

Inside Organizational Culture: *Preparing to Change it and Make it Work for You!*

From Diagnose of the Current Culture to Breaking Free to Your Future Desired Culture

Organizational Culture Coaching and Consulting

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Do you know the impact your organizational culture is having on your success in executing your strategies?

How many of our organizations are making changes & believing that these changes will be executed as is expected? I work in the world of organizational & leadership culture. I know that many of our “Triple P” approaches to changing policies, procedures & processes are not always executed or even long-lasting. The question is: How is your current culture able to support these changes? How do you and others know? If not, what should your organizational target culture need to become?

Actually, the more fundamental questions are: ***Do you even know what your organizational culture is? Would others agree? Do you know how effective it is at worst, causing undercurrents which challenge “the way we do things around here”?***

You may ask what is culture?

Culture includes all aspects of an organizational environment. It is about each employees’ total life experience (their core values, beliefs, worldviews and mental maps) combining with others in the organization to create the current culture. It is an amalgamation of these life experiences, combined with the enormous impact of the leader’s influence on the organizational culture and includes the following aspects:

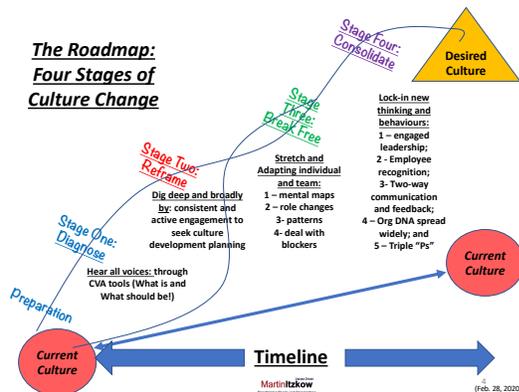
- *The leadership team culture and its overall style that permeates the workplace;*
- *The values and beliefs that all people have from their life experience that they embrace in the workplace;*
- *The levels of organizational dysfunction, disorder and negative energy as identified as organizational entropy;*
- *Those workplace policies, procedures and processes, relationships, and expectations that create the workplace; and*
- *All the organization’s stories and interactions that people regularly exchange, that they tell new employees in powerful integrative messages; and*

There are two reasons why you want to look at your culture:

1. Your **current culture** seems to be positive and the organization is resilient, but you now want to create one that will best support the accomplishments of your organization, and its strategies. Understanding your culture is the critical first step in determining what to keep or what to change;
2. You may already believe or others have told you that you have **blind spots**, and that **your culture maybe damaged and hindering** your success. You may want to take steps to understand why? Damaged organizational cultures are characterized by any of these “lived experiences”, including **negativity, complaining, resistance to change, underachieving, less than positive relationships,**

leadership that fails to respect and honour people, the low contribution of employee discretionary energy and investment in the organization, and high turnover or burnout. This is expressed a measure of your organizational “Cultural Entropy”.

In my **“Roadmap of the Four Stages of Culture Change”**, the first stage is diagnosis and requires a values-based and driven culture audit. (survey and engagement)



Just as there are many ways to plan and execute a strategy, there are many ways to plan and deliver a cultural transformation program too.

My focus is to implement a Barrett Values Centre Culture Transformation Assessment which provides a range of measures to assist you to “see” the current culture, and identify what the desired future culture must be.

The critical element to this process is that you must be willing to hear all the voices in the organization,

which will help amplify their sense of organizational challenges and future opportunities to better their current culture, leading to the target desired organizational culture of the future.

This Culture Values Assessment (CVA)¹ process is based on the following two fundamental principles:

- **“What gets measured gets done (and can be managed)”;**
- **“Cultural transformation starts with individual transformation (especially the leader)”.**

At the same time, it is important to recognize that this process is only a start, and in order grow a desired culture you need to be prepared to work consistently and persistently with your culture over a longer period with everyone.

By measuring the values three ways, you can make the invisible, visible. This is done by collecting the perception of values and behaviours in your organization or team. However, it takes almost no time to set up and measure your culture, but the important part of this “journey” is the way in which you work with the results after the measurement and how the results are shared.

There are five basic steps for using the CVA and working in a practical transformation process. This process starts with conducting a Culture Values Assessment, and ending with creating a Culture Development Plan. This plan will weave the future desired culture into the organizational day to day decision making and behaviours (Triple “P”).

The critical process is that leaders spend the time and energy to pay attention and respect the voices of all. The result is to bond each and every one through dialogue regarding their perspectives of the deep organizational challenges and seek shared solutions, that are both of individual and collective value to the future desired organization.

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¹ Barrett Values Centre CTT process (U.K.)