

Making change happen – the challenge of cultural change



Cultural change ...

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Dr Christopher Worsley, CITI Group

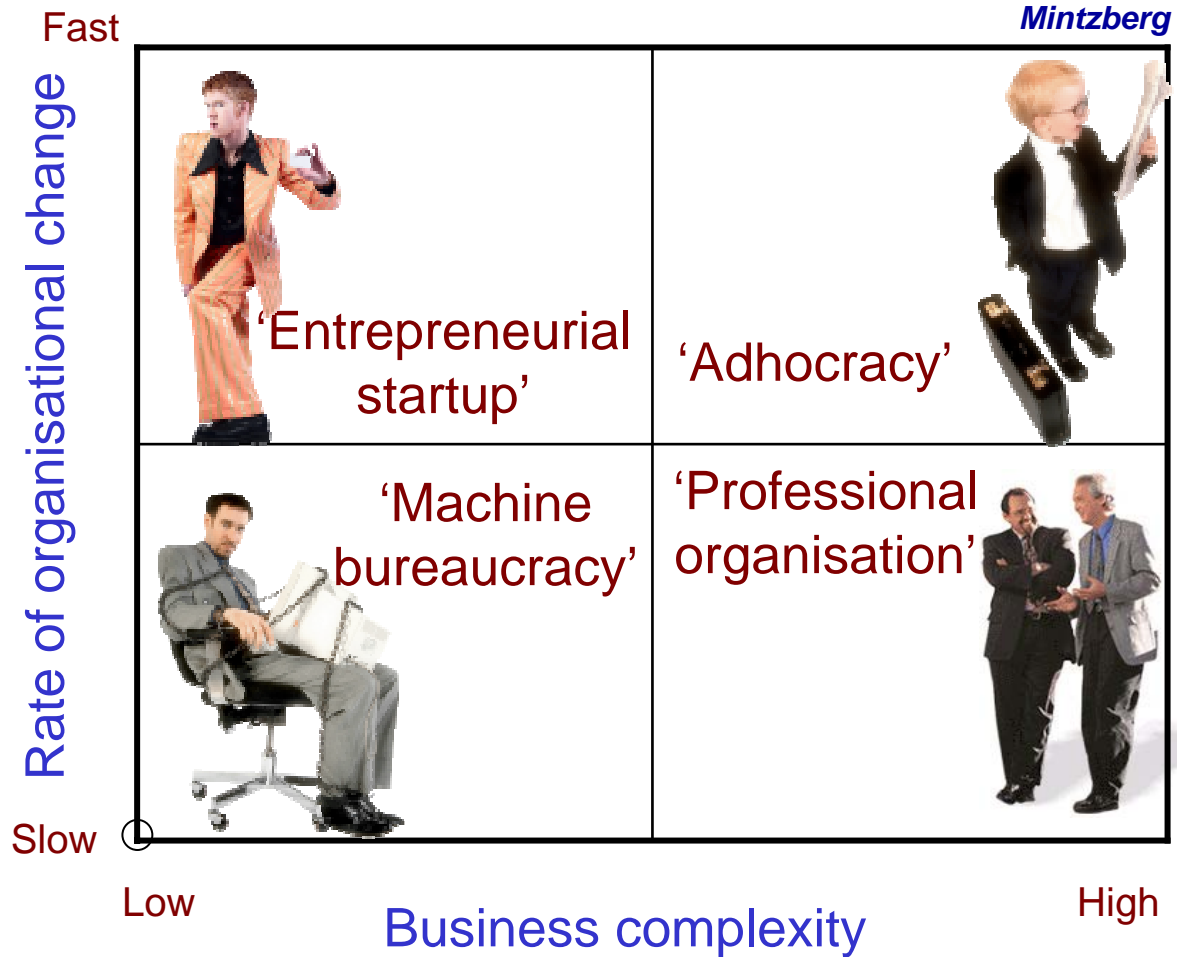
What triggered the change?



Diane Green
Vice Chancellor
Sheffield Hallam University

Vision: to set the standard for a modern, progressive university with a leading national role in the 21st century.

One size doesn't fit all



One size doesn't fit all

'coercive'

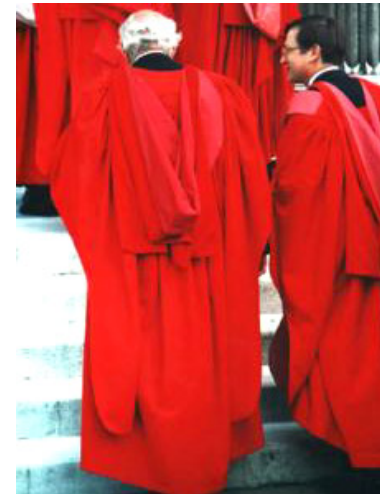


Etzioni

'instrumental'



'normative'



Understand your stakeholders

Why

costs



vision



competition



Timing

link

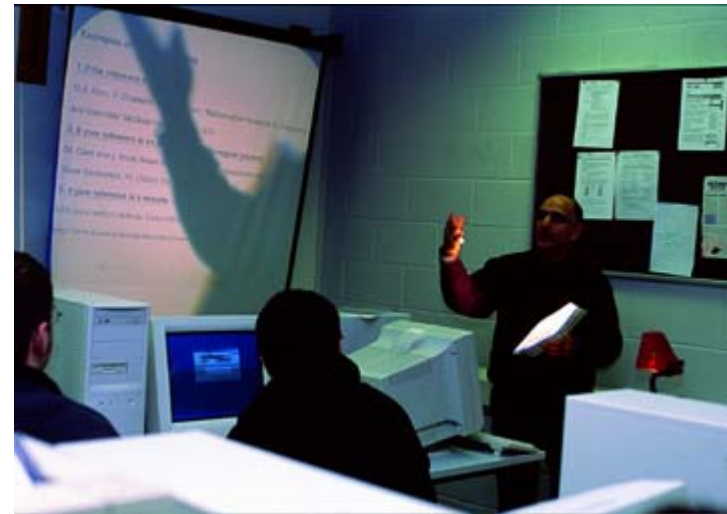


Barriers

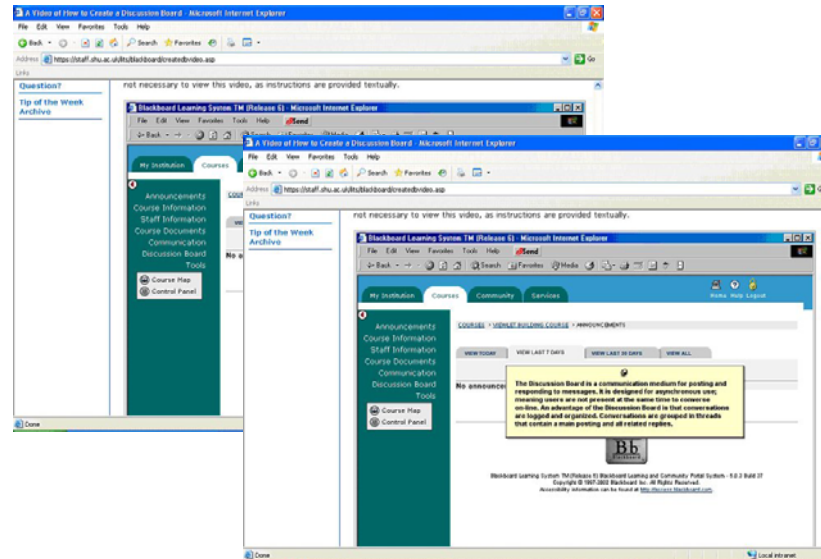
opinions



Identify your allies



Drivers for change



Restructure



Individual values are important

Vision:

learning landscape



Purpose:

enable and inspire learning



Values:

collaborative working, fulfillment,
continuous learning



The frustrations of change



Dr Wendy Thomson
Prime Minister's Advisor
The Office of Public Services Reform

Effective change comes through engaging people in **their own workplaces, taking onboard **their** legitimate and hard-won experiences, and making sure that **you** make **your** vision work for **them**.**

Finding the value

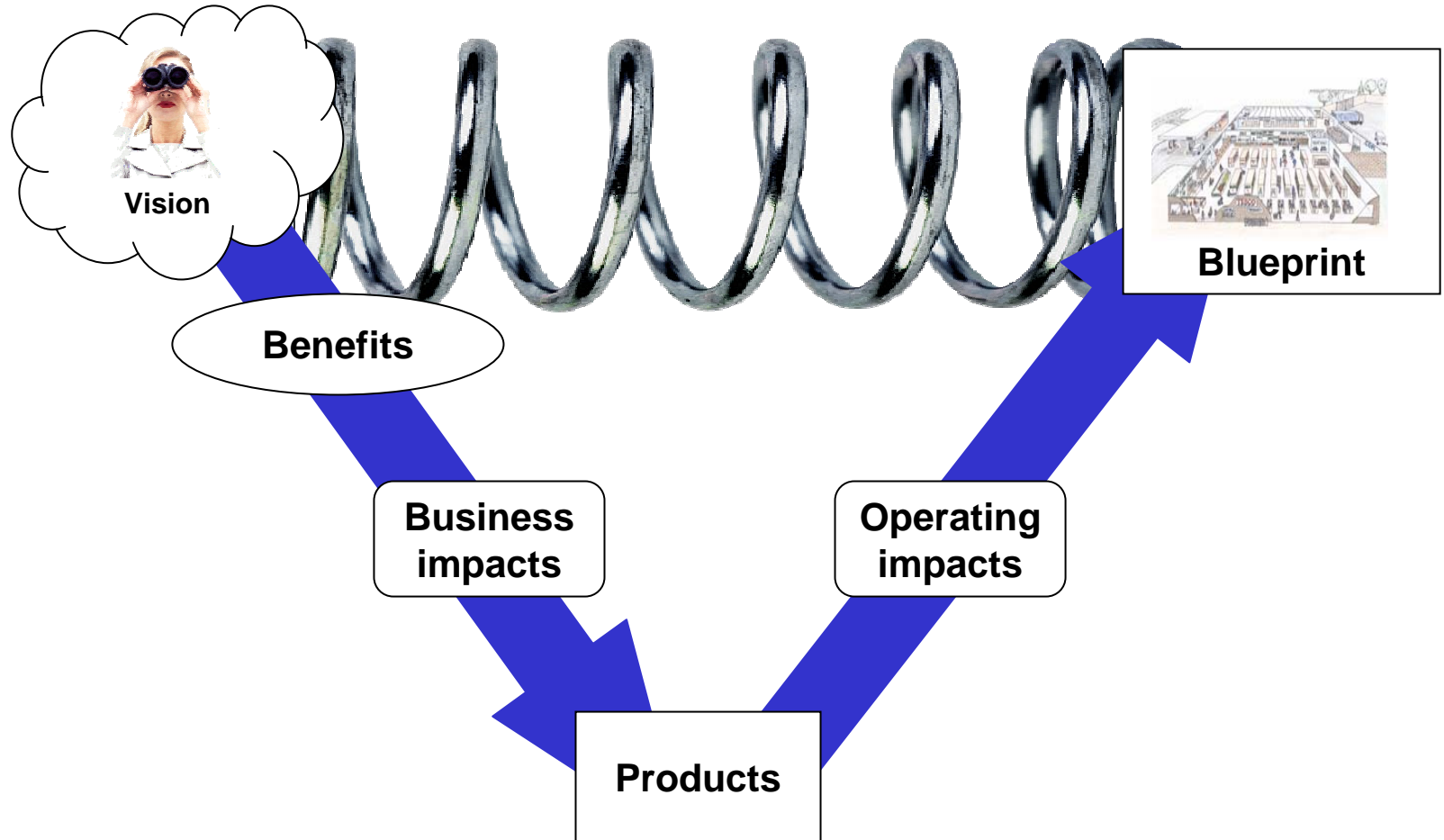
Impact Family	As is	Blueprint	Problem	Benefit	To be	Value	Totals
Excellence in education	3	2		3	16	1	25
Meeting needs of student community	6	1		2	7		16
Excellence in research	1				6	2	9
Create / grow new markets	1	4	1	2	11		19
General expressions	3	5	3	4	4		19
Grand Total	14	12	4	11	44	3	88

Type	Exc. In Ed.	Students	Exc. In Res.	Mkts	General	Totals
As is	3	6	1	1	3	14
Blueprint	2	1		4	5	12
Problem				1	3	4
Source of Benefit	3	2		2	4	11
To be	16	7	6	11	4	44
Value	1		2			3
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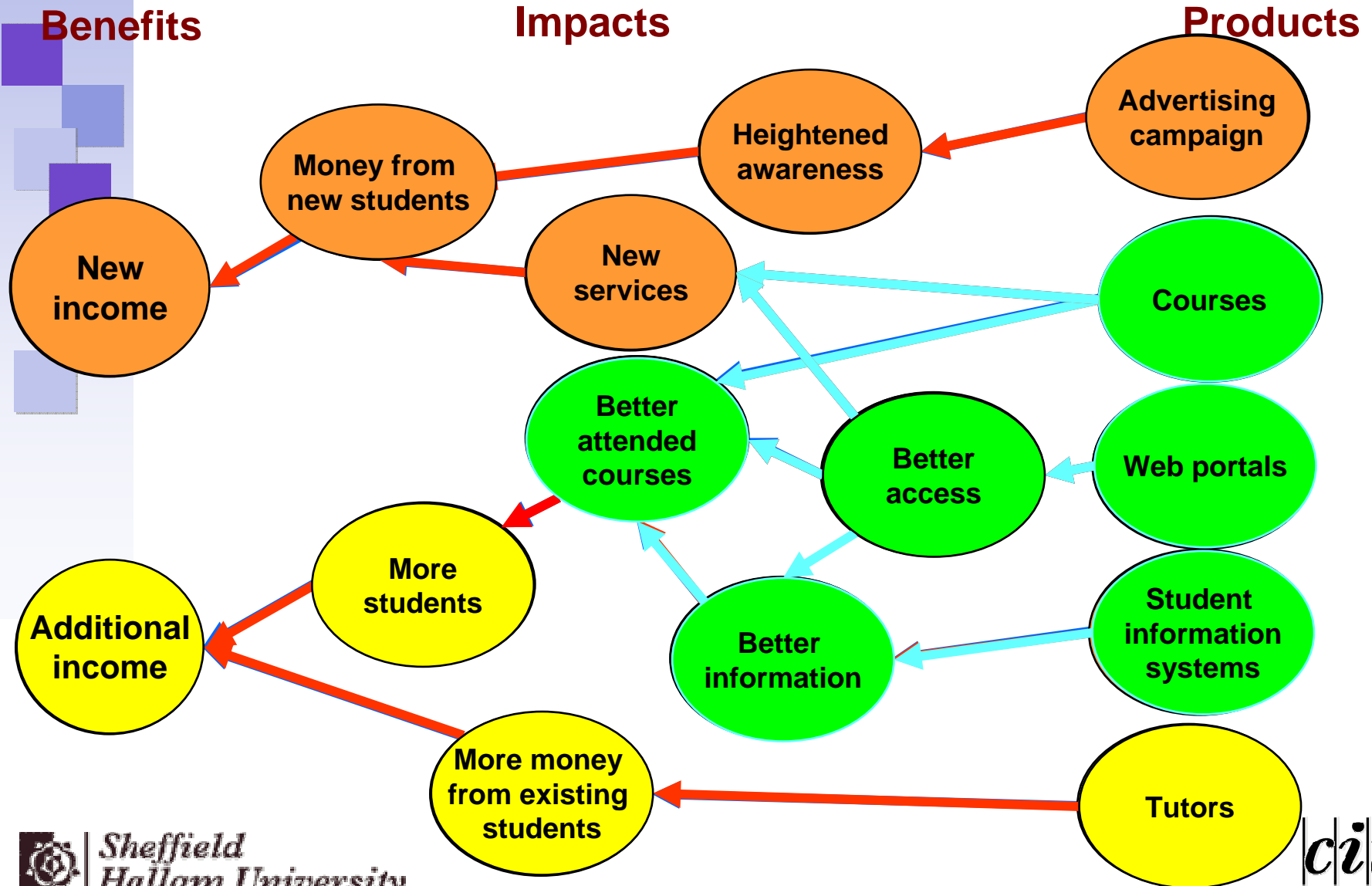
What does 'good' look like?

Impact required	What we <u>must</u> do to make this happen	What success looks like	What failure looks like
<p>Choosing Sheffield Hallam is a good decision</p>	<p>The contact person knows the unique 'selling' proposition</p> <p>The contact person knows the 'product' details</p> <p>The contact person knows the enquirers' aspirations</p>	<p>Candidate student progresses beyond initial enquiry 60% of times</p>	<p>Candidate student complains of being 'sold to' more than 1 times in 50</p> <p>Candidate student is uncertain of value of 'product' after decision to proceed has been made</p>

Linking the values to the change



Mapping the benefits to projects



Finding the missing elements

Strategy

What direction do we need to move in need quickly?

- ⇒ Acquire new 'markets'
- ⇒ Develop new 'capabilities'
- ⇒ Retain local 'base'

Systems

What new systems / processes are required to realise the capability?

- ⇒ University resource models
- ⇒ Student access to university capabilities
- ⇒ Information demands from all sources

Point of difference

Structure

What needs changing in the organisation to ensure there are no barriers to an effective capability?

- ⇒ Student / academic lifecycles
- ⇒ 'Traditional' work patterns
- ⇒ Historical 'obligations'

Style

Which attitudes / cultural facets need to change?

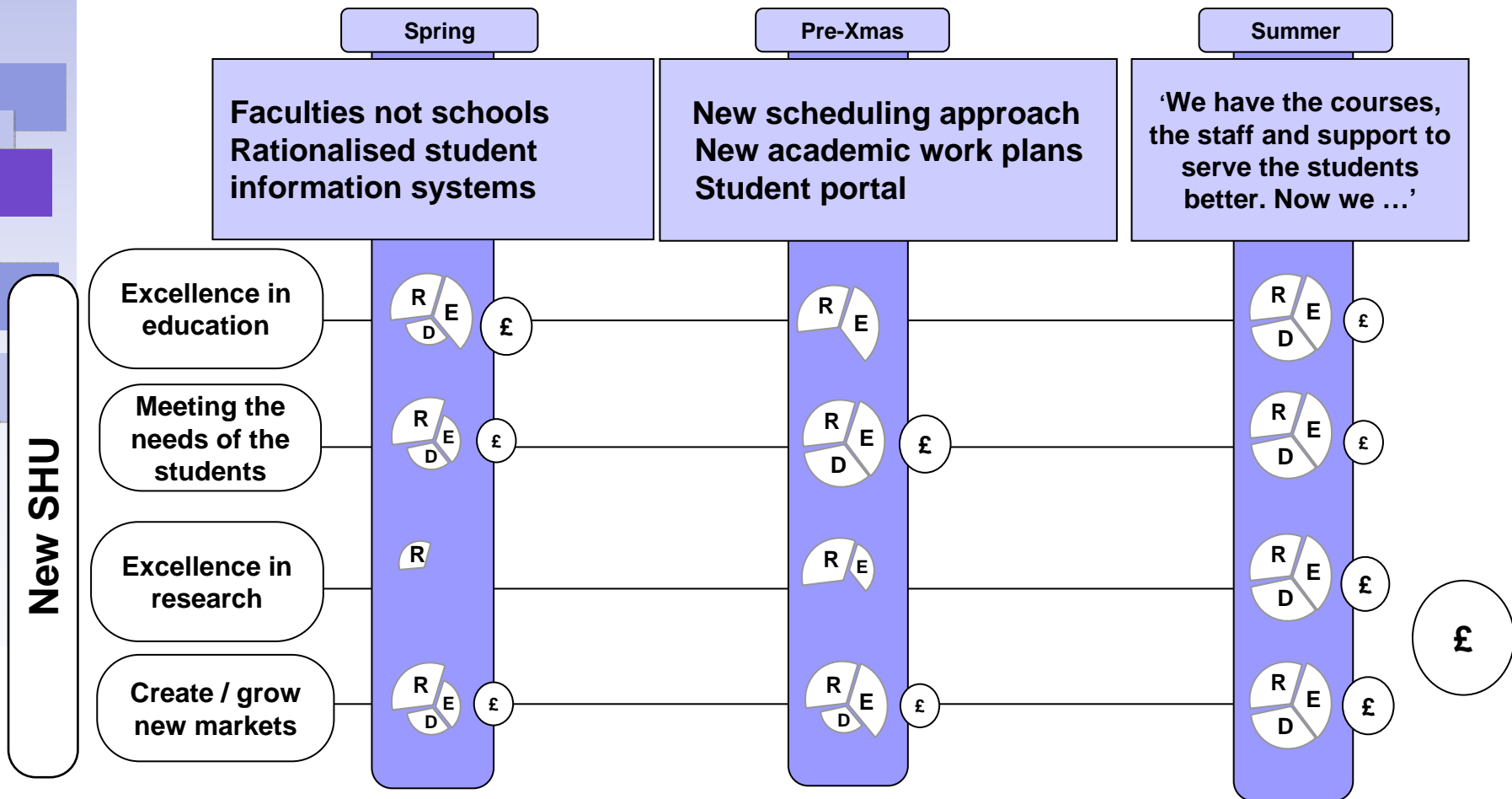
- ⇒ Learning culture focused on student behaviour

Staff and Skills

What new skills or people needed for the capability?

- ⇒ Managing 'commercially' - targeted individuals

Phasing the impacts

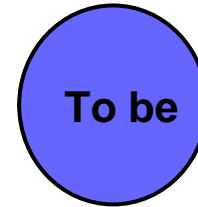
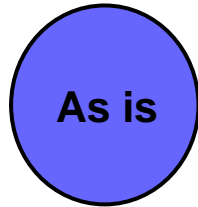


Make the programme accountable for benefits realisation

Getting to the Board



Vision



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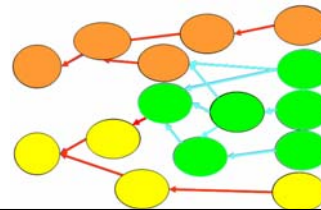
Existing Projects



Operating model

Impact required	Points of difference	What success looks like	What failure looks like
Choosing Sheffield Hallam is a good decision		Candidate student progresses beyond initial enquiry 60% of times	Candidate student complains of being 'sold to' more than 1 times in 50

Needs to be addressed *in* the project



Benefits / Impacts / Products



Programme road map

The pentagon of leaders

Political leader
(meanings)

Aesthetic leader
(visionary)

Structural leader
(formative)

Ethical leader
(standards)

Action leader
(practices)

Four temperaments

Rationalists



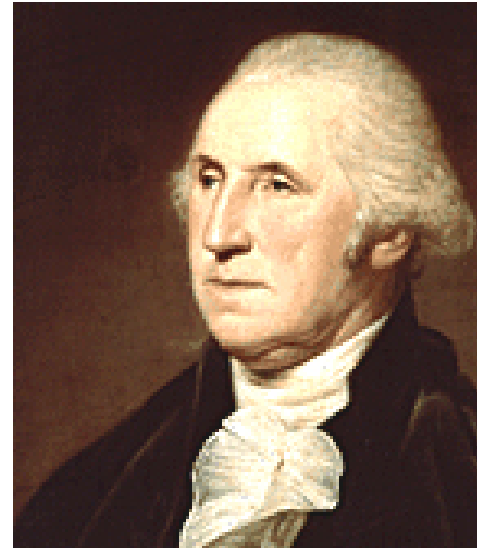
Idealists



Artisans



Guardians



Temperament and preferred activity

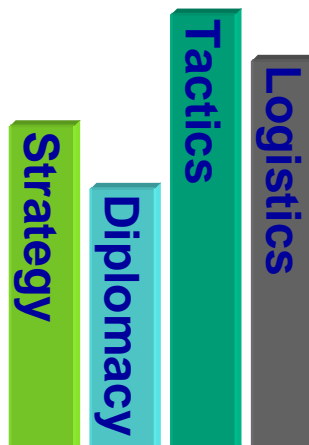
Rationalist



Idealist



Artisan



Guardian



Types of power

Intrapersonal

skills, attributes, expertise

Interpersonal

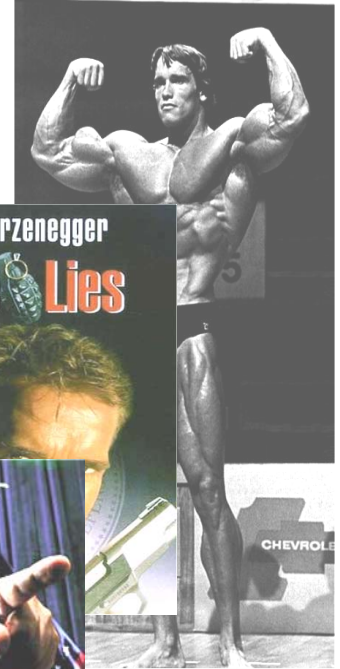
influence, persuasion

Organisational

function of office

Structural

agenda setting



Leadership strategies

Objective is ambiguous.

Business critical outcomes.

'People oriented' culture.

Need for decisions to be made by subordinates.

Consensus

Consultative autocrat

Shareholder

Autocrat

Time constraints.

Problem is well-structured.

Likelihood of conflict over decisions.

Formal controls in place.

Structuring communications

90 second message

5 minute briefing

**2 hour seminar
– information transfer**



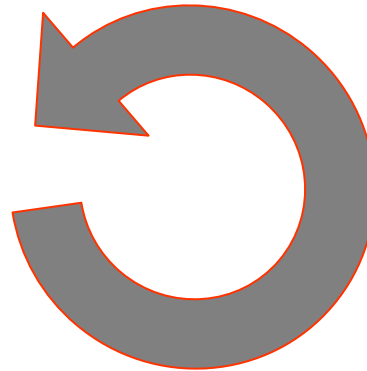
The change cycle

Renewal

- ✓ Acceptance
- ✓ Impatience
- ✓ Excitement
- ➔ Identify learnings
- ➔ Recognise progress
- ➔ Celebrate success

Contentment

- ✗ Inertia
- ✗ Complacency
- ✗ Comfort
- ➔ Create sense of urgency
- ➔ Explain shared need
- ➔ Validate need



Confusion

- ✗ Anxiety
- ✗ Fear
- ✗ Bargaining
- ➔ Focus on the goal
- ➔ Visible roadmap
- ➔ No “deals”

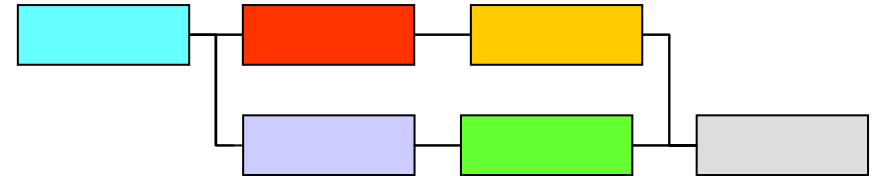
Denial

- ✗ Rejection
- ✗ Anger
- ✗ Inaction
- ➔ Acknowledge feelings
- ➔ Empathetic listening
- ➔ 2 way communication

Which approach?



**Burning platform
Jump!**



Unfreeze

Change

Refreeze



Energise



Envision



Enable



Awaken



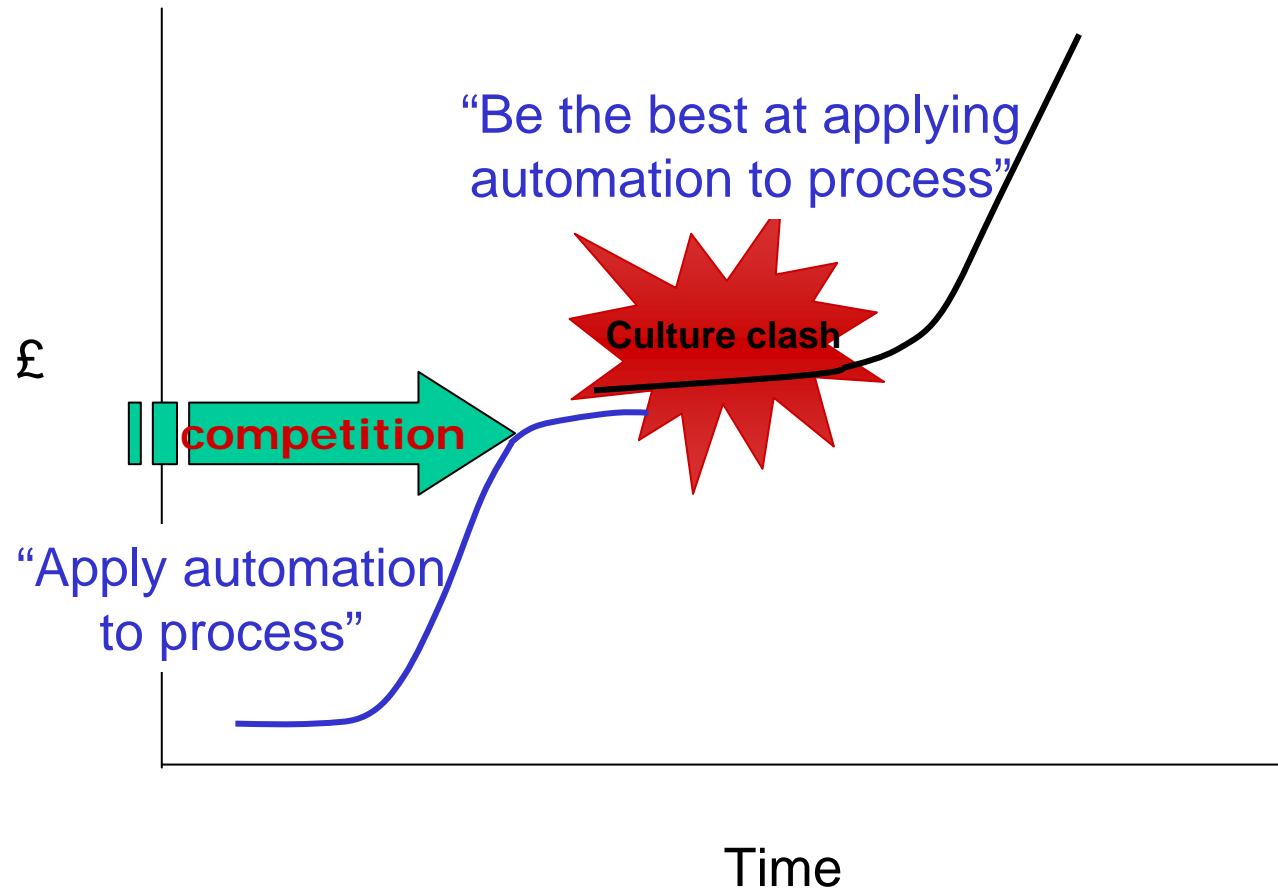
Mobilise



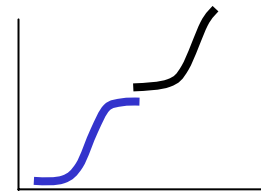
Reinforce

- Which approach will work best?
- What's the organisation's capacity to change?
- Who's involved in the decision?
- Is there sufficient leadership capability?

If this is the problem...



How would you?



'First curve' behaviours

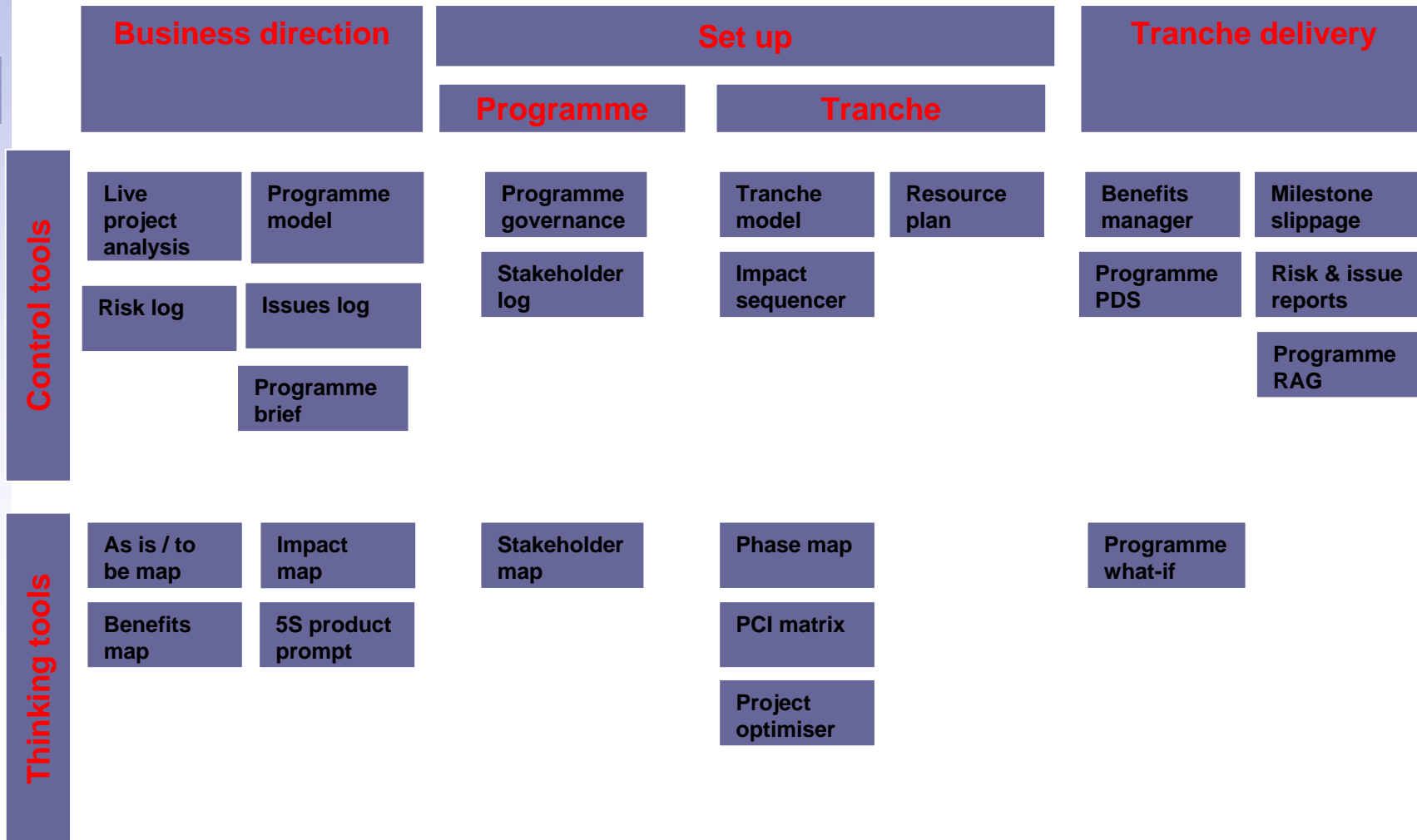
- Do magic
- 'Heroic' engineering
- Define requirements on the job
- Intuitive project management
- 'Whatever works'
- One off, custom solutions
- Pervasive communication
- Name your price

'Second curve' behaviours

- Deliver on time, within budget
- Solid engineering
- Agree requirements at the start
- Clear methods
- Standardised processes
- Standard packages & products
- Formalised reporting
- Competitive pricing

... but don't lose all the magic!

Culture change toolkit guide



Identify your allies

