

Changing more than a name

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## Outstanding Leadership Programme 2020/21

### Module 6: Culture

#### Saved Chat

09:28:33 From Jo Cottell : We were looking at '**Stories**'. One point was that 'old' stories can 'stay around' but they may not be valid any more, or helpful - and how staying focused and forward thinking can be helpful.

09:29:25 From Olu Alake : **Power**:

1. Being empowering in your mission does not equate to being powerful as an organisation.
2. Question of the distance between power in organisations and how enabling is the organisation culture to allow truth to be spoken to power within the organisation.
3. Different levels of power and sub-cultures within organisations.

09:29:40 From Sam Alford : Thanks Jo, very succinctly presented : )

09:30:03 From Chris Rossiter : Thanks for the summary Olu

09:30:06 From Olu Alake : **Power** struggles in organisations is emotionally draining.

09:32:18 From Tim Lages : We had **control** systems as the discussion topic and the main point was that control systems need to be an enabling force rather than something that exists for the sake of it or gets in the way. This could apply to financial systems right the way through to working groups

09:32:50 From janet hawthorn : In looking at **stories**, we also talked about the change from the focus on the buildings or excellent structures that were key and the importance of still showcasing them, but balancing that with the need to represent the people that benefit or contribute to the success.

09:34:01 From Vicki Stott : One of the things I've noticed during lockdown is that changes to the rules are just \*exhausting\* - we've had so much deep change and rapid adaption... perhaps the group is so flat this morning because of the changes that are just kicking off...

09:34:15 From Ed Howarth : Where does decision making fit into culture?

09:35:03 From Ed Howarth : Thinking processes etc...as I see that is where bad/good culture happens?

09:35:09 From Philip Gilks : We all had a similar issue where we were linked with another parent organisation and the impact of the differences of culture between the two organisations causing confusion. Such as different pay, dress code etc.

09:36:45 From Miranda Beebe : Ed Howarth - Decision making and culture fit together in my mind in regards to are you an organisation that trusts, that empowers, that shares responsibility? How flexible are you, open to new voices and thoughts and welcoming contributions from across all levels...?

09:36:57 From Kat Lorenz : Yes, I find it can be difficult to move people on where there are historical 'power' bases that aren't that helpful for the organisation any more, but that some staff are very attached to as for them it links to the organisation's culture.

09:37:01 From Olu Alake : **Has lockdown working from home been an opportunity for anyone to change organisation culture? How enduring do we expect that to be when/if(?) we go back to 'normal'?**

- 09:38:05 From Ed Howarth : Thanks @Miranda, I agree. I've been playing with Sociocracy as an approach for decision making.
- 09:38:13 From Vicki Stott : @Olu - we have recruited a lot of people who don't live anywhere near any of our offices, so we've become a much more physically dispersed organisation. So our new normal will have to look like a blend of office and remote working much more than it used to.
- 09:38:13 From Kat Lorenz : Olu - yes we've found it's helped to balance power a bit within the organisation as there are fewer 'side' discussions, so more staff are involved in thinking through decisions.
- 09:38:32 From Miranda Beebe : Olu - we've launched a new strategy, with refreshed values and strategic approaches through lockdown along with bringing in a whole new structure. For all the time that has gone into it I very much hope it endures post lockdown :)
- 09:39:07 From Emily Hughes : Interesting Kat - we were talking in the reflection on comms about the greater potential for 'side' discussions with instant messaging!
- 09:39:34 From Sam Alford : I think that thing about taking on board personal power and the ability to influence but perhaps in a quieter or behind the scenes way, is interesting. Sometimes the people with power in organisations aren't always the obvious ones!
- 09:40:19 From Ed Howarth : Thanks everyone, I need to leave now. Sorry to miss this, as its really interesting and critical to leadership.
- 09:48:28 From Jo Cottell : Everyone from Guernsey is known as a 'donkey' so no hope for us :-)
- 09:51:41 From Belinda, Green Alliance : If they are a manager then asking about things they've done during lockdown is quite revealing.
- 09:52:34 From Kat Lorenz : Ann, for general team members we ask for ability to work constructively in a small team, and at interview we do a case study identifying a problem, and ask them how they would deal with it (the problem usually focusing on how to navigate people with very strong but different opinions). Not failsafe but it does help flag some alarm bells on occasion...
- 09:52:40 From Sam Alford : Maybe giving scenarios? Secondly, a question that I've always found really interesting about how people respond is that thing about dealing with difficulty, identifying your areas for development? Where's the sensitivity and humility in how they respond to these qs?
- 09:53:13 From ann kenrick : Thanks - all really helpful hints
- 09:55:14 From Miranda Beebe : We ask people to bring their CV to life for us and it's interesting to see what people choose to focus on - it's a light touch question but causes people to talk more about their relationships and ways of working which has been quite illuminating.
- 09:55:20 From Sam Alford : I like that Geraldine! What a great idea and you're modelling that appreciation for others too!
- 09:56:33 From Jo Green : We have a chemistry meeting for the top candidates with the team they'll be managing or working within so those staff members get to feed into the recruitment process too.
- 09:57:06 From Sam Alford : Sorry all, I have to leave for another meeting at 10am but look fwd to next time
- 09:59:15 From Belinda, Green Alliance : Ditto. Thanks all. Bye
- 10:02:07 From Tim Lages : I think our organisations has gone a bit too heavily into the affiliative and I recognise a lot of the challenges you just shared then Maggie
- 10:03:59 From Katie Mantell : I need to drop off for a meeting now, sorry - really interesting session, thank you, and see you next time.
- 10:24:54 From Olu Alake : Is 360 degree feedback still a thing?
- 10:26:15 From Kat Lorenz : Is it appropriate to use different leadership styles with different staff members depending on what they need/respond to or does that get confusing?

- 10:30:12 From Amy Sansom : We have created a LinkedIn group for the Outstanding **Leadership Programme**, which you are all welcome to join. You can use this group to connect with one another outside of the modules <https://www.linkedin.com/groups/12488557/>
- 10:30:31 From Jo Green : Thanks - gotta dash
- 10:30:36 From Mark Wilson : thanks everyone, great session
- 10:30:39 From Geraldine Costello : I found today really helpful and the discussions thought provoking - thank you
- 10:31:13 From Miranda Beebe : Really great session - thanks all.
- 10:31:26 From Jonny Whitehead : It's been good today, thank you.
- 10:31:36 From Julia Weston : Thanks everyone, another great morning. Looking forward to the next one.
- 10:31:37 From Joe Thompson : Thanks for a great session
- 10:31:37 From Kat Lorenz : Thank you very much! Roll on the chocolate
- 10:31:41 From Philip Gilks : thanks everyone
- 10:31:43 From Kirsty Gillan-Thomas : Thanks!
- 10:31:47 From Susie Corfield : So much to look forward to!