

Key Culture Concepts

The Art and Science of Culture

Prepared by:

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Principled Transformation
Unlock Potential. Unleash Results



Culture **At Work**

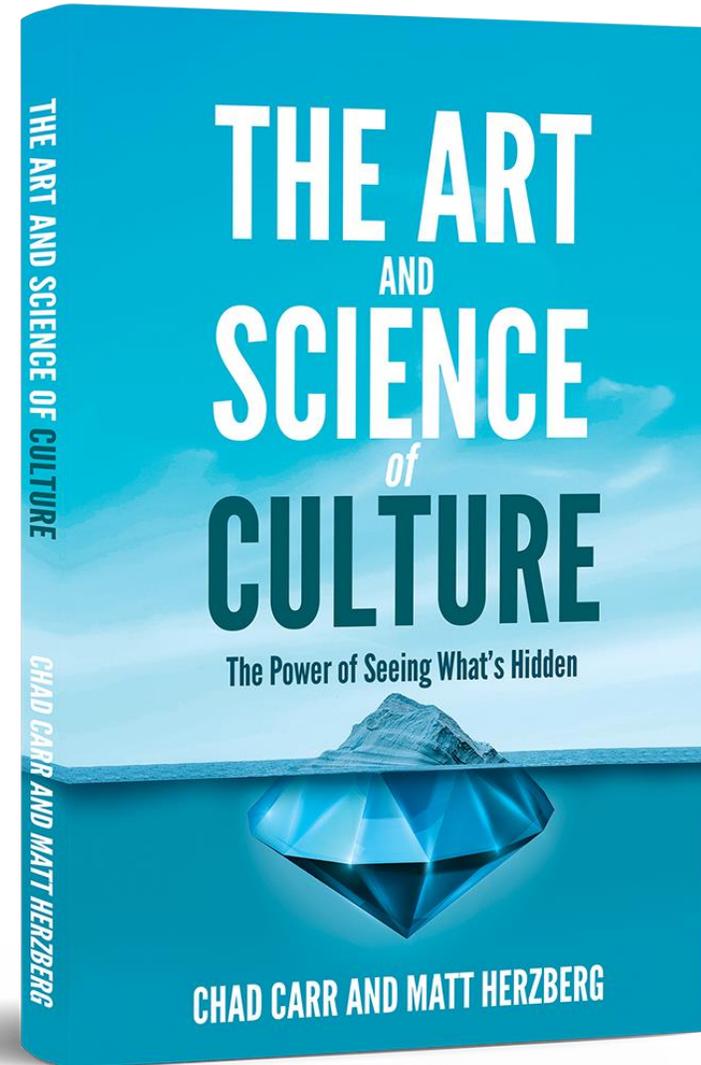
Culture is always at work within your organization – whether you intentionally shape it, or not.

There are times when shaping the Culture tends to be even more critical.



The Art and Science of Culture Book

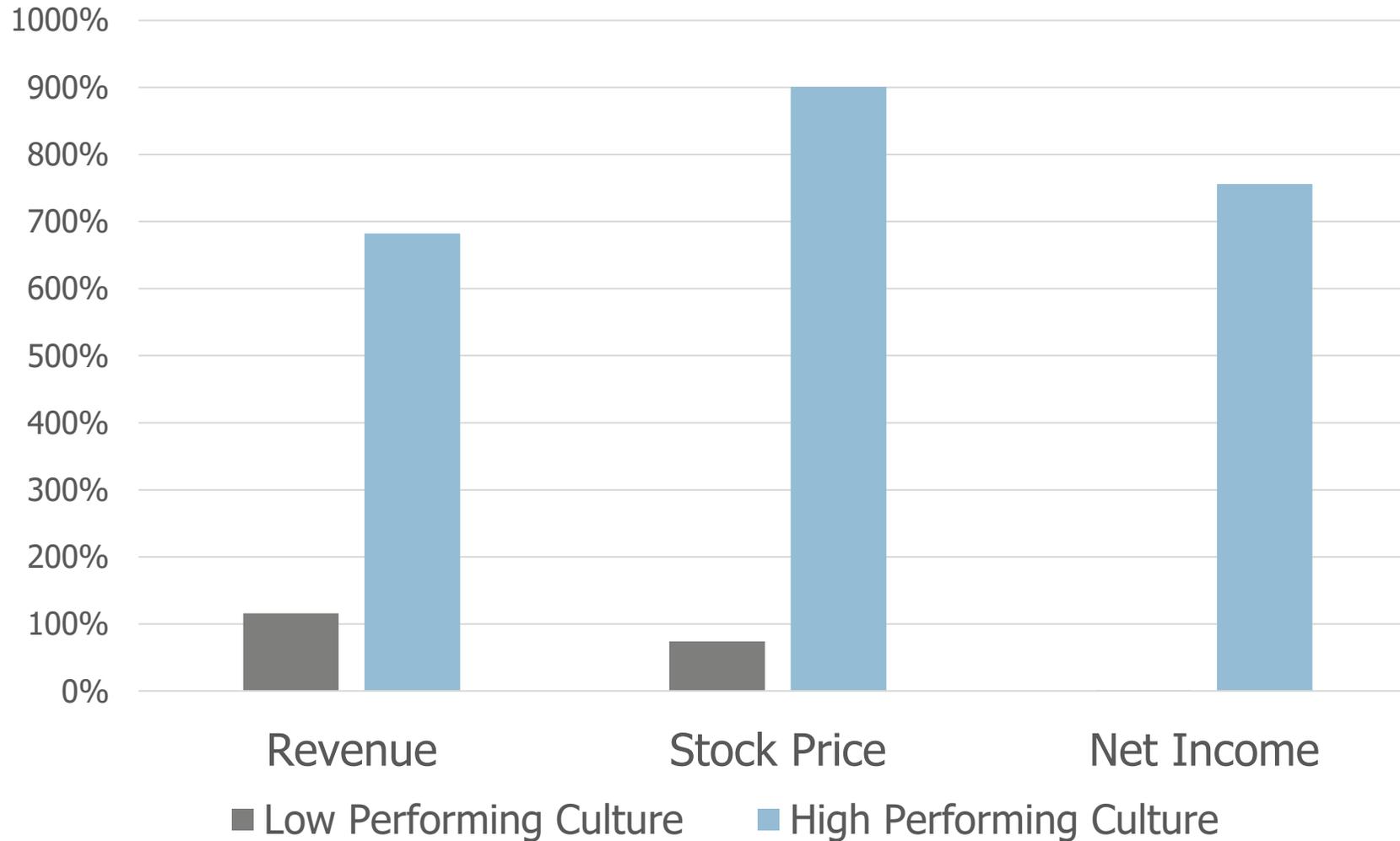
artandscienceofculture.com



Business leadership legend **Tom Peters** calls *The Art and Science of Culture* “staggeringly well-researched.”

**Culture is the collective
thinking that creates the
states of mind and actions
that produce results in an
organization.**

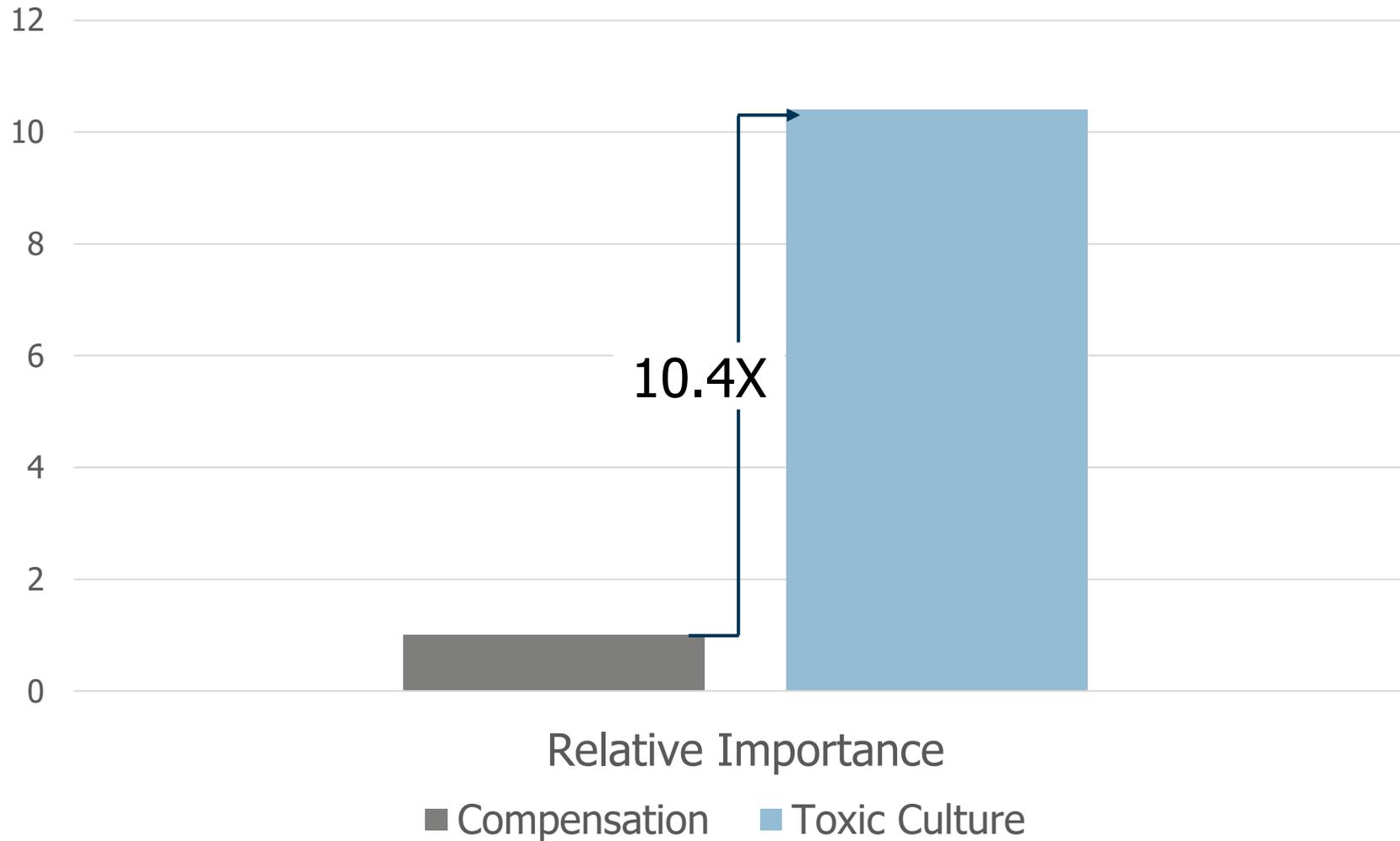
Culture drives **business performance**



Source: *1992 Groundbreaking Study on Corporate Culture & Performance by Kotter and Heskett. 200 companies studied over 11 years.*



Why we leave during the **Great Resignation**



Source: *2022 MIT Sloan Management Review*



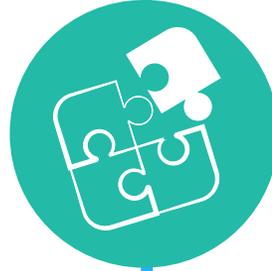
High Performance Organizations

Aligning these is the key to sustainable high performance and outperforming the market.



Strategy

- Vision / Mission / Purpose
- Competitive Positioning
- Value Creation



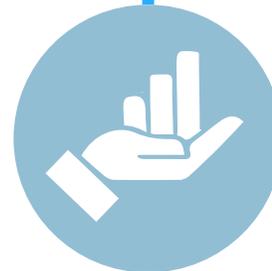
Structure

- Division of Labor
- Organization design
- Processes and system



Culture

- Shared values
- Collective thought habits
- How we behave and work together



High Performance Work Practices

- Attract and retain top talent
- Training and leadership development
- Performance management

Pace of change 



Strategy

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High Performance Work Practices

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Most organizations are **misaligned**

Constant change in the world around us leads to misalignment of these critical elements. Misalignment creates tension and dysfunction within organizations.

How culture impacts results – **unhealthy State of Mind**



The Art & Science of Culture

Many organizations (and consulting firms) focus on the obvious elements of culture – developing a Noble Purpose, Stated Values, and aligning policies and processes to the culture.

What many miss, are the hidden elements of culture which are much more powerful once they are aligned.

Art

Some intuitive, imprecise and subjective

- Observed Behaviors
- Common Language & Symbols
- Stated Purpose & Values
- Working Styles

Science

Research, measuring and staying objective

- Systems
- Policies & Handbooks
- Work Process
- Work Practices

Obvious

The Art and Science of Organizational Culture

Hidden

- State of Mind
- Trust
- Habits
- Thinking & Assumptions
- Personal Values & Beliefs

- Neuroscience & Neuroplasticity
- Social Psychology

Principles of culture transformation



Lead with Intention

Leaders are aligned around purpose, values, and priorities to lead the culture



Shift your Mindset

Leadership clear about priorities and intentional about how to affect change from a healthy state of mind



Generate Momentum

Engage the entire organization with energy, alignment, and momentum



Align Talent Systems

Reward, reinforcement, and repetition at all stages of the talent lifecycle



Embed into Work

Build healthy practices into your work processes and systems

How culture impacts results – **Healthy State of Mind**



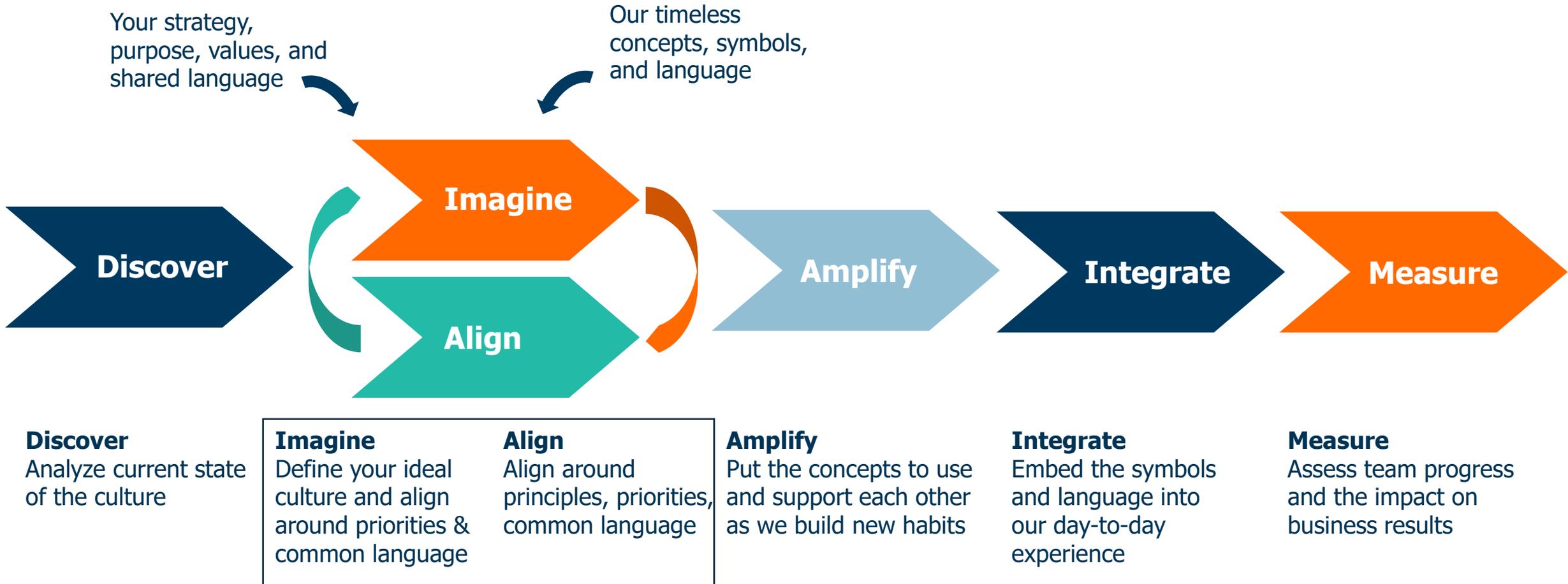
Culture Capability Assessment™

Sustainable, high-performing organizations are adapting externally and integrating internally through Leader Fitness, Team Alignment, and Organization Health.

Our proprietary diagnostic measures ten factors across these three dimensions that reliably measure healthy and high performing cultures.

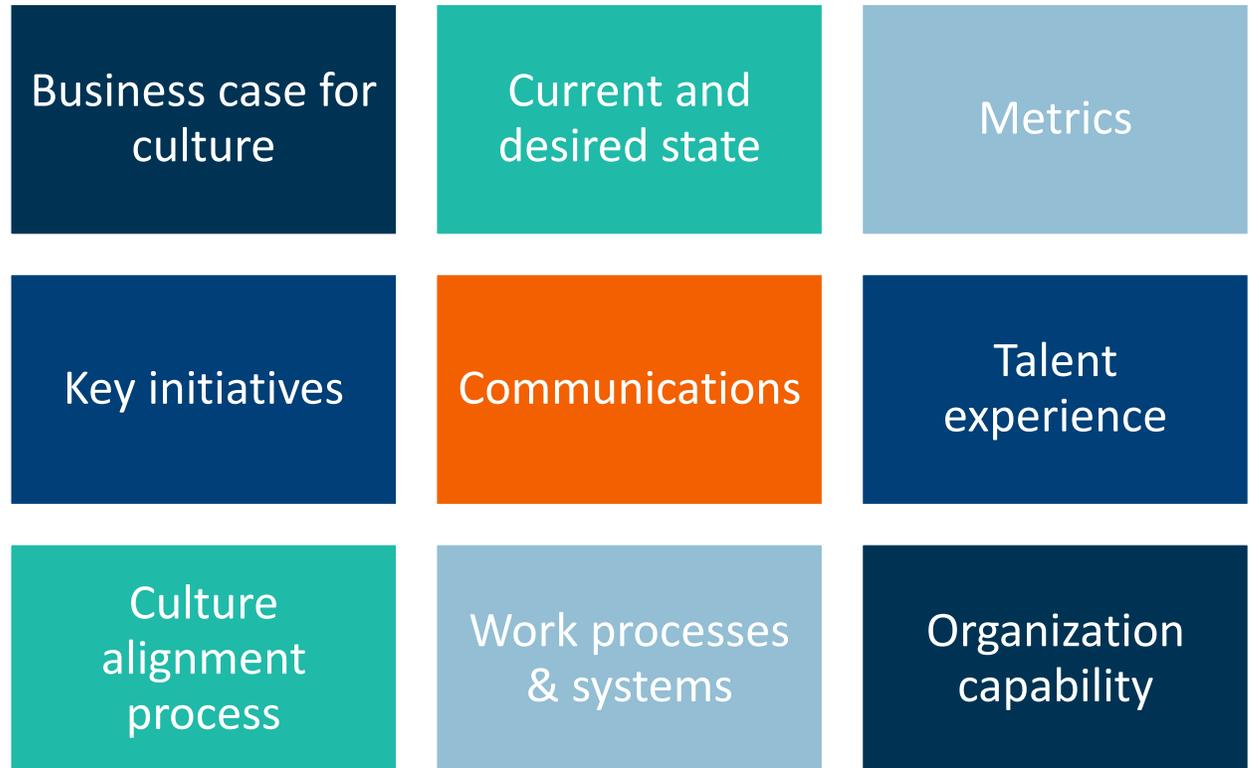


Our team **alignment** process



Strategic Culture Plan

The “Plan” identifies and organizes key transformation activities which, over time, transform and solidify the culture.



Culture Transformation at Scale

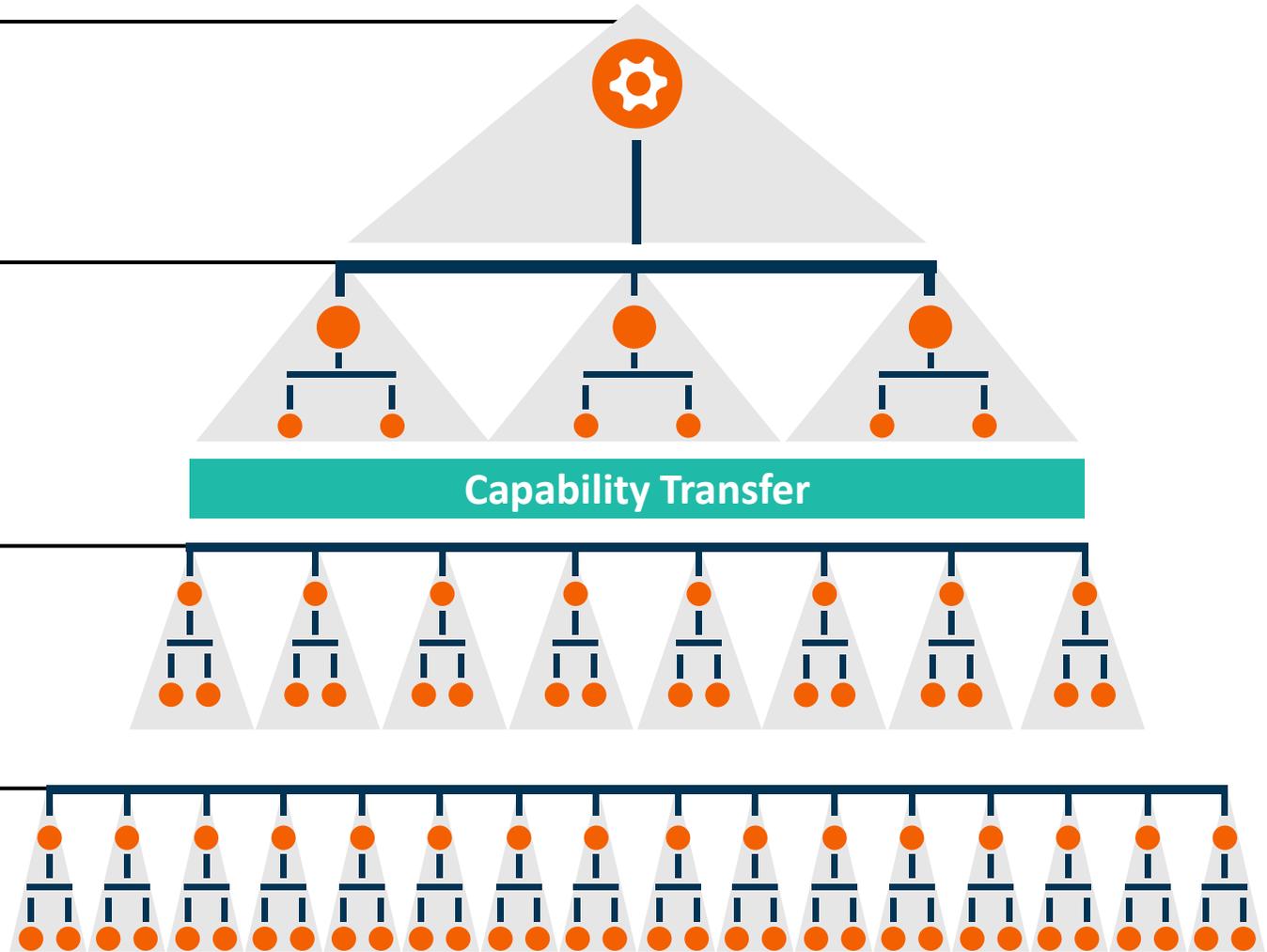
We can help you scale quickly and generate energy and momentum in the organization

CEO & senior team

Next level leaders & enablers

All leaders of others

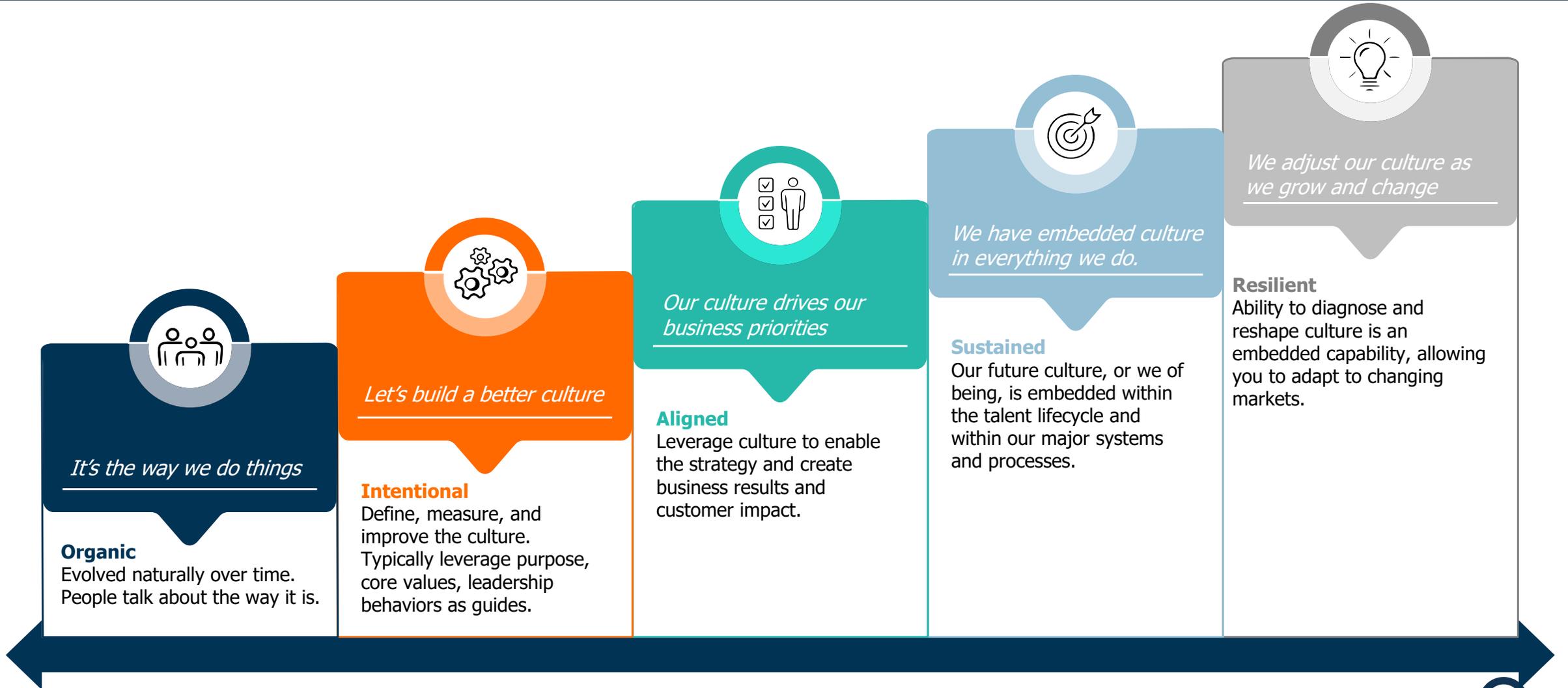
All employees through technology & team huddles



Enabled by: Leaders, Facilitators, Champions, Green Belts

Powered by: Storytelling, Common Symbols & Language, technology-based reinforcement, systemic alignment

Culture Capability Maturity Model



	Organic	Intentional	Aligned	Sustained	Resilient
Thinking	It's the way we do things	Let's build a better culture	Our culture drives our business priorities	We have embedded culture in everything we do.	We adjust our culture as we grow and change
What you may experience	Evolved naturally over time. People talk about the way it is.	Define, measure, and improve the culture. Typically leverage purpose, core values, leadership behaviors as guides.	Leverage culture to enable the strategy and create business results and customer impact.	Our future culture, or we of being, is embedded within the talent lifecycle and within our major systems and processes.	Ability to diagnose and reshape culture is an embedded capability, allowing you to adapt to changing markets.
Strategy	Preserve legacy culture	Build a healthier organization	Leverage culture to drive business results	Create a sustainable aligned culture	Develop Agile, resilient, self-renewing culture
People	Attract and retain talent that fits the legacy culture. Lack of formal roles and work teams managing culture.	Attract and retain talent that fits future culture. HR leader and work team(s) assessing and managing culture. Develop healthy states of mind.	Chief Culture Officer leads work teams, facilitators, and champion network. Begin to focus on specific mindsets, thinking, and limiting beliefs to be shifted. Shift to measuring outcomes of behaviors and impact on business results.	Chief Culture Officer & COO align the talent lifecycle and HPWPs to the future culture. Culture <i>Green Belts</i> added to enable deep embedment into teams . Culture becomes "how" we do all our work. Culture is the organization.	Develop capability for talent to see what's hidden in cultures to self-identify and renew the culture for the future. <i>Impowered</i> to act in the moment to adapt culture to better fit evolving needs.
Process	Lack of culture diagnostics or benchmarking. Typically, no regular meetings, training regarding culture. Not systematically embedded in HPWPs.	Formal diagnostics periodically to show relative improvement against future culture definition.	Integrate culture definition into annual strategic planning process. Systematic identification of culture capabilities required to enable the business strategy.	Embed culture capabilities in strategic initiatives and HPWPs.	All employees play a continuous role in self-correcting and renewing the culture and updating processes to reflect strategic changes in the market.
Systems	Traditional communication platforms (email, IM, HRIS, etc.)	Assessment platform, Social Media to capture and share best practices.	Financial system integration with HRIS to monitor culture impact. Crowd-sourced thinking to monitor and maintain alignment.	Operations systems, including company dashboards, sales platforms, supply-chain tools, customer interface.	Crowd-sourced decision-making and alignment platforms (e.g., Volley Solutions™).



Principled Transformation

Unlock Potential. Unleash Results

Our purpose

To empower leaders to create awe-inspiring organizational cultures

Our values

- Bring our best selves
- Be client-obsessed
- Innovate, lead and learn with our clients
- Be IMpowered to create outcomes
- Value healthy differences





Chad Carr
Managing Partner

Chad Carr, MBA, Ph.D.

Managing Partner, Principled Transformation

Balanced perspective. Sustainable results.

With 25 years in corporate leadership and consulting, Chad directs measurable, lasting culture transformations for Fortune 500 organizations across the globe.

He brings a collaborative approach to consulting — leading and learning with clients to articulate strategy, develop purpose and values, and create healthy, high-performing cultures that unlock strategic value.

Operations/HR leader: Andersen Worldwide, Deloitte, Limited Brands, Sears

Consultant: St. Charles Consulting Group, Heidrick Consulting (Senn Delaney)

Specialty areas: Consumer Goods, Financial Services, Technology

Credentials: MBA in Leadership in Organizations, Northwestern; Ph.D. in Instructional Systems, Penn State

About Chad: Author, speaker, husband, father, and volunteer with Boys Hope Girls Hope of St. Louis



Matt Herzberg

Managing Partner

Matt Herzberg, M.A., Ph.D. (ABD)

Managing Partner, Principled Transformation

Practical solutions for authentic growth.

After decades of leading HR across industries, as a multiple-time CHRO and CLO, Matt is adept at quickly identifying critical issues, developing systematic action plans, and assessing progress toward sustainable culture transformations.

His direct, practical approach allows him to help high-performing leaders achieve the advanced results they seek faster and more reliably than traditional consulting firms.

HR leader: ITT, Ameren, GenAmerica, Express Scripts, MEMC, SunEdison

Consultant: Heidrick Consulting (Senn Delaney), Psychological Associates, Russo and Associates

Specialty areas: Energy, Utilities, Financial Services, Healthcare, Insurance, Manufacturing, High-tech Manufacturing, Alternative Energy

Credentials: M.A. in Industrial/Organizational Psychology, Southern Illinois University; Ph.D. (ABD) in Organizational Theory, St. Louis University

About Matt: Board member for the Herzberg Family Wellness Foundation and the Midwest Health Initiative of St. Louis, volunteer at Boys Hope Girls Hope of St. Louis