



Changing more than a name

# Outstanding Leadership Module 6 Culture

Maggie Smith & Simon Laurie  
Tuesday 16<sup>th</sup> March 2021

[CCE@city.ac.uk](mailto:CCE@city.ac.uk)

 [@CassCCE](https://twitter.com/CassCCE)

**Centre for Charity Effectiveness**

*Intellectual leadership: developing talent, enhancing performance*

[www.cass.city.ac.uk/cce](http://www.cass.city.ac.uk/cce)

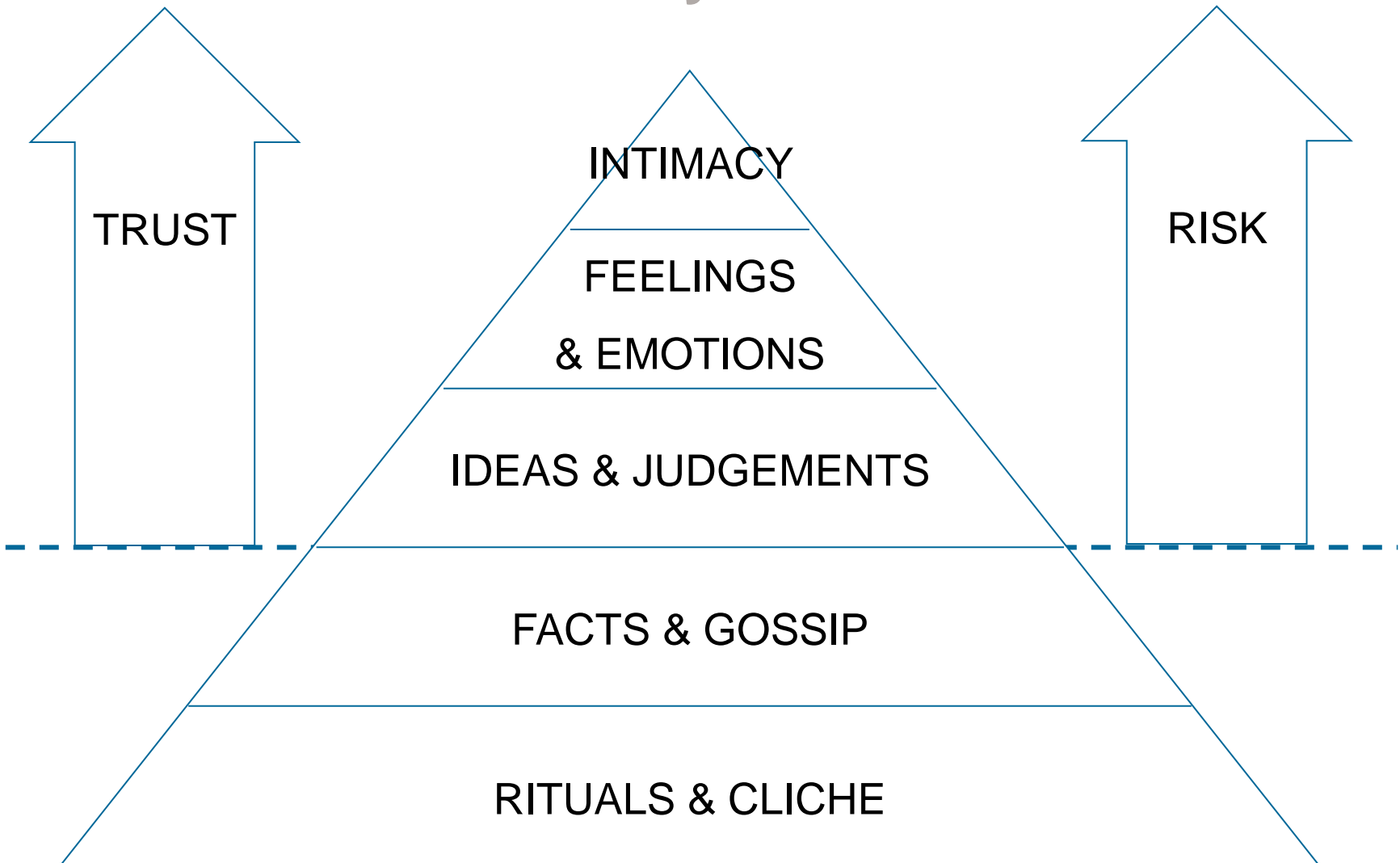
# Re-engaging with the Programme

- What stood out for you from the communication module?
- What have you tried?
- Any tips to share?
- From last time, what reflections have you around ‘signature presence’?

## Maya Angelou:

I've learned that people will forget what you said,  
people will forget what you did,  
but people will never forget how you made them feel

# The Communication Pyramid



# Leadership Communication Grid (Rodgers, 2007)



**STRUCTURED**  
Planned and contained

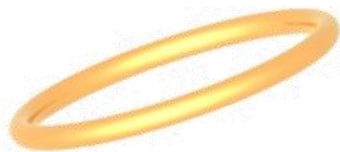


**INFORMAL**  
Emphasis is on  
sense-making and  
relationship building

**FORMAL**  
Emphasis is on  
message passing



**UNSTRUCTURED**  
Spontaneous and emergent



# Organisational Culture

# *The culture web*



# *The culture web*

The past events and people talked about inside and outside the company. Who and what the company chooses to immortalise says a great deal about what it values, and perceives as model behaviour.



# The culture web

The visual representations of the company including logos, how plush the offices are, and the formal or informal dress codes etc.



# The culture web



The pockets of real power in the company - one or two key senior executives, a group of senior leaders, or even a department. The key is that these people have the greatest amount of influence on decisions, operations and direction.

# The culture web



This includes both the structure defined by the organisation chart, and the unwritten lines of influence that indicate whose contributions are most valued and have most impact

# *The culture web*



The ways that the organisation is controlled. These include financial systems, quality systems, reporting systems and the ways in which 'rewards' are earned and distributed within the organisation).

# The culture web



The daily behaviour and actions of people that signify acceptable norms. This determines what is expected to happen in given situations, and what is particularly valued by management.

# Some questions to consider:

## Stories

- What stories do people currently tell about the organisation?
- What do employees think of when they think of the history of the organisation?
- What heroes, villains, characters appear in such stories?
- How do our users/customers/partners/competitors talk about us - what stories do they tell?
- What do all of these stories say about what the organisation believes and values?
- What stories do people tell new people who join the organisation?

## Rituals and Routines

- What activities or patterns are repeated regularly in the organisation?
- What do employees expect - what would be strongly missed if it was changed or removed?
- What can our users/customers/partners/competitors expect from their interactions with us?
- When a new problem emerges, what 'rules' (written or unwritten) do people apply to solve it?
- What core beliefs and values do these rituals and routines reflect?
- What behaviours do these rituals and routines encourage?

# Some questions to consider:

## Symbols

- What jargon or organisation-specific language gets used?
- How is 'status' acknowledged?
- What is the dress code, and how does it vary by area, job role etc?
- What image do we portray to the outside world?
- What value is placed on the physical condition of the office/workplace?

## Organisational Structure

- How would you describe the structure(s):
  - Flat v hierarchical?
  - Formal v informal?
  - Social v procedural?
- Where are the recognised lines of authority?
- How do informal lines of authority work?
- Which departments/divisions carry most 'weight'?

# Some questions to consider:

## Power Structures

- Who has the most power and influence within the organisation?
- Who makes or influences decisions?
- How is power exercised and maintained?
- What do the powerful people and groups believe in and champion?
- Where/how is power abused?

## Control Systems

- What processes or procedures are in place for control?
- Which controls are strong, which are weak or ineffective?
- What gets reported/measured in order to keep control of operations, finance, etc?
- How strong is the influence of 'the centre'?
- How do employees get rewarded for good work or penalised for poor work?

Reflecting on your organisation's culture, what do you notice that:

- Aligns/sits well with your own sense of values and purpose?
- Is at odds with those things?
- What is the impact on your behaviour and effectiveness as a leader?



# Emotional Intelligence

# Alternative leadership styles



Directive (Coercive)  
Visionary (Authoritative)  
Affiliative  
Participative (Democratic)  
Pace-Setting  
Coaching

- Leaders who have mastered four or more styles create the best organisational performance
- The most effective leaders can switch flexibly between styles in response to situations

# Directive (Coercive)

The leader's modus operandi...	Demands immediate compliance
The style in a phrase...	'Do what I tell you'
Underlying emotional intelligence competencies...	Drive to achieve, initiate, self-control
When the style works best...	In a crisis, to kick start a turnaround, or with problem employees
Overall impact on climate...	Negative



# Visionary (Authoritative)

The leader's modus operandi...	Mobilizes people towards a vision
The style in a phrase...	'Come with me'
Underlying emotional intelligence competencies...	Self-confidence, empathy, change catalyst
When the style works best...	When changes require a new vision or when clear direction is needed
Overall impact on climate...	Most strongly positive

# Affiliative

The leader's modus operandi...	Creates harmony and builds emotional bonds
The style in a phrase...	'People come first'
Underlying emotional intelligence competencies...	Empathy, building relationships, communication
When the style works best...	To heal rifts in a team or to motivate people during stressful circumstances
Overall impact on climate...	Positive

# Participative (Democratic)

The leader's modus operandi...	Forges consensus through participation
The style in a phrase...	'What do you think?'
Underlying emotional intelligence competencies...	Collaboration, team leadership, communication
When the style works best...	To build buy-in or consensus, or to get input from valuable employees
Overall impact on climate	Positive

# Pace-Setting

The leader's modus operandi...	Sets high standards for performance
The style in a phrase...	'Do as I do, now'
Underlying emotional intelligence competencies...	Conscientiousness, drive to achieve, initiative
When the style works best...	To get quick results from a highly motivated and competent team
Overall impact on climate...	Negative

# Coaching

The leader's modus operandi...	Develops people for the future
The style in a phrase...	'Try this'
Underlying emotional intelligence competencies...	Developing others, empathy, self-awareness
When the style works best...	To help an employee improve performance or develop long-term strengths
Overall impact on climate...	Positive

# Leadership style

	Directive (Coercive)	Visionary (Authoritative)	Affiliative	Participative (Democratic)	Pacesetting	Coaching
<b>The Leaders Modus Operandi</b>	Demands immediate compliance	Mobilizes people towards a vision	Creates Harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
<b>The Style in a Phrase</b>	"Do what I tell you"	"Come to me"	"People come first"	"What do you think"	"Do as I do, now"	"Try this"
<b>Underlying Emotional Intelligence Competencies</b>	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, build relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
<b>When the Style Works Best</b>	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths

# Final reflection

We've covered a lot of ground this morning, in reflection complete any questions you didn't get to and pull it together in overall reflection about what this means for you and your leadership and being a positive influence on your organisation's culture

**Thank you!**

**Maggie Smith**

maggie@maggie-smith.co.uk

07970 007 135

 @maggieJsmith

**Simon Laurie**

simon@simonlaurie.com

07770 835 045



Cass Business School  
106 Bunhill Row  
London EC1Y 8TZ  
Tel + 44 (0)20 7040 8600  
[www.cass.city.ac.uk](http://www.cass.city.ac.uk)