


SURVIVING CULTURE CHANGE

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I SHOULDN'T
BE ALIVE

Organizational Culture Change

“What exactly is *Culture Change*?”



WIKIPEDIA
The Free Encyclopedia

Defines *culture change* as “a term used in public policy making that emphasizes the influence of **cultural** capital on individual and community behavior. It has been sometimes called repositioning of **culture**, which means the reconstruction of the **cultural** concept of a society.”



Defines *culture change* as “modification of a society through innovation, invention, discovery, or contact with other societies.”

Forbes

“**Changing** an **organization's culture** is one of the most difficult leadership challenges. That's because an **organization's culture** comprises an interlocking set of goals, roles, processes, values, communications practices, attitudes and assumptions.”

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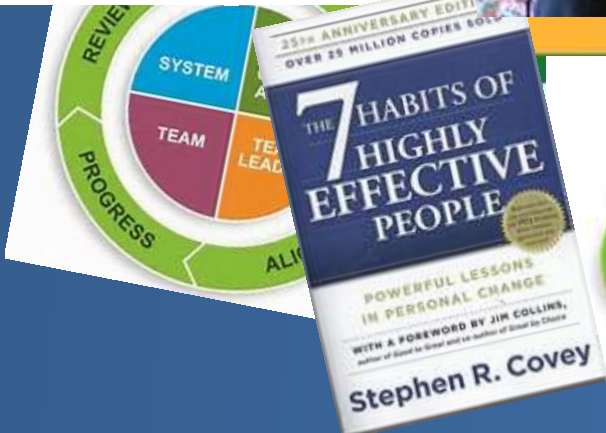
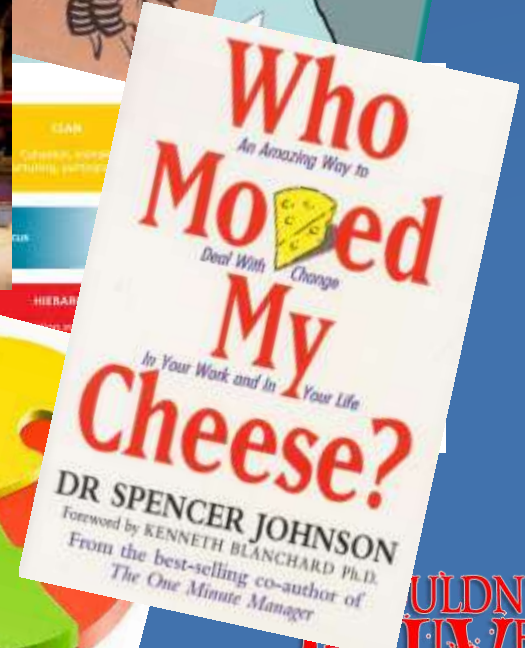


Culture Change Survivalist

- Five Public Transit Agencies in 24 years
 - Small, Medium, and Large
 - Organizational Structure & Governing Boards
 - Modes (Bus, Paratransit, &/or Light Rail)
 - Varying Degrees of Financial Capacities
 - Multiple Position(s) and Responsibilities
 - Nine Bosses
 - Responsible for Groups Ranging in Size from 5 to 1,250 people
 - *Each with a new CEO/GM who asked for Culture Change!*



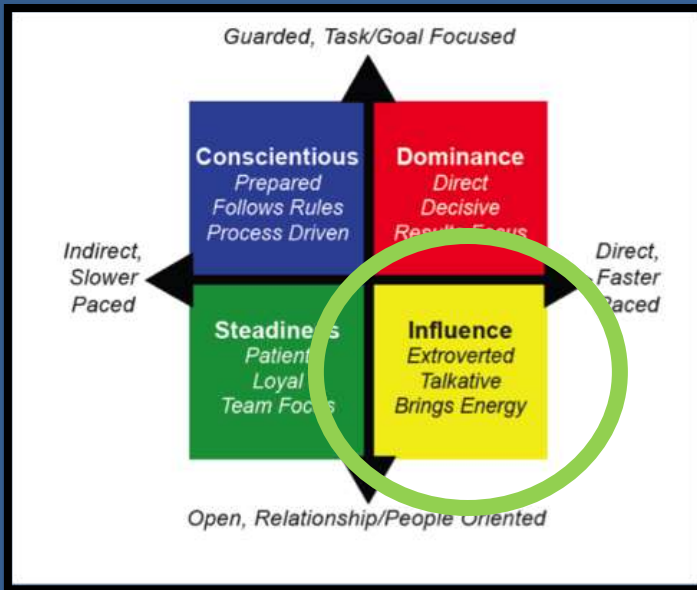
Culture Change Survivalist



WOULDN'T BELIEVE

visionary

My Personality Tests



The Myers-Briggs™ Type Indicator

(The Keirsey Temperament Sorter)

E Extroverted (Expressive)	S Sensing (Observant)	T Thinking (Tough-Minded)	J Judging (Scheduling)
I Introverted (Reserved)	N Intuitive (Introspective)	F Feeling (Friendly)	P Perceiving (Probing)



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Building a Team



Building a Team

- Setting Culture Change in Motion
 - Clearly define the new culture
 - Involve everybody
 - Embody the new culture (actions, words, & behavior)
 - Hold employees accountable
 - Follow up with ongoing support & encouragement
 - Be Persistent
 - Get them to engage



Not Engaged



Direct Reports & Frontline

- Frontline Supervisors

- Ask for their input!

- Meet with them often and schedule (monthly works best)

- Yes, they will complain.... First meeting rough

- Follow up with their issues and concerns

- Provide training and educational opportunities

*"Been saying
this for
years"*



*"We've
always done
it this way"*



**I SHOULDN'T
BE ALIVE**

Direct Reports & Frontline

- Your Direct Reports

- Mentor!
- Encourage, Support, & Recognize Constantly
- Set clear expectations
- Set goals (for their personal development, department, agency)
- Before implementing a major change get their buy in.
- It's their idea
- Let them loose!

"We were told not to..."



"Don't know why we do it like this"



**I SHOULDN'T
BE ALIVE**

Direct Reports & Frontline

- Frontline Employees (Operators, Mechanics)
 - Make yourself visible
 - Get their input (service, safety, equipment)
 - Listen to their issues and concerns. Follow up!
 - When are you going to fix...?
 - Make tangible changes that affect their working environment. (Safety, Cleanliness, Customer Service)
 - They are part of your team too!

**Don't talk, just
act. Don't say,
just show.
Don't promise,
just prove.**

**People ask the difference
between a leader and a boss. The
leader leads, and the boss drives.**

Theodore Roosevelt

 BrainyQuote®



Boss vs. Leader



Demands Respect



Quick to Criticize



Hears



Orders



Hands Off



Work First



Impossible or Unclear Goals



Will Throw You Under the Bus



Earns Respect



Quick to Teach



Listens



Asks



Participates



Work and Life



Clear and Realistic Goals



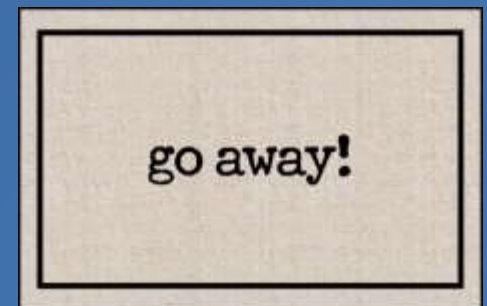
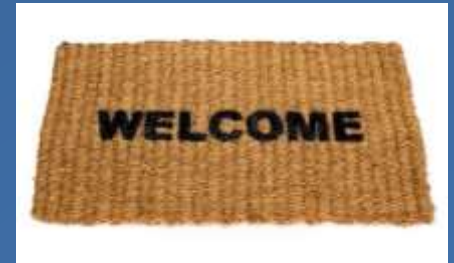
Will Take A Bullet For The Team

A wide expanse of blue ocean with a distant, hazy coastline under a clear sky. The water is a deep blue with gentle ripples. The horizon is low, showing a range of low mountains or hills in the distance. The sky is a pale, clear blue.

Co-workers & Peers

Co-workers & Peers


- The Welcome Wagon
 - Already done their research on you
 - Contacted people at your former agencies
 - Invite you to a group lunch
 - Will reach out to offer their assistance
 - Warn you about what potholes to avoid
- The Resistance
 - Already done their research on you
 - Contacted people at your former agencies
 - Figured out your salary
 - Standoffish
 - Formed an opinion of you



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Co-workers – Peers

- Accumulating Allies
 - Build collaborative relationships
 - Communicate.... (in-person, lunch, cup of coffee, office drop in, the hallway, etc.)
 - Make them want you on their team/side
 - Volunteer to help
 - Don't turn down offers for help
 - Don't suck up to the boss
 - Don't take it personal!



"When I worked at..."

**I SHOULDN'T
BE ALIVE**



The Boss

BUT ,

.....you find out that your Boss:

- Indecisive
- Lies
- Gossips
- Mood swings
- Micromanager
- Bullies staff
- Panic's easily
- Lashes out
- Doesn't let you make decisions
- Is part of the problem/or is the problem



A green rectangular highway sign with a white border is mounted on a metal structure. The sign features the word "Opportunity" in a large, bold, white sans-serif font. Below it, the words "NEXT EXIT" are written in a smaller, white, all-caps sans-serif font. The sign is set against a clear blue sky with some light clouds. The signpost is a single vertical pole on the right side.

Opportunity
NEXT EXIT

Culture Change

- Change is good!
 - Embrace challenges as opportunities
 - Pace yourself
 - Don't attempt to do it all yourself
 - Lean on your support network
 - Always teach and mentor
 - Continue to learn and grow



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Thank you!

Are we
there yet?



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