Creating a Culture of Excellence

How Do I Assess My Culture?
Inferiority Complex

Four Core Needs

- Empowered
- Lovable
- Connected
- Contributing
Unresolved Psychological Contracts

1. What we are entitled to receive
   What we are required to give

2. People often leave emotionally before they take physical steps

3. By then, your actions are too late

Sample: Psychological Contracts

<table>
<thead>
<tr>
<th>Baby Boomer Employees</th>
<th>Millennial Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>I deserve greater respect for my age and title; you must earn my respect</td>
<td>I deserve equal respect for being a worthy human, regardless of my age</td>
</tr>
<tr>
<td>I teach you and know best because of your lack of age and experience</td>
<td>I know a lot and should be able to teach you too</td>
</tr>
<tr>
<td>I'm THE leader. You're presumptuous to take the lead without my invitation</td>
<td>I can lead and you should want to follow me when it makes sense</td>
</tr>
<tr>
<td>I expect you to be grateful for this job and to show it through submission</td>
<td>I expect you to treat me with thoughtfulness and to refrain from coercion</td>
</tr>
<tr>
<td>I expect you to understand what matters to me first and to please me</td>
<td>I expect you to try to understand what matters to me first and to please me</td>
</tr>
</tbody>
</table>
5 Steps To Disengagement

1. Start with enthusiasm
2. Question decision
3. Think seriously about quitting
4. Try to change things
5. Resolve to quit

Evolution of Change

- **Red**: Chiefdoms: Mafia, street gangs; tribal militia; pay per whim of boss
- **Amber**: Chains of Command: Catholic church, military, government; salary based on title, rank, seniority and/or education
- **Orange**: Central Hierarchy: Multinational companies; individual incentives
- **Green**: Hierarchical With Consensus: Southwest Airlines; group incentives, or team bonuses
- **Teal**: Shared Power, Self-Governing: Morning Star, Buutzorg; everyone leads and advances based on initiative and opportunity
Purpose-Orientation: Honors Birthright, Calling and Service
Freedom AND/WITH Responsibility
Power: Shared, Self-Organizing & Governing, De-Centralized
Agility: Fluid, Flexible, Simultaneous; Heuristic Vs. Algorithmic
Wholeness: Personal and Professional Lives Co-Exist/Express

Raise Your Hand If You Have Heard Of

The **TEAL** Organizational Model
Today’s Challenges

- COMPLEXITY - including digital transformation
- DIVERSITY - breaking barriers, including inter-generational
- PEOPLE - attract, develop, engage and retain top talent
- INNOVATION - stay relevant and ahead of competition
- POOR BEHAVIOR - conflict, gossip, under-performance
- STRESS - wellness, reduced health costs, absenteeism

Positive Outcomes
Outcome Questions

**Control**
I control my business; it doesn't control me.

**Consistency**
I get and deliver business; I run and guide my company well

**Organization**
Everyone knows what's expected of them.

**Efficiency**
My business is the most profitable possible

Outcome Questions

**Abundance**
Health, financial, spiritual, time, peace, love and joy

**Freedom**
Do what you love, sell at highest profit, leave and things run smoothly

**Scalability**
Can double, triple or 10X overnight with ease

**Significance**
Respected, recognized for contributions and people like you

**Work/Life Balance**
Less hours at work, more time with family and friends and for self-care and fun
Outcomes

1. Make sure the CEO and Senior Team support the Transformation Process
2. Benchmark the organization’s Culture to determine the starting point
3. Get all Senior Team members “On the Bus” and develop a plan
4. Ensure all Managers and Supervisors are Building Trust and creating an environment where people are Self-Directed
5. Create a Values-Based Culture: All staff operate by the Values that Build Trust
6. Give all staff opportunities to learn how to operate in Cross-Functional Teams
7. Use Cross-Functional Teams to redesign systems, processes, and structures

Our Most Positive Outcome For You
Spitting In Your Soup

Kinds Of Culture

CONTROL
Profit first
Transactional
Hierarchy
External-
Motivation
Compliance
Building Capacity To Change

Change Blindness

“Change blindness in the world of facts and knowledge is a problem. Sometimes we are exposed to new facts and simply filter them out. But more often we have to go out of our way in order to learn something new. Our blindness is not a failure to see the new fact; it’s a failure to see that the facts in our minds have the potential to be out-of-date at all.”

— Samuel Arbesman, Author
The Half-life of Facts: Why Everything We Know Has an Expiration Date
Responsibility-Based Model

RESPONSIBILITY
People, purpose first
Relational
Shared Power
Intrinsic Motivation
Commitment

The New Model

Trustworthiness
1. **Self-Awareness** - I am aware

2. **Self-Management** – I am on top of all there is for me to manage

   Mentally, Spiritually, Financially, Physically, Emotionally

3. **Social Awareness** – I have social interest

4. **Relationship Management** – I influence and inspire trust and harmony

   Reading the Politics, Teamwork, Leadership
The New Model

Emotional Intelligence

Intrinsic Motivation & Personal Responsibility

Trustworthiness

Personal Responsibility

Authoritative Figures

Other-Directed

I have to

I ought to

I should

I need to

I can’t

IRAS Audit Office
**Personal Responsibility**

1. **BELIEF**
2. **ATTITUDE**
3. **REACTION/RESPONSE**
4. **FEELING**
5. **BEHAVIOR**

**I have to (no choice)**

- **Comply**
- **Resent**
- **Victim**

- **Rebel**
- **Resist**
- **Get Revenge**

**I’m NOT Responsible**

**Other-Directed**

**Tasks**
1. What grade would you give the room? A? B? C? C-

**Relationships**

**Outcomes**

**Example:**
Is she feeling responsible for the task?

Here’s an example...

What grade would you give the room? A? B? C? C-
Personal Responsibility

Is she feeling responsible for her relationship with mom?

Is she thinking “Hmm... How did I get mom this upset?”

Is she feeling responsible for her outcomes?

Is she saying, “I put myself in a bad mood.” or “I chose to stay home?”
Personal Responsibility

1. What am I feeling?
2. What do I want?
3rd Option/Negotiate
Accept Consequences
+  
-  
Accountable
29% Fully Engaged
Disengaged
71%
55%
Victim
Disengaged
Get Revenge
16% Actively Disengaged
I'm NOT Responsible
I'm Responsible
Belief
Attitude
Reaction
Response
Feeling
Behavior
Belief
Attitude
Reaction
Response
Feeling
Behavior

Who Am I Being?
Who Do I Want To Be?
The New Model

Distributing Skills to All
Emotional Intelligence
Trustworthiness
Intrinsic Motivation & Personal Responsibility

Distribution To All
The New Model

- Trustworthiness
- Emotional Intelligence
- Social Interest & Teamwork
- Distributing Skills to All
- Intrinsic Motivation & Personal Responsibility

Social Interest

Consequences
Takeaways

• **4 Core Needs.** Develop conditions and conversations that support everyone in feeling empowered, lovable, connected and contributing

• **Change Blindness.** Check in and ask, “Am I suffering from this?”

• **Personal Responsibility.** Post this chart where you can see it often

• **Teal Organizational Model.** Request articles from Judy on this

• **Apply What You’ve Learned.** Request the handout. Engage in, apply and share this information within 24 hours.

Questions?
Your opinion matters!
Please take a moment now to evaluate this session.

Thank You!