

THE ICEBERG

that sinks organizational change

Visible Organisational Culture

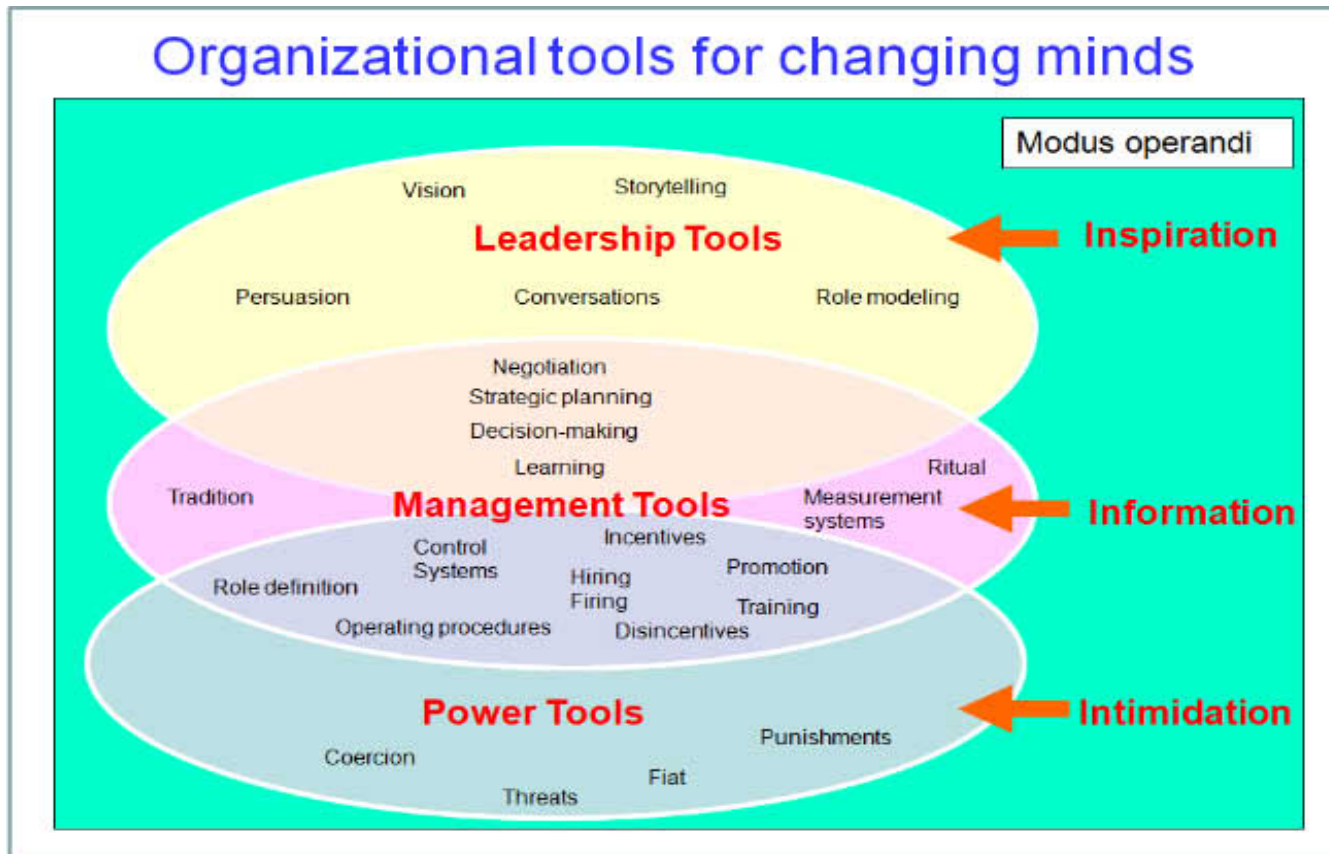
“The way we say we get things done”



“The way we really get things done”

Invisible Organisational Culture

Organizational tools for changing minds



What Organizations Do in a Performance Based Culture



Source: Strategies for Changing Your Organization's Culture by The Bridgespan Group

What Do Leaders Do in a Performance Based Culture

Leaders:

- Take and manage accountability for organizational success
- They build consensus, but are decisive when they need to act.
- They are constantly sensing and assessing the external and internal environments and their customers', partners' and employees' needs and satisfaction levels.
- They negotiating clear expectations and goals.
- They provide ongoing feedback and coaching, and appraise performance periodically.
- They invest in talent development, unleash that talent, and plan for succession.
- They are reflective and self-aware.
- They “know” themselves in order to know others.
- They seek help from others in situations where their natural tendencies won't serve them well.
- They adopt a coaching style of leadership that strengthens and supports coherence, communication, collaboration and change in their organizations.
- They creating supportive, healthy cultures which attract and retain talent.
- They promote balance and emotional well-being as a way of improving productivity and innovation and leveraging existing talent.



Leading is developing...

- Translating the vision to line staff
- Personally demonstrating the values and culture
- Engaging all staff
- Providing supports to get the work done
- Celebrating accomplishments