

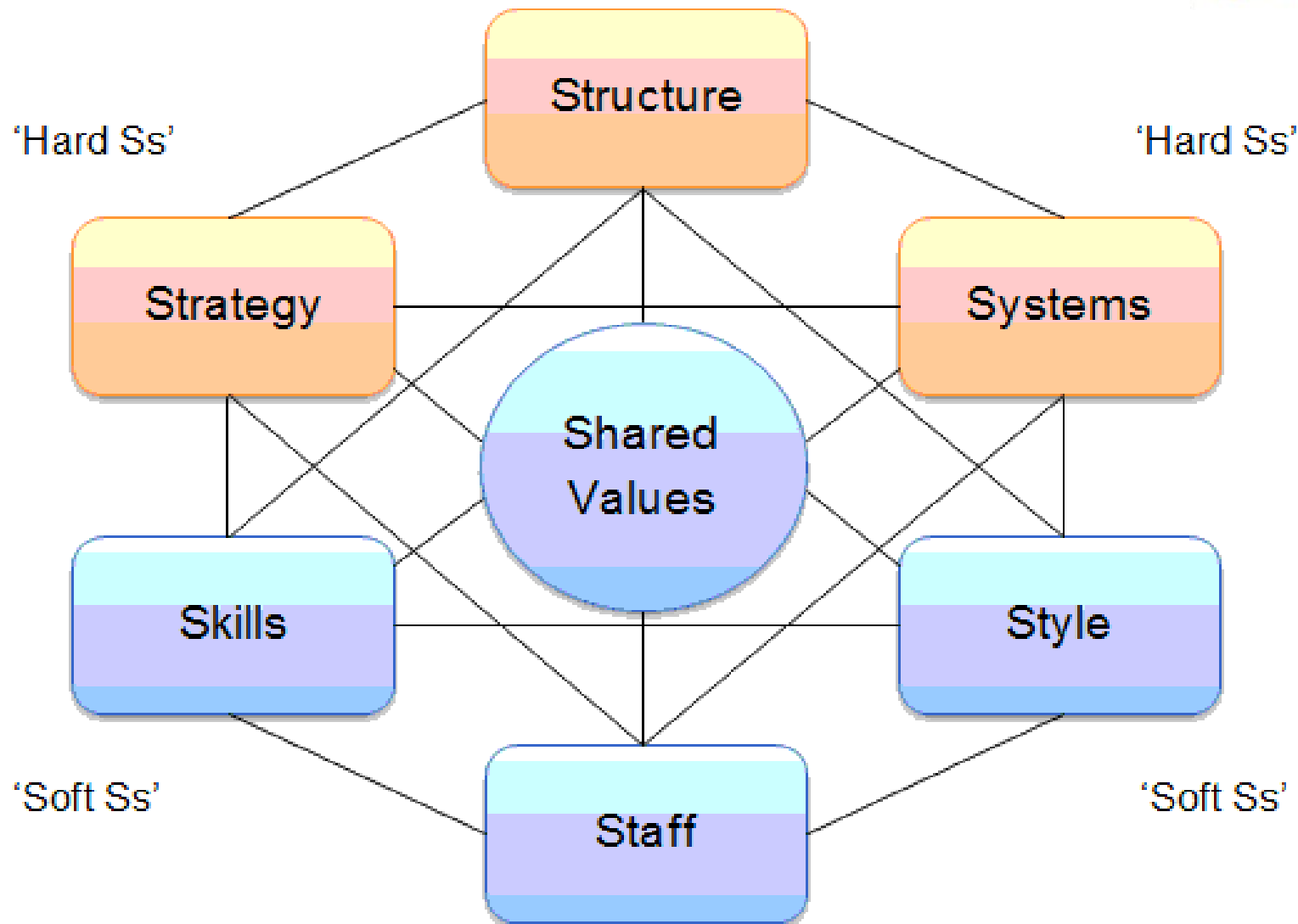


**A POSITIVE ORGANIZATION CULTURE: SETTING THE TONE AT THE
TOP
5TH C-SUITE SEMINAR IN DUBAI
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Presentation by:

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McKinsey's 7S Framework



A POSITIVE ORGANIZATION CULTURE: SETTING THE TONE AT THE TOP



- ❑ To achieve as a team, positive culture is the crucial internal environmental factor that most organizations need to understand
TEAM=SYNERGY; $1+1=3$; $2+2=5$
- ❑ Setting the tone (Heart Beat) for your organization can be difficult at times as leadership roles inherently come with stress and a glaring spotlight that can be a bit unforgiving if not handled properly

A POSITIVE ORGANIZATION CULTURE: SETTING THE TONE AT THE TOP Cont'd.



- ❑ This session will discuss the what and how of organization culture with practical examples and prescribe a way forward for the executives who wish to lead positive culture change in their respective organizations
- ❑ Our discussion of organization culture must involve strategic thinking that should refer to the 5Ws and 1H (**Joke: 5 Wives and 1 Husband**)

ROLE OF GOOD LEADERSHIP



- ☐ Leadership is about influence. Today the key issue is Transformational Leadership
- ☐ It is about influencing people to bring about change
- ☐ It is achieved through the **4is**
- ☐ **I**dealized influence – doing what is right guided by ethical and moral commitments
- ☐ **I**nspirational motivation – helping people to achieve beyond expectation
- ☐ **I**ntellectual stimulation – questioning commonly held beliefs
- ☐ **I**ndividualized consideration – Every human being has needs that may be peculiar

IMPORTANCE OF LEADERSHIP IN CHANGING ORGANIZATIONAL CULTURE



- ❑ There are many definitions of culture but the key thing is; it is about how things are done in an organization. OUR MODUS OPERANDI
- ❑ In Today's highly turbulent world, top leadership has the responsibility of changing culture to agree with the changing context
- ❑ Culture is very hard to change though. It is a way of life!!!!

IMPORTANCE OF LEADERSHIP IN CHANGING ORGANIZATIONAL CULUTRE Cont'd.



- ❑ Note that every employee plays a part in the process of changing organizational culture
- ❑ But at the end of the day, leaders are the ones who can **make or break it**; the choices they make cause a ripple effect on employee recruitment, engagement, and performance that powerfully impacts a company's performance

CENTRALITY OF CULTURE



❑ Culture is at the Centre of everything in an organization
It is found in:-

- (i) Behaviors, systems, policies and processes surrounding the way things are done
- (ii) Ideals, goals, values, and aspirations set by leadership
- (iii) Underlying assumptions that guide behavior

- ❑ Culture has been called the **Superordinate Goal or Shared Values** since it is central in everything
- ❑ McKinsey's **7S** Framework illustrates this clearly

10 WAYS THE TMT INFLUENCES ORGANIZATIONAL CULTURE



1. Observe

- ☐ There's a lot of wisdom in a phrase such as, "**Listen much and speak little.**" It's one of the primary hallmarks of a real leader. They're observant enough to take in even the subtlest details about their work environment, including employee behavior, concerns about morale and opportunities to make improvements in company processes
- ☐ Are you a good listener and do you listen to the other members of the TMT?
- ☐ Sometimes people choose what to listen to

10 WAYS THE TMT INFLUENCES ORGANIZATIONAL CULTURE CONT'D.



2. Balance Subculture With Organizational Unity

- ❑ We were all in high school once; ALSO we were once on the village!!!. Once we break into the professional world, it's hard to shake the tendency to make fast friends and divide ourselves into smaller groups, or subcultures, within the larger whole
- ❑ The best leaders see team-building opportunities in these subcultures — but they also know to encourage more inter-team cooperation and improved information sharing
- ❑ Synergy is key ($1+1=3$ effect/ $2+2=5$ effect)
- ❑ Without synergy it is possible **Strategic Schizophrenia** is at work

10 WAYS THE TMT INFLUENCES ORGANIZATIONAL CULTURE CONT'D.



3. Don't Get Hung up on Titles

- ❑ Some of the most harmonious companies out there are the ones where the company hierarchy seems to recede into the background. Compare this with an overbearing manager who throws their weight around or looks for ways to place themselves above the rank-and-file
- ❑ Truly great leaders/managers understand [the value of a flatter company structure](#) and the benefit of fielding suggestions and feedback from people who don't have a powerful-sounding title pasted into their email signature

10 WAYS THE TMT INFLUENCES ORGANIZATIONAL CULTURE CONT'D.



4. Help Coworkers Develop Their Skills

- ☐ Leaders can work with employees to expand their working knowledge of their field, broaden their skill sets, and add new challenges and responsibilities to the work they're doing
- ☐ Maybe it's even a matter of cross-training multiple employees so they can glide between departments as needed for a fresh challenge and a renewed sense of connection with the larger company

10 WAYS THE TMT INFLUENCES ORGANIZATIONAL CULTURE CONT'D.



5. Reinforce Accountability and Process Ownership

- ☐ The workplace is, of course, one of the most obvious places to learn accountability. Do you purposely help your employees to achieve this?
- ☐ Leaders can work in a variety of ways to reinforce process ownership and accountability in their organization
- ☐ Which metrics are worth measuring and discussing with employees? What are the most useful benchmarks and goals to pursue? Are there expectations for transparency or productivity that aren't being respected? When leaders reinforce accountability in the workplace, they reinforce accountability everywhere

10 WAYS THE TMT INFLUENCES ORGANIZATIONAL CULTURE CONT'D.



6. Look Beyond Productivity

- ☐ The idea of leadership exists because we need people with vision who can get things done. But isn't the workplace far more than how many dollars/shillings we've earned?
- ☐ One of your most important jobs as a leader is to encourage results without making your teams feel like spokes in a wheel or gears in a profit making machine. **Where's the heart?** What's the point of any of the work you do if you're not having fun and developing more positive relationships with the people you spend time with every day?
- ☐ Leading from the heart is critical

10 WAYS THE TMT INFLUENCES ORGANIZATIONAL CULTURE CONT'D.



7. Speak to Employees Like Human Beings

- ❑ It's certainly true that everybody has a different communication style and uses language differently. But something every leader has to bear in mind is that it's 100 percent obvious when a leader is talking down to an employee or talking over their head.
- ❑ High-quality leaders command solid vocabularies and have a good grasp of supportive language and constructive criticism. But think beyond the work, too. If you're a leader, do you smile as you pass someone in the hall? Are you, in a sense, "emotionally available" when your team has grievances to air, suggestions to make or simply idle chitchat to exchange?

10 WAYS THE TMT INFLUENCES ORGANIZATIONAL CULTURE CONT'D.



8. Help Employees Fully Understand Their Roles

- ❑ There can be a disconnect between the stated objectives of a company and the day-to-day realities of the people who work there
- ❑ Sometimes it takes a gifted leader to help employees connect the dots and find meaning and value in what they do. It starts by taking a look at the company's values
- ❑ Is your focus thoughtful product design? Unimpeachable customer service? Whatever the objective, leaders need to know how to help every employee, no matter their role, and understand how the work they do positively impacts the broader mission

10 WAYS THE TMT INFLUENCES ORGANIZATIONAL CULTURE CONT'D.



9. Leaders are Active in the Community

- ☐ We sometimes forget that there's more to us than our careers
- ☐ Sometimes leadership in the workplace gets defined in part by what goes on beyond its walls. By this, we mean leaders who take an interest in the role they play in their community, their state and even the world
- ☐ Civic involvement and the charitable giving of time and money is something every leader should aspire to if they're serious about their company maintaining a pro-social place in society. And it's a great way to inspire a new generation of civic participants in your office

10 WAYS THE TMT INFLUENCES ORGANIZATIONAL CULTURE CONT'D.



10. Communication Is Vital

- ☐ If there's one thing you remember from this list, make it the importance of communication
- ☐ People look to leaders who sound genuine and exude enthusiasm about engaging with their employees
- ☐ A true leader will always show their colors no matter the circumstances



Thank You