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**PLEASE NOTE OUR NEW CONTACT INFORMATION!**

### ***Blend Differing Styles like a Fine Chef***

An effective organization is characterized by a compatible blend of work styles, leadership styles, and individual behaviors. Although certain styles and behaviors frequently show up as indicators of organizational health (e.g., constructive candor, collaborative processing), styles and behaviors in combination do play off each another.

We know that a group composed of a mix of people is more effective than one that is homogeneous. So when you form groups, deliberately try to combine differing styles and approaches. This is like being a fine chef who blends an assortment of ingredients in order to optimize flavor.

### ***Create a New Organizational Culture***

Organizational culture has a tremendous impact on organizational success. Every successful firm – Coca-Cola, Disney, General Electric, McDonalds, Microsoft — has developed a distinctive corporate culture that makes it clear what is expected, fosters a common identity that binds people together, and provides essential support for achieving the vision and strategic goals of the enterprise.

Successful organizations also frequently ask themselves the strategic question: “Is our culture today what it needs to be tomorrow?” Every organization should do the same.

Contrary to how fixed your current culture may feel, cultures can be changed if the task is approached strategically. Identify what your culture needs to be and assess the gap between where it is now and where it should be. Follow that with a deliberate change strategy. Changing a culture involves employing the same change process you would use to bring about any major organizational change. Refer to the “Change Management Levers” listed on the back of this newsletter.

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### ***Corporate Ethics: Another View***

Recent corporate scandals have sparked a plethora of news items about corporate ethics. Most focus on the obvious negatives: lying, cheating, and stealing. However, there are additional aspects of corporate ethics that should also be on our radar screen.

For one thing, ethics are about how people are treated in general. Ethical behavior means treating people with dignity and respect. As a boss, for example, how are you being respectful to the people who work for or with you? How are you contributing to an environment where talents are recognized and nurtured? Ethical behavior also includes sacrificing for the greater good. How are you ensuring that decisions are made based on what is best for the overall organizational mission rather than personal aggrandizement? Fundamentally, ethics involves a global approach to all of life that cherishes our common environment and supports the humanity and attainment of all people.

## Accomplishing Organizational Change

Bringing about major organizational change can be a daunting task— whether it is intended to adjust or recast corporate culture; redirect the focus of the business; reorganize, expand, or contract organizational structure; or commit to new organization-wide goals.

Our experience working with many leading corporations has shown us what levers to pull to bring about such a change. (And you cannot skimp on these levers; you need to use them all!) To the right is a Culture Change Levers Checklist that will be helpful in determining if all of the levers are being employed as you attempt to bring about true and enduring organizational change.

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### Are You Creating Adversaries Rather Than Supporters?

To determine if you are inadvertently acting in a way that encourages an adversarial process, ask yourself these questions:

- Do you start out by offering answers rather than by seeking a common understanding of the problem?
- Do you often exert your authority rather than seek ways to share power?
- Are you more directive than participative?
- Do you emphasize differences rather than seek and establish common ground?

The more you answer “yes” to these questions, the more you may be encouraging an adversarial process.

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### We've Moved!

For Leadership, Team and Organization Development Consulting and Speaking. Also for Executive Coaching and Process Facilitation contact us at

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## Culture Change Levers Checklist

- Create vision of future
- Identify gap between current situation and future vision
- Make business case for change
- Create sense of common destiny
- Involve people in understanding the issues
- Involve people in creating solutions
- Establish a sense of urgency
- Gain support from opinion leaders
- Develop compatible systems, technology, processes
- Develop new ways of organizing
- Develop a leadership and management style that supports the strategy
- Identify role of leadership group and other groups in change
- Provide supportive training and coaching
- Build trusting one-on-one relationships
- Reassign or change key personnel
- Build coalitions to gain support
- Foster candor and sharing of information
- Align power groups
- Build coalitions to gain support
- Communicate the vision in multiple ways, internally and externally
- Communicate benefits of change
- Communicate how change will occur
- Recognize behaviors consistent with the change
- Reward behavior consistent with the change
- Promote and transfer “best practices” of change
- Identify how success will be measured
- Create short-term wins
- Identify specific actions and assign accountability