Complacency Kills...the New Code of Cultural Conduct

April, 2016
LUTIFIYAH, IRAQ 2004-2005
MANY CAUTIONARY TALES
EVERY organization (and sub-organization) has a culture

MOST organizations identify the culture they want

FEW organizations have the culture in place that they want
WHAT MAKES UP SUCCESSFUL CULTURES

Core
- Risk & Governance
- Change & Innovation
- External Orientation
- Collective Focus

Differentiating
- Courage
- Commitment
- Inclusion
- Shared Beliefs
5. [Sma] 

money, pin in pennies, nickels, 

feed*; see also money 

change, v. 1. [To make 

modify, transform, cor 

transmute, transfigure, 

restyle, revolutionize, re 

make, recondition, re 

reform, renew, reno 

reize, reconstruct, re 

ate, readi
The Change Equation

Acceptance of change as important as what the change itself represents
LEADING THROUGH CULTURE CHANGE

1. Focus on a compelling reason why
2. Clearly articulate expectations of employees
3. Identify & develop your leaders around your identified leadership model
4. Align systems and structures with desired behaviors
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WHY CHANGE?
Many inflection points over the years
And many more to come
COMPANIES THAT CHANGE

Time

Relevance

Increased Relevance
COMPANIES THAT DON’T CHANGE – THEIR OWN PERCEPTION

![Graph showing relevance over time with a maintained relevance marker.]
COMPANIES THAT DON’T CHANGE – THE RELATIVE IMPACT

Decreased Relevance
"When the speed of change around an organization is faster than the speed of change within the organization, the organization becomes irrelevant."

-Rick Warren
INFLUENCING PERSONAL REASON WHY

No one can change a person, but someone can be a person's reason to change
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Finally, Leading for Results is purposefully designed as an in-residence experience to extract those chosen to participate from their day-to-day distractions in order to command the focus necessary for successful completion and to engender a deep sense of camaraderie among participants.

**Leadership Expectations Covered:**

<table>
<thead>
<tr>
<th>Integrity &amp; Accountability</th>
<th>Owner Focus</th>
<th>People &amp; Talent Focus</th>
<th>Enterprise Collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust and Respect</td>
<td>Demonstrates External &amp; Enterprise Perspective</td>
<td>Relationship Building</td>
<td>Listening &amp; Collaborating</td>
</tr>
<tr>
<td>Candid Communication</td>
<td>Forward Thinking &amp; Planning</td>
<td>Motivate &amp; Energize</td>
<td>Influencing Across Boundaries</td>
</tr>
<tr>
<td>Results and Execution</td>
<td>Courageous Decision Making</td>
<td>Learning Agility</td>
<td>Leads Change &amp; Innovation</td>
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GETTING THE BEHAVIORS YOU WANT

- Interview guides / hiring decisions
- Learning curriculum
- Development planning
- Performance evaluations
- Compensation decisions
- Facilities / shared spaces imagery
- Story telling
- Recognition
- Promotion decisions
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_There are no secrets to success, but there are no shortcuts either_
QUESTIONS