

LeaderShape Online Culture Survey (LOCS) including “Analysis, Report & Workshops” towards developing a Culture Change Strategy

1. Our understanding of your needs.

Development of a consistent culture that is aligned and supports strategic objectives enhances and builds on the current strengths of your organisation. An understanding of cultural variations across business units and staff roles will enable action to be taken to address cultural issues that may be currently inhibiting progress.

To start this process a culture survey of about 80-100 staff, including all of the Senior Executive Team and many from the Middle Management, as well as a x-section throughout the organisation. The survey should result in an analysis and report which should then be discussed by the Senior Executive Team in a workshop to make decisions on the way forward. This should be followed up to ensure engagement by the entire company.

2. Theoretical underpinning

The LeaderShape approach is centred on the Ogbonna & Harris (2000) model combined with Goleman, Boyatzis & McKee (2001), Harrison (1972) and Schein (1985) which is described in detail in APPENDIX 1.

This dual metric of Actual and Ideal provides enough detail to define the changes required to attain the Ideal. Each Rater is asked a series of 60 questions in fifteen groups of four to ascertain the profile of the culture in the four dimensions of Power, Structure, Achievement and Support. While this macro picture of the four dimensions provides a powerful picture of how the organisation looks now and how it would look ideally (see Fig 1:) it is necessary to also analysis the micro data (the responses to the specific questions and groups of

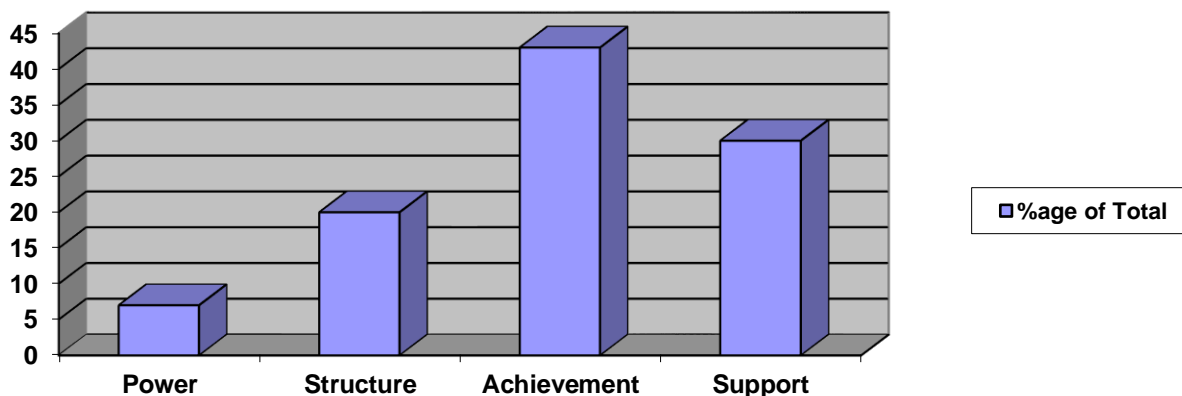


Fig 1: A Sample Macro Picture of an Organisation

questions across the different sectors of the organisation. In this way the specific changes that are needed to develop the ideal culture can be identified. Where there are material differences in the vision of the Ideal between individuals of the top team or between groups, it is necessary to

On-line Culture Survey

facilitate a consensus wherever possible, and if not possible at least to be transparent about the differences and the reasons. Once the Ideal is agreed, work can begin on creating the path and proceeding on the journey from Actual towards Ideal.

LeaderShape's expertise in group facilitation, one-on-one and team coaching, and action learning provides the mechanisms and techniques to enable the whole organisation to take ownership and responsibility for seeing it achieved. However, no organisation should start the journey towards the Ideal culture unless the top management is totally committed to achieving it.

3. Implementation

Phase 1:

- a. **Survey Preparation.**
- b. **Survey Implementation**
- c. **Analysis & Report.** All the data will be collated into a single report for analysis. Each individual's input will be kept strictly confidential and only used to make up team, department or divisional output. LeaderShape will produce a report explaining the results of the analysis and providing any other relevant explanation. No recommendations will be made at this stage as the intent is that these will be developed during the feedback workshop.
- d. **Feedback Workshop.** It is recommended that the entire Senior Management Team attend this session but there may be reasons for reducing the size of the group involved. Each participant should have received a copy of the report at least three days before the workshop.

Phase 2:

- a. **Feedback Workshop to Raters.** It is recommended that all the Raters have access to the findings of the report and invited to be involved in a workshop to provide their suggestions for the way forward which is then fed back to the Senior management team. It maybe that these meetings can be facilitated internally but LeaderShape is happy to participate of provide guidance on the format and procedure if required
- b. **Communication to All Staff.** We also suggest that everyone in the company is provided with a summary of the findings of the survey and of the intended way forward.

4. Deliverables and benefits. By the end of the assignment (Phase 1), LeaderShape will have delivered the following:

- a. A thorough analysis of the Culture of the organisation today (Actual) compared to the Ideal. This provides the basis to identify the differences in culture around the organisation, how it differs from (or is similar to) what the leadership thinks, and most importantly it identifies the specific areas for improvement that will enable the culture to improve and better support higher performance.
- b. A decision on the way forward. The process will enable everyone to have their view and hear the views of others. It will bring out the similarities and differences on how senior managers believe the company should develop
- c. The beginnings of a Strategy for how to move towards the Ideal Culture. How far we get in the Feedback Workshop will depend on the level of discussion and consensus about the findings and implications, but our experience on past projects is that we will make good headway in at least identifying the objectives.