCE

**WORLD CUP 1990
ZUBIN (CONDUCTOR) AND
PLACIDO DOMINGO**

Thank you!!!