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# Module 3: The Dynamics of Culture-Building— Outline

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## Purpose

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- To sharpen people practices to sustain and support an engaging and dynamic organizational and community culture.

## Objectives

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- Deepen understanding of what engagement looks like across generations and in a community.
- Identify ways to change an existing culture to fit the times.
- Explore how social media can help not hinder government services.

## Required Readings

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1. Duxbury, L. (2006). *You, me, and them: dealing with generational differences in the workplace.* [pdf](#)
2. Jacobs, C. (2009). *Management rewired.* **ExecuBooks.** [pdf](#).
3. Katzenbach, J. & Harshak, A. (January 18, 2011). *Stop blaming your culture.* **Strategy + Business.** [pdf](#).
4. Walker, R. (August 2003). *Take it or leave it: The only guide to negotiating you will ever need.* **Inc. Magazine.** [pdf](#)

## Optional Readings

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1. Ott, A. (November 11, 2011). *How social media has changed the workplace.* **Fast Company.** [pdf](#)
2. Owrap, K. (January 25, 2009). *Maple Leaf Foods CEO Michael McCain named Business Newsmaker of the Year.* **Report on Business.** [pdf](#)
3. Penenberg, A. (July 1, 2010). *Social networking affects brains like falling in love.* **Fast Company.** <http://www.fastcompany.com/node/1659062/print>

## Required Media

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1. Katzenbach, J. (January 26, 2011). *How to change your corporate culture*. **Globe and Mail**. <http://www.theglobeandmail.com/report-on-business/managing/talking-management/how-to-change-corporate-culture/article1882348/?from=1905360>
2. Pink D. (July 2009). The surprising science of motivation. TED Global. [http://www.ted.com/talks/dan\\_pink\\_on\\_motivation.html](http://www.ted.com/talks/dan_pink_on_motivation.html) (video)

## Optional Media

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1. Tapscott, D. (April 15, 2009). *Growing up digital*. **TVO**. <http://www.youtube.com/watch?v=qujFJuj1S6I> (video). Also (October 21, 2010). *The Economics of Mass Collaboration*. **Harvard Business Review** <http://blogs.hbr.org/ideacast/2010/10/the-economics-of-mass-collabor.html> (podcast)

## Pre-Work

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**Music and Inspiration: Team 4 – S&M<sup>2</sup>d**(8:30 – 9:00 am; breaks, lunch, at end)

**Special Activity: Team 5 – MEDI-ITES** (10 minutes-any exercise/activity which engages participants in learning about the module's topic))

**Insights on Leadership from the Readings, Media and Your Experience:**

- Each person identify one new piece of knowledge and explain how you will find it helpful in the workplace.
- **Team 6 – The Bold & the Beautiful:** Facilitate a 30 minute discussion on the meaning and relevance of any one reading and one of the video clips. Ensure that the activity encourages interaction in small groups and enables participants to demonstrate how they would apply what they are learning.

**Changing Culture in an Organization and a Community:**

- Each person become familiar with the movie “Slumdog Millionaire”. It is available in most video stores. If you have already seen the movie, there is no need to do so again (unless you want to review it).

- Each team choose one scenario from the movie that you think speaks to the challenge of changing culture (in an organization or in a community). Be prepared to describe that scenario and why your team chose it. Bring the video clip if that is a better way to share your scenario “story”(optional).

## Key Concepts

- With 3-4 generations in the workplace (the blessed, the stressed and the ignored), understanding each is crucial to attraction and retention.
- Engaging the youngest “Nexus” group is the most challenging: it wants to co-create, collaborate, build community and self-organize using social media.
- “Socratic” performance management works better because self-generated insights and adjustments are more motivating and sustainable.
- Employees thrive in a positive atmosphere that promotes “status” for many not few, certainty in an uncertain environment, autonomy/self-organizing, relatedness/collaboration and fairness.
- Employees are also motivated by being part of a purpose in the workplace that is larger than them and having opportunities to get better and better (experience progress and be supported in that endeavour).
- Stories are the ways our minds naturally work. They preceded the invention of logic as a way of making sense of the world. We can use stories both to understand people and to change minds.
- Organizational cultures don’t change very quickly. To change an existing culture, work on reinforcing and building the new behaviours that matter most. It is inherently energizing and inspiring for employees when leader-managers work with and within a culture.
- The Net Generation, fuelled by social media, is in the early days of transforming how government services are conceived and delivered. It is also changing how we understand and decide what the basic imperatives of citizenship and democracy should be. There is a sea change already underway.