

In Great Company – Unlocking the Secrets of Cultural Transformation - A Human Synergistics Publication

Key Findings

1. Reflexivity: the capacity to become aware of oneself in relation to others. 66% of leaders have a mismatch between how they describe themselves and how on average others describe them. If you can tolerate this discomfort / shock long enough to resolve the “cognitive dissonance”, then transformational behaviour change is possible.
2. CEO and executive team have to sponsor/champion the change; they have to walk the talk and be visible. They have to demonstrate a personal commitment to changing their own behaviours and model the behaviour styles needed in the new culture.
3. **CEO and executive team support is critical along with having change agents – both internal and external of the organization. This cannot be said enough and is probably the most critical factor in culture change.** Importance of modeling as well and championing the change. It is also ok to stumble sometimes; no one needs to be perfect and this shows others the human side.
4. Changing behaviour is hard, but doable if people commit to it.
5. Continuously reinforce and reward the behaviours that support the new culture; not the old one.
6. Importance of effective internal communications. Listening to and respecting all employees are key change management skills.
7. Corporate culture cannot be mandated from the top; but rather, it emerges from the shared experiences of those living in it.
8. A critical mass of organizational members must be involved and most must undergo personal change, particularly those who are the visible leaders.

9. Valid data and surveys i.e. OCI, is important, but it is critical that feedback be given back to the employees in a timely manner.
10. Leaders who don't buy into the new behaviours, after been given a chance to adapt, must go.
11. Good activity idea: employees were involved in small groups and they were asked to list "5 things management can do to develop the culture" and "5 things employees can do to develop the culture". Listening to employees can lead to informed-decision making and responsible actions.
12. Importance of creating a common change language over time to ensure a common understanding.
13. Leaders committed and agreed to "calling the line" or "calling the colour" when they observed behaviour that was more on the defensive or aggressive side instead of on the constructive side.
14. 'Learning how to learn' and building the capacity for conducting successful ongoing change. Three parallel processes that need to run simultaneously to achieve transformational change: Leading, Engaging and Redesigning.
15. Make high priority leadership development and invest in employees. Make leadership development a discipline so that leadership development becomes par of everyday culture – a mindset and a way of behaving.
16. The mindset shift is a transformation in consciousness on the part of the executive leaders and others in the organization. As the executive leaders' commitment and belief increase so do the Constructive norms and values of the organization.
17. Constructive cultures assist organization to survive and thrive in an environment of continuous, complex and unpredictable change. They are capable of higher levels of innovation and creativity, which are vital to future strategic success. Companies that build in the capacity to continually reinvent themselves will survive and thrive in the future and also contribute to shaping a future fit to live in.

18. Constructive cultures promote “satisfaction” behaviours instead of “safety” behaviours that are generated with defensive/aggressive cultures.
19. Don’t take your foot off the gas – Attention always has to be given to culture to maintain a Constructive culture; if not, it tends to slip back to the old defensive/aggressive culture.
20. Continue to measure culture every 2 years.
21. LSI and LSI 360 are good tools to use to bring awareness and desire to change behaviours as it shows the disconnect between how we see ourselves versus how others see us and it shows us our impact on others.