



Lesson 4 – Strategic Planning & Cultural Review

(1) Setting the scene

These broad areas need to be included in your overall change management strategy:

- ❖ Drivers - clarity about what you are doing and why
 - ❖ The "Business As Usual" Test - incremental change or step change?
 - ❖ Resources and Capabilities - organisation size and knowledge base
 - ❖ Leadership - emotional dimension of transition + your Emotional Intelligence
 - ❖ Cultural Impacts - organisational culture as determinant of change response
 - ❖ Preparation and Planning - understanding impacts + benefit realisation
 - ❖ Macro management - an appropriate change model and method
 - ❖ Micro management - translating vision and strategy into actionable steps
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(2) The significance of organisational culture

- ❖ Culture = how people behave within a group context
 - ❖ Organisational culture is the single biggest determinant of how an individual will behave within a business or organisational environment - it will over-ride education, intelligence and common sense
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(3) Main characteristics of organisational culture:

- ❖ More than one culture - usually many sub-cultures within an organisation
 - ❖ Usually largely "invisible" to those within the culture
 - ❖ Acts as a filter and so distorts how information is received and processed
 - ❖ Acts as a "hidden operating system" that will determine how people behave
 - ❖ Determines the dominant focus of those within it
 - ❖ Is the source of the "hard-wired" resistance to change
 - ❖ A successful change initiative needs (and will lead to) a "reprogramming" of culture
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(4) You cannot make a successful step change (and realise the benefits) without changing your organisational culture

(5) To change the culture you need:

- ❖ To identify it and understand it
 - ❖ A framework and language to communicate it
 - ❖ Tools and processes to:
 - Understand the impacts of the change vision – especially on those most affected
 - Communicate the vision and change process
 - Make culture visible
 - Identify blockers and resistance to the vision with the culture
 - Change the culture and realign to the vision
 - Ensure that culture stays aligned to the vision
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(6) The process of cognition involves a thorough cultural mapping and analysis of "How we look now" and "How we want to look in future" to define a cultural framework for the organisation that identifies:

- ❖ Dominant-culture (prevailing culture of the whole organisation)
 - ❖ Espoused-culture (the culture that directors claim exists - mission statements, PR releases, other forms of corporate propaganda etc)
 - ❖ Enacted-cultures (the cultures or sub-cultures that actually exist)
 - ❖ Desired-culture (the dominant culture that will exist when the vision for the change is successfully realised)
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(7) It also identifies all of the significant subcultures within the company that will assist or resist the change initiative:

- ❖ Emergent-subcultures
 - ❖ Aspirational-subcultures
 - ❖ Regressive-subcultures
 - ❖ Subversive-subcultures
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(8) Specifically, knowing how to identify and connect with all of the "sub-groups" or sub-cultures is critical

- ❖ There are sub-cultures that are "regressive" and who show resistance to change, and there are sub-cultures that are "subversive" and who will go beyond mere resistance to change and seek to undermine it
 - ❖ Fortunately, there are other sub-cultures that are "emergent", moving forward and receptive to change but doing so "unknowingly" (that is without full conscious awareness of the significance of their attitudes and behaviour)
 - ❖ Better still there are sub-cultures that are "aspirational" and who embrace change and seek it positively. These sub-cultures behave knowingly (that is with full conscious awareness of what they are doing)
 - ❖ Identifying these people and mapping and working through the informal networks of these people is one of the major keys to overcoming resistance and successfully delivering a change initiative (and realising the envisaged benefits)
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The concepts, processes and methods covered in this section of the Practitioners Masterclass are unique and totally original.

- You will be shown the **EEMap© cultural analysis and planning process** - a simple yet powerful process for identifying and mapping the cultural entities within your organisation.
 - Full and comprehensive guidance is provided.
 - This simple 3 step process gives you a structured framework for mapping cultures, and enables you to plot the positions of key entities within your organisation, and highlight the gaps between all the various subcultures.
 - Critically, it causes you to identify the people impacts and organisational issues associated with each step of your proposed change initiative - and that have to be resolved to successfully transition to the next step.
 - Through this process, all implications, issues and exposures are analysed, categorised and prioritised across all functional areas impacted by the proposed initiative.
 - This process gives you visibility of the risks, impacts and issues involved and the opportunity to evaluate them at an early stage – before any steps to implement the change initiative are taken.
 - This is a critical aspect of the change process - and it is usually overlooked.
 - The output of this process provides the input for the creation of a structured change initiative with a greatly increased chance of success.
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- This section also includes a **comprehensive checklist of strategic questions** that you need to consider both before, during and after the strategy planning and cultural analysis.
 - The questions are designed to start you thinking about key aspects of what will become your change initiative programme.
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You will have a language and framework to articulate sensitive issues - essential when dealing with the messy stuff

<http://www.strategies-for-managing-change.com/practitioners-masterclass.html>
