



## ORGANIZATIONAL CULTURAL STRATEGIC TRANSFORMATION INFORMATION “A”:

*An organization focusing on  
wellbeing at work; and  
Creating a culture of inclusion and  
belonging;*

### The Barrett Model of Cultural Assessment

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Do you wonder if on the surface your organization might seem that nothing much is wrong, but;

- How alive is your organization’s purpose and core values?
- How is your attention regarding what prevents the organization from finding wellbeing in the workplace?
- How inspired are the leaders and or employees as they reflect how they experience your organization?
- How consistent is the service delivered by your organization across geographies, functions and channels?
- How “connected” is your senior leadership with the front line and client/customer facing employees?
- What has changed during the time of the COVID pandemic and your disruption?
- How much of your core organizational values have been preserved or alternately been eroded overtime?
- What will it mean for you and your organization to return to “normal” or to design a healthier culture for a “New Normal” after the Covid pandemic?



Perhaps you will consider the following experiences and conditions for your organization to thrive and not only survive:

- Your Organizational DNA (core values, purpose and envisioned future) is aligned and reflects the cultural context of the communities in which it serves;
- Current organizational and future scenarios encourage new approaches to ensure that all staff are treated compassionately, with kindness, and is focussed on their wellbeing;
- Creating a culture of inclusion and belonging, from which diversity will result;
- Organizational excitement creates a safe space where ideas are flowing, and innovation comes naturally to all; (errors and mistakes are the basis of new learning)
- Organizational leaders and employees are creatively enhancing the customer/client “lived experiences”;
- Organizational teams are easily adapting to unforeseen circumstances;
- Everyone within the organization will create a collective sense of the ongoing challenges and see shared possibilities for the future, translated into a cultural development plan;
- Organizational leaders work and are successfully able to cultivate and nurture a **shared vision of success** for all;
- Organizational employees are learning, growing, and most importantly bringing their full selves to work in support of the organizational purpose;

All organizations are value driven. However, the culture of your organization is not always conscious, or may not be accurately be perceived as a shared reality by all.

It is about identifying core organizational values, beliefs, and assumptions, and their artifacts that should be guiding the everyday organizational life. This is accomplished by creating a climate where all people learn, thrive, and come to their senses to do their very best together.

### **Why Culture and Core Values Matter in Strategic Transformation of Organizations?**

- We value what we need and what motivates us;
- When life conditions change, the priority of our values and purpose (our motivators) also changes and can be life enhancing or life depleting;
- When these conditions change, the impact on organizational performance and its outcomes might be negatively impacted;

Organizational transformation creates the opportunity for your organization to create an awareness or an insight about the current core values that characterize your organizational culture today. Most importantly, are your current core values becoming the **“lead indicators”** to determine your capacity to strengthen the desired organizational “lived experiences” which are required to thrive?

It is also important that once leaders and employees have a deep understanding of their own surrounding “lived or not lived” core values through “lived experiences”, they are then able to make a more conscious effort to make wiser decisions.

The way we humans choose to act is governed by our personal core values. Our organization's ability to develop further is therefore affected by the overall driving force that individuals' and organization's values give rise to. Cultural transformation happens when people in the organization become deeply aware of others' motivations and are able to align organizational strategies and intentions in a collaborative way.

This process is both evolutionary and emergent. It unleashes the best of what can be, both individually and collectively.

### **What is a Cultural Assessment of an Organization?**

When conducting a cultural values assessment, the intention is to add new knowledge, wisdom and insight about the organization and its core values. Most importantly, it is about how this assessment leads to the "lived experiences" of both leaders and employees, both positively and negatively.

It is about which values people in the organization believe characterize themselves, as well as the current organization, and what they require of the future organization.

By applying this organizational cultural assessment, the following will be achieved:

- The organization will understand what motivates its leaders and employees;
- The organization will be able to diagnose what is and is not working for the organization now;

- The organization will be able to constructively understand and then take action to be more inclusive, increase organizational belonging, and ensure diversity of voices, experiences and communities;
- The organization will discover with everybody a clear path forward, where the intention is for all to contribute openly and honestly to the future.

This is an opportunity for the organization to get a clear picture about what the leaders and the employees care about, enabling you to focus on how you keep your leaders and employees passionately engaged, so they would say “I’m performing at my very best.”

This *Barrett Model* cultural assessment flags the gaps between your current and optimal culture, highlighting any conflict, friction, frustration, dysfunction, disorder, or negativity in your organization (stress inducing values and behaviours). It will provide an entropy score, which provides both a score for the healthy part of the culture, as well as the unhealthy part of the culture. In essence, this process of identifying your organizational entropy, acts as a **“stress test”** to emphasize what is not working well for the organization, and what will be better if this entropy is diminished together.

The Barrett Model has perfected the tools for assessing organizational, and or group core values, and for using that data to **force a targeted, measurable path towards optimal culture, (stress reducing values and behaviours)** one that’s

good for people and ultimately organizational impact. These tools are recognized for measuring and making visible culture and values of the organization.

The resulting cultural assessment report will provide a number of insights into the culture of the organization from various perspectives, including the organizations performance metrics, employee experience, and the impact to help guide his long-term success.

There are three areas of focus within the cultural assessment and they include the following:

**1- PROCESS:**

- *Finance and effectiveness* highlight the fiscal health and performance through the values that reflect organizational growth, key performance indicators, and client satisfaction;
- *Agility and innovation* reveal an organization's ability to adapt all the processes, products or services, and perhaps a new way of thinking;

**2- PEOPLE:**

- *Trust and engagement* relate to employees having opportunities to work together effectively, to build mutual confidence, and to develop a sense of ownership and empowerment;

- Employee well-being shows the extent to which people feel supported, equipped and treated fairly within the organization;

### 3- PURPOSE:

- Direction and communication depict the degree of clarity and focus on the organization's envisioned vision and purpose, as well as how information is communicated and shared;
- Sustainability and linkage to the community illustrates organizations efforts on the long-term impact to contribute to the greater good of community;

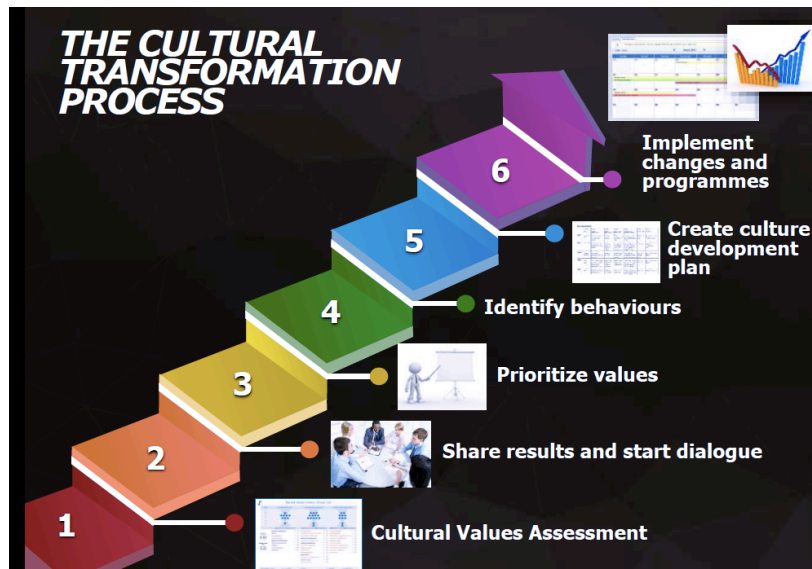
### **Here are a number of important questions to consider when conducting this cultural assessment and will be answered by this assessment:**

1. *What are the shifts in personal values, and the relationship of these personal values to current and desired organizational culture?*
2. *What is the current employee and leadership organizational life "lived experiences"?*
3. *How healthy is the current culture and what is required for organizational health for all to be even healthier?*

4. *What is needed for organizational life to either recover and or thrive in the future?*
5. ***What are the new directions (concerns have shifted) for the organization to take, which become the significant directions to plan, pay attention to, and correct or troubleshoot to achieve cultural goals?***
6. ***Are there different priorities for culture change between leaders, employees, and different parts of the organization?***
7. *Are we on the right track? What does this look like?*
8. *What are the shifts that are required for the focus areas of Process, People, and Purpose?*
9. *Where is the current organizational energy now and what energy is required for the future?*
10. ***What is the confidence level in the current organizational culture and its directions?***
11. *What questions are being asked by employees about the future of the organization?*
12. ***Do we return to our “normal” or have the opportunity to create a “New Normal” when we create our cultural development plan?***



## What are the stages of the organizational culture transformation process?



## Unique aspects of this organizational culture development which are fundamental to this cultural development process:

1. There is a focus on *three areas* where organizational culture transformation will take form, 1- **namely the leader**, 2 - **the leadership team** and a 3 - **team of culture champions (peer to peer engagement)**. These culture champions volunteer from within the organization, and reflects those who are recognized for living the organization's core values.
2. The organization culture development plan (CDP) is an important role for the **culture champions to assist in its development, support and lead the long-term staff engagement** by considering the results of the cultural assessment.

3. The development of the organizational CDP is based on the **analysis provided of the cultural assessment, and the staff engagement processes.**
4. The practical benefit of the organizational cultural assessment is to create a **baseline comparing and contrasting organizational leadership/management, and a range of organizational demographics categories of programs and services, different geographies, and organizational administration and core services.**
5. This process leads to conversations and organizational development regarding organizational *honesty and ethical behaviour* focusing on themes of ***Honesty in Identity, Organizational Justice in Accountability, Transparency in Governance, and Unity Between Groups.***

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*Martin Itzkow, FRSA is an executive neurobiological coach, and a certified Barrett consultant with a vision to help organizations capture their strategic challenges and the opportunities, which leads to many organizational change processes. Ultimately, the focus of a cultural assessment is for the organization and its employees to seek to be aligned, moving forward together and answering the question of what is working well now, and what will be better in the future for all as a strategic alignment of past, current and future?*

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