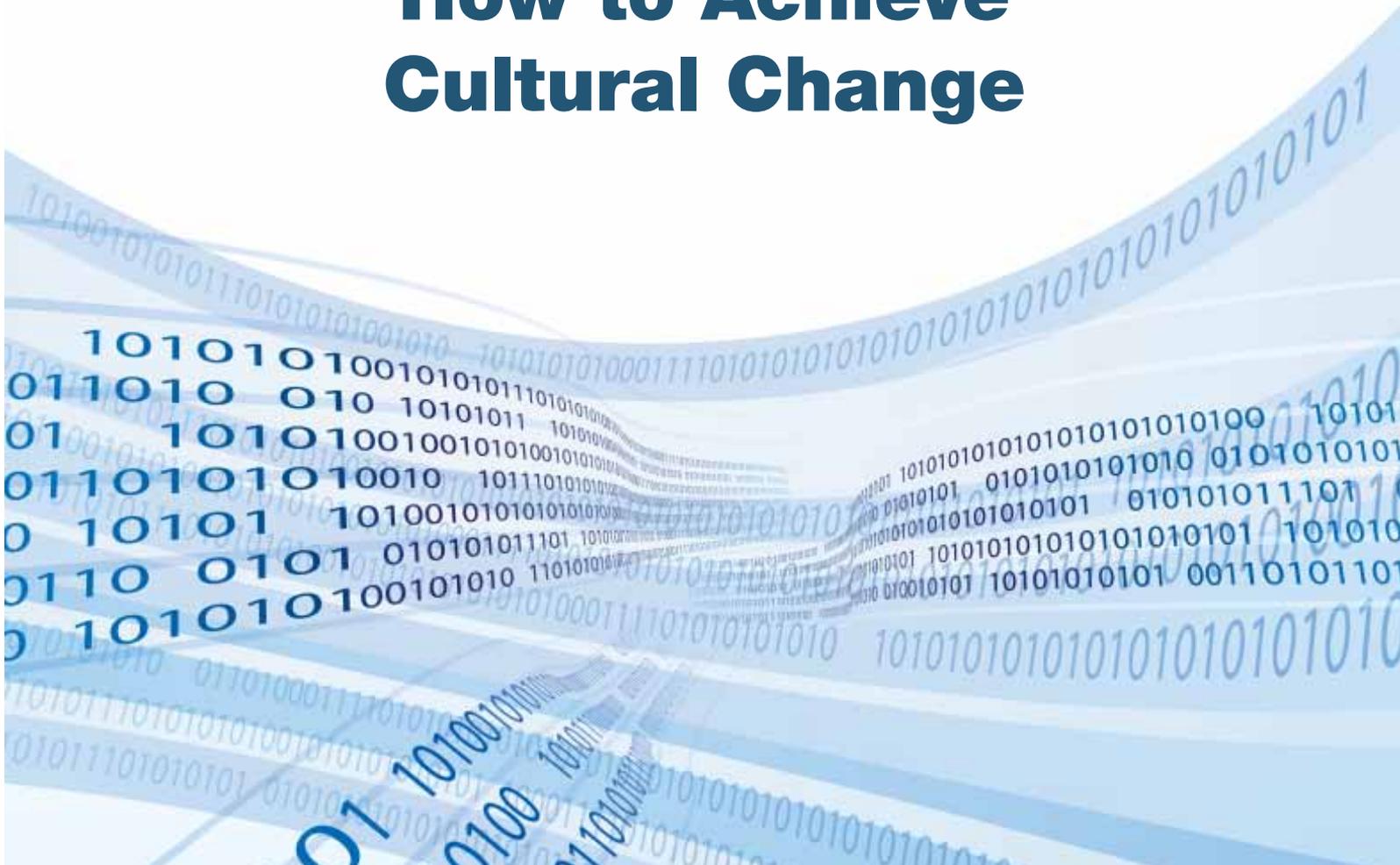




Model, ***M***easure, ***M***plement:
**How to Achieve
Cultural Change**



Introduction

We have to change our 'culture' is one of the most frequently uttered phrases in business, politics and society. We have heard it said by Chief Executives of commercial enterprises, hospitals, charities and Unions as well as University Vice-Chancellors and leaders from the widest possible variety of organisations and social groups not just here in the UK but in every other country in which we have conducted business. At the heart of this remark lies a sense that something is not going as well as expected and anticipated results or outcomes are not being achieved. Leaders want to find a different way to approach doing things in order to improve the performance of their organisations.

Too often culture change is embarked upon without defining what 'culture' really is. The consequence is that culture change programmes are introduced that sometimes succeed in delivering improvement in the short-term, but more often than not, they fail to deliver sustained, positive change.

Our approach to culture change emphasises three critical factors that need to be addressed. The first of these is the idea of **M**odel. When you talk about culture change you need to have a level of precision and definition about what it is you

actually mean by the concept. By using the word **M**odel we refer to the idea of representing what we mean by culture in a practical and valid way.

The second feature of our approach is **M**easurement. The old adage that states 'if you can't measure something, then you can't change it' is entirely apposite. In our approach to culture change, following the definition of the concept, we move on to measure it over time. Doing this allows us to show that improvement is being achieved and is being sustained, too.

The third element of our approach is **iM**plement. Any culture change programme needs to have a clearly defined and timed agenda, which sets out the steps required to implement the specified change. Without this practical approach to implementation, which rolls out in a structured and measurable way, there is no chance of sustainable change ever happening in any organisation.

Model, **M**easure, **iM**plement, or **MMiM** for short, summarises our consultancy approach for enabling leaders and managers to make sustainable culture change within their organisations.

Our **M**odel

Over the last 25 years, we have conducted extensive research about what differentiates outstanding from average performing organisations. This research has shown the significance of Organisational Climate as the pre-eminent driver of performance. Organisational Climate is defined as 'what it feels like to work here', i.e. in a particular organisation or group. From this research, we make the following two critical points:

- All things being equal, Organisational Climate differentiates outstanding from average performing organisations, i.e. two apparently similar organisations by, say, size and activity, may be delivering markedly different levels of performance. The organisation producing higher levels of performance will possess a more positive Organisational Climate.
- Whatever the level of performance currently being achieved by an organisation, an improvement in Organisational Climate will improve its performance measured across a range of bottom-line related outcomes such as sales, customer service, staff turnover, productivity/efficiency, etc.

The concept of Organisational Climate as a driver of performance is part of our Integrated Framework, which

is shown in Figure 1. Our research shows three critical factors, or 'change levers', drive Organisational Climate. In this sense, Organisational Climate is seen as an outcome, i.e. what happens as a result of what is done. The 'what is done' constitutes the organisation's culture. In other words, Organisational Climate is an outcome of culture. The three 'change levers' are:

1. The effectiveness of the organisation's Structure, i.e. how well it is assembled, and the clarity of accountability for every role in the enterprise as provided within job role definitions.
2. The organisation's leaders' delivered Behaviours
3. The quality and effectiveness of the main organisational Processes, e.g. Planning, Communication, Decision Making, Development etc.

These three change levers impact each other and are essentially integrated; together this inter-relationship and inter-dependence drives Organisational Climate.

Thus, if leaders improve their Behaviours or develop a more effective Organisational Design or enhance, for instance, their communication by making adept use of modern communication technologies, Organisational Climate will

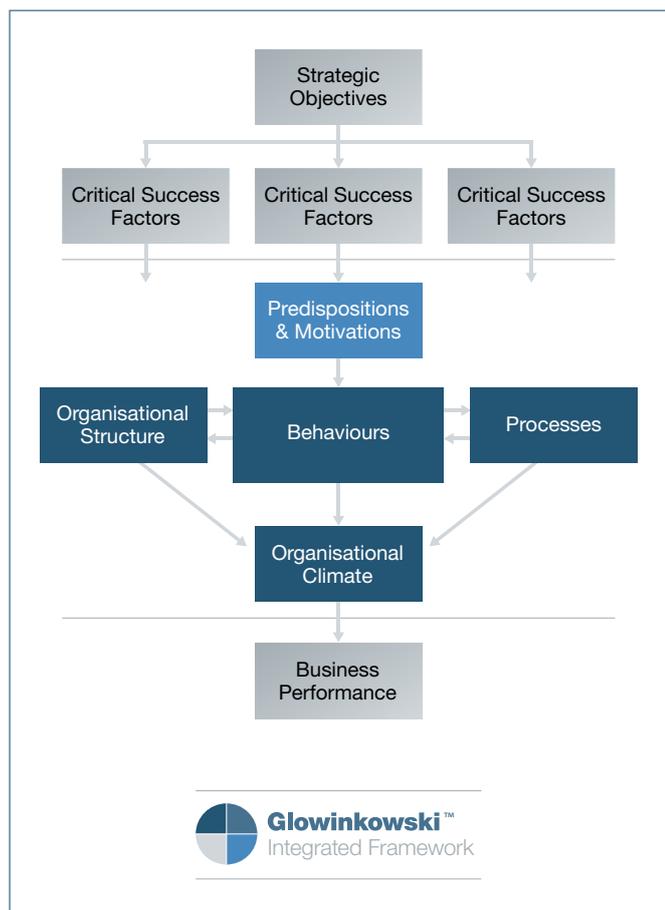


Figure 1. The Glowinkowski™ Integrated Framework

be improved. If this occurs, the organisation’s performance will rise and can be raised again and again if further improvements are made to any of the ‘change levers’. Over the course of 25 years of consultancy delivery, we have seen this countless times.

A strong Organisational Climate is characterised by all staff feeling energised, empowered and motivated. (It is another crucial distinction of concentrating upon managing Organisational Climate that employees motivate themselves rather than them being motivated by their bosses. Motivation comes from within but is demonstrably affected by the quality of the working environment, i.e. Organisational Climate.) In such situations, employees will feel ‘engaged’, ‘committed’ and compelled to put in discretionary effort to deliver the organisation’s intent or purpose, i.e. those components at the head of the Integrated Framework.

One simple example that all of us can judge lies in the field of service. Those organisations with stronger Organisational Climate deliver better service; the staff want to ‘go the extra mile’. As a customer, you can feel this when you engage with such enterprises. Equally, when the Organisational Climate is lacklustre, so is the service.

In terms of the complete Integrated Framework, we see these three change levers forming a powerful ‘leadership dynamic’, which provides the ‘span of the bridge’ between the sense of organisational ambition and the realisation of those aims. When we talk about ‘culture change’ in our terminology, we refer to the idea of consciously making objective changes to one or more of the change levers in order to deliver an enhanced performance orientated Organisational Climate. In this way, the Integrated Framework provides a precise definitional MODEL of what we mean by culture.

Culture is often described as the ‘learned behaviours’ of an organisation. The inclusion of the word ‘learned’ is critical for our approach because it shows that culture can be purposefully changed. By modelling and defining what we mean by culture we are able to move into the MEASURE and IMPLEMENT phases where we can change it.



Measurement

The second element of our **MMiM** approach concerns **M**easurement. Confucius remarked that a journey of a thousand miles starts with a single step. For that journey, or, if you wish, change programme, to be in the intended direction, two things must prevail. One, we must know our starting point. Two, we must have determined our desired destination. All too often, we find immense effort being expended in establishing the end-goal but all too little endeavour being made on really understanding in precise detail the starting origin of the journey.

To this end, we have the ability to measure the current state assessment of each of the three components of the 'leadership dynamic', i.e. Structure, Behaviour and Process against the outcome of Organisational Climate. This measurement generates a detailed profile set against an internationally benchmarked database built up over more than two decades of measurement. Organisational managers, therefore, know precisely where they are and can embark with confidence on their change initiative to enhance Organisational Climate and drive performance growth.

The quantitative analysis provides insight about which dimensions of Organisational Climate are potential issues limiting performance and which aspects of culture should be targeted. This is crucial because it allows far more shrewd and informed allocation of resources to be made, which will result in the projected 'Return on Investment' being realised. Change programmes fail to deliver their ROI because such an evidence base is not created. (This rigorous quantitative measurement can be richly augmented by conducting qualitative Focus Groups across an organisation. We are able to build a bond of trust by maintaining absolute confidentiality over comments and observations made by employees. While these may be critical of the organisation, they are made with its best interests in mind. They want to see a better Organisational Climate created because they readily appreciate what will provide a better work environment. Whether motivated intrinsically or extrinsically they know they will provide greater endeavour when their Organisational Climate is better.)

iMplementation

The third element of our **MMiM** framework relates to the need to **iM**plement the change agenda. We provide a range of proven methodologies that will enable organisational leaders to carry out the following 'culture change' initiatives:

- To successfully review the effectiveness of their existing Organisational Design and make informed improvements where required.
- To review their own behavioural competencies and set in motion a coaching based development agenda to improve their quality and impact.
- To review and where necessary re-engineer mission critical processes that currently are performing below par.

Our entire curriculum is geared towards supporting leaders and embedding such changes in a sustainable manner with the aim of improving Organisational Climate and, therefore,

overall organisational performance, be that measured by the 'bottom line' or some other metric.

Our curriculum includes:

- Direction Setting Workshop
- Development of Potential (DOP™) - our bespoke coaching programme for senior managers and Executives
- Leadership for Organisational Improvement (LOI™)
- Engagement through Leadership Skills (ETLS™)

Details of each of these programmes (and others) are to be found elsewhere on our web-site along with an extensive library of case studies built up over the last three decades. These unequivocally demonstrate the sustained increase in performance that can be achieved through adopting our **MMiM** approach to culture change.



Conclusion

In summary, the key message of our **MMiM** approach is that firstly you need to define in operational terms what the culture mix of your organisation actually consists of, i.e. to set your enterprise against our fundamental **Model**, which we call the Integrated Framework. This unambiguously shows Organisational Climate to be the primary differentiator of organisational performance and that it is an outcome of organisational culture as defined by the three 'change levers' or 'leadership dynamic' comprising Organisational Structure, Leadership Behaviours and Processes.

From three decades of research and practical consultancy work, we can provide the means to **Measure** current organisational strengths across the 'leadership dynamic' and its outcome of Organisational Climate. Our accurate measurement is set aside an internationally benchmarked database. We know what good really looks like!

Finally, you need to define your change agenda, plan its realisation and **iMplement**. Our broad range of programmes can ensure such change occurs and, most importantly, the projected benefits are realised and sustained over time. Our work is not designed to produce 'flash in the pan' gains to make a particular individual look good. They concern bringing the entire organisation together and striving to achieve previously unimaginable ambitions.

To achieve sustainable culture change then:

- **Model**
- **Measure**
- **iMplement**





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