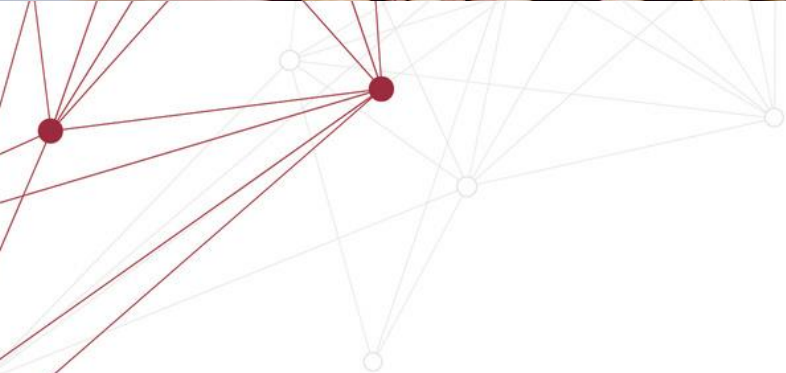


12-MONTH PROGRAM

Culture Transformation

A comprehensive twelve-month program for senior leadership teams who are serious about transforming culture to accelerate strategy.



W | fionarobertson.com
P | +61 (0)474 031 546
E | info@fionarobertson.com

Fiona ROBERTSON

The program in a nutshell

Who it's for

Senior leadership teams who need to drive culture transformation so that their strategy becomes their reality.

What it achieves

We will understand how culture works, ensure our senior team is well equipped to drive a culture transformation, clarify what we're hoping to achieve by transforming, figure out where we're starting from, where we want to get to, how we'll drive the shift and how we'll stay on track.

Problems it solves

We know we need to take action. We know our organisation can thrive if everyone pulls in the same direction. But where do we start? There are so many opinions about what matters most. Our people want something to happen now. How do we stop boiling the ocean and make some meaningful progress?

How it works

A twelve-month program of proven interventions to equip our senior leadership team and drive our culture transformation including a series of masterclasses, workshops, diagnostics and online learning supported by an experienced driving instructor who will coach and mentor us through the process and teach us the essential skills to successfully navigate the road ahead.

Typical timeline

A mixture of activities keeps the program fresh – and each has its own specific purpose.

	Month 1				Month 2				Month 3				Month 4				Month 5			
Setting You Up	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1 Culture Masterclass	█																			
2 Senior Team Discovery			█	█	█	█	█	█												
3 Transformation Planning									█	█	█	█	█	█	█	█	█	█	█	█

	Month 6				Month 7				Month 8				Month 9				Month 10			
Setting You Off	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
4 Coaching/Mentoring	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
5 Leadership Training		█				█				█				█				█		

1 Culture Masterclass

Culture is one of the most widely discussed, and widely misunderstood, concepts in organisational life.

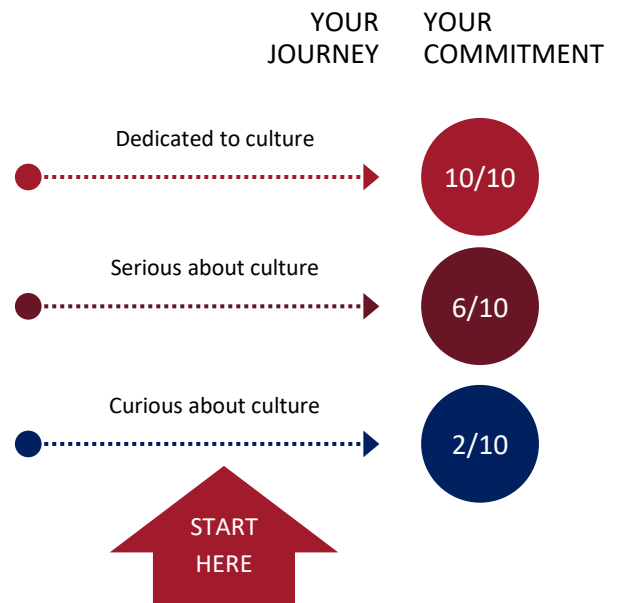
Every culture transformation journey must start with shared cultural literacy.

This half day masterclass provides a safe place to learn what culture really is, what it isn't (spoiler alert – it isn't employee engagement) and how it actually works.

It gives participants a chance to work through how the core concepts relate to their organisation and ask questions to increase clarity.

Every conversation that follows will make more sense.

Culture transformation is not easy, but it can be simple.

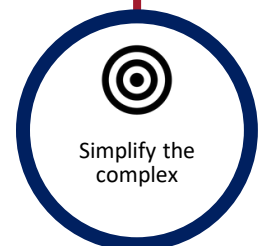
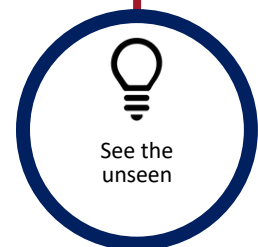


What the masterclass will achieve

It's impossible to have a sensible conversation about culture without a shared understanding of what you're discussing. Shared language is essential to make any progress at all. Without it you're doomed to endless, circular conversations that go nowhere and frustrate everyone.

If you're living inside the Matrix, and you don't know it, you won't see anything. Once you understand how culture really works, you see it everywhere and understand the pervasive impact it has on every aspect of your organisational life.

Culture transformation isn't easy, but it can be simple. One of the reasons so many organisations fail to make progress is because it has been vastly overcomplicated, which often relegates it to the 'too hard' basket. If you're looking for clarity, you'll find it here.



2 Senior Team Discovery

Successful culture transformation cannot be done without a senior leadership team who are pulling in the same direction.

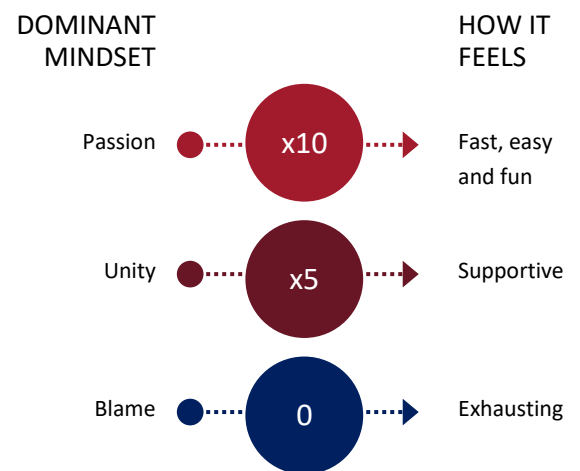
The kids always know when mum and dad are fighting.

Your senior leadership team don't need to be best friends, but there must be enough congruence between their rhetoric and decision-making and enough alignment in their direction to avoid derailing the bus.

This is not about group think, it's about understanding each other and harnessing the power of diverse views.

An aligned team can achieve almost anything.

It's an essential investment of time and energy and a pre-requisite for culture transformation success.





Senior Team Discovery steps



Preference profiling questionnaire (OPQ)

The Occupational Personality Questionnaire (OPQ) is one of the most widely used and respected measures of workplace behavioural styles in the world. It is normed against global senior leaders, allowing participants to see how they compare with their peers around the world. Each participant receives two detailed individual reports including their unique set of preferences and their Belbin team type – the role they are most likely to adopt in a team setting.



In-depth interview and detailed debrief

An in-depth interview is used to understand each participant's unique role in the team, their experience of working within it and what changes, if any, they would like to see in the team dynamic to make leading culture transformation more effective. The OPQ debrief delves into the detail of the two individual reports and identifies the participants' unique pattern of preferences, including how these may help or hinder in leading culture transformation.



Two full day team workshops

The first workshop follows a tried and tested methodology and is tailored to the unique team's context and objectives. The individual reports from the profiling tool are combined into a summary report showing the team's collective profile. This is explored in the context of leading culture transformation. A second workshop checks in on progress and adjustments.

3 Transformation Planning

Most strategy work never asks the question: do we have the culture we need to execute our strategy?

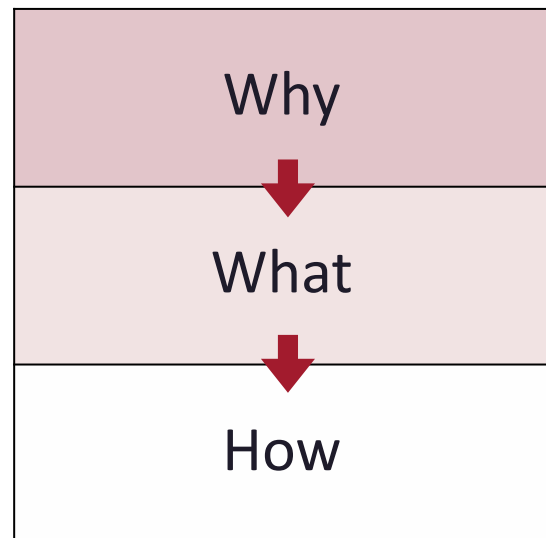
Most culture work never asks the question: culture change in the service of what?

Let's start there – what do we hope our culture transformation will achieve in terms of organisational objectives. Is it more revenue? Less risk? Better quality?

Next we need to know where our culture is now and where we want it to be to achieve those objectives.

Once the culture shifts we need are clear, then we can start to figure out how we might make them happen.

Without this planning, culture transformation is fire, aim, ready.



Transformation Planning Timeline



Culture Diagnostic - provides clarity

				Importance
Candour	We always say what we really think	_ _ _ _ _ _ _ _ _ 1 2 3 4 5 6 7 8 9 10	We never say what we really think	
Internal/ External focus	We spend most of our time trying to please our boss and colleagues	_ _ _ _ _ _ _ _ _ 1 2 3 4 5 6 7 8 9 10	We spend most of our time trying to please our external customers	
Collaboration	The best results usually come from people working on their own	_ _ _ _ _ _ _ _ _ 1 2 3 4 5 6 7 8 9 10	The best results usually come from people working with others	
Autonomy/ Initiative	My people leader mostly tells me what to do	_ _ _ _ _ _ _ _ _ 1 2 3 4 5 6 7 8 9 10	I mostly figure out what to do on my own	
Mistake Tolerance	We try very hard to avoid making mistakes	_ _ _ _ _ _ _ _ _ 1 2 3 4 5 6 7 8 9 10	We view mistakes as a learning opportunity	
Time Horizon	We care more about long-term outcomes	_ _ _ _ _ _ _ _ _ 1 2 3 4 5 6 7 8 9 10	We care more about short-term outcomes	
Task or People Orientation	We care more about people than the tasks they do	_ _ _ _ _ _ _ _ _ 1 2 3 4 5 6 7 8 9 10	We care more about getting tasks done than the people who do them	
Concentration of Power	Power is centralised in a few places in the organisation	_ _ _ _ _ _ _ _ _ 1 2 3 4 5 6 7 8 9 10	Power is distributed broadly across the organisation	
Innovation	We constantly look for new ways of doing things	_ _ _ _ _ _ _ _ _ 1 2 3 4 5 6 7 8 9 10	We value tried and tested ways of doing things	
Control/ Flexibility	We mostly stick to the rules and value control	_ _ _ _ _ _ _ _ _ 1 2 3 4 5 6 7 8 9 10	We don't worry too much about the rules and value flexibility	

4 Coaching/Mentoring

Every driver needs a driving instructor. Every leader needs a phone a friend.

Leading culture transformation can feel a bit like being that guy at the circus balancing the plates on the sticks – so much going on there only seems time to figure out which plate is about to fall and run towards it, hoping you’ll know how to steady it. You need an experienced thought partner who will help you press the pause button, get some time back to think, and guide you through the road ahead.

Between conversations you can apply the ideas, find what works best for you and steadily build yourself into a more confident and courageous culture transformation leader.

You can’t stop the waves, but you can learn to surf.



Coaching/Mentoring



Select your leaders

Every organisation is different, some want support for their CEO and CHRO, others have an Organisational Development lead who is tasked with facilitating and co-ordinating the culture transformation effort – we'll work together to identify the right leaders to support.



A huge range of tools, models and reference material

Over her more than 30-year career in business, leadership, culture transformation, teamwork, communications and branding, Fiona has amassed a huge range of tools, models and reference material. Within the context of your organisational and personal leadership journey, Fiona will share the tools that are the most relevant for your current challenges.



Up to 24 sessions of 90 minutes – delivered via zoom or equivalent

Delivered over four to six months, these sessions allow you to check your plans, get advice, test ideas, brainstorm solutions, design next steps, develop strategies and stay on track. They give you space to reflect, a chance to respond to changing circumstances and nudge your culture in the right direction.

5 Leadership Training

Leading culture transformation requires a specific set of skills.

Leaders need to know how to lead change, to focus on the right tasks, to work at the right level and ensure accountability sits in the right places. There is no such thing as too much leadership development.

And no amount of planning can anticipate everything. Peer coaching is an invaluable way to explore real culture transformation challenges together as they arise, to build psychological safety, to strengthen the bonds within the team and present a united front to your organisation.

The senior leadership team that learns together leads together.



Leadership Training



Group training
(4 sessions of
90 minutes)

Group training sessions are used to introduce core leadership concepts: Leading Change, Role Balance, Levels of Work and Maintaining Accountability. Time is allowed for participants to discuss each concept in smaller groups, ask questions and think through the implications for their role in leading culture transformation. Carefully selected pre-reading is provided.



**Facilitated peer
coaching** (3
sessions of 90
minutes)

Each participant has an opportunity to bring a specific, real culture transformation problem they are grappling with to their group and receive input and ideas from their peers. This structured process can be used long after the program is over to strengthen the bonds between participants and support each other for years to come.

ABOUT FIONA

An expert in leadership and culture, Fiona has worked with dozens of large and small private, public, not for profit and government organisations in Australia and overseas – and coached numerous senior executives.

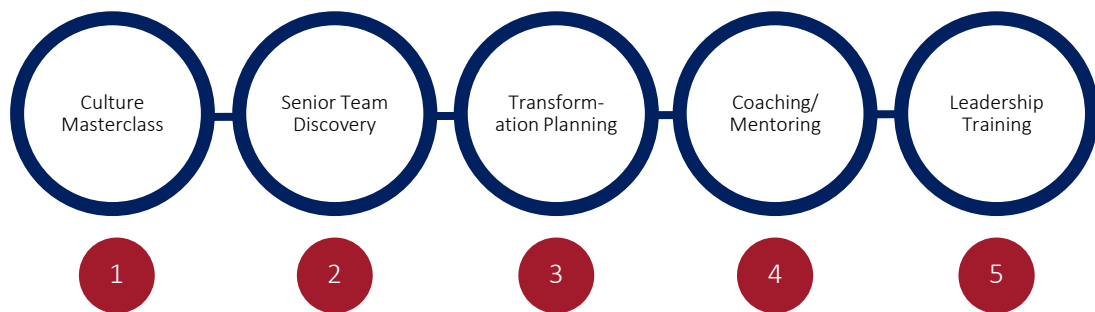
Clients have included IBM, Nasdaq, McKinsey & Company, Oracle, ANZ Bank, Monash University, Pexa, Ausgrid, NSW Health, the CEO Institute, the Australian Council of Superannuation Investors (ACSI), the Australian Information Security Association (AISA), the Australian Graduate School of Management (AGSM), Lendlease, Winc, Multiplex, La Trobe University, the Australian Catholic University, Carey Grammar School, and the University of Birmingham amongst many others.

She also spent twelve years in executive positions with the National Australia Bank (NAB) including leading their market research function and several key transformation roles. Her last role was Head of Culture during a period which included the introduction of a new set of values and the development of a purpose for the organisation.

Fiona holds an MBA from London Business School and is a Graduate of the Australian Institute of Company Directors and the Institute of Executive Coaching and Leadership.



Investment



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E | info@fionarobertson.com

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