

Shape, Shift and Share: Leadership for ContinuousNext

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**Culture is the
elephant in the
room that is
the barrier to
Continuous *Next* ...**

A herd of elephants is crossing a river with a rocky, turbulent flow. In the foreground, a large adult elephant stands in the water, its trunk extended to help a small calf that is standing on a rock. Several other elephants are visible in the background, some already in the water and others on the bank. The water is brown and foamy with white rapids.

**... turn culture into
an accelerator**

Key Issues

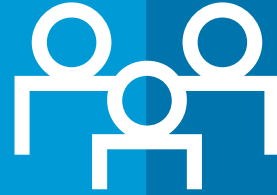
1. Why is culture a challenge?
2. How can you lead in an era of constant change and apply culture hacks?

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The Culture Paradox

Espoused Culture
What you say



Reality
What you do

First leadership action:
Critically assess what you “think” the culture is and what the reality is ...

Use this as your “WHY”:
Find the middle ground of what is possible and relevant.



Define

**What's
Possible**

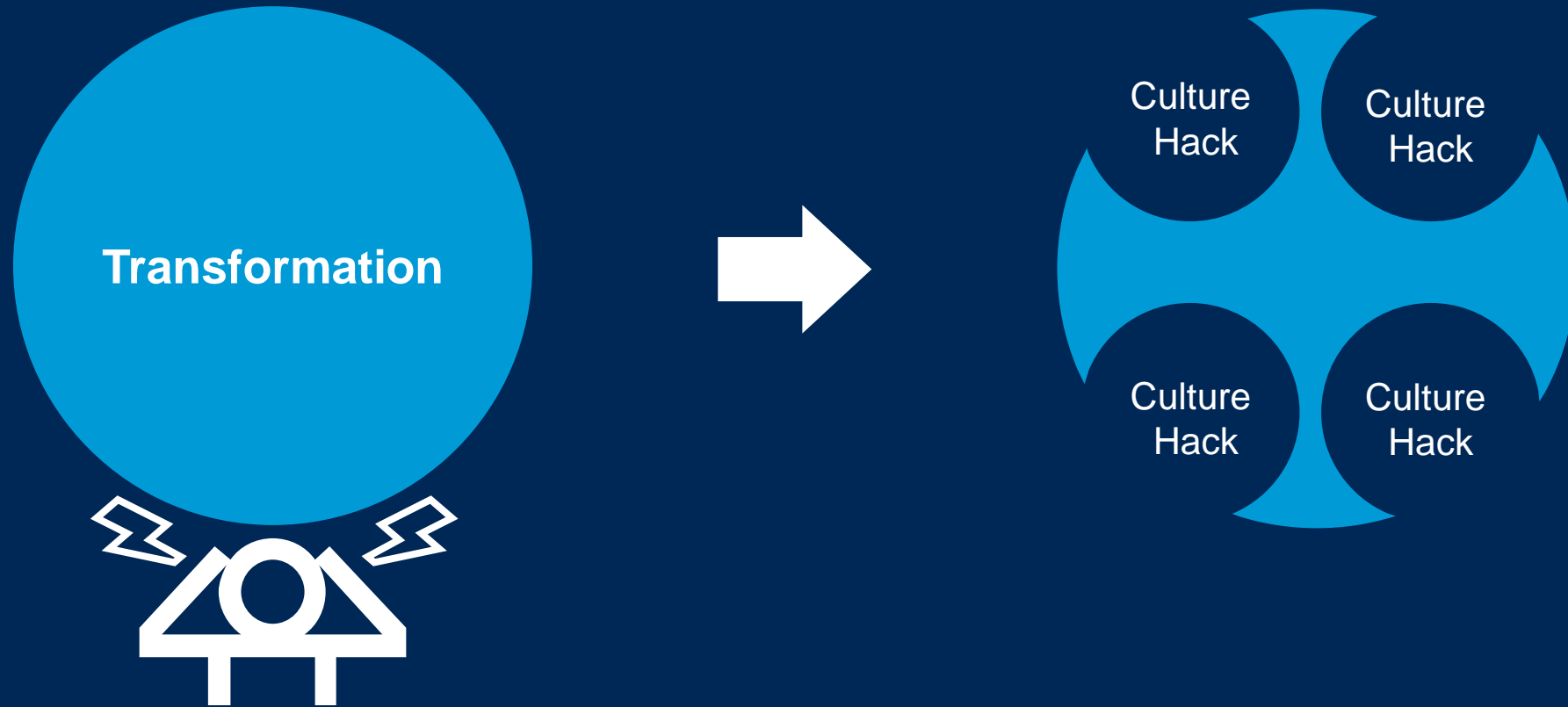
**Identify
Key Behaviors**

**Execute
Culture Hacks**

Assess

What Is
— works well

Big Change Programs Can Feel Overwhelming ...



Accelerate change by hacking your culture starting with mindsets and practices

Culture Hacks Are Small Changes That Have a BIG Impact

Emotional

Immediate

Visible

Repeatable

Low Effort*

Shift culture from a
barrier to an accelerator

* But not low courage.

First Step for Culture Hacking



Identify the cultural traits you desire

**Culture
Hack**

- Innovation/Experimenting
- Making Decisions
- Accountability
- Continuous Improvement
- Agility
- Embracing Uncertainty
- Collaboration
- Diversity and Inclusion

Key Issues

1. Why is culture a challenge?
2. How can you lead in an era of constant change and apply culture hacks?

Continuous*Next*

A formula to achieve success in a world that is constantly changing

(Mindsets + Practices) x Technology = Capabilities
➔ RESULTS

Mindsets and practices amplified by technology leads to new capabilities which yield results

By 2021, CIOs will be as responsible for culture change as chief HR officers

“The CIO role is about driving change and changing the culture. IT touches every employee and function. We are all culture change ambassadors.”

Fari Azad, CIO and Transformation Lead, SI Group



Leadership Formula for Continuous*Next*



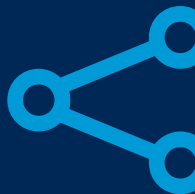
Shape Deliberate

Leaders **shape** organizational mindsets and practices by establishing “**north star**” cultural attributes.



Shift Sticky

Leaders **shift** responsibilities across working teams. The teams collectively own outcomes with the most appropriate employee taking the lead. Leadership continuously shifts and accumulates.

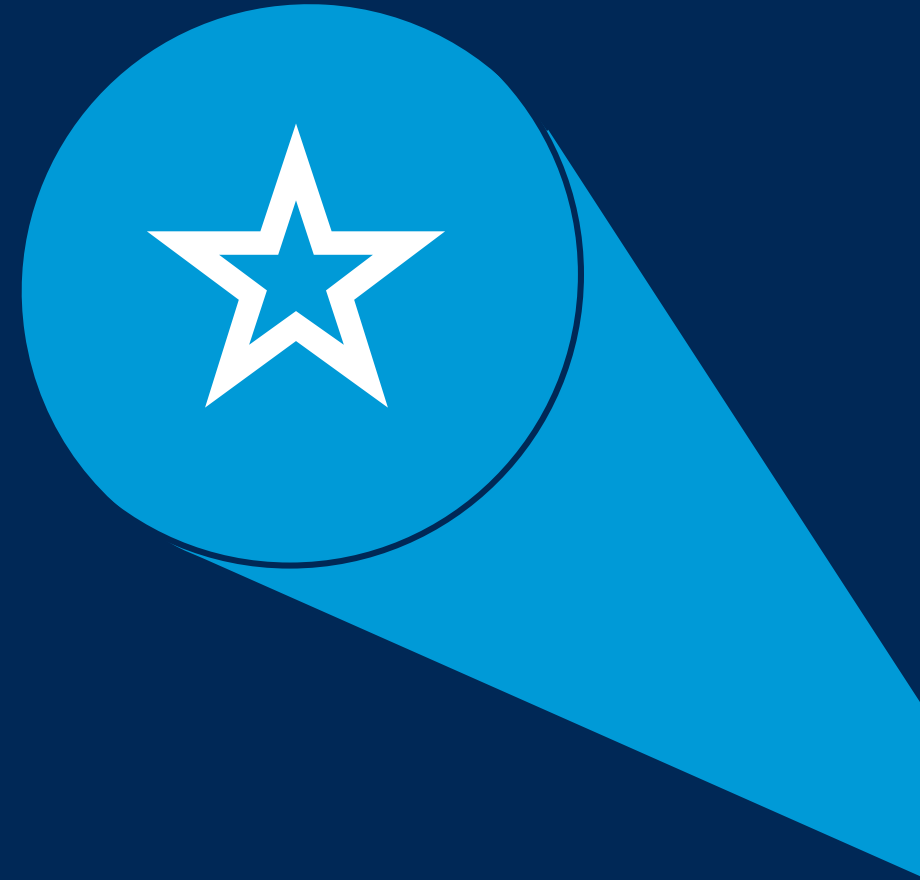


Share Viral

Leaders **share** broadly to scale the mindsets and practices to create more and more culture champions. These culture champions shift into leadership roles regardless of position.

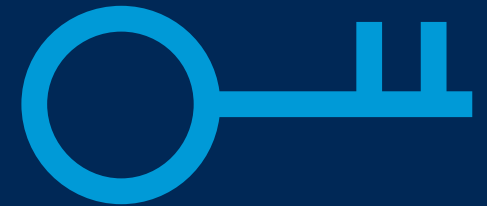
Shape Leadership for the Desired Culture

- **It's clear** — defines a consistent direction so employees have clarity of the cultural beliefs.
- **It's actionable** — links to performance. Employees believe it will make organization more successful and want to be part of the change.
- **It's co-developed** — includes diverse participation that respects past cultural tenets while calling out what needs to change.
- **It's market aware** — grounded in an outside-in market reality that adapts current practices and mindsets.

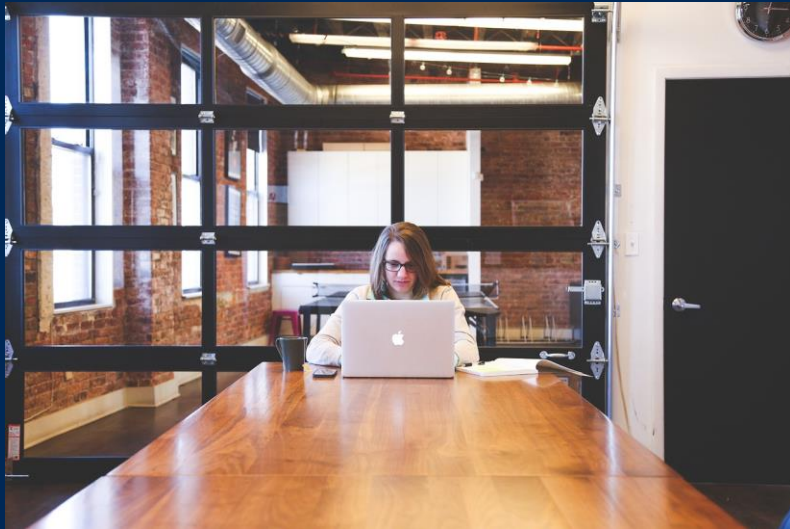


Shape Hack: Get on the Same Page With Leadership Actions

- **Hack:** Identify your three to five leadership beliefs. Share at a team meeting. Are they aligned?
- **Combats:** Mixed messages, unconscious/inconsistent leadership actions, employees not believing in the changes.
- **Fosters:** Trust, new employee behaviors, leaders as role models, sets a common direction that others can embrace.



Shape Hack: Create a Routine Practice That Demonstrates Publicly a Key Cultural Attribute to Change Mindsets



“If you have a minute”
Automobile Executive — U.S.

- **Hack:** Commit to a personal behavioral routine that demonstrates and inspires others how to live a key culture attribute. Make an unedited one minute video and share a culture insight.
- **Combats:** Inertia in moving to action if it seems too big of a step.
- **Fosters:** Authenticity, accountability, engagement, taking risks, understanding new behaviors.

Shape the Future



Lightning Round Hack Ideas

- Don't have all the answers — ask employees what they would do.
- Hold “let it go” workshops like Lowe's. Let go of old mindsets and practices that get in the way of organizational goals.
- Ask for help or say “I don't know” more often. Do it once a day to start a new habit.
- Start a trend: Share one “aha” each week publicly.

Shift to Make Culture Everyone's Responsibility

- It's inclusive — anyone can lead — and be led.
- It's dynamic — team members take on appropriate leadership roles at different times. No handoffs — accumulates ownership.
- It's emergent — leadership roles aren't formally designed or planned.



Shift Hack — Make a Decision



- **Hack:** Steve Tedder, CIO, NC Department of Health and Human Services did this — Award two virtual points for making a decision. If it is a bad decision, deduct one point.
- **Combats:** Fear of being wrong, lack of accountability, slow and resource-intensive decisions.
- **Fosters:** Ownership, employee engagement, improved morale reallocation of leadership time (from 70% to 40%).

Shift Hack — Let a Thousand Flowers Bloom



- **Hack:** Let the person with the great idea become “CEO of their idea.” Zach Hicks, CIO, Toyota Motor.
- **Combats:** Inertia, lack of accountability, “no one listens to new ideas.”
- **Fosters:** Collaboration, motivation, employee autonomy, ownership, bottom-up change, continuous improvement.

Shift Leadership



Lightning Round Hack Ideas

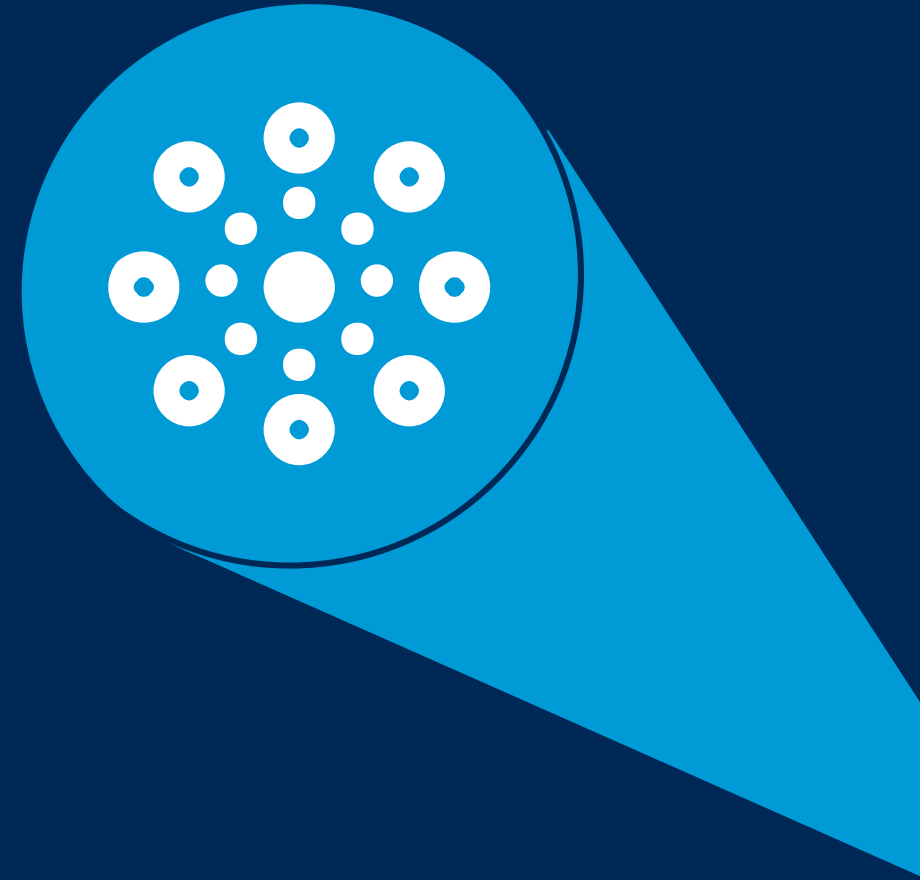
- Keep track of the statement “I handed that off to another group, they didn’t do their job.”
- Celebrate what can be learned from failure, share one of yours each week and what you learned — CIO, DIRECTV.
- Start decision-making meetings with everyone suggesting the answer and their positions.
- End the meeting the second time you hear, "Let's table that decision for a later date" or “we can’t make a decision now.”

Share New Mindsets and Practices

It's scalable — recognizing behaviors creates examples others can follow.

It's viral — creates connections with others. Fosters collaboration and innovation.

It's adaptive — able to rapidly adjust to new market conditions and objectives.



Share Hack — Meetings Support Strategy



- **Hack:** Pop into meetings. Ask “how does this meeting support our strategy?” If it doesn’t — announce the meeting is over.
- **Combats:** Legacy practices that live on via meetings, meeting proliferation.
- **Fosters:** Critical thinking, focusing on priorities, spending time and attention on what matters.

Share Hack: Be the Ultimate Connector



- **Hack:** Make one connection a day. Get out and interact! Invite others to share ideas with you. Connect individuals with like ideas across business units. Give them the freedom to try.
- **Combats:** We are unique and not invented here mindsets, multiple solutions.
- **Fosters:** Shared purpose, priming the pump for innovative ideas, reallocating funding and cost efficiencies.

Scale New Behaviors



Lightning Round Hack Ideas

- Don't hold a meeting if the right people are not in the room and prepared.
- Book 15 minutes on your calendar and recognize the work employees have done. Have your directs congratulate the employee.
- Make all meetings stand-ups. The unnecessary ones will soon disappear!
- Have everyone remove two meetings a week from calendars.

Action Plan

Monday Morning:

- *Review* shape, shift and share and how it applies to your organization and IT leadership.
- *Try* one of the hacks selected from the session. *Observe* the results. What happened? Does this makes sense to scale?

Next 90 Days:

- If the hack above worked, *scale* this to your directs or peers. Have them give it a try.
- *Introduce* the concept of culture hacks. Start collecting ideas and trying them out.

Next 12 Months:

- *Plan* for and conduct a culture hackathon.
- *Send* me an update! What hacks did you try, what were the results?

Recommended Gartner Research

- ▶ **The Art of Culture Hacking**
Mary Mesaglio (G00348246)
- ▶ **Foster a Growth, Not a Fixed Mindset**
Elise Olding and Graham Waller (G00308083)
- ▶ **Jump-Start Your Innovation at Lunch**
Leigh McMullen (G00276441)
- ▶ **Igniting Creativity Everywhere: Easy Techniques for Exceptional Outcomes**
Jackie Fenn and Mary Mesaglio (G00297385)