

Module 3: The Dynamics of Culture-Building --- Habits for Longevity

Parry Sound-Muskoka Leadership Program

March 10, 2011



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Purpose

Sharpen people practices:

Sustain and support an engaging
and dynamic organizational and
community culture.



Goals

- What does engagement look like across generations and in the community?
- What are some ways to enable a culture to adapt to the times?
- How does social media fit in?

Agenda

- Music: Team 4, S&M² 'd
- What's been happening?
- Review: Quiz
- Special Activity: Team 5, MED-ITES
- Insights on Leadership: Team 6, The Bold & the Beautiful
- Changing the Culture/Dealing with Conflict
- Inspiration: Team 4, S&M² 'd
- Wrap Up

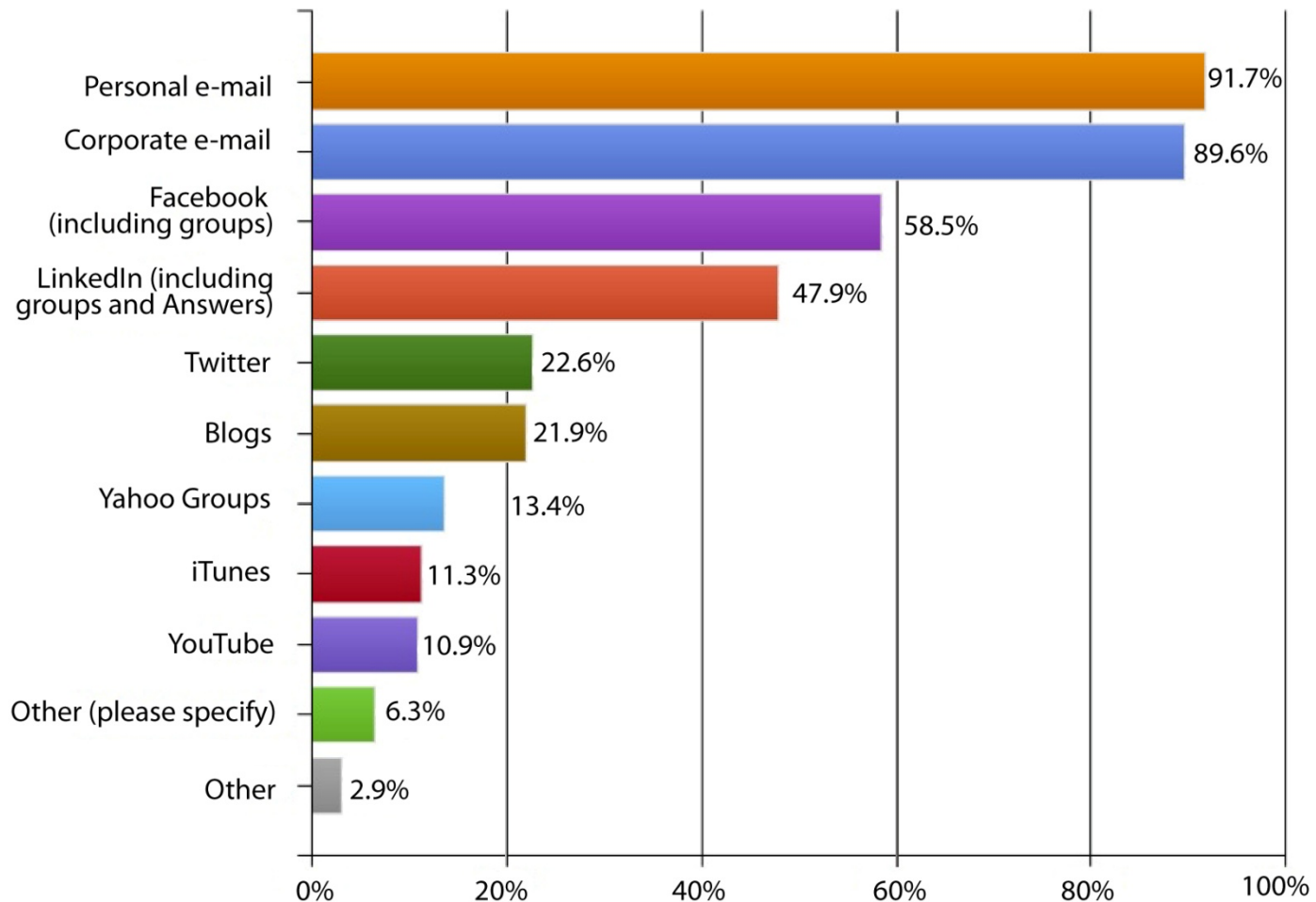
My how the world is changing!

- <http://www.youtube.com/watch?v=cL9Wu2kWwSY>

Which of the following "inboxes" do you check regularly?

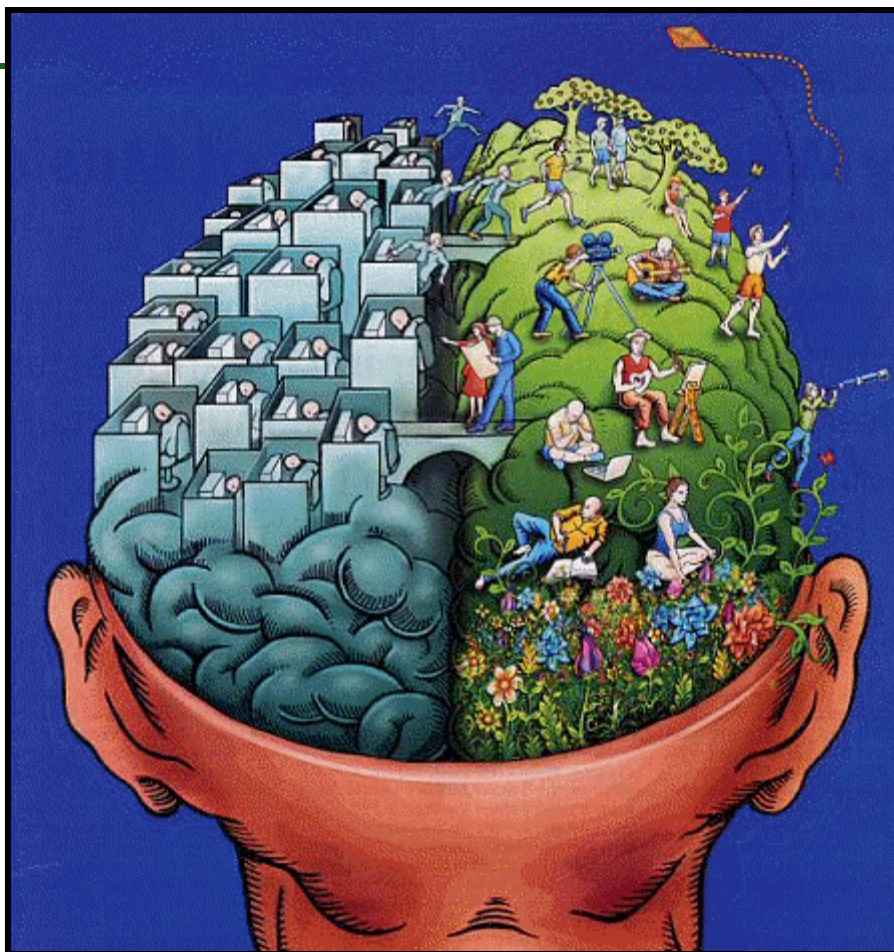
(Pierre Khawand , CEO, People on the Go , 1000 business professionals)

All Responses



The Foundation for Leadership Mastery

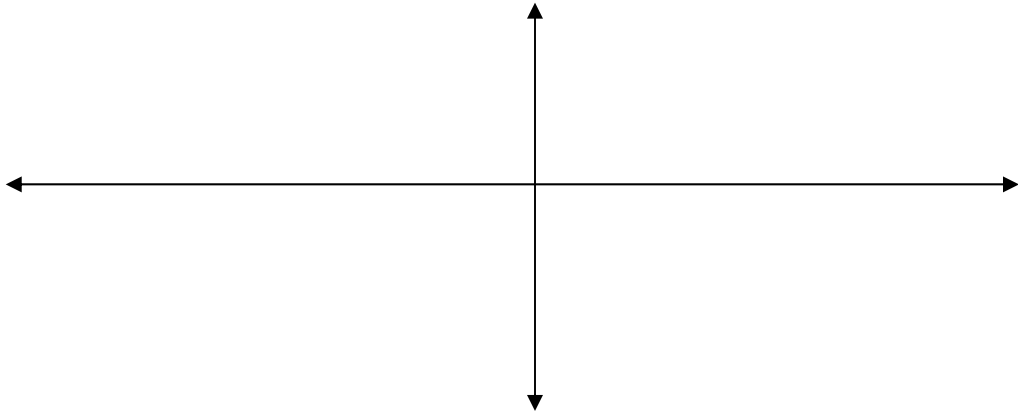
- Charisma...believe in something: PASSION
- Character...Challenge the “Ostrich” self, work on “inner theatre”: PONDER
- Confidence...Imagine success, persist; re-appraise positively: PRACTICE (deliberately)







The Learning and Leadership Cycle Stripped Bare



Why is Adaptive Leadership Helpful?

- Fits to situation and people.
- Enables alertness: hidden issues, connections among disparate events, patterns.
- Leads to mobilizing constructive change.

---S. Parks, *Leadership Can be Taught*





What Really Motivates People at Work? What are Top & Bottom Motivators?

- Recognition?
- Incentives?
- Interpersonal support?
- Support in making progress?
- Clear goals?

Special Activity

Team 5: MED-ITES



Insights on Leadership

Team 6: The Bold & the Beautiful



Changing Culture/Dealing with Conflict and Crisis

From the Slums of Mumbai to
Here



Lessons from the Slums of Mumbai

What did you learn about the challenge of culture-building/changing culture?

Changing/Improving the Slums: Different Views

- Group Task: How would you start the process of transforming the slums of Mumbai? (10 minutes)
- Groups 1 & 2: you are the government
- Groups 3 & 4: you are developers
- Groups 5, 6, and 7: you are the slum dwellers
- Additional task each group: develop two questions you would like to ask of the other two groups. (5 minutes)

Back to Parry Sound and Muskoka

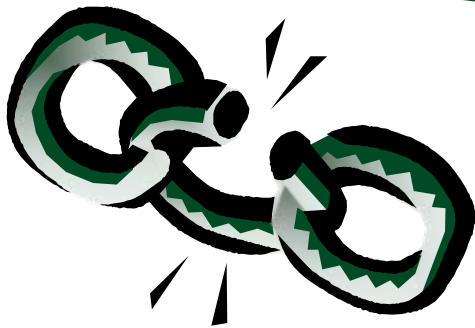
- Group Task: In what ways can you apply the slums of Mumbai challenges to the change agendas in your municipalities? (10 minutes)
- Groups 1 & 2: you are council
- Groups 3 & 4: you are developers
- Groups 5, 6, and 7: you are the community





Every Change Causes Loss

***As long as it breaks
the old pattern,
it will cause someone to lose
something***



Phases of Transition ...



Endings

loss
letting go
getting closure
saying goodbye

Neutral Zone

in between time
chaos
wilderness
creativity

New Beginning

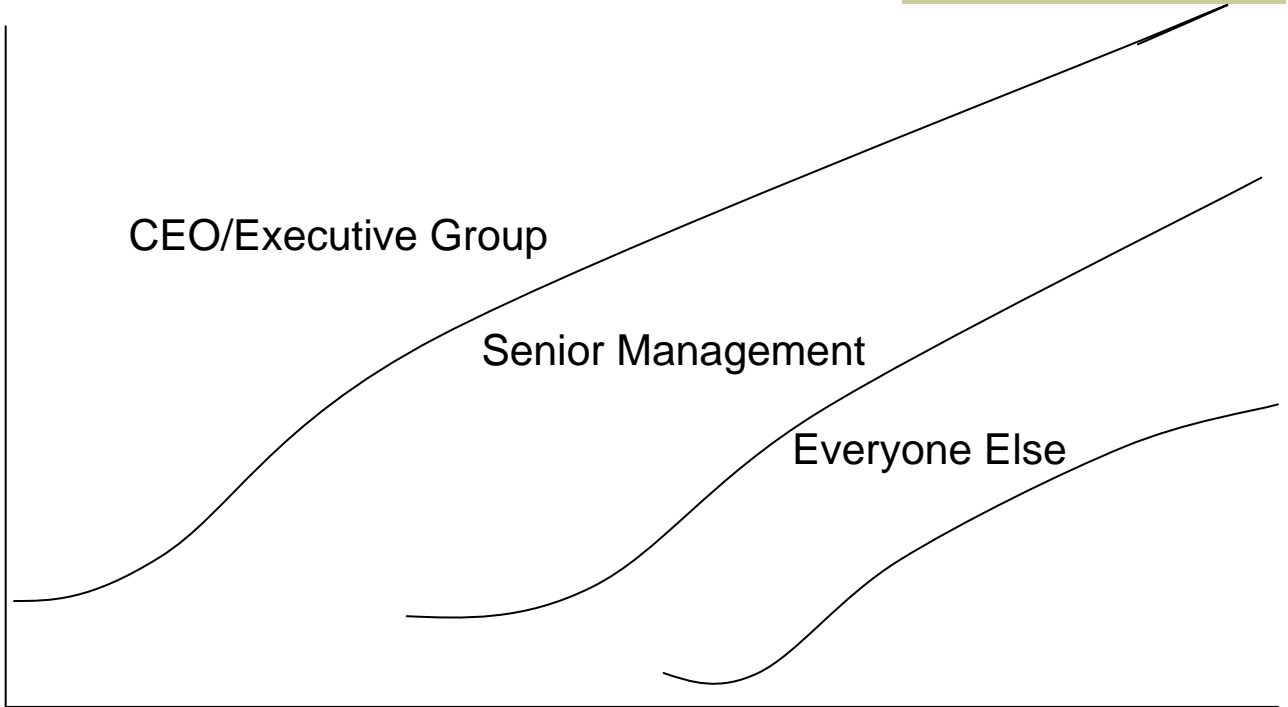
opportunity
being "in it" finally
the New Chapter
renewal



THE “MARATHON EFFECT”

STAGES OF TRANSITION

Commitment
Exploration
Resistance
Denial



1 2 3 4 5 6 7 8 9

MONTHS

Change Announced

Getting to Yes: The Emotional Side

In the space between anxiety and boredom is where creativity flourishes.

---Mihaly Csikszentmihalyi

Seven Levers for Changing Minds (Gardner)

- Reason (logic, analogies, taxonomies)
- Research (relevant data)
- Resonance (appeals to emotions)
- Representational Re-descriptions (linguistic, numerical, graphic)
- Resources and Rewards
- Real World Events
- Resistances (understanding and working with them)

Great

Question!™



A Coach Approach to
Communication

People Can't Do Things They Can't Imagine

- Images are the language of movement
- Images are the language of the right brain
- Images are what instruct the body
- Imagery fills the gap between theory---knowing about something---and performing---actually being able to do it

Imagery is the most powerful way we can communicate with ourselves and others

---Peter Jensen, **Igniting the Third Factor**

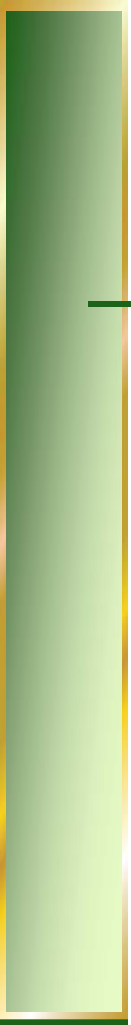
Imagine!

<http://www.youtube.com/watch?v=IAI28d6tbko>



Adaptive Leadership is Key to Dynamic of Culture-Building

- <http://www.gapminder.org/videos/200-years-that-changed-the-world/>
- <http://www.gapminder.org/videos/population-growth-explained-with-ikea-boxes/>



Wrap Up

- Reflections
- Raffle
- Module 4
- Handouts

