



Culture - ReCulture

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The pandemic has inevitably led to many 'fragmented' company cultures... people have often become 'unplugged' from the mission, values, meaning and purpose. How can we reconsolidate... or utilise this time to 'reboot' a more constructive and purposeful culture?

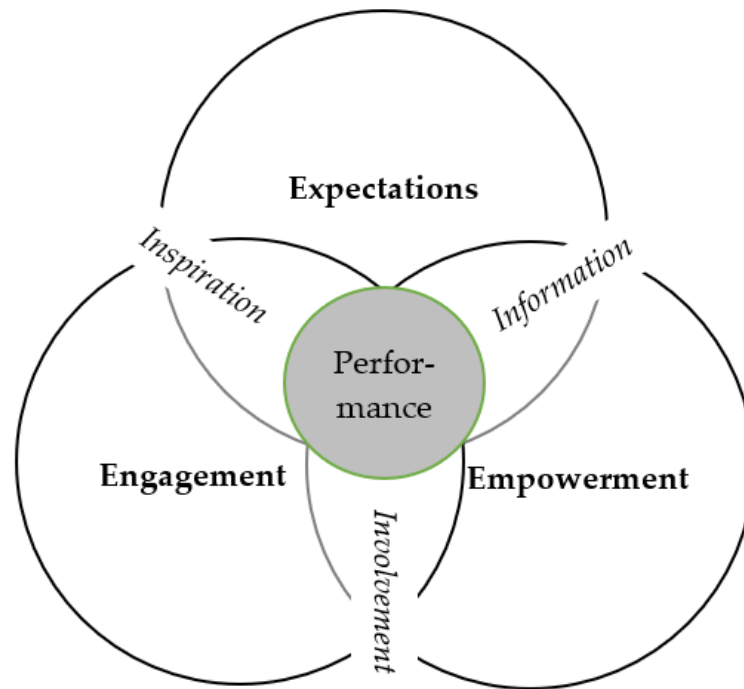
- One of the realities of long-term remote working and 'isolation' seems to have been a gradual fragmentation and 'unplugging' from the organisation's mission, purpose and values.
- Of course, this makes sense because part of the ongoing culture is the 'being there and living in it'. No matter how good a manager has been (and how much the company has communicated the bigger picture to the folks at home), remote working is, by definition, disassociated.
- This session is designed to help you in supporting your people to re-engage and plug back in...
- It is time to 'lead the narrative' again!

We will be exploring:

- What is the culture and how do you explain it?
- How can we make culture more tangible and less mysterious?
- How can we reassociate to the culture... or use this time for a new and improved version?

Current Challenges?

What is the Culture? The 3E Model



- Expectations** Providing clarity, so the people know *what* they are meant to be doing (and *what* is going on!) Keeping them informed.
- Engagement** Keeping people with you and on board. Showing concern for their welfare. Helping them understand the *why*. Involving and inspiring the organisation.
- Empowerment** Developing the people and the organisation, providing resources and instructions so that they know *how* to do the job and can get on with delivering it. Investing in the people.

Examples of Imbalance

When an organisation focusses on **Expectations** over and above **Engagement** and **Empowerment**, there are consequences. May get some short-term compliance but low commitment.

Examples:

- Google cutting salaries of remote workers. Other companies looking to do the same (and for hybrid workers).
- Amazon targeting pickers/packers and drivers with increasingly unreasonable workloads. (The target paradox: Target set and people push to achieve... so target is raised and people have to cut corners in order to meet them.)
- Profit/shareholder driven: Needs are only being met one way. (Imbalance of needs).

Creates a counterculture of distrust, dissatisfaction, lying and potentially illegal/ethically dubious behaviour. Higher staff turnover, longer term performance drop, complaints, loss of custom (due to poor service), impact on reputation as employer.

Exploring Layers of Team Culture: Purpose and Service

Here we are using a model known as ‘Logical Levels’ created by Robert Dilts to explore the layers of team culture and to establish connections, distinctions and synergies (i.e. where you can utilise differences to produce results).

Level/Layer	Definition Question
Spirit/ Purpose	Who are we here for? Who are we here to serve?
Identity	Who are we?
Beliefs & Values	Why do we do what we do? What do we believe in? What is important to us?
Capability/ Skills	How do we do what we do? What are we good at?
Behaviours	What do we do?
Environment	Where and when do we do what we do?

Internal & External Aspects of the Logical Levels

Level	“In-Side” (Internal eyes)	“Out-Side” (External Eyes)
Spirit <i>For Whom?</i>	Common vision between staff Internal partnerships	Published Company Vision Corporate Social Responsibility Partnerships Customer satisfaction and loyalty
Identity <i>Who?</i>	Collective of people Culture: paradigm – what is true of this organisation? E.g. “We are competitive.” Purpose	Company name, brand, logos, image, mission statement. Generalised public experience of individual staff members/representatives of the organisation. The face of the organisation (e.g. Branson = Virgin)
Beliefs/Values <i>Why?</i>	Culture, rules, policies Motivation Staff satisfaction (e.g. surveys)	Published value statements, policies Advertising/promotional material, brochures. Strap-lines, slogans Customer satisfaction surveys
Capability <i>How?</i>	Memory, imagination, knowledge management, innovation, skills, abilities, knowledge Systems, procedures, training, induction Performance, competency framework, objectives, plans, goals Resources, workforce, time, money, power, authority, tools, technology, IT	Customer service Effectiveness in marketplace Published/written procedures What is offered: product, service.
Behaviour <i>What?</i>	How people treat each other What people talk about What people do to try to get what they want Implementing action points/plans	Publicly visible actions, reactions, responses, interactions. Reducing/increasing prices. Releasing new product/service Delivering the service.
Environment <i>Where/When?</i>	Décor, reception, canteen, physical surroundings, buildings, atmosphere, space	Marketplace, geographical location, competitors, suppliers, customers, potential customers, partners and potential partners.

Cultural Drivers, Focus and Orientation

What is the primary driver of the company?

Results Focus	Stakeholder Oriented <ul style="list-style-type: none"> • In business to make money/ reduce cost. • Delivering to shareholders/ owners for financial returns. • <i>E.g. financial institutions, some retail companies.</i> 	Cause Oriented <ul style="list-style-type: none"> • In business to achieve an outcome. • Driven by 'what is right' or 'needs saving' or 'helping a group'. • <i>E.g. charities, ethical lawyers.</i>
Relationship Focus	Staff Oriented <ul style="list-style-type: none"> • In business to enhance welfare, wellbeing and development. • Staff engagement and social responsibility • <i>E.g. co-operatives.</i> 	Customer Oriented <ul style="list-style-type: none"> • In business to serve, delight and keep the customer happy and loyal. • Based on brand and reputation. • <i>E.g. restaurants, hospitality.</i>
	'Internal' Priority	'External' Priority

Each driver orientation has pros and cons, and of course, every organisation has more than one driver... but in what order? Is the customer always right? Will the organisation back a member of staff above a customer complaint? Are staff considered a cost to the business? Is the cause greater than the people? Are the staff treated as individuals or as part of the system? Do some colleagues act aggressively and then say: "Nothing personal, it was just business!" Is it more of a 'company' (of companions) or a 'machine' (of systems and output)?

Results Focus	Stakeholder Oriented <ul style="list-style-type: none"> • Pros: Financially rewarding, competitive, exciting. • Cons: Lack of welfare, wellbeing and work-life balance. You are only valuable if you are performing. Can be cut-throat/ruthless. 	Cause Oriented <ul style="list-style-type: none"> • Pros: Making a difference, feel-good factor. Part of a movement and working with people who have similar beliefs/values. • Cons: Cause can become an excuse for pressure and bullying (you are either with us or against us, if you believe in the cause, you'll stay late). Some charities can be well-intended but without business skills... i.e. disorganised! They expect everyone else to believe in the cause.
Relationship Focus	Staff Oriented <ul style="list-style-type: none"> • Pros: Feel supported, nurtured and cared for. Development opportunities. Staff satisfaction, happiness and wellbeing. Engagement. • Cons: Can be 'over-nurturing' (smothering in cotton wool). Less individual responsibility. Everyone too 'nice' to get be assertive, make difficult decisions and get the job done on time. Conflict avoidance. 	Customer Oriented <ul style="list-style-type: none"> • Pros: Happy customer is a customer more likely to return. Mistakes taken seriously. Responsive to the market. Use feedback and complaints to improve systems. • Cons: As customer service improves, customer expectations rise... a never-ending cycle. Hard to please all the people all the time. If the customer is always right, where does that leave an aggrieved member of staff?
	'Internal' Priority	'External' Priority

WHO STOLE MY PIE?



How to manage priorities, boundaries and expectations

Joe Cheal

SOLVING IMPOSSIBLE PROBLEMS Second Edition



Managing Paradox & Tensions in Business

Joe Cheal

Driving Your Destiny



Taking Control of Your Career and Living Goals

Joe Cheal

the MODEL presenter



Developing Excellence in Presenting and Training

Joe Cheal & Melody Cheal

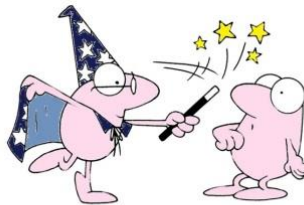
THE LITTLE BOOK OF RESILIENCE



Joe & Melody Cheal

THE LITTLE BOOK OF PERSUASION

UPDATED



Joe & Melody Cheal

The Relationship Dance



A Guide to Loving Gracefully

Joe & Melody Cheal

Becoming Happy!
Lessons from Nature



Melody Cheal

Imaginarium?

An imaginarium is a place of wonder... a safe place to learn...
to test out and develop practical ideas for application 'back in the real world'.

Imaginarium Learning & Development is a consultancy that specialises in inspiring the imagination and potential of organisations, leadership, management and individuals through OD, L&D and Executive Coaching.

Since 1993, we have worked with a wonderful collection of companies, always seeking to work in partnership... enhancing the profile of leadership, learning, training and development in our client's organisation. As well as leading the market in our specialist fields, we are serious about continuous improvement and ongoing learning, keeping up to date with leadership, management and HR issues. Each key trainer has over 20 years training experience and has worked with over 10,000 people from a range of industries and cultures.

Our aim is to provide flexible, high quality training and learning solutions to all of our clients. Our mission is to oil the wheels of development... making life easier for people in a time of ever-increasing complexity... engaging and empowering people to be the best they can be...

Courses

Imaginarium Learning & Development offers a range of L&D consultancy services including needs assessment, design and provision of training courses. Courses can be adapted from a half-day to two-days in length and many topics can be presented as short 'spotlight' sessions.

WELLBEING & MENTAL HEALTH

- Coping with Change
- Dealing with Pressure
- Positive Mental Health Toolkit
- Resilience: Developing the 'Bounce Back' Factor
- Staying Positively Happy
- Stress Management
- Wellbeing: Staying Psychologically Healthy

LEADERSHIP DEVELOPMENT

- Change Leadership
- The Complete Leader: Inspirational & Practical
- Delegate!
- Feedback for Effectiveness
- Developing People: Leader as Coach
- Having tough conversations
- Leadership in Action
- Managing People Successfully
- Making Meetings Work
- Motivate!
- Project Leadership
- The Supportive Manager
- Team Building and Development

PERSONAL IMPACT

- Career & Profile Development
- Innovation: Getting Creative
- Making Your Life Work 4U: Confidence
- Networking Skills
- Personal Power
- Time Management
- Understanding/Managing Unconscious Bias

IN FRONT OF THE AUDIENCE

- Advanced Presentation Skills
- The Essential Presenter
- Persuasive Presentations
- Train the Trainer

EXECUTIVE DEVELOPMENT

- Advanced Negotiation Skills
- Becoming a Mentor
- Strategic Change Management
- Making NLP Work
- Organisational Development
- Organisational Politics
- Troubleshooting: Problem Resolution
- Working with Transactional Analysis

RESULTS AND RELATIONSHIPS

- Assertiveness: Clarity and Focus
- Building Partnerships
- Conflict Resolution
- Customer Care
- Dealing with Difficult People
- Delivering the Message: Communication
- Handling Conflict in Meetings
- Influence and Persuasion
- Magic of Mediation
- Negotiation Skills
- Understanding Personalities

HR SKILLS FOR MANAGERS

- Appraisal
- Capability & Disciplinary
- Controlling Absence
- Dealing with Poor Performance
- Dealing with Bullying and Harassment
- Introduction to Counselling
- Interviewing Skills

CERTIFICATIONS

- Coaching Diploma
- NLP Business Diploma
- NLP Practitioner
- NLP Master Practitioner
- NLP Trainer's Training



Imaginarium

LEARNING & DEVELOPMENT

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