

Culture – the missing ingredient in strategy acceleration and transformation

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Welcome

Where are you joining us from today?



Let us know
in the chat!

What we will cover

Demystifying culture and what is required to shift it

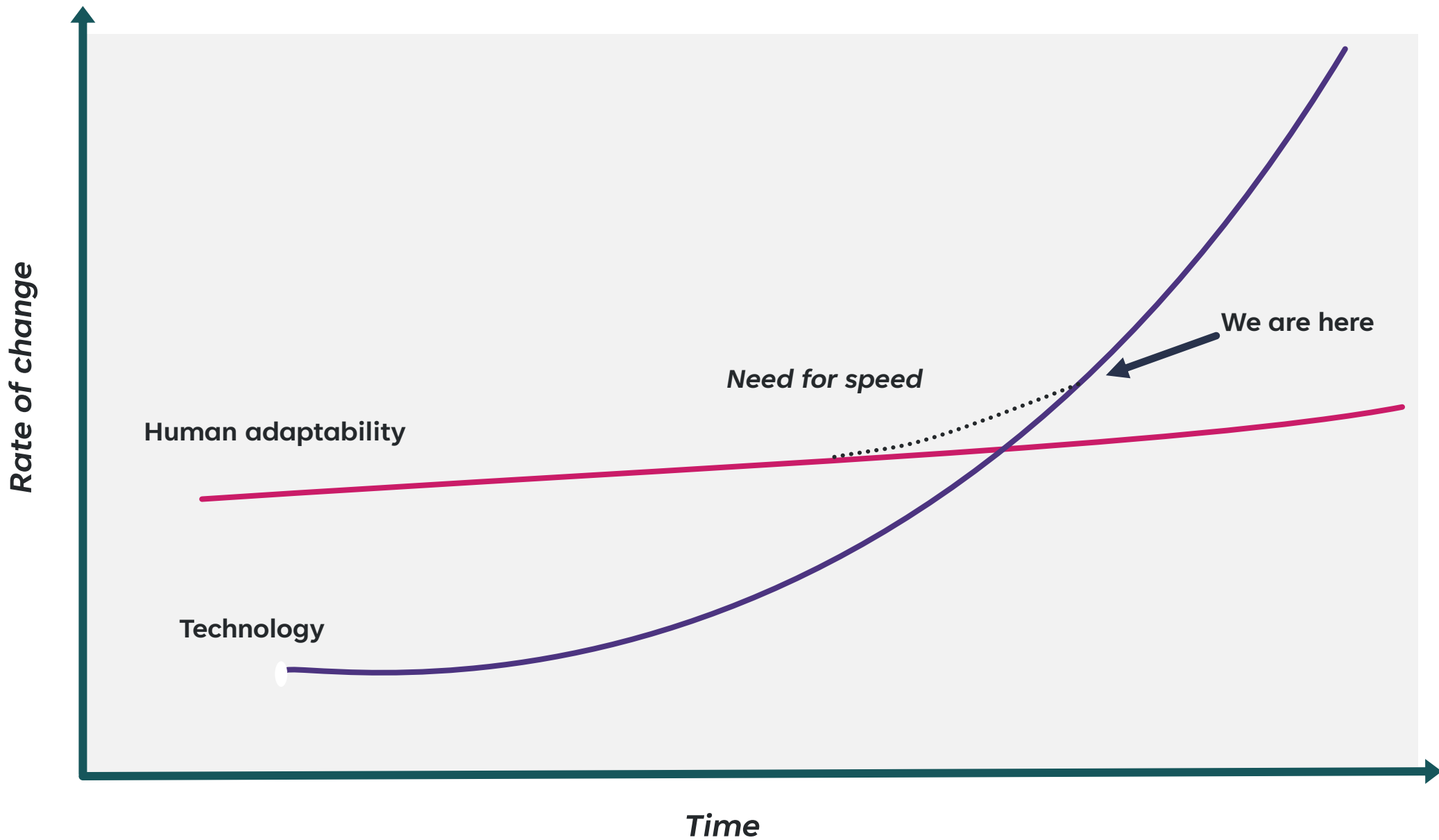
Exploring **six common pitfalls** and **uncommon sense moves** to do instead based on our experience and research

Q&A – submit questions throughout!

Outcome

Share what we have learned about intentionally shifting culture, the biggest pitfalls to avoid and what to do instead.





ONE WAY
DEPT OF TRANSPORTATION


ONE WAY
DEPT OF TRANSPORTATION

ONE WAY
HEROES

We address culture in the context of strategy from purpose to direction to action.

BTS Culture/Strategy Pyramid™



An aerial photograph of a large, swirling ocean current or eddy. The water is a deep, dark blue, and the current is a lighter, turquoise color, creating a distinct circular pattern. The current's surface is turbulent, with white foam and churning water. The surrounding water is calm and dark. The text "Culture is like a current." is overlaid on the right side of the image in a white, sans-serif font.

**Culture is like
a current.**

Culture can seem theoretical, so we break it down into its essential elements to consider and intentionally change.



So What?



The traditional
playbook of moves
has proven insufficient



We will share the
common pitfalls, and
what to do instead

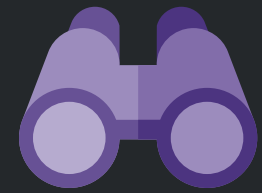
What's critical to shifting culture?



Get clear on your
starting point



Align on where
you want to go



Focus on the
right things for
meaningful
progress



Poll: Let's hear from you

Where is your organization most stuck?



Get clear on your starting point



Align on where you want to go



Focus on the right things for meaningful progress



Get clear on your starting point

Pitfall 1: tackling symptoms, not causes.

Spending a disproportionate amount of time defining where to go.

Assuming we understand where we are today from surface level indicators.

Uncommon Sense Move 1: Get to the why beneath the why

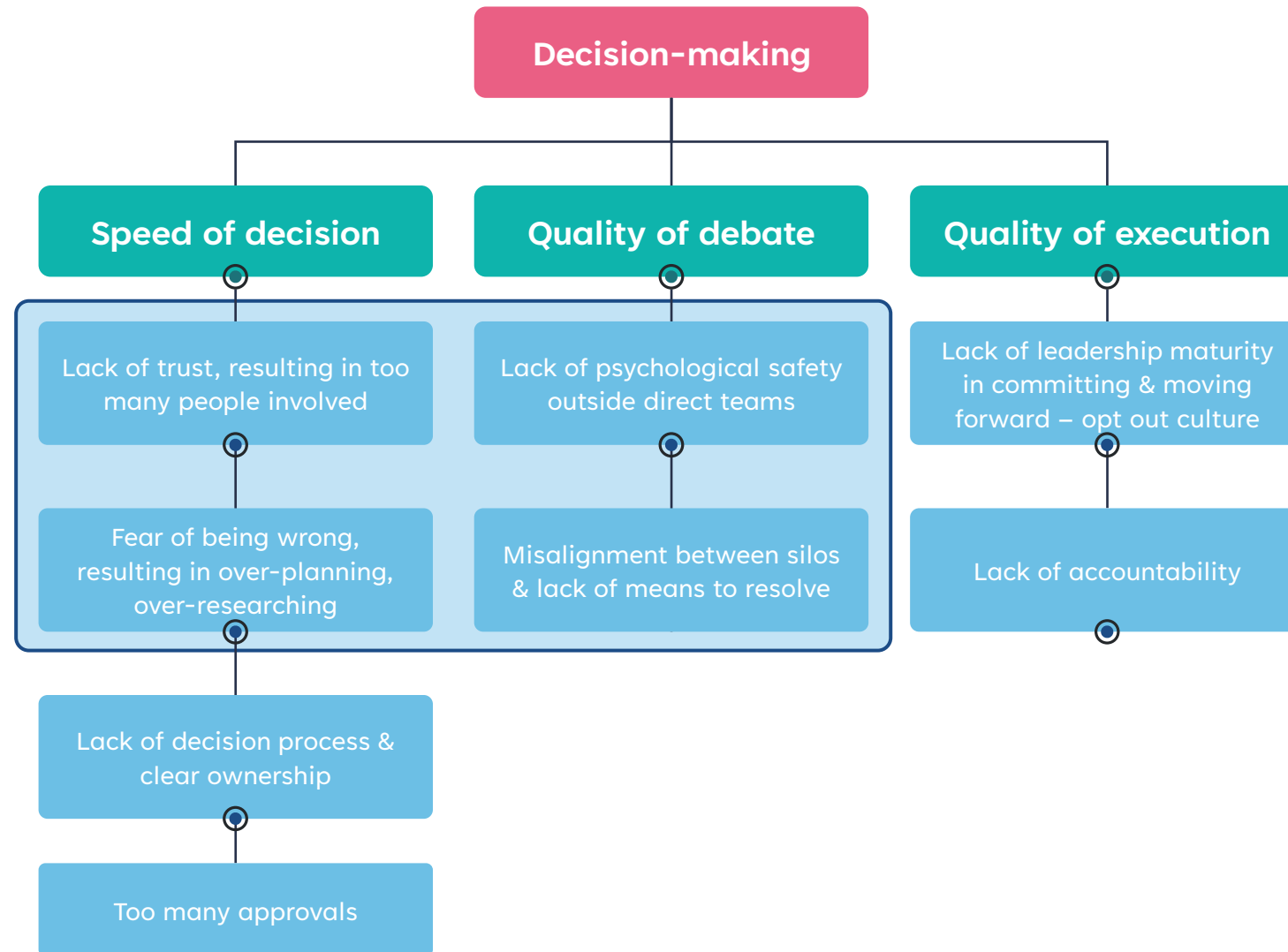
What to do instead?

- Go beyond buzz words. Spend time going deep into how culture is showing up today in beliefs and ways of working.
- Identify the root causes that, if addressed, will have an outsized impact on the overall culture transformation.

Example: Exploring Decision-making obstacles

Where it manifests:

Stated root causes:



Sources: 50 interviews,
55 people in 10 virtual focus groups



Align on where you want to go

Pitfall 2: Defining future culture in an ivory tower

Defining the future aspirational culture is often determined by the executive team alone, leaving out voices and perspectives across the organization.

Uncommon Sense Move 2: Optimal inclusion from the start

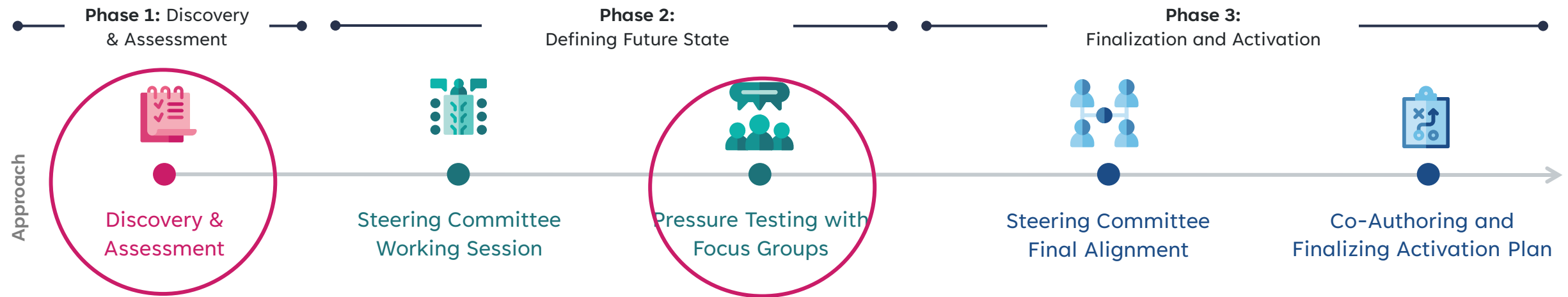
What to do instead?

- **Authorship is ownership.** Intentionally engage various levels of the org (optimal inclusion) from the beginning to accelerate adoption.
- Leverage Senior leaders to set direction. Engage employees to reveal real obstacles and define the “how” in their context.

We intentionally engage different levels of the organization as authors to build ownership for the change.



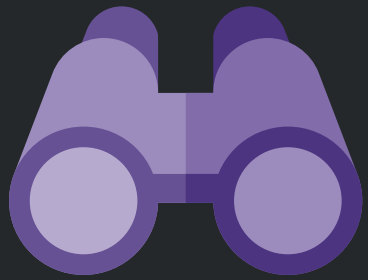
Example: Optimal inclusion at various stages of future culture definition



STOP!



**If you have made it this far
you are just getting started...**



**Focus on the right things for
meaningful progress**
Where the real fun (work) starts...

Pitfall 3: Relying on individuals and volunteer champions to own the change.

Enlisting an army of volunteer champions to own the culture change.

Focusing on individual development efforts for the rest of the organization.

Uncommon Sense Move 3: Tap into the social capital of groups and credible influencers

What to do instead?

Engage established groups and credible people in the business as a support mechanism for adopting new ways of thinking and working.

Pitfall 4: working against, rather than with, resistance.

Directing attention to “overcoming” resistance and focusing attention on those who already support our culture aspiration.

Uncommon Sense Move 4: Treat resistance as engagement

What to do instead?

- Seek to understand resistance as data to help inform where to focus and what ‘elephants’ to address up front.
- Be careful about over-indexing on people who support a change. Doing so may cause you to miss out on a vital feedback loop.



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The Reason For [Transformation Initiative] failure: It's All About The People

Bernard Marr Contributor @

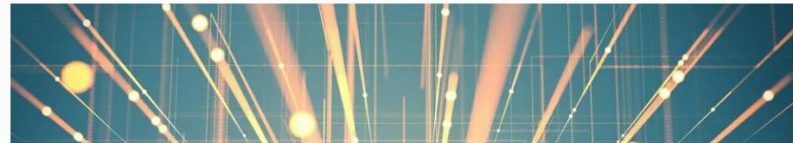
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Mar 24, 2023, 03:23am EDT

In my experience, there are two serious mistakes that many business leaders make when they start thinking about digital transformation.

Firstly, believing that it's a process that an organization begins, then goes through, and then comes out of the other side in a "digitally transformed" state. The second is that it's all about technology.



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Pitfall 5: Over indexing on one change lever

Assuming a process, system or structure change will force a culture change.

Trying to shift mindsets and behaviors without supporting operating habits and structures.

Uncommon Sense Move 5: Shift operating habits, behaviors and structures together

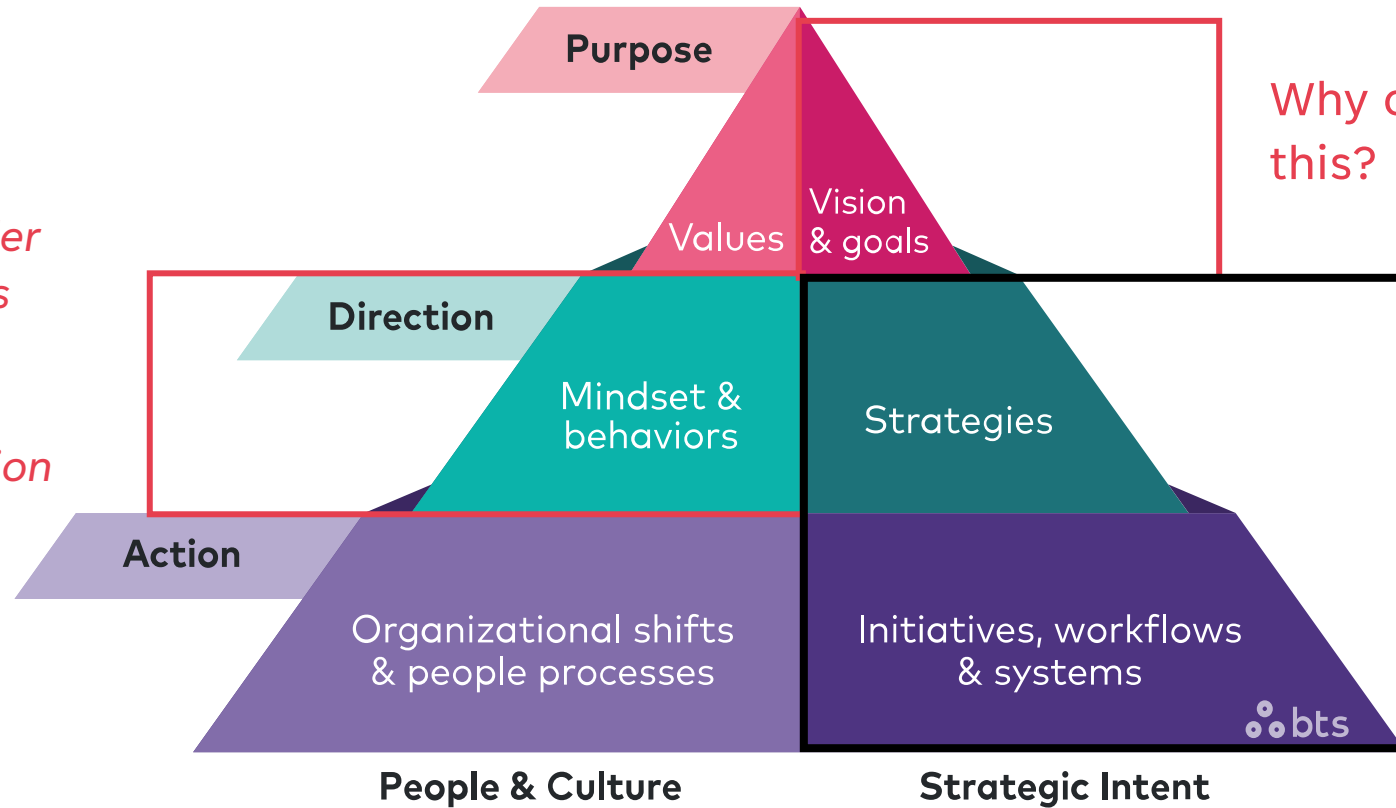
What to do instead?

- Focus on consistent daily operating habits that signal something is different and the supporting mindsets/behaviors to uphold them in tandem with structures and processes.

Example: Implementing Agile Operating Model and expecting culture to shift alongside it

What they missed:

- *The role of the leader completely changes*
- *Empowerment*
- *Coaching*
- *Ruthless prioritization*
- *Outcomes versus outputs*



Why are we doing this?

What they did well:

- *Agile org structure*
- *Sprint processes*
- *Agile artifacts*
- *OKRs*

Pitfall 6: everything, everywhere, all at once.

To expedite impact, organizations will try to tackle all efforts at once, overwhelming the organization and ultimately stalling meaningful progress.

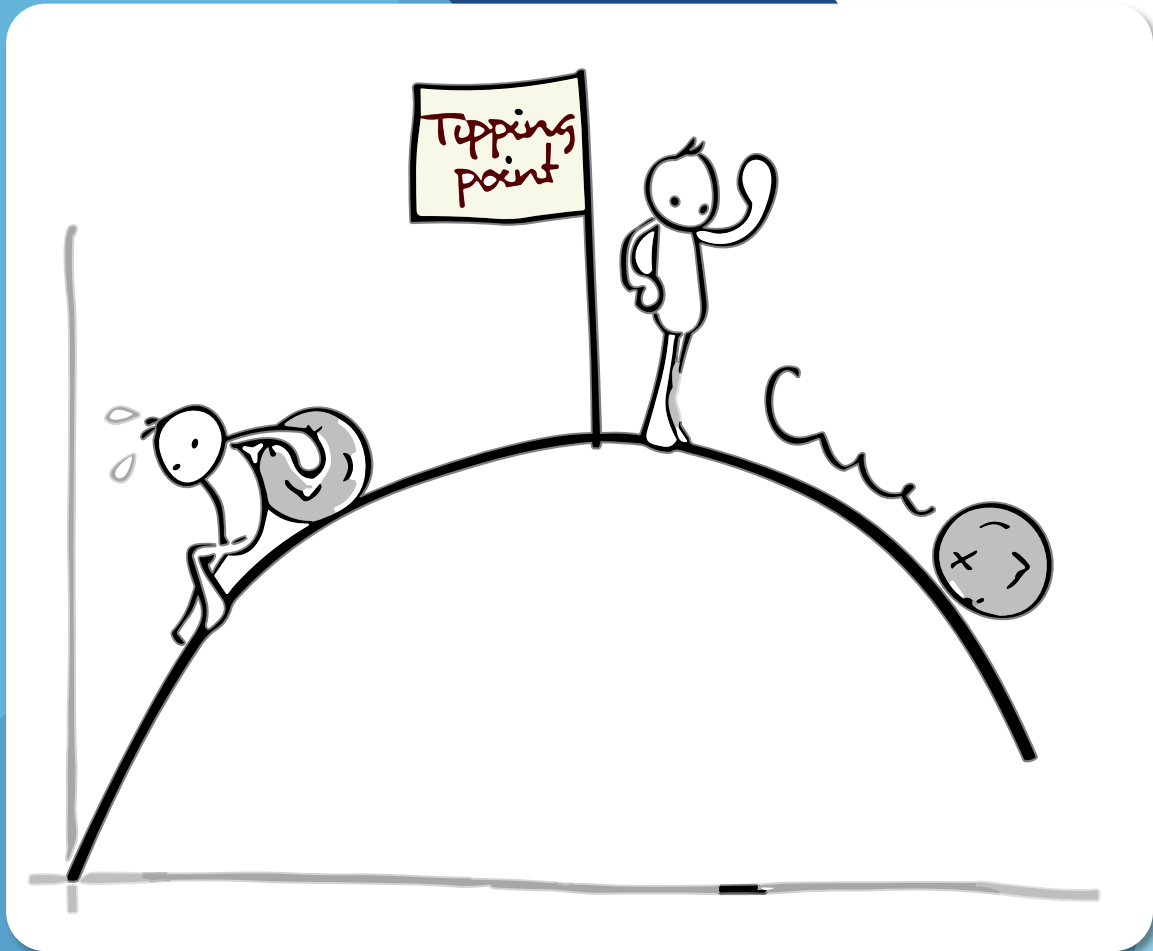
Uncommon Sense Move 6: Prioritize, practice and iterate

What to do instead?

- Prioritize the most critical shifts that will have outsized impact first.
- Get a lot of people focusing on shifting one thing and practice and iterate, learn and adapt.
- Doing so enables acceleration towards a tipping point by focusing on small wins and what the org can digest.

We form a structure that harnesses collective effort & creates a tipping point embedding real change

...we call them *Sprints*



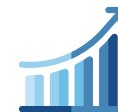
Identify the mindset, process or way of working that will make the biggest difference



Makes changes practical



Forms a **social support network**



Measures progress quickly, learning as we go

Small changes deliver a tangible impact

2000

People in 8 weeks

21 → **18**

Avg. hours in meetings

6 → **5**

Avg. people in meetings

56% → **69%**

Reported
'Effective decisions'

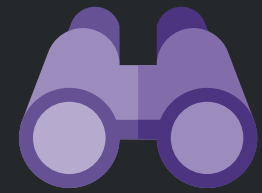
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progress

Six pitfalls and what to do instead

Pitfall	Uncommon Sense Move
1 Tackling symptoms, not causes.	Get to the why beneath the why
2 Defining future culture in an ivory tower	Optimal inclusion from the start
3 Relying on individuals and volunteer champions to own the change	Tap into the social capital of groups and credible influencers
4 Working against, rather than with, resistance	Treat resistance as engagement
5 Over indexing on one change lever	Shift operating habits, behaviors and structures <u>together</u>
6 Everything, everywhere, all at once.	Prioritize, practice and iterate



Poll: Let's hear from you

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6 Everything, everywhere, all at once.	Prioritize, practice and iterate

Which uncommon sense move resonated most?

Q&A

Strategy made

personal

