
Cultural Development Provocation

ReimagineED 203

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FUTURE

New power dynamics at work

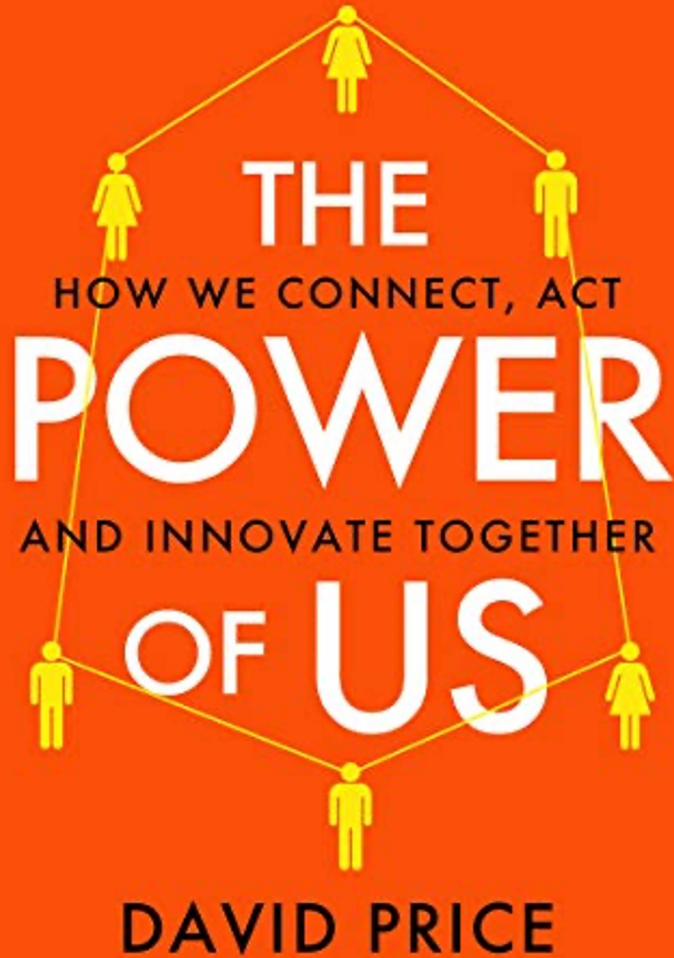
New power dynamics are evolving in work places, moving away from simply tasks to relationship-building and communication. You are not the leader anymore, your people are.

From sparks & honey
'The Equity Effect':

**"You are not
the leader
anymore, your
people are."**

s & h






- Research period (2017 - 2019)
- Submitted M'script Feb 2020
- March 2020 - you know what happened- rewrote entire book
- Published August 2020
- Formed 'boutique' agency mid 2021
- Built measuring tool for Organisational Culture, based upon 8 key elements in book





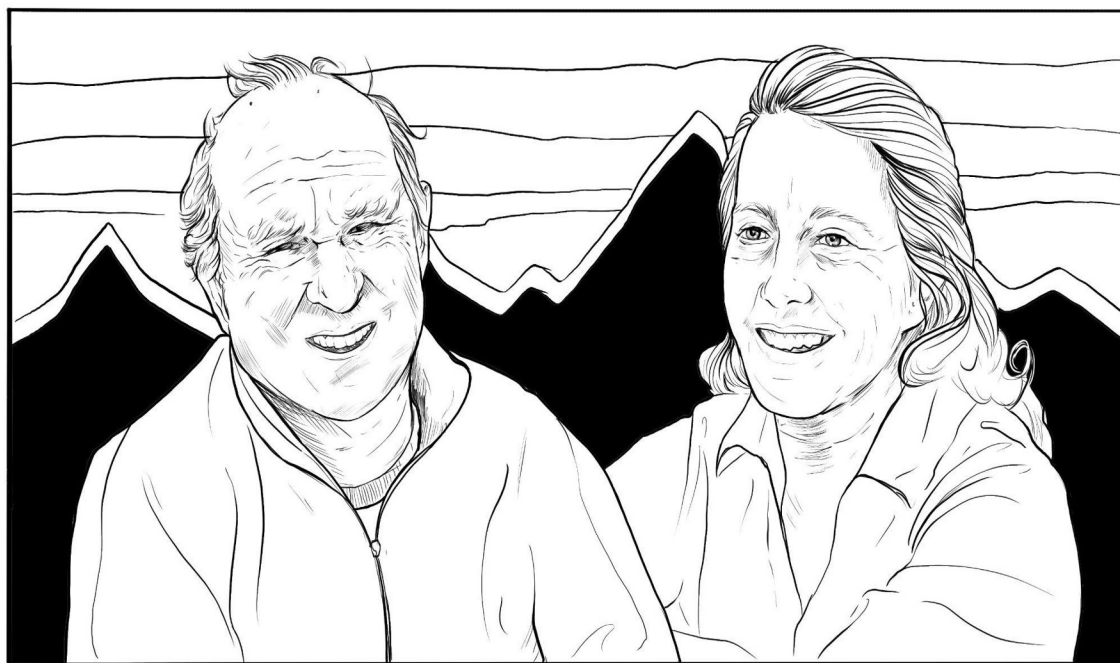


The smart orgs cultivate movements, not mandates

A close-up, black and white photograph of a man's face, looking directly at the camera with a serious expression. He has a mustache and goatee.

Believe in something.
Even if it means sacrificing everything.

 Just do it.



- The Building Blocks of People-Powered Innovation:

Trust & Transparency

Engagement & Equity

Autonomy & Agency

Mastery & Meaning



Mindset – promoting the individual and (then) the collective way of seeing how the work they do matters;

Operating system – ensuring that functions and structures are shaped around the common purpose, not putting people in boxes;

Leadership – people-powered innovation insists that leadership is a distributed, empowering, driver of change. Not *done to*, but *done with*;

T.E.A.M. – 8 elements of culture. The ties that bind, the formative behaviours, the protocols, the rituals. It's 2/3rds of everything you do

Activity # 1:
Rituals, Artefacts & Mantras



“What you take away is usually more important than what you add”

**Larry Rosenstock, Co-founder
High Tech High**

Task # 1:

1. Consider what rituals, mantras and artefacts you have that may no longer serve the culture you aspire to. Or what would support positive cultural development?
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Activity # 2:
Speed Audit Exercise

OUR CULTURE - Speed Audit Activity

How would anticipated responses rate your school (0-10)?	<p style="text-align: center;">TRUST</p> <p>How comfortable is your manager when you share your feelings with them?</p> <p>How does the organisation react to failure?</p> <p>What best describes your trust in others in the organisation?</p>	<p style="text-align: center;">TRANSPARENCY</p> <p>How is information shared within the organisation?</p> <p>How clear are roles and responsibilities?</p> <p>How are decisions made within the organisation?</p>	How would anticipated responses rate your school (0-10)?
Give example(s)			Give example(s)
How would anticipated responses rate your school (0-10)?	<p style="text-align: center;">ENGAGEMENT</p> <p>How happy are you being in this organisation? (Go with your first response)</p> <p>How likely is it that you will leave within the next 12 months?</p> <p>How well do the organisational systems & structures help you do your job well?</p>	<p style="text-align: center;">EQUITY</p> <p>To what extent do you agree with:</p> <p>“Everyone here is treated fairly regardless of differences.”</p> <p>“Mostly, I feel like I belong here ”</p> <p>“The leadership team are working hard to create a diverse workforce”</p>	How would anticipated responses rate your school (0-10)?
Give example(s)			Give example(s)
How would anticipated responses rate your school (0-10)?	<p style="text-align: center;">AUTONOMY</p> <p>How much freedom do you have in completing tasks?</p> <p>How connected are you to decisions being made that will affect you?</p> <p>How much flexibility do you have when dealing with your community?</p>	<p style="text-align: center;">AGENCY</p> <p>To what extent are you involved in the strategic planning process?</p> <p>How do people influence change here?</p> <p>How effective is the organisation at planning and getting things done?</p>	How would anticipated responses rate your school (0-10)?
Give example(s)			Give example(s)
How would anticipated responses rate your school (0-10)?	<p style="text-align: center;">MASTERY</p> <p>How would you summarise what you’ve learned during the past 12 months?</p> <p>To what extent is the organisation helping you grow and develop?</p> <p>Do your leaders spend more time on areas for improvement or building on your strengths?</p>	<p style="text-align: center;">MEANING</p> <p>To what extent do you agree with:</p> <p>“I feel like my role here makes a positive difference in people’s lives”</p> <p>“The values we say we stand for are seen in the way we treat each other?”</p>	How would anticipated responses rate your school (0-10)?
Give example(s)			Give example(s)

Activity # 3:
Analysing the elements

Group A: Autonomy



31. How flexible are your working hours (beyond time with students?)

Totally fixed - I clock in/out	7% (5)
They're fixed - permission is required for unforeseen events	42% (30)
Due to the nature of the job I have set times/hours	34% (24)
In my role, I'm free to work around my personal circumstances	10% (7)
So long as I achieve my targets, I can work whenever I like.	7% (5)

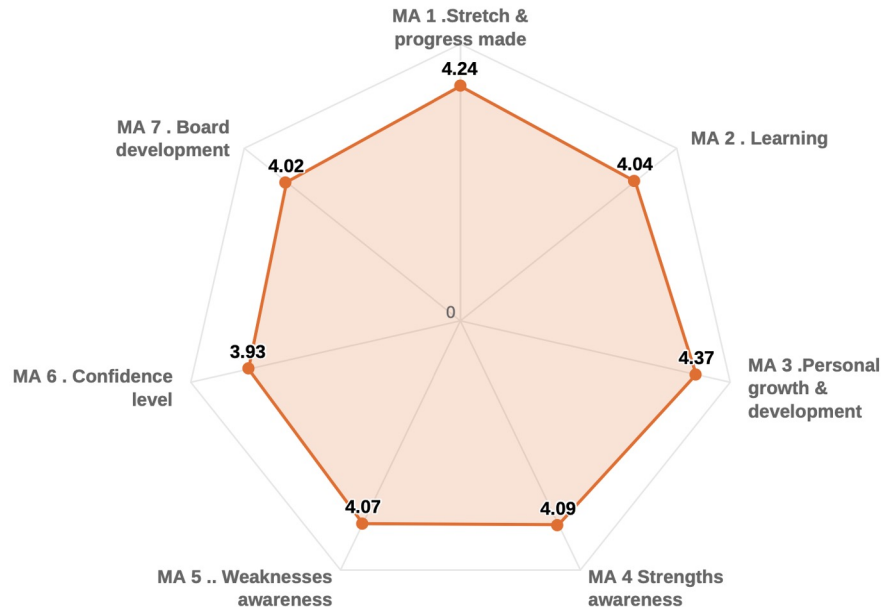
32. How involved you to decisions being made that will affect you?

No-one asks my opinion - even when it's directly about the work I do	18% (13)
I'm sometimes asked for my opinion, but it doesn't seem to change de...	42% (30)
We're not asked about policy changes, but asked about our daily work	17% (12)
We've got representatives at all levels, so our views are heard	13% (9)
This is a cooperative culture - we're consistently asked for our vie...	10% (7)

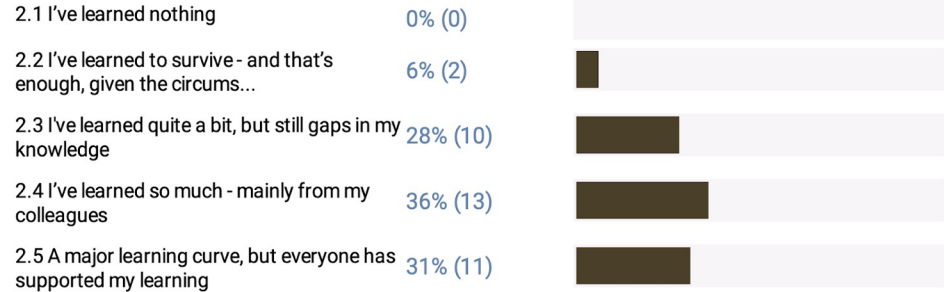
Comments:

"Central administrative processes overriding student and teacher needs at a school level" ; "A call for more autonomy from central decisions"; "We often have systems imposed on us that add stress and make our jobs and our vision challenging"; "I feel that there are too many different systems so that this becomes a confusing place to work with too much time spent looking for the ways that something 'should' be done."

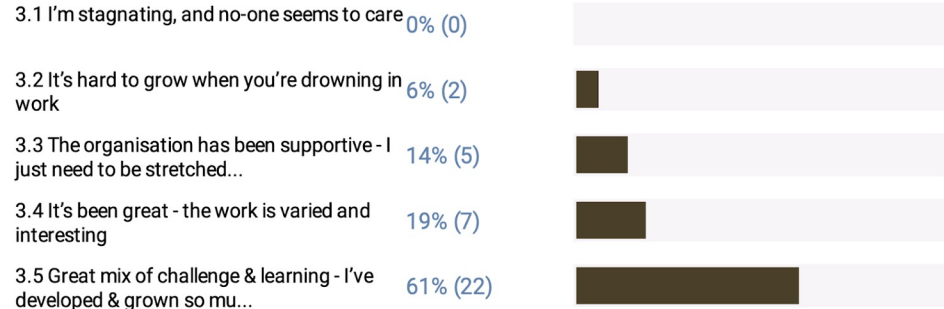
Group A: Mastery



44. Ma 2 How would you summarise what you've learned during the past 12 months?



45. Ma 3 To what extent is the organisation helping you grow and develop?



Comments:

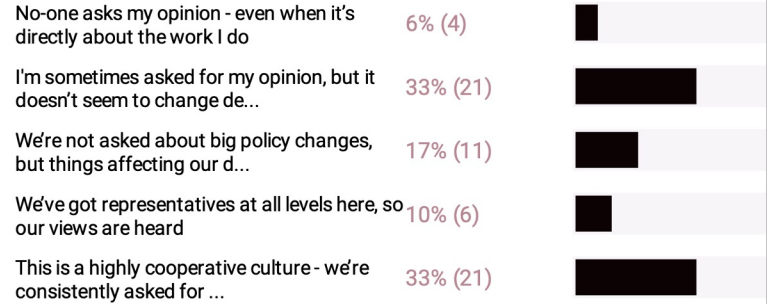
"I feel TA's should be appreciated when covering, Some TA's are covering 3/4 times a week (full days) and expected to mark etc in their own time."

"As a staff, we feel we are in a strong position as a team and in the social standing of the school itself. I feel we do the very best for the children in our care and everyone works together to make the difference."

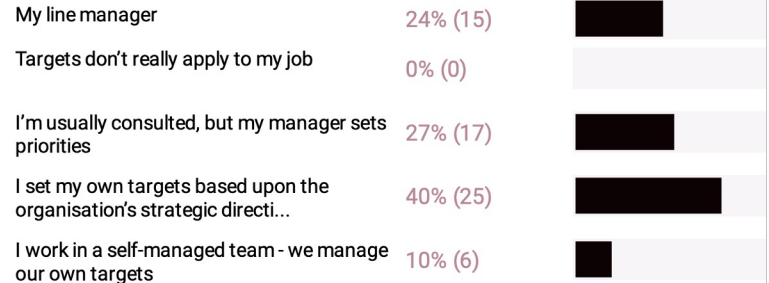
Group B: Agency



32. How connected are you to decisions being made that will affect you?



33. Who sets your targets?



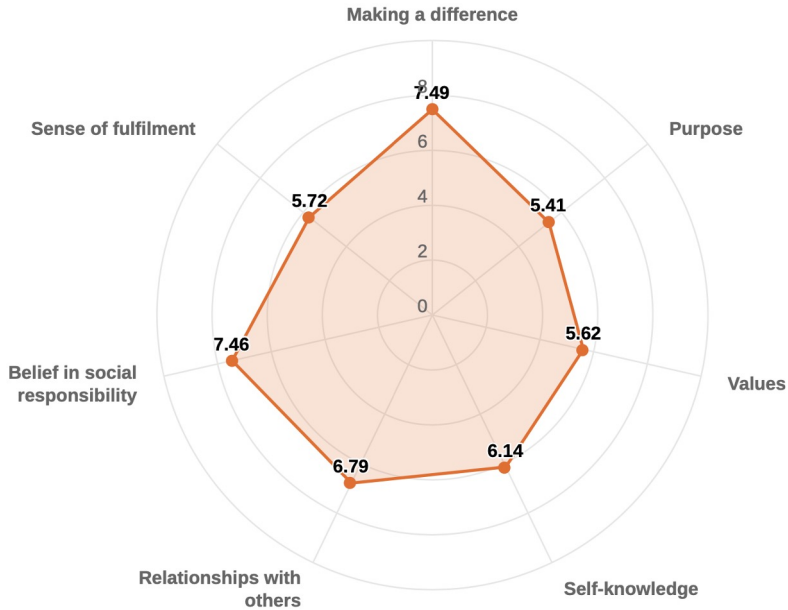
Comments:

"The poor behaviour evidences the way learners now feel justified in speaking to staff like they have no authority in school."

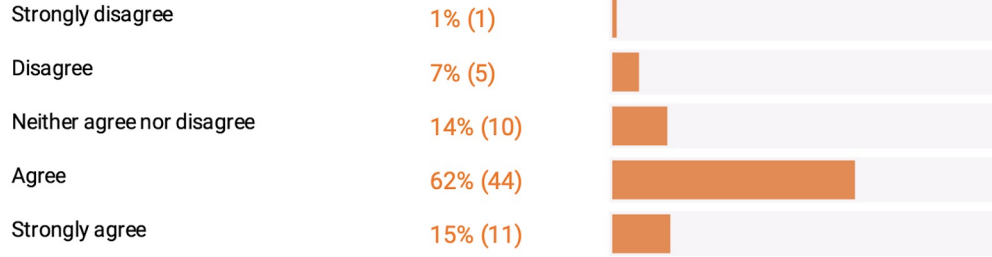
"There has been far too much leniency with too many learners, with too many chances for repeated extreme behaviours. The Heads of Year side too often with the learners, making excuses for poor behaviour choices and compounding the problems further."

"Too often, an issue/incident is raised and you are unclear as to any follow up or outcome."

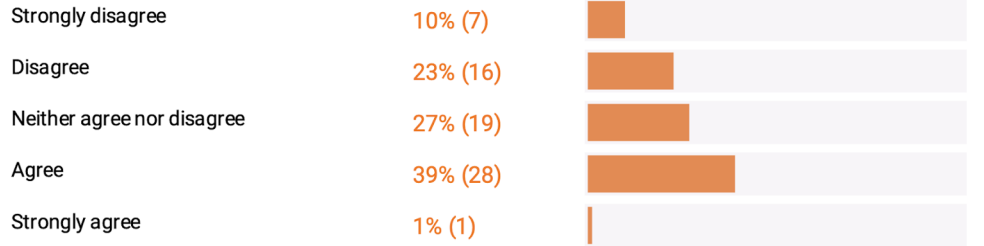
Group B: Meaning



50. To what extent do you agree with?: "I feel like my role here makes a positive difference in people's lives"



51. To what extent do you agree with?: "The organisation has a clear, strong, purpose and tries to do the right thing at all times"



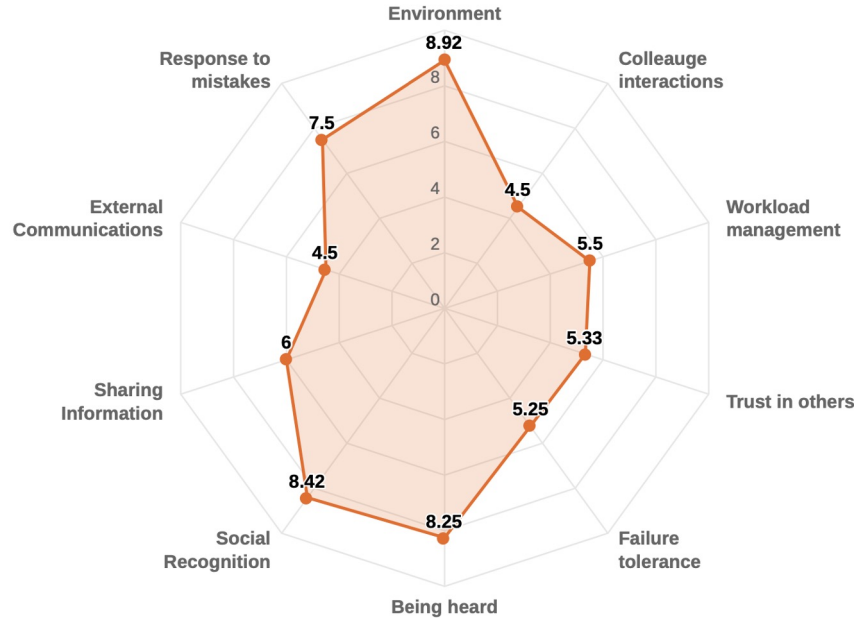
Comments:

"While people remain professional we seem to have lost our togetherness, communication and collaboration. I would love for nothing more than for us to be a positive, happy, environment once again."

"The new head of school has created a sense of optimism and created a vision that aligns with my own."

"I am continuously learning, creating and growing, I think there is a purpose for what I do but I never know if I am moving in the right direction and even if I am I don't know if that is the way I will have to go tomorrow; it might change."

Group C: Trust



Comments:

“Our school has a turbulent history with a lot of factionalism, personal politics and dysfunction at a leadership level. The new principal offers the possibility of a new era, but the leadership team needs to be honest and self-aware”

“Innovation and creativity is often inhibited by officiousness that in part reflects a broader cultural phenomena of accountability hysteria found in most government human service organisations. Teachers and students are more engaged and successful when given agency.”

TU 5. How well does the organisation tolerate failure?

How well an organisation tolerates failure, while learning from it, has a crucial bearing upon trust.

The Average score for this question is: 5.25

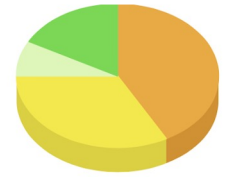
Green Flag: A score of 8 or higher - you have high failure-tolerance, which usually goes hand-in-hand with people feeling safe and a willingness to take risks.

TU 7 How is good work socially recognised?

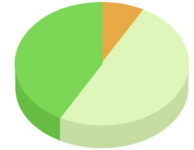
The Average score for this question is: 8.42

Green Flag: A score of 8 or higher shows that your people feel that their work is valued and celebrated.

Red Flag: A score of 3 or lower may suggest that people are feeling undervalued, and warrants further investigation.



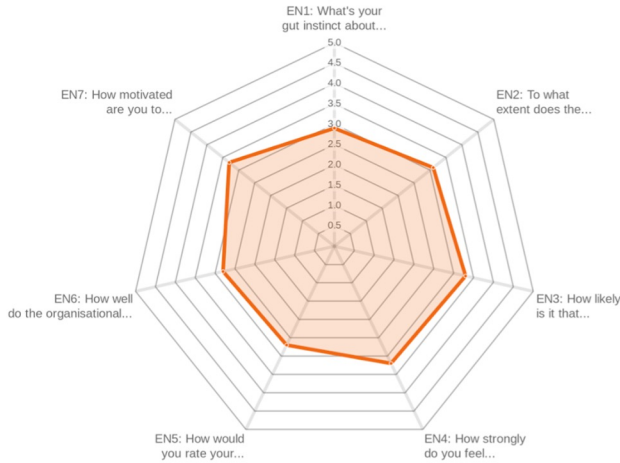
- I'm in big trouble if I make a mistake (0%)
- We tend to blame others, or cover up mistakes (42%)
- I'm told to share failure, but I'm still nervous admitting mistakes (33%)
- People can fail without fear (8%)
- We have a culture of innovation so sharing failure is welcomed (17%)



- Managers have often claimed credit for others work (0%)
- It's not clear why some are recognised and not others (8%)
- Lots of peer support for good work - less so from managers (0%)
- If we do something well, it's noticed and commented upon (50%)
- Success is always celebrated publicly (42%)

Group C: Engagement

Engagement - Score: 3.1



Score	Question
2.9	EN1: What's your gut instinct about being in this organisation? (Don't think too much about your answer)
3.1	EN2: To what extent does the organisation enable you to learn and develop?
3.3	EN3: How likely is it that you'll leave within the next 12 months?
3.2	EN4: How strongly do you feel your work matters within the overall vision and purpose of the organisation?
2.7	EN5: How would you rate your confidence in the leadership here?
2.8	EN6: How well do the organisational systems and structures help you do your job effectively?
3.3	EN7: How motivated are you to go beyond what is expected of you here?

EN5: How would you rate your confidence in the leadership here?

- 41%** Our direction keeps changing - there's no consistent vision
- 22%** Things are improving - I'm pretty confident in the leadership
- 18%** Very confident - there's a clear vision, and leaders are good at their jobs
- 12%** Things would probably improve if they weren't here at all
- 8%** I have complete confidence in the direction we're going in, thanks to the leadership here

Users answered: 51
Average score: 2.7
Lowest: 1 Highest: 5



EN6: How well do the organisational systems and structures help you do your job effectively?

- 36%** Reasonably well - we could do some things much better, but it's improving
- 36%** I'm effective at my job in spite of the systems in place, not because of them
- 12%** There's a good balance between help & support and monitoring & accountability
- 10%** Knowledge of the systems helps me to do my job better - we're all aware of who does what and why it needs to be done
- 6%** It's a mess - time-consuming and drains your motivation


Users answered: 50
Average score: 2.8
Lowest: 1 Highest: 5



Comments:

"We were not consulted as to whether we would like to do after school clubs but management decided to make this compulsory for all staff members."

"Although SLT does ask for suggestions and opinions on things occasionally, rarely does it feel like the voices of all the staff are listened to when making decisions that impact everyone. The school claims to champion and really care about staff mental health and wellbeing but this really does not feel like the case."



**“YOU NEVER CHANGE THINGS BY
FIGHTING THE EXISTING REALITY.
TO CHANGE SOMETHING, BUILD A
NEW MODEL THAT MAKES THE
EXISTING MODEL OBSOLETE.”**

- BUCKMINSTER FULLER

Thank you for your time...
