



From toxic cultures to long-term positive change

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The
Leaders
Studio



Principles of toxic organisational cultures

Adapted from change management, systems theory and organisational psychology

- Most decisions are extremely centralised and made at the top, with a reluctance to trust people
- The espoused values are in conflict with the lived values
- Stakeholders and profits usually come before people
- The organisation thrives off its status, rather than a clear purpose that people are inspired by
- What senior leaders say and do are in conflict, i.e most do not 'walk the talk'
- An ideal culture is defined by fancy culture slide packs and manuals, social gatherings and public displays of artificial recognition
- The desired culture is mostly reinforced through disciplinary actions and policies
- People are promoted regardless of their behavioural alignment to the espoused values



Principles of long-term positive organisational culture change

Adapted from change management,
systems theory and positive
psychology

- Acknowledge the current strengths of the culture and people operating within it, before embarking on transformation or change
- Have a clear purpose and vision for the culture change
- Enable all senior leaders to role model the desired culture, values and behaviours
- Weave the desired culture into all aspects of the organisation, including: governance, decision making, policies, processes, recruitment, budgeting, team dynamics, training and development and so on
- Ensure all leaders are accountable for positive culture change and it is within their role scope
- Have mechanisms in place that regularly measure elements of culture and engagement, with swift action taken to remedy issues
- Ensure communication is regular about what the senior leaders are doing to continuously strengthen culture
- Build capability in all people, to ensure they have the skills and ability to align to the desired culture



Where to start with culture change...

Adapted from change management, systems theory and positive psychology

- Identify one or two areas that you would like to address and strengthen within organisational culture
- If you want to address many areas, then you will need more structure to get to your desired cultural future state, as well as more people and resources and/or time
- Identify a pilot group, or smaller group to begin with. Once you have successfully strengthened culture within this group, use a similar approach (tailored to the remainder areas) to reach across the organisation
- Facilitate discovery to acknowledge all of the current strengths in the pilot group
- Measure and capture the current state with the group identified (both quantitative and qualitative data)
- Get very clear about your desired goals and future or ideal state, these will often include behaviours so that it makes it very tangible
- Involve your people in this process, so that they understand why you want to change, as well as being able to contribute to the what and how they get there
- Identify key leaders who will sponsor and proactively role model and go through the culture change process alongside your people



Some of our services

- Recruitment panel membership to advise you on best fit senior leaders and executives and understanding their drivers and how they fit in to your organisation
- Advisory and processes to onboard and integrate new senior leaders with their team and organisation
- Change management advisory program, various levels available:
 - Executive strategic advisory
 - HR/OD practitioner mentoring
 - Manager mentoring and coaching
- Online courses that focus on the psychological transitions throughout change - *coming soon*

Contact us for more support

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