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+ Systems & processes
+ Communicate
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“If you align expectations with reality, you will never be disappointed.”

- Terrell Owens

+ Integrated Cultural Transformation Framework
INTEGRATED CULTURAL TRANSFORMATION FRAMEWORK

- Strength of conviction
- Common Language
- Tangible Dashboards
- Collective Energy
- Subtle Elements
- Touch point experiences
INTEGRATED CULTURAL TRANSFORMATION FRAMEWORK

Transforming the culture of an organization involves a well coordinated effort involving multiple elements of the organization's existence - making the intervention efforts into a smooth flow between the Yang (the harder, tangible aspects) and the Yin (softer, intangible elements).

The integrated culture transformation framework presented is a culmination of the various research findings by reputed organizational research scholars such as Edgar Schein, Peter Drucker etc., Culture change applications by practitioners such as Philip Crosby and our experiences in implementing culture change interventions in organizations in industries ranging from Telecom, BFSI, Pharma, Textiles and Not for Profit.

The framework highlights six core inter-connected organizational elements:

(1) **Common Language** that enables a faster communication by creating linguistic short-cuts,

(2) Alignment and **Strength of Conviction** of the Leaders to persist, stay the chosen path and the courage to deepen one's self awareness and readiness to change.

(3) Inspiring and Harnessing the **Collective Energy** of the people across levels by creating platforms for two way channels of communication along with acknowledging & effectively dealing with the resisting energies of the system,

(4) Systems and processes that create **Touch Point Experiences** for people across the stakeholder spectrum - especially employees, customers & suppliers,

(5) The conscious changes in the **Subtler Elements** of symbols, stories and artifacts that are manifestations of the culture as well as those that influence the subtler aspects of the culture.

(6) **Tangible Dashboards** that clearly broadcast the milestones covered in the transformation journey
The transformation process gets its intensity and strength when an organization works with each of these elements simultaneously in an integrated manner. Thus, the primary role of the culture change architect(s) is to bring awareness in to each of these elements and to trigger each of these elements at every stage of the intervention.

Working consciously and simultaneously with each of these six elements is critical in managing the culture transformation intervention, as they are interdependent. E.g., When an employee gets recognized for demonstrating commitment to the new culture, her belief in the Leaders’ conviction gets strengthened as much as the Leaders’ own conviction. The story that gets created is exemplified and repeated thus creating a subtle language that feeds to the Collective Energy of the organization.
Baseline

“Knowing yourself is the beginning of all wisdom.”

- Aristotle

+ Current Culture
+ Desired Culture
CURRENT CULTURE

Before an organization can change its culture, it must first understand the current culture, or the way things are now.

The Leadership team needs to become aware of the culture by acting as an impartial observer and comprehending the nitty-gritty in the system. There is thus a need to capture both the palpable and subtle aspects of culture from the symbols, stories, artifacts, rituals etc.

There are several ways to assess your current organizational culture:

**Culture Walk:** Walk around the building and observe the physical manifestations of culture from space allocated, desk arrangement, bulletin boards etc.

**System & Processes:** Review the policy manual, PMS systems, R&R practices etc. and gather respective touch-point experiences.

**Culture Interviews:** To observe the behaviors and interaction patterns of people and hear what they say about the culture. When employees become the storytellers and speak from their own experience, unedited, the message comes to life.

**Culture Surveys:** To record the employee and leadership inputs in tangible formats in order to make informed decisions for cultural transformation.
DESIRED CULTURE

The organization must plan where it wants to go before trying to make any changes in the organizational culture. With a clear picture of where the organization is currently, the organization can plan where it wants to be next.

*Clarify your initial vision:* Define how you will build a culture advantage by leveraging the value/behavior strengths and improving the weaknesses. Clearly communicate how you will work together to improve the weak areas since they are holding your organization back from realizing your vision.

*Define values and expected behaviors:* Identify the core values that you would like to represent your organizational culture. Check for the compatibility with the current culture. Reason for their existence and lack of existence.

Define supporting behavioral indicators for the desired cultural attributes. These behaviors would consistently reflect your organizational values.

How you articulate your vision, values and expected behaviors will determine what becomes the common language driving the cultural transformation.

*Barrett Values Framework is a Culture Survey tool that records the employees perception of current and desired culture using an exhaustive list of keywords that an employee can relate to.*
What is Barrett Values Framework:

Barrett Values framework is a robust organization transformation tool that guides an organizational transformation agenda by focusing on the connects or disconnects and the aspirations of the people in an organization towards the cultural attributes that they value and that they yearn for.

This model takes inspiration from Maslow’s theory of needs, with an exhaustive examination of the need of self actualization by expanding it further.

It has 7 levels of consciousness, each corresponding with a set of values

How it can help:

- The measure of alignment between personal values and current culture
- The health of the current culture
- A clear understanding of the desired culture through training and development
- Identify areas that need work in order to deliver the desired culture at a systemic and leadership level
- Individual reports for key people that help them understand what they personally need to work on
- The basis for focused action plans to transform the organization in both the “hard” stuff and the “heart” stuff
Cultural Values Assessment

The CVA provides you with detailed understanding of the personal motivations of employees, their experience within your organization, and the direction the organization should be heading.

CVA results can generate deep, meaningful conversations about the purpose, priorities and strategy of the organization and the well-being of all stakeholders.

The CVA provides a road map for achieving high performance, full-spectrum resilience and sustainability.

Leadership Values Assessment

The LVA is a powerful coaching tool for promoting self-awareness, personal transformation, and an understanding of the actions a leader needs to take to realize his or her full potential.

The LVA compares a leader’s perception of his or her operating style with the perception of their superiors, peers and subordinates. Emphasis is placed on a leader’s strengths, areas for improvement, and opportunities for growth.

The LVA reveals the extent to which a leader’s behaviors help or hinder the performance of the organization, and to what extent fear influences decision-making. The LVA also measures the personal entropy and authenticity of a leader.

Individual Values Assessment

How aligned are you with the culture and values of your organization? How well do you connect with your organization and the work you do? Do you think the organization is on the right track?

All these questions and more are answered with an Individual Values Assessment (IVA). IVA also help change architects and executive coaches to see how aligned are the leaders with the organization and if they think the organization is on the right track.

The IVA deepens ones understanding of what is important in ones’ life and what changes are necessary to find personal fulfilment in the organization one is engaged with.
Section 1: Current Culture Values

<table>
<thead>
<tr>
<th>Current Culture Values in order of predominance</th>
<th>Vote</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>commitment</td>
<td>237</td>
<td>5(I)</td>
</tr>
<tr>
<td>teamwork</td>
<td>222</td>
<td>4(R)</td>
</tr>
<tr>
<td>making a difference</td>
<td>194</td>
<td>6(S)</td>
</tr>
<tr>
<td>environmental awareness</td>
<td>168</td>
<td>6(S)</td>
</tr>
<tr>
<td>community involvement</td>
<td>150</td>
<td>6(S)</td>
</tr>
<tr>
<td>cooperation</td>
<td>133</td>
<td>5(R)</td>
</tr>
<tr>
<td>lack of resources (L)</td>
<td>123</td>
<td>1(O)</td>
</tr>
<tr>
<td>responsibility</td>
<td>123</td>
<td>4(I)</td>
</tr>
<tr>
<td>mission focus</td>
<td>116</td>
<td>4(O)</td>
</tr>
<tr>
<td>bureaucracy (L)</td>
<td>114</td>
<td>3(O)</td>
</tr>
</tbody>
</table>

IROS (P)=2x2+1x3
IROS (L)=0x0-2x0

**Top Values**

<table>
<thead>
<tr>
<th>Level</th>
<th>All Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>6%</td>
</tr>
<tr>
<td>6</td>
<td>13%</td>
</tr>
<tr>
<td>5</td>
<td>22%</td>
</tr>
<tr>
<td>4</td>
<td>22%</td>
</tr>
<tr>
<td>3</td>
<td>9%</td>
</tr>
<tr>
<td>2</td>
<td>5%</td>
</tr>
<tr>
<td>1</td>
<td>8%</td>
</tr>
</tbody>
</table>

**Cultural Entropy=20%**

What is shaping participants’ experience?

The Current Culture Values reflect the participants’ perceptions of your organisation and the day-to-day work environment – both the positive aspects of their experiences, and the potential problem areas. In addition to the values types listed for the personal values (IRS) we now also have Organisational type values. (IROS)

**Key Themes from Top Values**

- Dedicated people working together and supporting one another
- Focus on the core business objectives and promoting change for the better
- Helping the local society and being mindful of their impact on the planet
- Rigid operational practices and limited assets

Values Concentration

- In the Current Culture, the top values are distributed in five of the seven levels with concentration at Level 6 - Making a Difference and Level 4 - Transformation, showing that much of the energy is devoted to creating mutually beneficial partnerships both inside and outside of the organisation and employee participation, renewal and development.

- When we look at all of the values, both positive and potentially limiting, we can see that the highest focus for this organisation is at Level 4 - Transformation (22%) and Level 5 - Internal Cohesion (22%). Level 4 represents the willingness of a group to change and be open to input from employees. Level 5 represents the strength and health of the internal community of a group.
SAMPLE CVA REPORT: REALIZING DESIRED CULTURE

Section 1: Desired Culture Values

### Desired Culture Values in order of predominance

<table>
<thead>
<tr>
<th>Value</th>
<th>Vote</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>adaptability</td>
<td>233</td>
<td>4(I)</td>
</tr>
<tr>
<td>teamwork</td>
<td>209</td>
<td>4(R)</td>
</tr>
<tr>
<td>commitment</td>
<td>206</td>
<td>5(I)</td>
</tr>
<tr>
<td>shared values</td>
<td>176</td>
<td>5(O)</td>
</tr>
<tr>
<td>financial stability</td>
<td>174</td>
<td>1(O)</td>
</tr>
<tr>
<td>open communication</td>
<td>164</td>
<td>2(R)</td>
</tr>
<tr>
<td>long-term perspective</td>
<td>156</td>
<td>7(O)</td>
</tr>
<tr>
<td>staff engagement</td>
<td>151</td>
<td>5(O)</td>
</tr>
<tr>
<td>humour/ fun</td>
<td>145</td>
<td>5(O)</td>
</tr>
<tr>
<td>responsibility</td>
<td>143</td>
<td>4(I)</td>
</tr>
</tbody>
</table>

### Top Values

- **IROS (P)=3-2-5-0**
- **IROS (L)=0-0-0-0**

### Level All Values

<table>
<thead>
<tr>
<th>Level</th>
<th>All Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>6%</td>
</tr>
<tr>
<td>6</td>
<td>10%</td>
</tr>
<tr>
<td>5</td>
<td>31%</td>
</tr>
<tr>
<td>4</td>
<td>26%</td>
</tr>
<tr>
<td>3</td>
<td>11%</td>
</tr>
<tr>
<td>2</td>
<td>1%</td>
</tr>
<tr>
<td>1</td>
<td>5%</td>
</tr>
</tbody>
</table>

### Cultural Entropy=1%

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**What values do participants want for their future?**

The Desired Culture Values reflect what participants believe to be important for the organisation to achieve optimum performance. These values provide insights into the direction participants want the organisation to take, possible antidotes to current problems and values that need strengthening.

**Key Themes from Top Values**

- Working together with more involvement in the organisation
- Encouraging fun and open exchanges, and actions guided by a common set of principles
- People showing dedication and taking ownership of their obligations
- Building for the future with a flexible approach and a strong bottom line

**New Values in the Desired Culture**

These are values in the Desired Culture Values list that are not in the Current Culture Values list. They are values that the respondents would like to see implemented in order for your organisation to achieve its highest performance.

There are seven new values in the values plot diagram:

- adaptability
- shared values
- financial stability
- open communication
- long-term perspective
- staff engagement
- humour/ fun
Co>Create

"Coming together is a beginning, staying together is progress, and working together is success."

- Henry Ford

+ Leadership Strategy

+ Inclusion
LEADERSHIP STRATEGY

_A leader is one who knows the way, goes the way, and shows the way._

—John Maxwell

It is leadership that envisions future direction, aligns resources, and motivates the commitment of people toward this common purpose.

A Leadership Strategy can guide that critical process of the organization’s development through connecting leadership toward a common cause of building the new capabilities within the heart of the organization – _its culture_.

Leaders need to create the conditions for the transformation of a culture. Leaders and managers do not change the culture, they merely invite their people to change the culture through day-to-day behaviors.

Now that the desired culture has been identified, the next step in the process of cultural transformation is prioritization of the same in alignment with the long term business goals and tracking key measures.

In order to lay down a platform for inclusion at all levels, leaders need to undertake the following tangible measures:

**Clarify strategic priorities:** The flow of this step would continue from recognition of the initial desired culture leading to defining of the performance priorities, hence identifying the actionable points to enable attainment of the same.

**Define Goals:** Engage and involve the leaders in your organization and define the objectives that support each strategic priority by utilizing their extensive feedback and prioritization. This needs to be done on multiple chains of command for the employees to understand how their goals impact the organization at a macro level.

**Identify key measures of success:** Identify measures of success to support the top performance priorities and develop a tracking mechanism to stay on path.
INCLUSION

Inclusion is the process as well as end result of Cultural Transformation. As defined by Judith H. Katz and Frederick A. Miller in their book “The Inclusion Breakthrough”, Inclusion is “A sense of belonging: feeling respected, valued, and seen for who we are as individuals; and a level of supportive energy and commitment from leaders, colleagues, and others so that we—individually and collectively—can do our best work.”

Any change management intervention requires consistent conversations across levels to provide an employee access to necessary information that would be relevant for him/her. In successful transitions, the conversations happen at primarily four levels:

**Leader to Leader**: This pertains to the leadership team coming together to discuss the manifestations of the change and its impact on the organization as well as the business. More importantly, it also involves deciding what aspects need to be cascaded down the organization.

**Leader/Manager to Subordinate**: Once it has been decided what aspects of change are to be communicated down the line, each leader has two key responsibilities:

i. Cascading it to employee base they are managing

ii. Helping them come up with a plan of action to cascade it further down

**Peer to Peer**: Once there is wider understanding about the change per se, Peer groups become increasingly important to come up with specific actions to drive change effectively.

**Subordinate to Leader**: This involves a combination of large group and small group meetings to understand the overall sentiment, answer questions/concerns, recognize change agents and recalibrate the change implementation process, basis feedback and suggestions.
Develop

Character cannot be developed in ease and quiet. Only through experiences of trial and suffering can the soul be strengthened, vision cleared, ambition inspired and success achieved."

- Helen Keller

+ Leadership Development
+ People Development
+ Systems & Processes
LEADERSHIP DEVELOPMENT

In today's changing environment, Leadership is defined in terms of ability to collaborate, motivate and to manage networks (Teamwork and Co-operation).

Leadership is now more transformational rather than transactional:

• Providing compelling vision and motivating employees to achieve higher levels of commitment
• Taking people where they ought to be, even if they don't want to go there
• Changing the Organization culture

But, Transformational Leadership requires Self awareness and Values driven base.

What works best in aiding cultural transformation is Conscious and convictional leadership.

In the words of Albert Mohler,

“Authentic leadership does not emerge out of a vacuum. The leadership that matters most is convictional—deeply convictional. This quality of leadership springs from those foundational beliefs that shape who we are and establish our beliefs about everything else.

Convictions are not merely beliefs we hold; they are those beliefs that hold using their grip. We would not know who we are but for these bedrock beliefs, and without them we would not know how to lead.”

After the completion of Step A, B & C, we have identified the gaps that we need to bridge in order to transform the culture. The Barrett Values Intervention is followed up by a 2 Day workshop on Action Planning and Leadership Development.

Also, Using LVA (Leadership Values Assessment), an Executive coaching and Leadership development process is designed.- guiding the leaders on how to carry out the transformation exercise apart from enhancing their leadership capabilities.

These Leaders can serve as watchdogs for all systems and processes, ensuring new cultural imperatives are in tandem with vision, attitudes, and behaviors.
Section 8: Summary and Recommendations

John Leader

SUMMARY

In terms of strengthening your leadership style, you and your assessors are both calling for better management of your workload. While you see the need to reduce working hours, your assessors feel that the problem is taking on too much in the first place and setting unrealistic expectations. In addition, people are asking for you to improve your communication with others and show recognition for their contributions. They also feel you could improve how you manage difficult people issues and be more decisive.

John, you are clearly highly driven but it appears that your ambitions are leading you to stretch yourself and others too far. To what degree do the areas for improvement suggested by your assessors resonate with you?

It is interesting that half of the values you selected to describe your leadership style are 'relationship' type values, yet none of these are coming across clearly to others. Your assessors only selected one 'relationship' value for you, which is also marked as potentially limiting, because being too "demanding" can impair relations with others.

The message seems to be that people want you to show more consideration and support for others. How might you do this and what additional help do you need?

Consider also how you might be able to better demonstrate some of your values more effectively in the workplace as these may help to address some of the areas raised by your assessors.

Now that you have seen this report and talked about it with the person who delivered it to you, take some time for appreciation. You have shown courage in stating what is important to you and in inviting people to help you examine how you come across as a leader.

- Reflect on what people have asked you to improve, and look to the strengths both you and they have noted to determine what you can use to develop and deepen your journey as a leader.
- Determine your action plan. What is one thing that you can do today that will be the first steps on your path?
- Find a way to acknowledge the people who have taken the time to help you with this journey. You might tell them about the surprises you found and how their comments have impacted you.
- Share this report with someone significant in your life that supports you and can help you foster some of these changes in your life.
The task of the leader is to get his people from where they are to where they have not been.
— Henry A. Kissinger

The biggest obstacle in any change process is the ‘individual’ itself. A change management process is not as much about changes in systems, processes and policies, as it is about creating the desire to change in individuals and optimally utilize the new opportunities that are going to come their way; it is about getting an employee excited about the change.

Thus, it becomes extremely important to train the people on what is the change in the culture that the leadership envisions, how this cultural change will affect them and what measures they need to take to make sure this change is embedded deep. How the leadership team articulates the desired culture in these sessions will determine what will be the common language that penetrates in the organization and is exemplified in the stories that follow.

Keeping in mind the above paradigm, employee training/education initiatives need to address the following elements (which can happen through group or one on one sessions):

a. Helping employees understand the manifestations of the change which is happening

b. Helping them connect with their own state of mind/attitude towards change and reasons, thereof; setting the path towards Exploration and Rebuilding

c. Helping them leverage their current talents/competencies to achieve the desired business

Our experience shows that this process automatically addresses aspects related to collaboration, brainstorming and feedback sharing etc.

d. Helping them identify the gaps between current vs. desired competencies and thus, identifying the required actions.
The cultural transformation process should also undertake implementation of specific interventions that have been identified during any of the previous phases. These are the systems and processes that might need modification to incorporate the new culture in the daily routine so as to create the right Touch Point Experiences for people across the stakeholder spectrum. The interventions would be prioritized and linked to any area inclusive of but not limited to the following:

- Non Monetary Benefits
- Communication
- Organization Structure
- Performance Management
- Learning Opportunities
- Recruitment & Selection
- Rewards and recognition
“Strategy gets you on the playing field, but execution pays the bills.”
– Gordon Eubanks

+ Communicate
+ Monitor
+ Motivate
Communicate
Transparent, genuine and consistent communication, regularly scheduled sessions with two-way communication and extensive informal approaches are needed to emphasize expected behaviors and results.
Use these sessions to clarify plans, answer questions, expose rumors and reduce drama.

Motivate
Feedback and recognition are critical to the process. Share and celebrate progress in a transparent manner as a standard part of regular communication activities. Confront reality when improvements don't go as planned and re-engage your team to prioritize adjustments.

Monitor
Track or monitor the status of priorities and goals set for cultural transformation. The focus must be on results and supporting the behavior shift through recognition and coaching.
The cultural transformation process is an iterative and ongoing process. As the organizational vision changes, new stories, symbols and artefacts are created. Thus making the cultural transformation a continuously evolving process.