

# Ambidextrous Culture

# Accountable Culture

## What is Organizational Culture

*A pattern of basic assumptions-invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration-that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel on relation to those problems*

# Accountable Culture

## Three layers of culture

Outermost layer (most visible, such as technology, art, dress, architecture)

Intermediate Layer (values and beliefs about the purpose of organization)

Deepest Layer (generally invisible unconscious level, human nature, human relations interface between organization and environment)

# Accountable Culture

Culture is a social glue that binds people together, not to use for social control.

Culture provides sustainable competitive advantage, considered the most important over resources, technology and people. Resources can be procured, technology can be copied, people are mobile; culture is real creation of an organization.

# Accountable Culture

Accountability is a cultural mindset

Organizations suffering from 'smart talk trap' signify lack of accountability in culture.

In 'smart talk trap', there is more talk and less action, people use complex words that are hard to execute, tend to look good instead of giving results, and also sounding intelligent rather than delivering results

Accountability demands practical action that requires right people to do right jobs at right time

# Accountable Culture

There are three types of accountabilities:

Discipline Accountability: doing things with rigor and commitment, meeting schedules, following through plans and delivering results

Process Accountability: reengineering how works gets done, removing redundant efforts and reducing costs

Ownership Accountability: Ownership of actions and consequences of actions, feeling responsible to deliver results

# Practices for Developing Accountable Culture

Focus on results

Assign responsibilities (making a matrix with columns, task, by whom and by when)

Behavior of leadership to align with proposed change

Measure performance with right performance standards (appropriate and realistic)

Support for accountability (what is celebrated and what is ignored, matters the most)

Reward systems to align with results (also to deal with non performers)

# Innovative Culture

*The achievement of organizational excellence can only be achieved if organization promotes a culture of creative dissatisfaction* (Lawrence Miller)

Today's mantra is *innovate or die*

Innovation is required for value-addition. Innovative products and services may generate more revenue and profits. Innovative profits may cause speedy delivery and reduced cost.



# Innovative Culture

Creative process is social, not individual

Innovation is a combinational play (ideas collide, or ideas wrestle with each other)

There needs intrinsic motivation, so that people do passionately

Innovative culture cultivates diversity of thought

# Innovative Culture

Senior leadership keeps tolerance for ambiguity and failure

More adhocracy (flexibility and discretion) and less hierarchy (stability and control). Adhocracy is suitable for innovative culture, hierarchy is suitable for accountability

There needs to be weak-ties

# Practices for Cultivating innovative Culture

Making innovation everyone's responsibility.  
Every individual has the ability to become reasonable creative in some domain and for some time

Hire and retain creative employees

Creating psychological safety for innovative employees (by embracing failures)

Emphasizing self-organizing interdisciplinary teams throughout the organization