

A CALL TO ORGANIZATIONAL CULTURE REMODELLING





MISSION STATEMENT:

“Enabling Businesses Transform to Full Potential”

**“Enabling Organizations achieve Objectives and
Targets”**



OUR VALUE PROPOSITION:

“We provide Practical and Workable Solutions to Strategy Execution Challenges”

CLIENT PROFILE:



WHAT IS CULTURE?

Simply stated, organizational culture is **“the way things are done around here....How people are treated around here....how things work around here”**

Organizational culture is defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique experience people have at the workplace.





Louis V. **GERSTNER, Jr.**

LEARN THE MANAGEMENT SECRETS THAT
DROVE IBM'S UNPRECEDATED TURNAROUND

Who Says Elephants Can't Dance?

Leading
A Great Enterprise
Through Dramatic
Change



CULTURE AS A GAME CHANGER

Until I came to IBM, I probably would have told you that culture was just one among several important elements in any organization's make up success along with vision, strategy, marketing, financials, and the like....I came to see, in my time at IMB, that culture isn't just one of the aspect of the game, it is the GAME.

- Louis Gerstner



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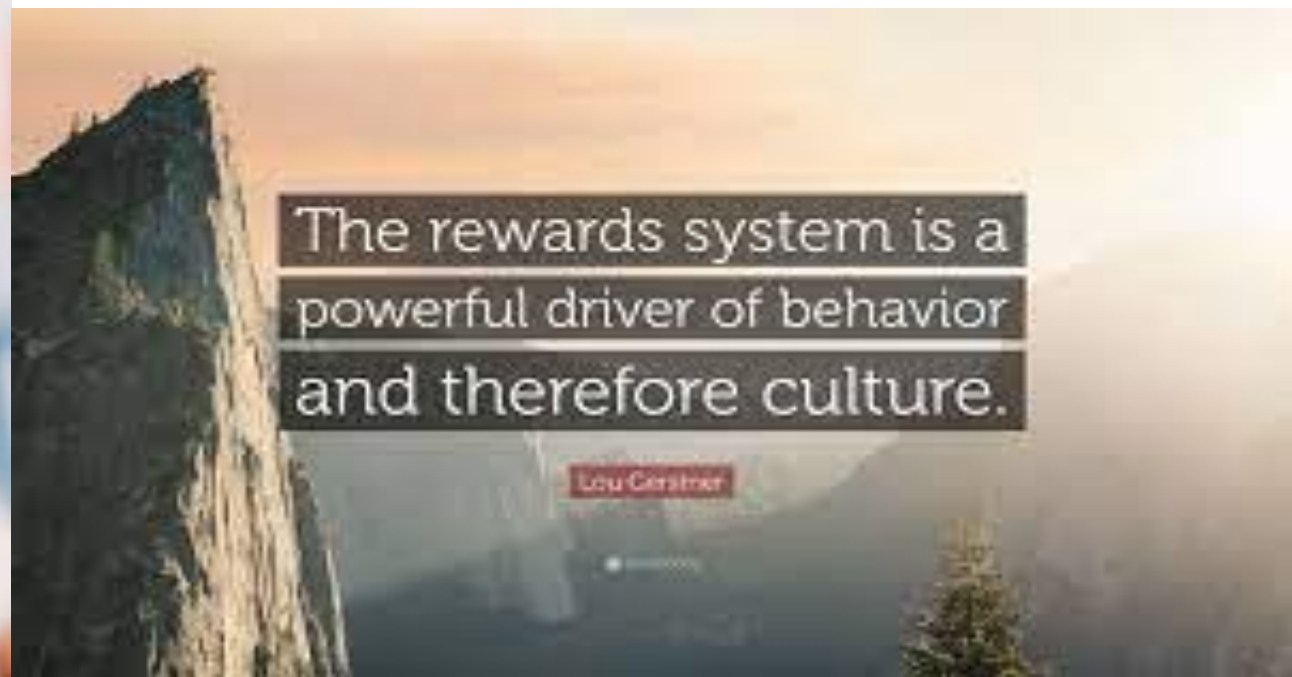
Lou Gerstner


www.idlehearts.com



**The thing I have learned at IBM
is that culture is everything.**

Lou Gerstner





Fixing culture is the most critical ? and the most difficult ? part of a corporate transformation... In the end, management doesn't change culture. Management invites the workforce itself to change the culture.

Lou Gerstner



The world is full of CEOs that think that just because they write a memo or they write a letter inside an annual report or they give a little video speech that gets sent around the company, they think that's what's really going to affect employees.

Lou Gerstner



WHY CULTURE?

“Corporate Culture matters,
how management chooses to
treat its people impacts
everything for better or for
worse”

- Simon Sinek

The Cultural Iceberg



Business Value Drivers Research Findings by:



Duke
UNIVERSITY



1

1,900 CEOs &
CFOs

2

50 MBAs
Students as
Research
Assistants

3

5 Continents

4

In-depth
interview
with
companies
representing
20% of the
US Market
Capitalization

5

Business
Value Drivers
Critical
Analysis

What are the most Critical Business Value Drivers?



1. Corporate Culture
2. Strategic Plan
3. Operating Plan
4. CEO
5. Marketing
6. Production Process
7. Finance Function

Business Benefits of Great Culture

Improved
Customer
Satisfaction

Increased
Ability to
Attract Talent

Increased
Ability to
Retain Talent

Stronger
Financial
Performance

Increased
Employee
Engagement

Increased
Innovation



01 Create

Establish a feeling of urgency of hurriedness towards change.

03 Form

Develop a strategy to bring about change.

05 Enable

Empower employees for taking action to incorporate changes

07 Sustain

Capitalize of wins or gains in order to produce bigger results

02 Build

Formulate a guiding coalition

04 Enlist

Communicate or put forth the vision or strategy for change

06 Generate

Formulate and generate short-term goals

08 Institute

Incorporate new and better changes in workplace culture

CREATING A SENSE OF URGENCY: A CASE FOR CHANGE



- Leaders create a sense of urgency by both selling the value of a future state to organizational stakeholders and making the status quo a dangerous place for the stakeholders to remain.
- In effect, senior leaders create a compelling narrative that tells stakeholders why it is not in their best interest for the organization to stay in its current state

Why Culture Remodelling Matters?



- Culture remodelling is essential for organizations to adapt to changing market dynamics and remain competitive.
- A strong and aligned culture fosters employee engagement, productivity, and innovation.
- Human resource management professionals drive culture remodelling initiatives to create a positive work environment that attracts and retains top talent.

Top 10 skills of 2025

Type of skill

- Problem-solving
- Self-management
- Working with people
- Technology use and development



Analytical thinking and innovation



Active learning and learning strategies



Complex problem-solving



Critical thinking and analysis



Creativity, originality and initiative



Leadership and social influence



Technology use, monitoring and control



Technology design and programming



Resilience, stress tolerance and flexibility



Reasoning, problem-solving and ideation

Source: Future of Jobs Report 2020, World Economic Forum.

CREATING A GREAT ORGANIZATIONAL CULTURE IN THE PUBLIC SECTOR



Government agencies across the world can learn an important lesson from the private sector. Workers who are happy and motivated will achieve greater results and increase citizen satisfaction than workers who are unhappy and discontented.

What does a great organizational culture look like? In many places, it appears as engaged employees who are invested in their jobs and committed to their employers. They are significantly more productive, and they drive higher citizen satisfaction ratings.



How can public sector agencies create great organizational cultures?

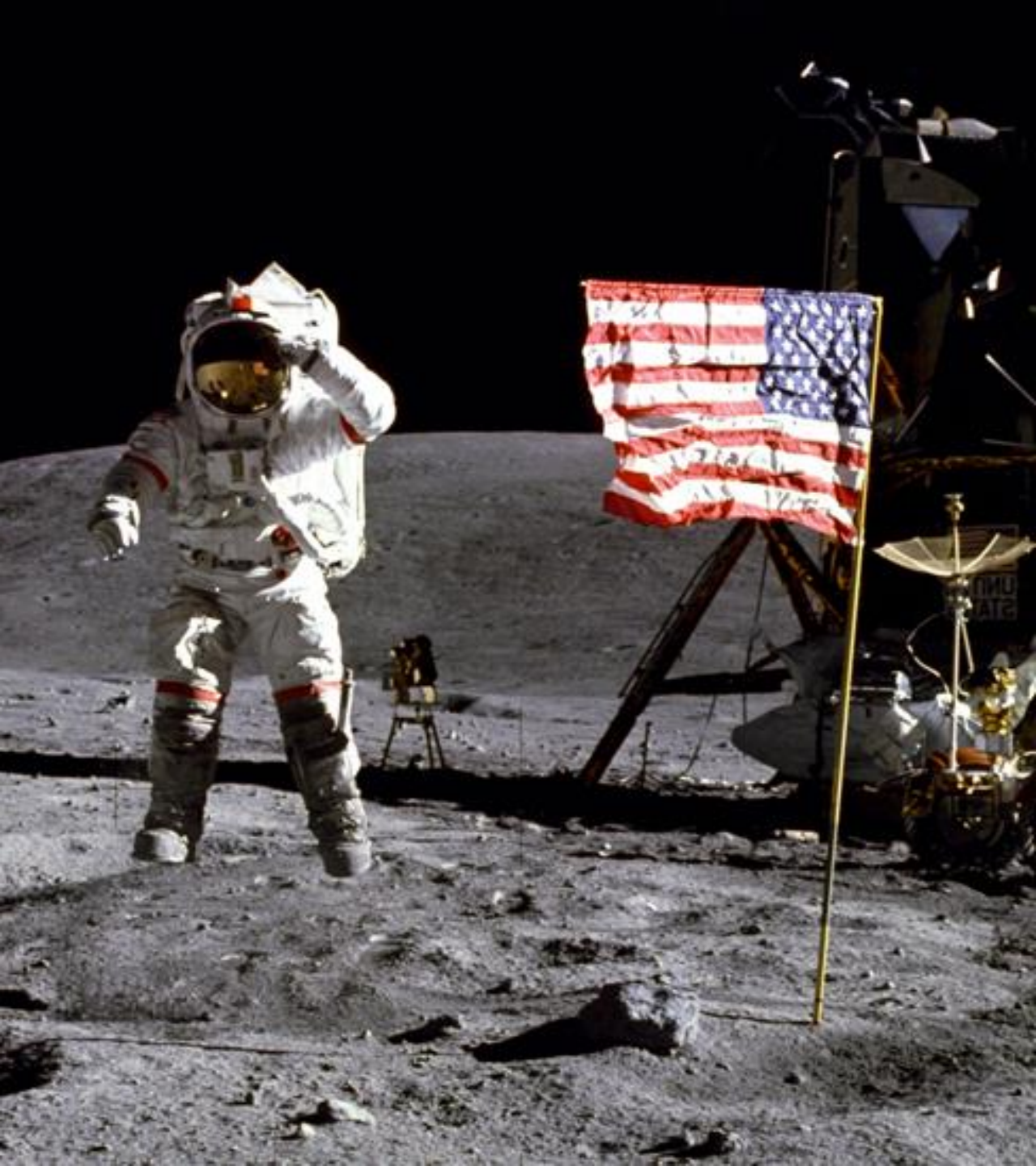
Private companies such as Google and Facebook famously invest financial resources into creating a positive and productive employee culture. How can public sector agencies have the same type of success given dwindling resources and the accountability of spending taxpayers' money? The good news is that it doesn't have to be exorbitantly expensive to create a great organizational culture.

Depending on how toxic the existing culture is at the start, it may take a fundamental shift in philosophy and it is likely to be neither fast nor easy – but it CAN be done. Public organizations can help employees enjoy work and reach their true potential. It is possible for employees to make a difference and have fun doing it..

CREATING A GREAT ORGANIZATIONAL CULTURE IN THE PUBLIC SECTOR

Progressive public agencies recognize employees' strengths and provide opportunities that help them build on those strengths. Here are some ways that agencies are cultivating groups of thriving employees:

Matrix Teams/Matrix Management – a concept first introduced to the public sector by NASA in 1965. Matrix teams include people from different departments, functions or organizations who come together to solve a common problem or achieve a goal through collaboration. A matrix team is a tool that facilitates the horizontal flow of skills and information. Employees are selected from different functional disciplines for assignment to a team without removing the employees from their respective organizational positions. Matrix teams allow an agency to utilize the talents of all staff, regardless of the payroll position they occupy. This process develops depth in employees and allows for professional growth opportunities.



CREATING A GREAT ORGANIZATIONAL CULTURE IN THE PUBLIC SECTOR



Participatory Leadership:

– This can be accomplished through mechanisms such as an employee advisory team that allows employees to provide input into policies and programs to design a first rate work environment.

This team can empower and develop employees to their fullest potential, create assignments based on employee strengths, and allow employees to fully explore their interests as innovative ideas are brought forward.

This is all about **Inclusion** and a great sense of **Belonging** – as a powerful medium of motivation.

Social ⓘ

Physical ⓘ

CREATING A GREAT ORGANIZATIONAL CULTURE IN THE PUBLIC SECTOR



Wellness and Life Balance Programs

– Many public agencies have learned the importance and value of offering programs such as flexible work schedules, onsite daycare, onsite dry cleaning pickup and delivery and onsite exercise classes. Employees often happily pay the cost of these amenities. The convenience of having many services onsite and the time saved running errands after or before work means more time available for family and/or pursuits of personal interest.



CREATING A GREAT ORGANIZATIONAL CULTURE IN THE PUBLIC SECTOR

Fun

– This doesn't have to be expensive. Organizations such as the [City of Rancho Cordova, California](#) (the first local government agency to earn the distinction as one of *Fortune's* Great Places to Work), and the [City of Edmonton, Alberta, Canada](#) both use fun in the workplace to inspire and motivate employees. From small celebrations to friendly competitions to themed dress-up days, employees are happier if they are having fun and like where they work. Ask around – it's possible to find a ping-pong table or any other game that someone will donate for employees to play during breaks or designated days.



CREATING A GREAT ORGANIZATIONAL CULTURE IN THE PUBLIC SECTOR

Communication

– Open and honest communication alleviates many concerns and helps employees feel happier and more secure at work. Communication either in person, in an email or with a handwritten note helps workers feel better, more connected and more engaged at work.

Pursuit of Passions

– Encourage employees to preserve time to focus without interruption on their most important priorities. Then, give them a designated amount of time to pursue projects that they're passionate about and which have the potential to add value to the organization.

CREATING A GREAT ORGANIZATIONAL CULTURE IN THE PUBLIC SECTOR



Be a Learning Organization

– “A ‘learning’ organization is one that does not merely react to changes that happen to it, but is a proactive agent that can initiate change in its own environment.”

“The organization needs to see itself as part of its environment and not only an objective observer of it.”

Learning organizations are more resilient and encourage new growth opportunities for workers who are eager and engaged.



ORGANIZATIONAL PUBLIC SECTOR

Preparing the Next Generation (PNG)

— Develop strategies that include recognizing and emphasizing talent development, creating specific opportunities for young talent to develop both hard and soft skills, challenging aspiring managers to stretch themselves and take on new roles, and moving up-and-comers around in the organization so that they gain line as well as staff experience and learn the different disciplines of local and central government to appreciate diverse perspectives. Growth opportunities are very important. Employees are unlikely to be happy in a job that offers no room for growth and advancement.

CREATING A GREAT ORGANIZATIONAL CULTURE IN THE PUBLIC SECTOR

What should an agency do when it finds the recipe for a great organizational culture?

Once you find a formula that works, stick with it. “If you get the recipe right, based on practical insight and empirical validation,” according to Jim Collins and Morten T. Hansen in their 2011 book [Great by Choice](#), “it should serve you well for a very long time. Continually question and challenge your recipe, but change it rarely.”

Results

Creating a great organizational culture leads to results.



THE CASE FOR CHANGE: The Dead Horse Theory



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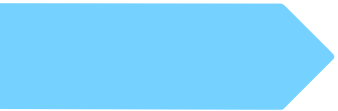


Drawing: Kevin Nicoll

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The tribal wisdom of the Dakota Indians ,
passed on from the generation to generation,
says that, “When you discover you are riding a
dead horse, the best strategy is to dismount.”

”



“However, in modern business, education and government, a whole range of far more advanced strategies are often employed, such as..

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35

- **Buying a stronger whip.**
- **Changing riders.**
- **Threatening the horse with termination.**
- **Appointing a committee to study the horse.**
- **Arranging to visit other countries to see how others ride dead horses.**
- **Lowering the standards so that dead horses can be included.**
- **Re-classifying the dead horse as “living impaired”.**

“

- Hiring outside contractors to ride the dead horse.

- Harnessing several dead horses together to increase the speed.

- Providing additional funding and/ or training to increase the dead horse's performance.

- Doing a productivity study to see if lighter riders would improve the dead horse's performance.

”

- Declaring that as the dead horse does not have to be fed, it is less costly, carries lower overhead, and therefore contributes substantially more to the bottom line of the economy than do some other horses.

- Re-writing the expected performance requirements for all horses.

- Promoting the dead horse to a supervisory position of hiring another horse.



Together.....Confronting the **BRUTAL
FACTS**

What are the BRUTAL FACTS within your organization based on the DEAD HORSE THEORY?

What are the Hard Questions that people are not asking within your Organization?

THE 4 D PROCESS OF ORGANIZATIONAL CULTURE TRANSFORMATION



1

DILIGENCE

2

DIAGNOSIS

3

DESIGN

4

DELIVERY

1. DILIGENCE PHASE



A coalition of sponsor is made of all EXCO members, middle management teams, and other key team leaders across the organization.

A primary sponsor is the leader who authorizes the change within an organization and is ultimately responsible for ensuring that the change realizes intended benefits.

A sponsor facilitates the culture transformation process through active participation, allocation of resources, mentoring and role modelling.

COALITION OF SPONSORS



Characteristics of a Successful Sponsor:

- A leader and decision maker who is able to work across corporate and functional boundaries within the organization
- A credible influencer of stakeholders with delegated authority to act on behalf of the organization
- An enthusiastic advocate of the culture transformation and the benefits it brings about
- A clear understanding of the desired future state of the culture
- A person with morale and professional authority to lead the change

2. DIAGNOSIS PHASE

The purpose of this phase is to understand the current culture of the organization and obtain an idea from all employees what they would like the culture to be.

In the diagnosis phase we seek to achieve the following:

- Fit for purpose survey instruments are prepared and agreed.
 - Survey is undertaken.
 - Results are analyzed.
- Results are validated in interviews and focus groups.
- Clarity is obtained on Personal Values, Current Culture and Desired Culture
 - A report is prepared for the Design Phase.



3.DESIGN PHASE



The purpose of the design phase is to prepare a Culture Transformation Plan which aims to take the organization on a journey from the current culture to the desired culture.

In the design phase we seek to achieve the following:

- The results of the survey and focus groups are analyzed.
- A Culture Transformation Strategy is co- crafted by all organizational stakeholders using the agreed process. The strategy will consist of at least the following:
 - The Workplace Culture Vision.
 - The Key Objectives.
 - The Initiatives Required to get there.
- An implementation plan for the Culture Transformation Strategy is prepared.

4.DELIVERY PHASE



The purpose of this phase is to implement the Culture Transformation plan in such a way that it results in the desired incremental improvements in the culture of the organization.

In the delivery phase the Culture Transformation Strategy is implemented bearing in mind the following realities that we have learned through experience:

It's a marathon not a sprint. Culture Transformation takes time.

- It's about a movement not a mandate.

Have multi-disciplinary team to lead it – sponsored by the CEO.

- Get help from experts where you need it.

