

# Organisational Culture Evolution

According to Arthur F Carmazzi, the dynamics of organisational culture are an “evolutionary” process that can change and evolve with the proper Psychology of Leadership.

## Foundations of Culture Evolution

At each level of Organisational Evolution, people will be working, acting, thinking, and feeling at different levels of personal commitment. The Carmazzi’s “Directive Communication psychology” classifies these levels commitment as:

### The level of Individual

People rely on personal skill and the direction from Leaders. When working on the plane of “SKILL” people work at the level of “Individual”. They work because it is required and use and develop their skill because it maintains the security related to their job.

### The Level of Group

People have an emotional connection to their work. This has further developed their attitude for success. They thrive on an environment of personal growth and others who have the same Attitude. When working on the plane of “ATTITUDE”, people work at the level “Group”. They take on additional tasks and even apply more effort to their job. Unlike those working at the level of Individual, they do not need to be told what to do, only to be guided to a direction.

### The Level Organization

The Pinnacle of greatness comes when individuals see their work as their purpose. People see a greater purpose to the work they do, something greater than the individual, or the group. The organisation is the vehicle to doing and becoming something greater than themselves. When working on the plane of “SELF ACTUALIZATION”, people work at the level of “Organization”. At this level of commitment, an individual will do for the organization the same he would do for himself. The individual and the organisation (and all its components and people) are one.

# Insights on Evolving Corporate Culture

According to Carmazzi, each culture affects the effectiveness and “level of commitment” of the people and within that culture. And that perpetuates the psychology that creates the culture the first place. In order to break the cycle and evolve a culture and the commitment of those in it, leaders need to understand their roll in the psychological dynamics behind the culture and make adjustments that will move it to the next level. Carmazzi has stated 5 levels of Organisational Culture.

## The Blame culture

This culture cultivates distrust and fear, people blame each other to avoid being reprimanded or put down, this results in no new ideas or personal initiative because people don't want to risk being wrong. The majority of commitment here is at the level of “Individual”

## Multi-directional culture

This culture cultivates minimized cross-department communication and cooperation. Loyalty is only to specific groups (departments). Each department becomes a clique and is often critical of other departments which in turn create lots of gossip. The lack of cooperation and “Multi-Direction is manifested in the organizations inefficiency. The majority of personal commitment in this culture borders on the level of Individual and level of Group.

## Live and let live culture

This culture is Complacency, it manifests Mental Stagnation and Low Creativity. People here have little future vision and have given up their passion. There is Average cooperation and communication and things do work, but they do not grow. People have developed their personal relationships and decided who to stay away from, there is not much left to learn. Personal commitment here is mixed between the level of Individual and level of Group.

# Insights on Evolving Corporate Culture

## Brand congruent culture

People in this culture believe in the product or service of the organization, they feel good about what their company is trying to achieve and cooperate to achieve it. People here are passionate and seem to have similar goals in the organisation. They use personal resources to actively solve problems and while they don't always accept the actions of management or others around them, they see their job as important. Most everyone in this culture is operating at the level of Group.

## Leadership enriched culture

People view the organisation as an extension of themselves, they feel good about what they personally achieve through the organisation and have exceptional Cooperation. Individual goals are aligned with the goals of the organisation and people will do what it takes to make things happen. As a group, the organisation is more like family providing personal fulfillment which often transcends ego so people are consistently bringing out the best in each other. In this culture, Leaders do not develop followers, but develop other leaders. Most everyone in this culture operating at the level of Organisation.

Once an organizational culture has evolved to a higher level, the challenge lies in maintaining it. To continuously develop an organization's people and let them develop those who are new to the organisation is essential says Carmazzi who uses applications of Directive Communication Psychology to accomplish this task.

# Organisational Culture Evolution characteristics

This booklet outlines the 5 organisational cultures and the steps required to help them evolve to a greater and more effective working environment. The 5 cultures are as follows:

## Blame culture

Characteristics:

- Little trust
- Act in self interest
- do not take many risks
- do not usually speak their mind
- do not come up with many new ideas
- paycheck driven
- inefficient
- stagnating growth
- avoid responsibility
- high level of fear

Primary values of a Blame Culture are:

1. avoid conflict
2. self preservation

Considerations in Evolving a Blame Culture:

- Look at the leader. Are employees reprimanded every time they make a mistake?
  - o Consider re-assessing the reactions to mistakes as “learning events”
  - o Even if there is a cost associated to the mistake, that would be a training investment and would usually be far less expensive than an ineffective and stagnant Blame Culture
- If change is to occur, a guided transition must include working with two high visibility low level employees to take risk (or “Appear” to take risk) with new ideas, and be rewarded for it.
  - o Rearward one on success and the other on failure
  - o Emphasize the reward is for trying something new. (you may need to assist them in coming up with that something new, but make sure they get credit for it)
  - o Implement the successful idea IMMEDIATELY
  - o Assist the failed idea to turn it into a useful one (publicly and respectfully) and then implement that immediately
- Observe changes and continue with the strategy of encouraging risk and free thought.

# Multi-Directional Culture

## Characteristics:

- Little communication
- People involved within their own departments only
- Loyalty is to specific groups and not to the organization
- Cliquish
- Lots of gossip
- Critical of other departments
- Little cross-departmental cooperation

## Primary values of a Multi-Directional Culture are:

1. Don't get involved in other people's business
2. Responsibility stops at your own job description

## Considerations in Evolving a Multi-Directional Culture:

- Does the organization have a common goal that everyone can "Relate to"?
  - o Consider finding out what people like about the organization, use that to formulate a reason for the organizations existence (besides making money)
  - o Use this consistently in all internal communications to reinforce a common vision.
  - o Include contests and rewards for individuals who best demonstrate that vision
- Does your organization have an effective internal communication system of process?
  - o Does senior management still communicate with the staff? Senior management should make regular appearances and address the issues to the entire organization.
  - o Do you have a feedback system and a reward system for using it? Get one.
- Are departments segregated?
  - o Do you have Standard Operating Procedures for cross departmental cooperation? Get your staff to vent their frustrations and use that to make SOP's that solve these frustrations.
  - o Implement these immediately and get the frustrated staff to carry it through.
- Train your staff in communication awareness
  - o Apply Directive Communication psychology principals to cultivate an awareness of group dynamics and the psychology of cooperation and communication
  - o Use Communication multiplying tools such as the CBC Cards
- View the results and maintain the strategies

# Live and Let Live Culture

Characteristics:

- Complacency
- Mental Stagnation
- Low Creativity
- Average cooperation
- Average communication
- Little future vision
- Work in the moment for future goals
- Monotonous routine
- Lacks passion

Primary values of a Live and let live Culture are:

1. Keep the status quo
2. Don't complicate matters
3. If it's not broken, don't fix it

Considerations in Evolving a Live and let live Culture:

- Do your people feel like they are important to the organisation?
  - o Cultivate a base of trust by allowing people some freedom to make decisions
  - o Attach KPI's to that freedom and measure at least every month
  - o Give people a sense of progress and recognition for their actions
- Do your people use and believe in your products or service?
  - o Are they proud of what your organization does? Involve them in its development.
- Do they feel like they contribute to your product's or service's growth?
  - o Find 3 or 4 key individuals and assist them to add value to your organisation with how to improve products or service
  - o Publicly praise and reward them
- Get publicity for your organisation to make it more publicly visible.
  - o Involve your employees (or teams) in the PR process and get them quoted by the press (after coaching of course)
- Make policies that will put your contributing employees Before Your Customers  
Make those policies public

# Brand Congruent Culture

## Characteristics:

- People believe in the product or service of the organization
- People feel good about what their company is trying to achieve
- Cooperation is good
- People have a similar goal in the organisation
- Use personal resources to actively solve problems
- Not limited to job description, will actively look for solutions
- Most everyone is in sales, marketing and PR; they are walking ambassadors
- No conflict between organisations promise to customers and employees
- Many are passionate about the product/service

## Primary values of a Brand Congruent Culture are:

1. Believe what you say
2. Live what you believe
3. Product/service Improvement is everyone's responsibility

## Considerations in Evolving a Brand Congruent Culture:

- Have people become aware of their personal goals and values?
  - o Cultivate a continuous improvement campaign for the individuals
  - o Infuse the idea that leadership is not a position but an identity that lets you excel in your endeavors.
  - o Apply Directive Communication based Leadership training to align your people with an organisation centered leadership identity
- Have leaders let go of ego and contribute by letting those who are in lesser positions of power, but are qualified, make decisions in their place?
  - o Empowerment only works if people use it. People must be developed as leaders in their own areas.
  - o Excess bureaucracy and control kills empowerment and leadership development.
- Is the cooperation within the organisation for the job or a sincere action to contribute to others success?
  - o Alignment of personal and organisational/group goals and values is essential for evolving to the next step
  - o Apply Directive Communication psychology alignment strategies such as the 6 step Creative Synergy Program

# Leadership Enriched Culture

## Characteristics:

- People view the organisation as an extension of themselves
- People feel good about what they personally achieve through the organisation
- Cooperation is exceptional
- Individual goals are aligned with the goals of the organisation
- People use group resources to actively solve problems
- Not limited to job description, will do what it takes to make things happen
- Most everyone is in sales, marketing and PR; they are walking ambassadors
- People are consistently bringing out the best in each other
- Leaders do not develop followers, but develop other leaders
- Leadership is contribution driven and not ego driven
- Very Low employee turnover
- Most are passionate about the organisation and what it represents

## Primary values of a Leadership Enriched Culture are:

1. Everyone has something to offer to you and the organisation
2. By assisting others to be their best, you will become better
3. Leadership is an identity one must adopt, it is not a skill

## Considerations in Evolving a Leadership Enriched Culture:

This is it. There is no further evolution. If you have achieved this, you have arrived. The challenge now lies in maintaining it. To continuously develop your people and let them develop those who are new to the organisation as it grows. At each level of Organisational Evolution, people will be working, acting, thinking, and feeling at different levels of personal commitment. The DC Pyramid of commitment will give you an additional guide to evolve your people and your culture to the ultimate "Self Actualization" pinnacle of personal and organisational success.

# Characteristics profiles applied to organisational culture and job description

Leadership (for evolved cultures that are brand congruent or above)

- Relaxed innovation and idea oriented culture

- o Brain color
  - § Green with blue software
- o Emotional Drivers
  - § Contribution
  - § Growth
  - § Love and Belonging
- o Work processes
  - § Team mountain
  - § Solo caves
  - § Uncharted waters

- Structured task oriented culture

- o Brain Color
  - § Red with Green software
- o Emotional Drivers
  - § Achievement
  - § Excellence
  - § Contribution
- o Work processes
  - § Directive Interaction Forest
  - § Meeting Land
  - § Team Mountain

- Empowered compartmental Culture

- o Brain color
  - § Green with Red software
- o Emotional Drivers
  - § Contribution
  - § Growth
  - § Achievement
- o Work Processes
  - § Team Mountain
  - § Meeting land
  - § Solo caves