



THE WHY-WHAT-HOW OF CULTURE

YOUR CULTURE BLUEPRINT



TEAMFOCUS

LOVE YOUR CULTURE

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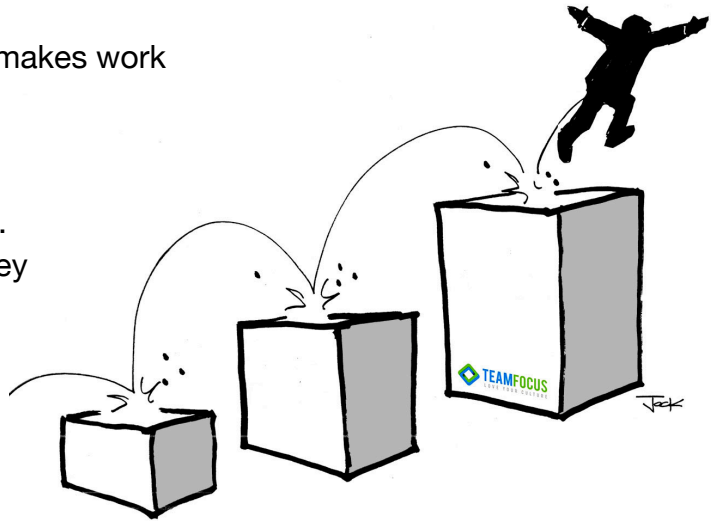
WHY

A great culture energises and inspires. It makes work a great place to be.

Contrast that with the alternative.

A poor culture creates tension and stress. People don't want to come to work so they look for opportunities to take a day off. Productivity and performance is negatively affected as people feel deflated and drained of energy.

You can still be profitable but it's much harder.



In a great culture people support each other. They are aligned to a common purpose and things happen more easily. People are inspired to do their best.

There are good reasons to invest in a positive, strong, constructive and healthy culture.

The first is that everyone, yes *everyone*, wants to be part of a great culture. Even your most jaded, cynical, and negative employee.

How do I know?

I've worked with culture for 30 years and spoken to thousands of people. I've never met *anyone* that didn't want to be part of a great culture.

The second is safety. In a strong positive culture people look after each other.

The third is mental health. Less stress, tension, complaints, and negativity leads to a healthier environment. A great culture is good for the mind, body and soul.

The fourth is significant cost savings. People want to come to work so there is less sick leave, leave without pay, stress leave, mental illness, and other costly problems.

The fifth is productivity and innovation. The improved communication, ideas, and suggestions all lead to improved performance and ideas. People talk to each other so information and ideas flow more easily. There is less gossip and it's easier to get things done.

Great outcomes require a great culture. If you are thinking about trying to create something different and amazing then you've come to the right place.

Everyone deserves to be part of a great culture. People should come to work knowing they are supported by the people around them. Creating a great culture is one of the most rewarding things you will ever do.

And it's easier than you think.

WHAT

The most common definition of culture is “the way we do things around here.”

As far as I’m concerned that doesn’t really capture the essence of culture.

Culture is created subconsciously. We naturally adopt the mindsets, attitudes and behaviours of people around us in order to “fit in”. We’ve been doing this since we were children.

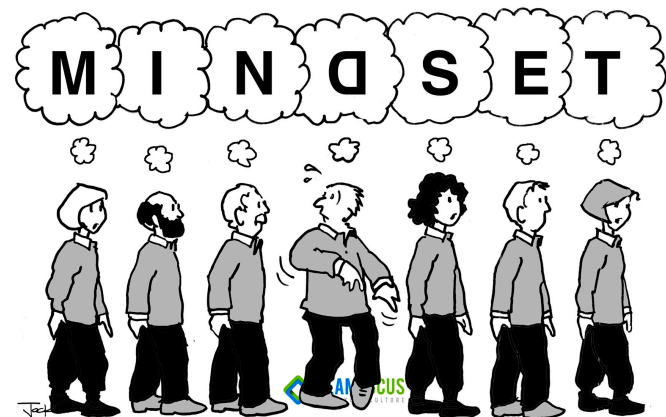
Think about how children learn. They mimic the behaviour of people around them.

It’s a habit we continue as adults and it’s how culture is built.

Our need to fit in is so strong, and this habit is so natural, that we are not aware it’s happening. People have been known to dramatically change behaviour and even do things they don’t agree with just to fit in.

That’s the power of culture.

So a definition needs to capture this idea. That’s why I use



FITTING IN

“The attitudes and behaviours people subconsciously adopt in order to fit in.”

I’ve never found this definition in a text book but it works well at getting people to think about their conversations and behaviours and how they influence the people around them.

How do people need to think and behave to fit in at your company?

- Do they complain about management because everyone else is?
- Do they share information and support their colleagues?
- Do they work hard?
- Do they keep their head down in fear of attracting unwanted attention?

When someone walks into a company the attitudes and behaviours of the people around them will drive how they think and behave. This is so powerful that it has more influence on their behaviour than you, your leadership team, systems, procedures, guidelines, training programs, or *anything* else. In fact culture will dictate how people react to those things.

So if you want to create a great culture the first step is to be aware of the attitudes and behaviours being expressed and how they influence people. What are we talking about? How are we behaving? Are these the attitudes and behaviours we need to be successful?

This simple approach will become the foundation for creating an amazing culture.

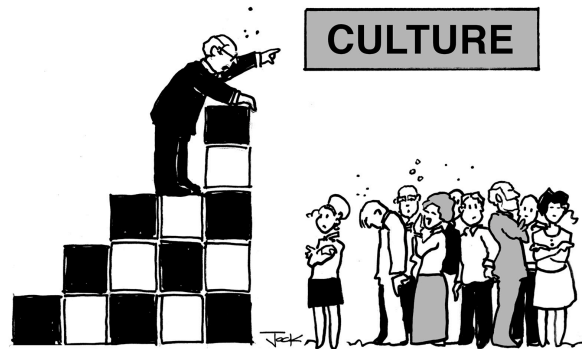
HOW - PART 2

Engage

Your people are your culture.

So you need to engage your people if you want to create a fantastic culture.

One of the most common mistakes is to dictate or impose culture change. This almost always gets a negative reaction as people get defensive or upset about the suggestion their culture is “bad” and needs to change.



IMPOSING CULTURE

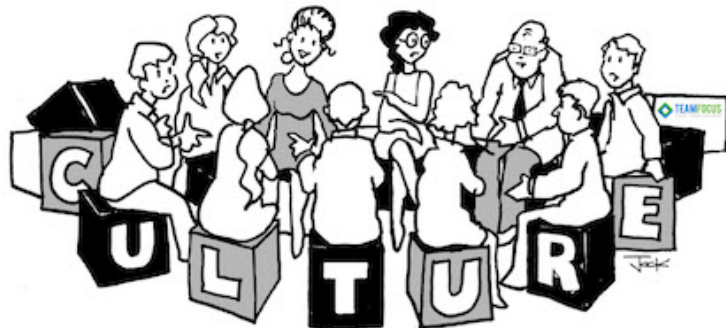
Imposing a culture “change” also evokes negative reactions because people don’t like the idea of another “change” program and alienates your most valuable resource in the process. Your people.

If you want to achieve a remarkable culture then you will need to engage *with* your people in conversations designed to create that culture.

It’s a process of creation rather than a change program.

You will need support, commitment and feedback from your people.

You will also need to be willing to listen and act on their feedback.



ENGAGING CULTURE

You don’t need a bunch of data from surveys, your people can tell you everything you need to know. You just need to listen.

Engaging with your people creates a bonus. You will achieve amazing Engagement.

It may sound confusing but it’s true. When you engage with your people in the creation of a new culture you will create astonishing levels of Engagement.

It takes time but the results are worth it.

There are 4 specific conversations that need to take place. They are summarised into a handy little acronym called A.D.A.P.T. ©

HOW - PART 3

A.D.A.P.T.

Now that you are talking about culture there are specific conversations needed to create something special.

Without these conversations you can still create a good culture.

With these conversations you will create something amazing.



ADAPT TRANSFORM
 PLAN
 ASSESS
AD **AP** **T**
ALIGN THE CULTURE YOU NEED.
 CULTURE WITH PURPOSE.

A.D.A.P.T. © It starts when you **Align** with Purpose.

Amazing cultures are purpose driven. People are aligned with the purpose, direction and strategy of the organisation. They understand *why* the organisation exists and *what* it's there to achieve. This goes beyond profit. It's a deeper and more meaningful reason for existence.

Define the culture you need

This is where the magic happens. You engage *with* your people in conversations about the culture needed to deliver on purpose.

Imagine that. An Organisation talking about Purpose in such a way that people not only align with it but contribute to a conversation about the culture needed to achieve it.

Assess your current culture.

There are different ways to do this. I recommend a qualitative approach, which simply means talking to people and listening to their answers. It's amazing what you can uncover and how often you uncover something you weren't expecting.

Resist the temptation to do a survey. Yes it's easier (in some ways) but it won't provide the data you need.

Also, resist the temptation to do this first. You will benefit from assessing your culture against your defined or chosen culture.

Plan

Now that you know where you are and where you want to be you can plan the steps needed to get there. Remember to listen to your people, they will be full of great ideas.

Transform

As you implement your plan you will transform your culture.

HOW - PART 4

Create Leaders

One of the golden rules for creating a unique and inspirational culture is that you must do as much as possible *yourself*. There are some specific functions an external Coach should provide, which I talk about later, but you and your leaders *must* do the bulk of the work.

Think about it. Your people are looking to *you* for leadership.

You will be facilitating conversations to **A**lign with purpose and **D**efine the culture needed. You will be contributing to the **A**ssessment of your current culture and **P**lanning the steps to create an amazing **T**ransformation.

Leaders need to facilitate those conversations with their teams, divisions, sections, departments and/or areas.

We all know when it comes to implementing strategy and other activities leaders are pivotal to success.

But when it comes to culture they are absolutely critical.

So your leaders will need development and support.

Think about the alternative.

Your leaders have played a significant role in creating your current culture. If you think a different culture is needed then it's safe to assume their leadership skills need to improve because they've given you what you've currently got.

In most cases a very different style of leadership will be needed. Conversations will need to be facilitated. People will need to be heard. Leaders will need to listen and prioritise the groups opinion rather than their own. If leaders are currently instructional (as most are) they will need to become engaging and facilitative in order to build a great culture.

The great news is they will learn these skills as they facilitate the process of transforming your culture and these skills will add value to their leadership capability in so many other areas.

It will take time but you will experience Engagement and productivity at completely new levels.



HOW - PART 5

Get a Coach

If you want to build an inspiring culture you will need support from an external perspective. It's almost impossible to transform culture from within, mainly because you are unaware of how you are modifying your attitude and behaviours in order to fit in.

An independent and objective perspective is needed, preferably one used to assessing culture.

This may sound a little self serving given I would love to help you transform your culture but it's true. You will need an external perspective.

It may also sound like it's going against the idea of doing it yourself but that's why you need a **Coach**, not a consultant.

A Coach supports *you* in getting this done. They advise on the actions needed and provide you feedback and coaching to improve how you are performing those actions.

The specific areas are:

- **Aligning with Purpose.** A facilitator is optional but in my experience they will add value to your outcome.
- **Defining your target culture.** Again, optional but a good facilitator will add value to your outcome.
- **Assessing your current culture.** You will definitely need an external perspective for this.
- **Planning.** Again, optional but a good facilitator will add value to the ideas and actions that are included in your plan.
- **Transforming.** This is where you implement your plan and it should be you - all you!

The type of Coach is critical. You need someone that can listen and understand the culture of your group. They will need to facilitate *group decisions* without influencing the outcome.

That kind of facilitation is rare. Too many facilitators (and leaders) inject their opinion which influences the outcome.

Ideally the facilitator should be coaching your leaders to facilitate the conversations.

So I'll risk sounding self serving again. You will need a Coach that is a trusted partner giving you an independent perspective and facilitating *your* outcomes. Someone like this will be invaluable in supporting you to achieve an inspirational culture.

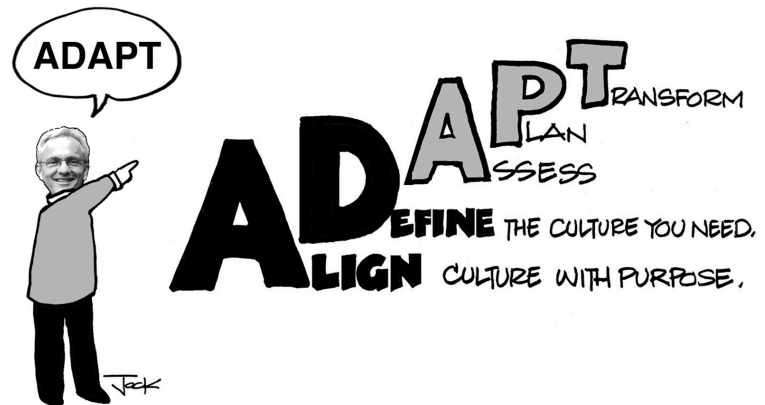


HOW - PART 6

Trust the process

All of this comes together under the A.D.A.P.T. © process.

Just by following these steps you will keep it simple and engage your people. As your leaders facilitate the necessary conversations they will develop new skills and abilities, which will be very useful in other areas like discussions around safety, strategy, and other business conversations.



Remember A.D.A.P.T. © was created to help you achieve an amazing culture. You can improve and change culture through other means but to achieve something inspirational you will need to align your culture to a meaningful purpose and define the culture needed to deliver that purpose, and your people will need to be active participants in that conversation.

So here are some tips to help you on your journey.

1. Understand it will take time. This is not something that will happen overnight. It takes time to engage people in these conversations.
2. Make sure you acknowledge the unique and positive aspects of your current culture. Every culture has its strengths. What are yours and are you acknowledging them?
3. Remember everyone will benefit as you create a *great* culture.

Like to know more?

Give us a call. **1300 551 274**. We're coaches and educators so you will enjoy an informative conversation rather than a heavy sales pitch. We'll take the time to understand your situation and make suggestions.

Go to our website. www.teamfocusculture.com.au You can sign up for our newsletters which are jam packed with great information (like this document) and watch videos explaining culture, leadership and teams.

Register for my book. www.teamfocusculture.com.au I'm writing a book on culture and the A.D.A.P.T. © process. It will be released in the second half of this year (2019) and will give a thorough explanation on creating an amazing culture.

Drop us a line. team@teamfocus.com.au We're happy to help.