“Changing an organization’s culture is one of the most difficult leadership challenges. That’s because an organization’s culture comprises an interlocking set of goals, roles, processes, values, communications practices, attitudes and assumptions”.

How Do You Change An Organizational Culture?  
Forbes article by: Steve Denning

“For some, culture is considered the “glue” that holds an organization together and for others, the “compass” that provides directions”.

Defining “Culture” and “Organizational Culture”: From Anthropology to the Office  
Haworth article by: Bruce M. Tharp
5 Disciplines of the “Learning Organization”

1. Personal Mastery
2. Mental Models
3. * Shared Vision
4. * Team Learning
5. * Systems Thinking
“At its simplest level, a shared vision is the answer to the question, what do we want to create?”

“Today “vision” is a familiar concept in corporate leadership. But when you look carefully you find that most “visions” are one person’s (or one group’s) vision imposed on an Organization. Such visions, at best, command compliance - not commitment.”

“A vision is truly shared when you and I have a similar picture and are committed to one another having it, not just to each of us, individually, having it. When people truly share a vision they are connected, bound together by a common aspiration.”
“Team learning is the process of aligning and developing the capacity of a team to create the results its members truly desire.”

“When a team becomes more aligned, a commonality of direction emerges, and individual’s efforts harmonize.”

“There is commonality of purpose, a shared vision, and understanding of how to compliment one another’s efforts. Individuals do not sacrifice their personal interests to the larger team vision; rather, the shared vision becomes an extension of their personal visions.”
“Systems Thinking seeks to comprehend and address the whole, and to examine the interrelationship between the parts”.

Systems thinking is the conceptual cornerstone (The Fifth Discipline) of Peter Senge’s approach. It is the discipline that integrates the others, fusing them into a coherent body of theory and practice.
Case Study

Fort McMurray
Oil sands plant
Alberta, Canada

LinkedIn Article by Siobhan McHale
Cultural Change Specialist, Organizational Psychologist
Melbourne, Australia
Problem and Actions Taken

- Safety concerns cause Corporate Leaders to act and propose a major change initiative.
- A new Senior Maintenance Manager is hired to champion change and improve quality and safety performance.
- Actions taken by the new Manager included...
  - Hiring a new Quality Manager
  - Hiring a new Safety Manager
  - New safety and quality procedures written
  - All Managers, Supervisors and Staff trained on new procedures.
Change Efforts Yielded NO Improvements

Root Cause Analysis Discovered

• An unspoken alliance existed
  • Maintenance workers were dedicated but essentially rule breakers
  • Supervisors condoned the behavior in a misguided effort of support
• Supervisors viewed safety and quality performance the sole responsibility of the new Managers

Resulting is an Undisciplined Culture with Workarounds and Shortcuts as the Norm!
A Cultural of Safety and Quality was Needed

Actions That Achieved Results

• A new “Shared Vision” was communicated to ALL Levels of the organization.

• All Manager, Supervisors and Staff included in...
  • Identifying goals and objectives
  • Defining roles and responsibility
  • Editing procedures for the new realities

• Safety and Quality objectives were added to every employee’s performance evaluations

• Communication increased and refined to better connect with all levels of the organization
“The BIG reasons that many change efforts falter is that the leaders fail to see the underlying patterns.”

“They attempt to bring about change by implementing technical solutions, alone.”

Siobhan McHale
LEAN - Conducive for Cultural Change

LEAN Provides a Catalyst for...

- A shared vision of efficiency/quality
- Common language
- Teams learning opportunities
- Increased communications
- Professional development for staff
- Improves job satisfaction

Cultural Transformation
LEAN 5S and 6S - Improve Workplace Efficiency

5 Step process involving all employees
- Sort: Eliminate unneeded Items
- Set in Order: Organize remaining items
- Shine: Clean and inspect work areas
- Standardize: Write standards/procedures
- Sustain - Regular inspections and meetings
- (Safety) - 6S or 5S plus one only
LEAN 5S Provides a Shared Vision

- Create an organized work environment
- Requires commitment from everyone
- Visual impact to aspire individuals

Note: Top Leadership Support is Vital
LEAN 5S Promotes Team Learning

- Commonality of purpose
- Department “Champions” rate progress
- Individual efforts harmonize
- Checklists/procedures created
- Many other LEAN tools incorporated
LEAN 5S Promotes Systems Thinking

- Interaction between departments
- Focus on internal/external customers
- Process flow improvements
- Supply chain optimization
- Appreciation for organizational goals
Elements of Successful Change Initiatives

Once the Need for Change is Clearly Determined

• Determine and define the elements of a desired state
• Understand the current state of your organization
• Engage stakeholders throughout your organization to...
  • Build consensus and “buy in” for change
  • Create the new vision with clear goals and objectives
  • Analyze restraining forces Vs the driving forces
  • Co-create and execute your implementation plan
• Appoint “Champions” drive and monitor progress
• Communication and measuring progress is vital
• Be prepared to adjust and adapt as needed
Questions and Reflections, Please!
Thank You

Please visit our website: www.soboassociatesllc.com
Lets Connect on LinkedIn: Profile for Bruce Sobczak