




Thoughts on Coaching the System (Culture)

CULTURE SHOCK

A person is standing on a dark, silty hill, looking out over a landscape. Their hands are on their head, suggesting a moment of reflection, stress, or contemplation. The background shows a hazy, open landscape under a dark sky.

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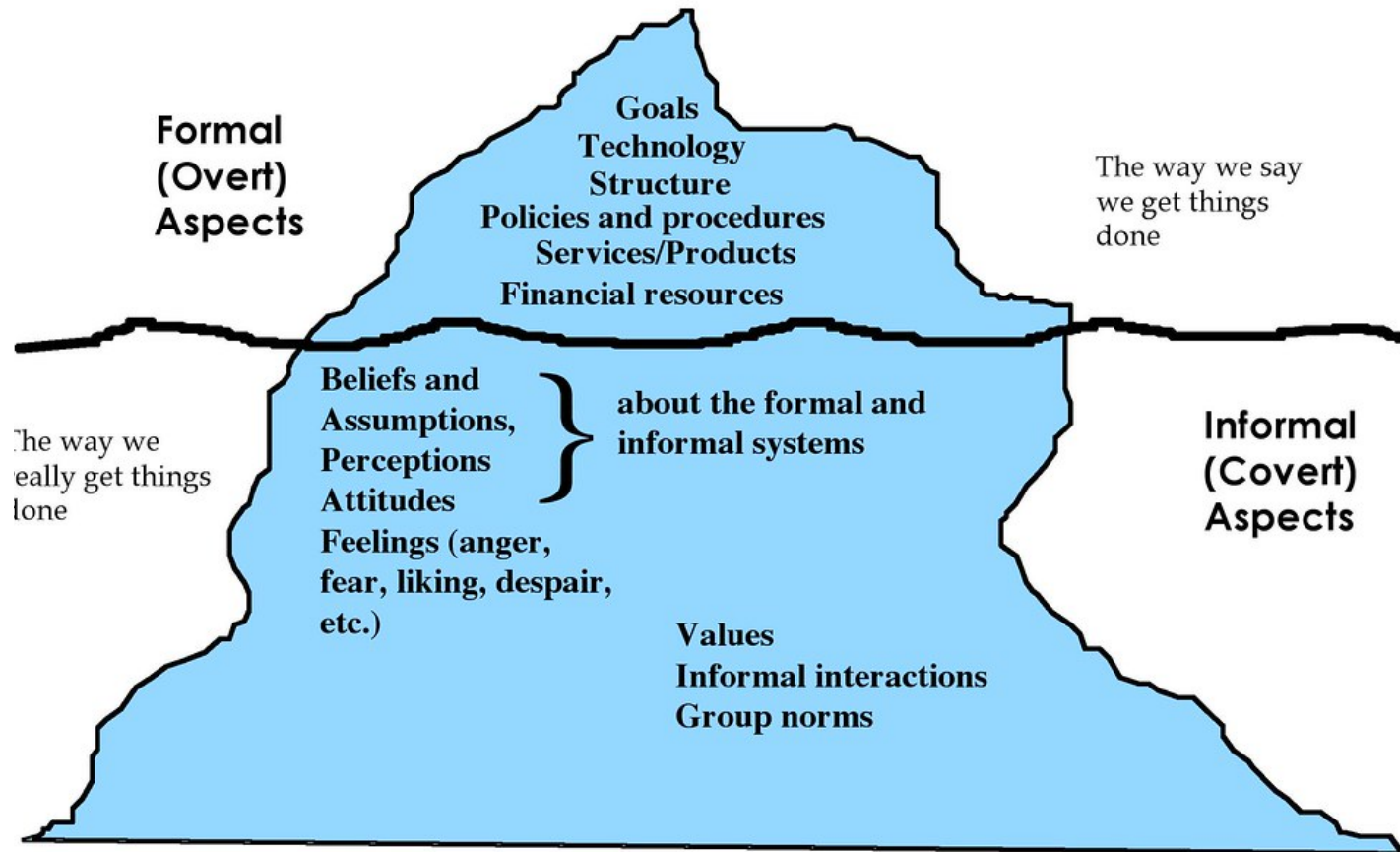
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Culture – The System Within a System

Cultural Iceberg



Above the water line are the stated visions, goals, defined ways of working – Metrics/reports defined

Below the water line is how people truly work together,

System shift to align formal and informal cultures

Impacts of Metrics and Reports

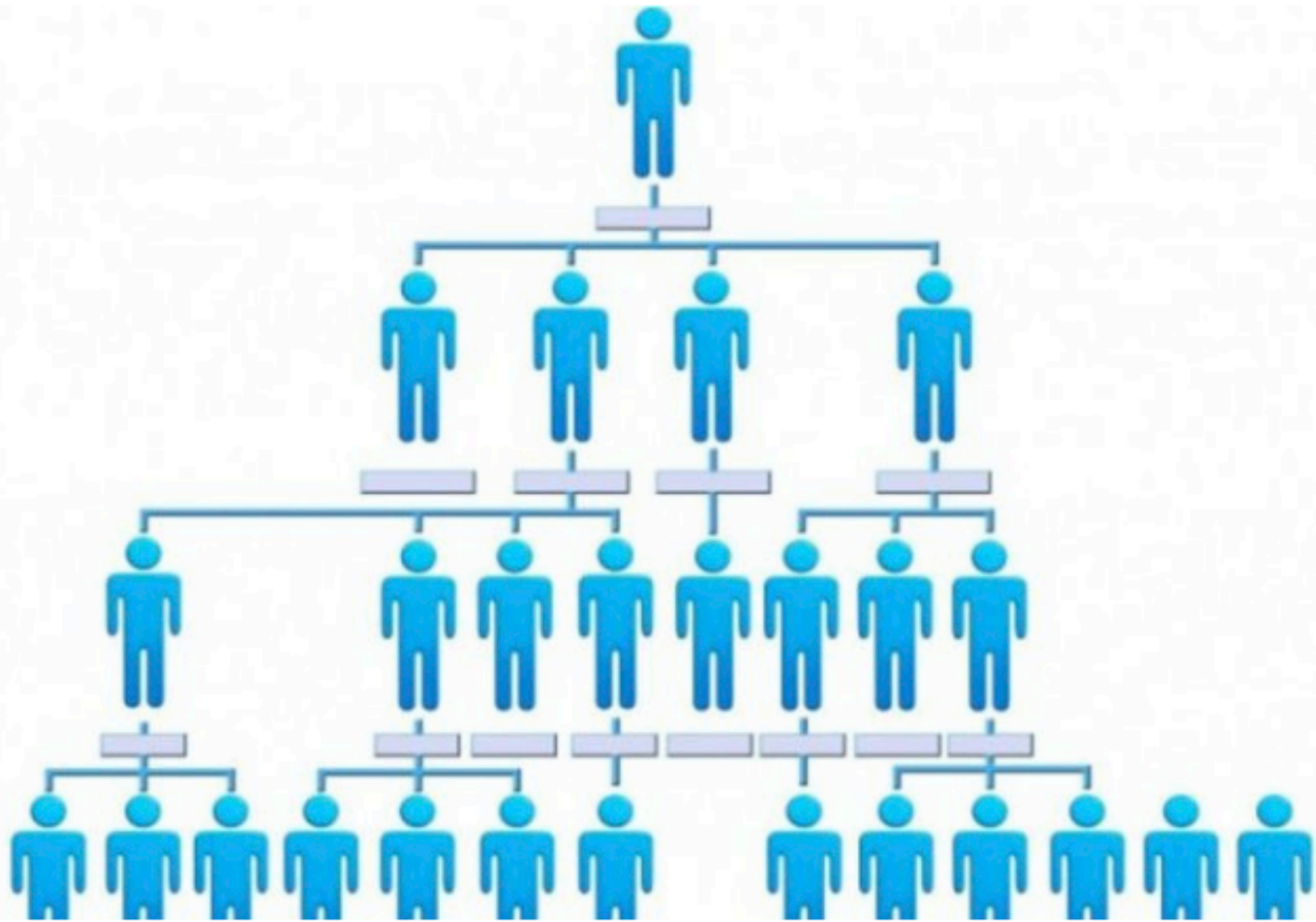
Created by Stanley N. Herman. TRW Systems Group, 1970



**PEOPLE DON'T
MIND
CHANGING;
PEOPLE DON'T
LIKE BEING
CHANGED**

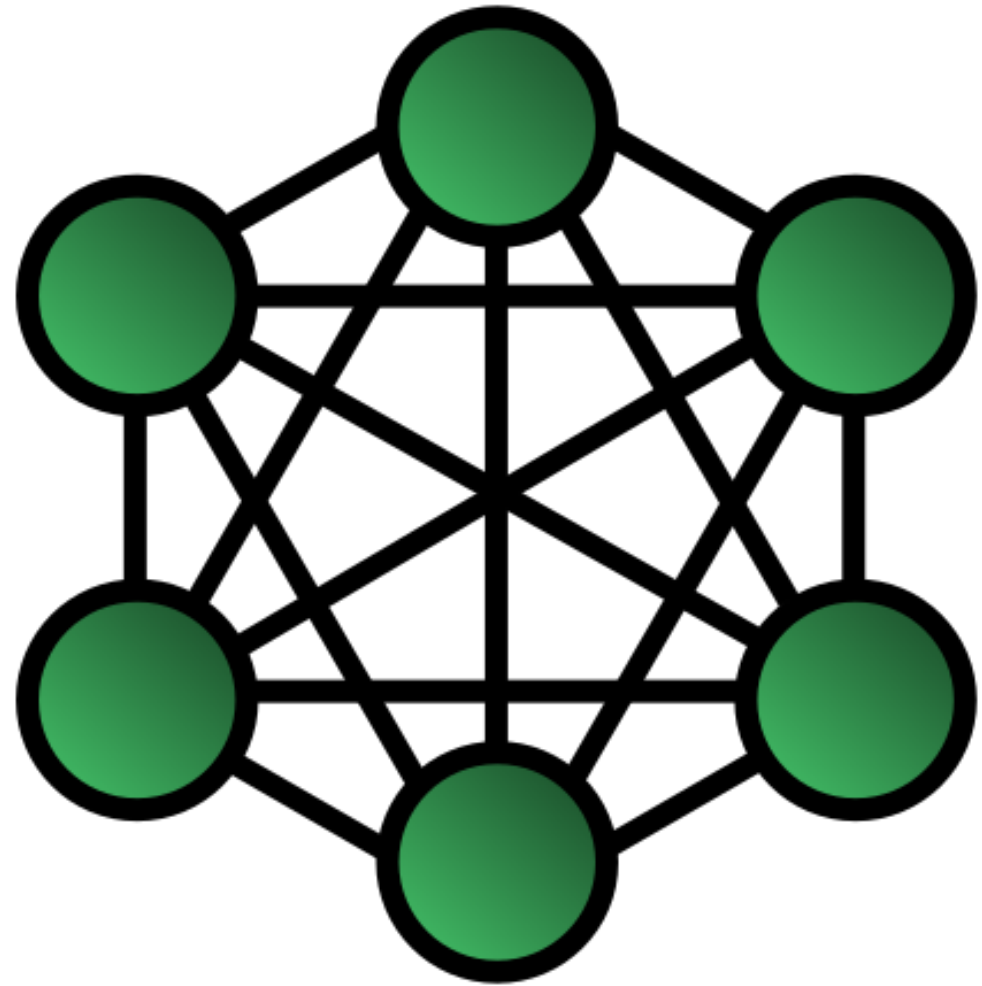


When one person makes the decisions it tends to impede innovation while everyone waits for decisions to be made.



People & Cultures are much like system networks and function better with fewer single points of failure

More Open Lines of Communications adds Complexity to the System, but leads to improved communications and increased innovation



Now add People and
Communication Chaos –
Culture Happens – A People
System
More along the lines of a
Complex Adaptive System!

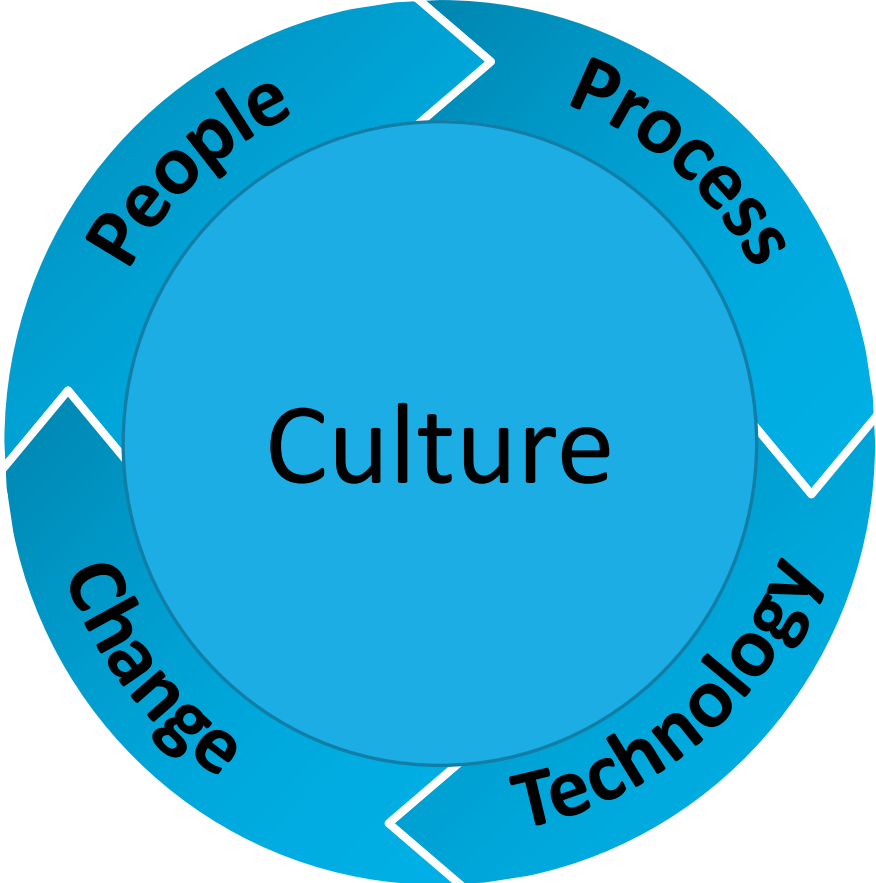
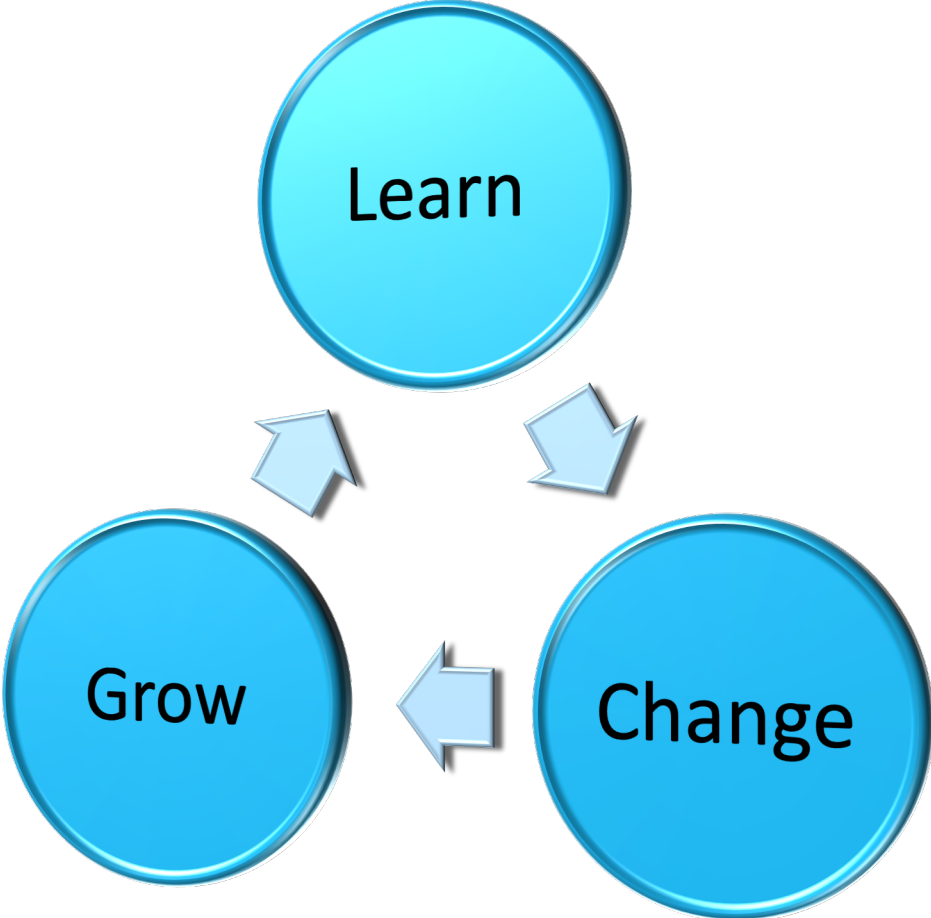
Evolution is gentler than
revolution, the
culture/people need time to
evolve it doesn't happen over
night





Changing the system is challenging to say the least

Learning Organizations Embrace Change and Learning



Negative results are just what I want. They're as valuable to me as positive results. I can never find the thing that does the job best until I find the ones that don't.

— **Thomas Edison**

Let him who would be moved to convince others, be first moved to convince himself.

— **Thomas Carlyle Scottish Philosopher**

Listen to the voices of the system

Talking can transform minds, which can transform behaviors, which can transform institutions.—**Sheryl Sandberg COO Facebook**

Even Peter Drucker, the champion of well-measured goals, understood the limits of calibration. A manager’s “first role,” Drucker said, “is the personal one. It’s the relationship with people, the development of mutual confidence . . . the creation of a community.” Or as Albert Einstein observed, “Not everything that can be counted counts, and not everything that counts can be counted.” – Measure What Matters: **John Doerr**

Listen to the voices of the system

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A thought to remember – YOU are the culture

Listen to the voices of the system

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