Culture change: Making it Happen and Making it Stick

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Start with the end in mind …

- Plan your exit strategy
- Design for continual adaptation
- What’s important in the future may not be important now
Unfreezing

- At the outset we need to be honest and understand that a vision for change is hazy at best. We just know that

  “Things need to change around here”

- However people won’t always accept that this is the fact
- Our reasons for changing may be misinterpreted
- Identifying impediments to growth and change
- Early stages focus on engagement and thinking through the changes
Build Motivation

- People don’t like change …
- Really? Some people do; some people don’t …
- However, people don’t like BEING changed i.e. change from the top down
- Culture change includes EVERYBODY, all the way up to the board of directors
- Each team identifies and implements improvements (AUTONOMY, MASTERY, PURPOSE)
- By teams we are meaning from the SMT all the way through the organisation
Various views on change

- Top down
- Bottom Up
- Middle Out
- But what about inside out? (Self)
Leadership

- Sponsorship from the very top
- Identifying what they need to change for the desired culture
- Coaching around success of the culture change programme
- Leadership style coaching; adapting leadership style to suit environment
People rarely change things unless they are feeling some amount of pain or things are not working properly.

An independent viewpoint can often help people see where their behaviours might be promoting a “status quo”.

Helping people to understand that “people will treat you how you allow them to treat you”.

In order to change the behaviour of the other we might have to make a (resolute) behaviour change ourselves.
Offer a humanistic approach to change

- Change is the responsibility of the person who has to make the change
- You can’t change anybody
- You can’t make anybody think, feel or do anything
- In our workplace we believe that each individual has the capacity and ability to learn and change
- Change is not uncomfortable for everyone
- It’s not that people don’t like change, it’s more that they don’t like being changed
- See people as capable of change – change that they initiate
- Shared vision – how do you contribute to this vision?

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Being humanistic …

- … means being compassionate and forgiving
- Treating people with goodwill
- Having more adult-adult conversations
- Seeks to understand more about the other persons experience
Find the pace of the organisation and look to continually increase rate of change

The goal is to find the optimal sustainable pace
People will make meaning from whatever they observe, that includes what people say and what they do.

We therefore must be careful as to how our behaviours are being interpreted.

As part of the “Pacing Process” we ask people to make meaning of why we are changing our culture; meaning around the proposed culture.

This “explorative” time helps surface what might be perceived as resistance to change.
Engagement brought about by conversation

- … but more specifically dialogue
- Where we balance advocacy and inquiry
- Rather than talk at people (or planning your response) engage in inquiry – learn about the other
Communication

- How change is communicated is vital to the success of the initiative

- While talking is good to get the message out there, leaders need to improve their listening in order to understand how their message has been translated

- Understanding how our habitual thinking processes distort the communications we send and receive
  - NLP: the meaning of your communication is in the response you get
  - Clean Language

- The ability to adapt our communication to suit the context and need

- We spend much time exploring communication styles in our “learning groups”
Spotting Patterns

- When we spot patterns we are spotting patterns of behavior.
- These patterns of behaviour are often more visible to someone who is not subjected to organisational biases (external consultants).
- By identifying impacts of our behaviour we can start to plan different behaviour and its desired impacts.
- Behaviour is measurable and as such is one of the cornerstones in identifying when we are “doing” as if we were in the desired culture.
- Once the current doing (conscious incompetence) becomes natural (conscious competence and finally unconscious competence) we then have our new habits in place and are now part of our “being.”
The Many Dimensions of Culture

- Symbols
- Structures
- Systems (and processes)
- Staff (capabilities and contracts)
- Management Skills
- Leadership Style
- Strategy
Making it stick

- Put in place the behaviours and repeat them on a regular basis: Create a habit

- Give people the opportunity to know that they are already on the path

- Provide natural points for reflection across the business that influences future the behaviour of the members (Retrospective) (timebox planning)

- Help people to talk to each other especially when giving feedback

- Make change the norm: Continual Improvement
Would you like to chat some more?

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