



## How to plan and manage culture change



Lucinda Carney – C.Psychol

# LUCINDA CARNEY C PSYCHOL

- Too many years in Corporate L&D roles!
- Chartered Psychologist
- Founder and CEO Actus Performance, Learning & Talent Management Software
- Host of No. 1 ranking The 'HR Uprising' Podcast
- Author of the best-selling book "How to be a Change Superhero"
- Mum of 2
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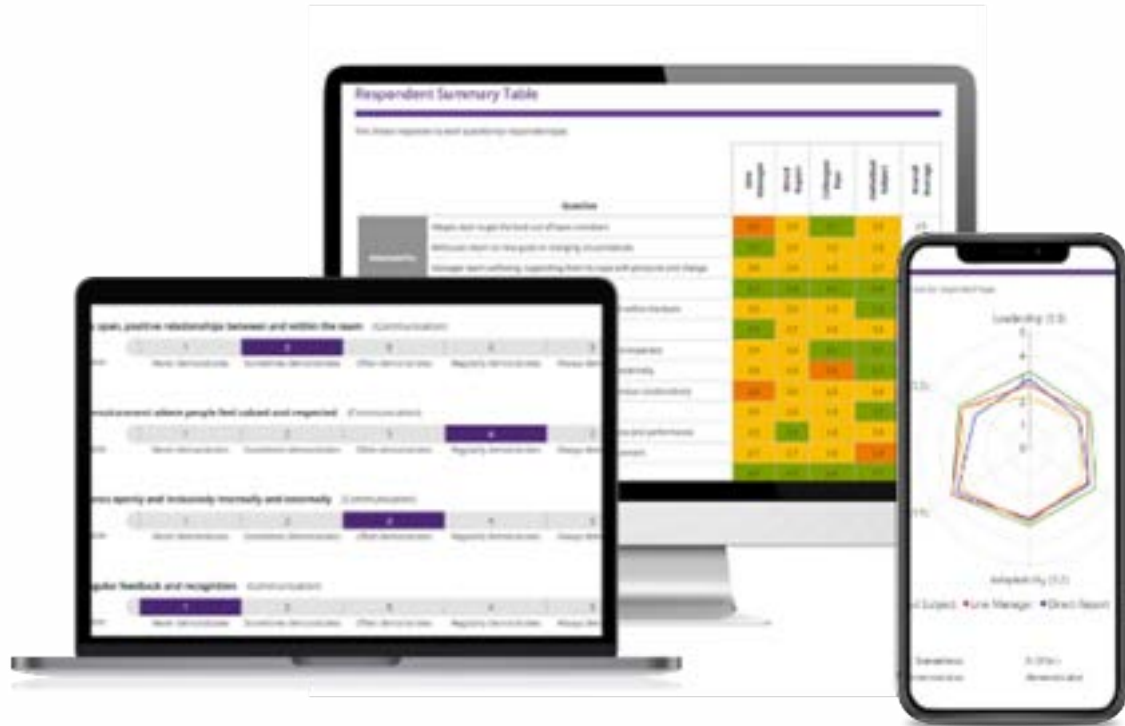
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How **AI** can  
Create Change in  
Productivity

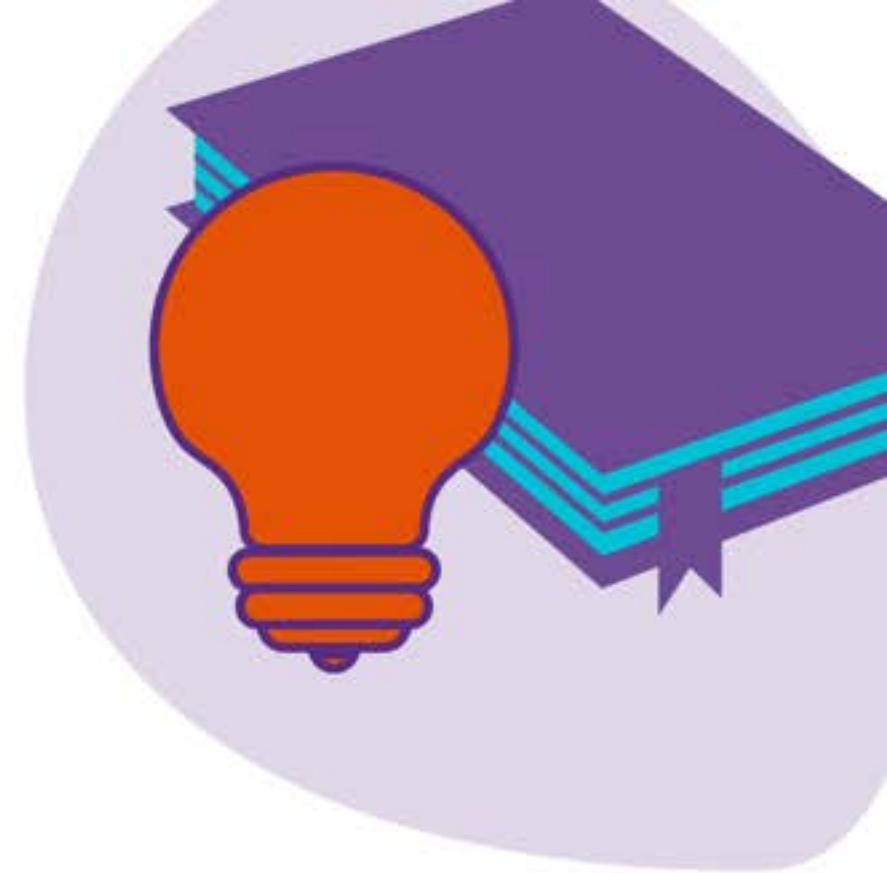


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# Learning Outcomes

- Why is culture change challenging?
- Diagnosing Culture
- Planning using the Cultural Web
- 7 steps to plan a successful change



**Why is culture change particularly challenging?**

Lack of alignment

Miscommunication  
Entrenched systems

Leadership Behaviours

Habits & routines

Beliefs and Norms

Differing interpretations

Power dynamics

Takes time



# Cameron & Quinn – competing values framework

**Collaborate**  
Do things together

**Flexible**

**Structure**

**Stable**

**Control**  
Do things right



**Create**  
Do things first

**Compete**  
Do things fast

# Poll: Where would you position your organisation?

**Collaborate**  
Do things together

**Flexible**

**Stable**

**Control**  
Do things right



**Create**  
Do things first

**Compete**  
Do things fast

# Breaking down and changing culture



# Cultural Web Example

	As Is	To Be
<b>Organisational Paradigm</b>	Financially stable, trustworthy, quality and research driven.	Innovative, responsive, customer focused.
<b>Organisational Structures</b>	Hierarchical roles with formal reporting into a parent company.	Matrix or Team based structures focused around market requirements.
<b>Control Systems</b>	Board of Directors and Non-Execs make decisions. Formal annual cycles of budgeting, headcount and objective cascade.	Disseminated decision making and financial controls. Business case driven resourcing and budgeting.
<b>Power Structures</b>	CEO & F.D. and influence of parent company.	Individual empowerment and accountability. Local team leaders and managers.
<b>Symbols</b>	Traditional Brand and Logo, Parking spaces for top execs, Status related to size of office and formal business attire at work.	Open plan building; hot desks. 'Chill out zones', Online collaboration tools.
<b>Rituals and Routines</b>	Annual business planning, Board meetings, Sales conferences; Annual report, Long service awards.	Team huddles, weekly 121's, Informal skype chats, Fish and Chip Friday.
<b>Stories and Myths</b>	The F.D. values the company car fleet above people, Gossip about executive board, Board meetings never finish on time.	Reward and recognition linked to customer impact. Innovation suggestion schemes. Individual success stories.

**7 steps to  
plan a  
successful  
change**



# The 7 Steps



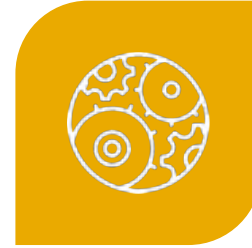
1. What is the change?



2. Why do we need it?



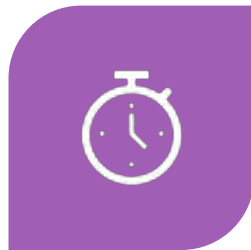
3. What does success look like?



4. How does this fit with other projects?



5. What and who is in scope?



6. How will the change take place?



7. When is it happening?



# 1. What is the change?

Simply summarise the change in one or two sentences

## 2. Why do we need it?

- What is the business rationale?
- What will happen if we don't do anything?
- What is to be gained from the change?





### 3. What does success look like?

Outline the vision in terms of behaviour change, make it tangible and SMART



A group of people are gathered around a table, working together to assemble large blue puzzle pieces. The scene is dimly lit, with a blue tint. The puzzle pieces are being held and fitted together by several hands. In the top left corner, there is a small orange horizontal bar.

## 4. How does this fit with other projects?

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Is this part of a larger project?  
How big a priority is it?

## 5. What and who is in scope

- How much will change and who will be affected?
- What is in scope?
- What is out of scope?



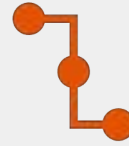
# 6. How will the change take place?

Who?

What?

Where?

How?



How will the change be rolled out?



Will there be training?



How will people be communicated with?



# 7. When is it happening?

Timelines, key milestones, next steps and end point

# Poll: Which steps get missed/need more emphasis in your opinion?



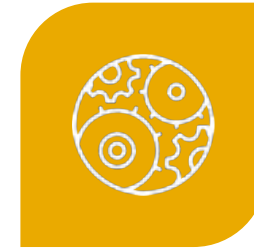
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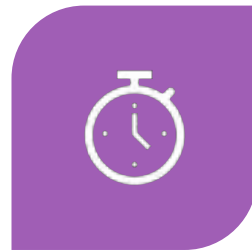
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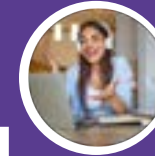
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## Option 1 Managing Underperformance

Learning outcomes include:

- Potential performance 'red flags'
- What most commonly causes underperformance?
- Sustainable prevention of performance issues
- Management takeaways



## Option 2 Managing for High Performance

Learning outcomes include:

- Defining high performance in a virtual world
- Establishing the foundation for highest performance
- Management behaviours that create high performance
- The role of feedback and recognition

Each attendees receives the Actus management essentials Toolkit which include white papers, e-books & guides

# What's Coming Up...



## Webinars – Autumn Change Series:

2024 November 19<sup>th</sup> 12.30pm Leading organisational change

2025 January 14<sup>th</sup> 12.30pm Wellbeing

[Click here](#) to find out more.

Watch Previous Webinars in the Performance Series:

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# Useful Resources

Change Superhero Toolkit: [Download here](#)

NEW RESOURCE: [The Actus 360 Question Dictionary](#)

NEW RESOURCE: [Actus Survey Dictionary](#)

[Blog: 5 key skills for delivering Organisational Change](#)

Burke Litwin Model of Change: [Download here](#)

[All HR Uprising Podcasts on Change](#)

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Our New On-Demand Learning Platform: [Actus Academy](#)

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