

Latest information regarding the
B2E Culture Change Programme
Service Offering Overview



CULTURE CHANGE PROGRAMME

“Effective, collective leadership is your one competitive and strategic advantage that no one can copy.” ~ David Schrader, PhD

Principal: Paul Crick

CULTURE CHANGE PROGRAMME OVERVIEW

Edgar Schein noted that ‘culture constrains strategy’ (Organizational Culture and Leadership” 1985). If that is the case, and the business case suggests it is, then how is it that organisations find it so challenging to cultivate a culture that will adapt and prosper, particularly as we begin to emerge into a post-pandemic world?



Senior leaders often create culture by their presence and authority and this culture sets the pattern and tone for all those who lead, whether formally or informally, within an organisation. Many business leaders confirm the belief that a strong organisational culture is critical to success. Yet like a wet soap bar in a bathtub, the thing we label as culture, whether it pertains to a team, a business unit or a whole organisation, can be elusive, always slipping just out of reach every time we try to grasp it.

Organisations are a collective of individuals, an invisible, sensing, feeling ‘body’ that evolves from a complex, interwoven web of relationships where the base currency of relationship - the process of relating to one another - is conversation.

Conversations stimulate our meaning making systems and create chain reactions in our individual nervous systems as we navigate our way individually and collectively from moment to moment. Conversations are concurrent and run in parallel. They are the voice of the system that is the organisation and they are its culture.

Cultivating culture by its nature requires change and change is difficult. John Kotter’s original research in 1995 (“Leading Change: Why transformation efforts fail,” Harvard Business Review). indicated only 30 per cent of initiatives succeed and that number has changed little to this day. Most failure is attributed to the human issues of employee resistance and leader behaviour that work against accomplishing the intended change.

It is natural to want to preserve the status quo where our identities are established, our habits are based on a pattern and rhythm of certainty, and our network of relationships is established and each of us is accepted within that network.

Our programme supports the shaping of organisation’s culture by weaving the development of all people into the fabric of the conversations within a team, a business unit or a whole organisation in their daily operations. It offers human-centred approach to shaping workplace cultures designed to support human flourishing.

TYPICAL CHALLENGES

Traditional approaches to developing culture possess several important shortcomings, most particularly in the tools used to try to measure culture and the complex human issues that are not sufficiently addressed.

Measurement Tools

The tools available for measuring an organisation's culture—namely employee surveys and questionnaires—have significant shortcomings. Employee self-reports are often unreliable. The values and beliefs that people say are important to them, for example, are often not reflected in how they actually behave.

Moreover, rudimentary surveys provide static, or at best episodic, snapshots of organisations that are constantly evolving. These types of surveys are also limited by a natural tendency to assume that distinctive and idiosyncratic cultures can be neatly categorised into a few common types.



Human Issues

We were already living in a faster, flatter and more interconnected world before the COVID pandemic caused most businesses to reappraise their strategy and operating models. As the business environment continues to increase in complexity, organisations are beginning the process of emerging into a post-pandemic world.

There is now an imperative to develop new ways of collaborating effectively in a hybrid working environment that balances the needs of the organisation with the needs of the people it employs. Many organisations are stretched and the people within them revealing symptoms of a sub-optimal culture arising from the nature of conversations at all levels across the workplace.

These symptoms often present and express themselves in the following ways:

- Crucial conversations to overcome inertia within the system are left unspoken
- Strife is evident within and across teams and unhelpful political manoeuvring is rife
- Problems within a business have become cyclical and intractable
- High levels of employee disengagement and low levels of trust
- Top performers are quitting, stress is high and engagement and morale are low
- Healthy conflict has become increasingly less constructive and tends to spill out into an open forum
- Programmes and projects are missing deadlines or delivering sub-standard outputs
- Team leaders are protecting their own franchises instead of contributing equally and leading the organisation towards the outcomes it wishes to accomplish.

UNIQUE SOLUTIONS



B2E has broad experience working with clients on change related business problems where the scope is focused either on technology as a standalone programme or within a broader scope of business transformation.

There is a compelling need for deeper enquiry into finding a way forward from where we are today. Not just any way forward but a better way forward.

A Culture Change assignment uses a combination of practical, proven tools and expert facilitation to dig into, uncover and resolve the hidden, human reasons that so often hold cultural transformation and evolution back, and to realise the potential of the organisation.

Measurement Tools

The Collective Leadership Assessment establishes a compelling rationale for change and directly supports the process of building collective readiness to change for a specific, defined business scope.

As a tool it helps organisations to:

- Focus on leadership development efforts rather than simply produce a list of actions
- Delineate the specific cultural challenges associated with acquisitions, mergers, and restructuring plans
- Correlate leadership to productivity, profits, turnover, and other bottom line metrics to create a compelling business case.
- It establishes a powerful litmus test of the current culture and can be used for the whole organisation, not just for a leadership team.

It measures 31 dimensions of culture organised into 8 summary dimensions which in turn are summarised into two measures of organisational health.

The Collective Leadership Assessment (Collective Leadership Assessment © 2014 Leadership Circle) uncovers valuable data that helps clients see clearly how their people view and refer to their current leadership culture and compares that to the optimal leadership culture that the organisation explicitly aspires to operate within. It specifically measures the impact that collective leadership behaviours have on the organisation's culture and compare that to other organisations to gain a broader perspective on the identified 'gap.'

The output provides a clear, easy to understand, graphical view of the 'gap' and catalyses conversations around the opportunities for sculpting the culture together to close the 'culture gap' and move closer to the explicitly stated, desired culture outcomes.

B2E Consulting's core capability is the implementation of complex change programmes. We know how to build a shared understanding of the strategic direction across the business, and how to design and manage programmes to deliver on that strategy.



RESULTS DELIVERY

Both individual and collective leadership effectiveness are required to build great organisations where everyone adapts and prospers.

Culture Change programmes deliver results through:

- Making the 'gap' between the desired culture and today's culture visible and actionable to help define and enable a desirable shift in culture
- Bringing to the surface the impact of current leadership culture on today's organisation culture and providing a path to transformation focused on leadership development
- Integrating the viewpoints of all stakeholders party to the change being asked of them not just the decision makers
- Providing tangible opportunities for exploration of narratives and core assumptions that often constrain patterns of thinking and behaviour and business results
- Working towards developing deeper trust among members of the key stakeholder groups to express greater levels of acceptance of change through their behaviours
- Implementing practical steps to realise the potential of the people impacted and the potential of the wider organisation woven into its daily operations
- Cultivating an emergent organisational culture robust enough and attractive enough to enable the organisation and the people within it to flourish and prosper

Service Offerings at B2E Consulting are supported by our community of over 20,000 high calibre, expert consultants, usually with more than 10 years of relevant Culture Change experience, ensuring we fully understand a client's goals, content and context.

We usually expect to partner with a client to develop a culture change programme that will be truly effective, whilst leveraging our unique business model to ensure quality and value for money.



Paul Crick is a management consultant, accredited leadership coach, educator, facilitator and trainer with over 20 years experience

working around the world with Fortune 500 and Times 250 corporations, public sector institutions and voluntary organisations for PriceWaterhouseCoopers, CapGemini and IBM.

He specialises in enabling leaders and teams to expand their inner character and capacity and enables them to develop the momentum and progress needed to accomplish the desired business transformation in a wide variety of contexts.

He achieves this by using a unique blend of proven tools and skills combined with extensive experience leading complex change in demanding and dynamic business environments across consumer goods, retail, financial services, media and entertainment and public sector organisations.

Paul brings a new perspective to the organisation culture conversation. He has a gift for deep listening and upbeat facilitation, and has an ability to draw out the things that need to be said. Clients feel reassured in his presence and safe in speaking their truth.

He holds an MBA from Henley Business School, a BSc in Management Sciences from University of Manchester and is a seasoned, accredited coach with certifications spanning leadership development, psychology and psychotherapy.

Paul lives happily in the middle of nowhere in the UK, nestled in nature with his wife, Tina, indulging his passion for Aikido and writing music.

Why B2E?

1. Immediate access to quality consultants at significantly lower cost
2. Specialist delivery through a consulting community of >20,000 experts
3. We understand transformation - our B2E team share >200 years top tier consultancy experience

a “gig economy” consulting company with access to over 20,000 'high calibre' management consultants offering “full service” to interim consulting

The majority of our B2E Community have come from the top 10 global consultancy firms

Trusted by...



>50%

B2E Community has 'Financial Services' experience. (>10,000 Consultants)

Since 2002, our Consultants have worked on ~700 business transformation assignments across a range of areas, technologies and business challenges