

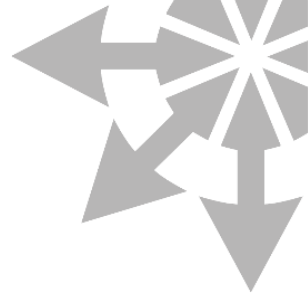
Sustaining Success...



That's Culture.

20TH ANNUAL AUSTRALIAN CONFERENCE ON CULTURE AND LEADERSHIP | 2018

Sustaining Success



Sustain:

to hold up under; to withstand (to sustain great provocation); to maintain or prolong.

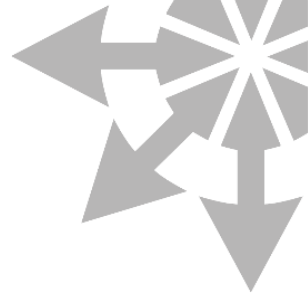


Success:

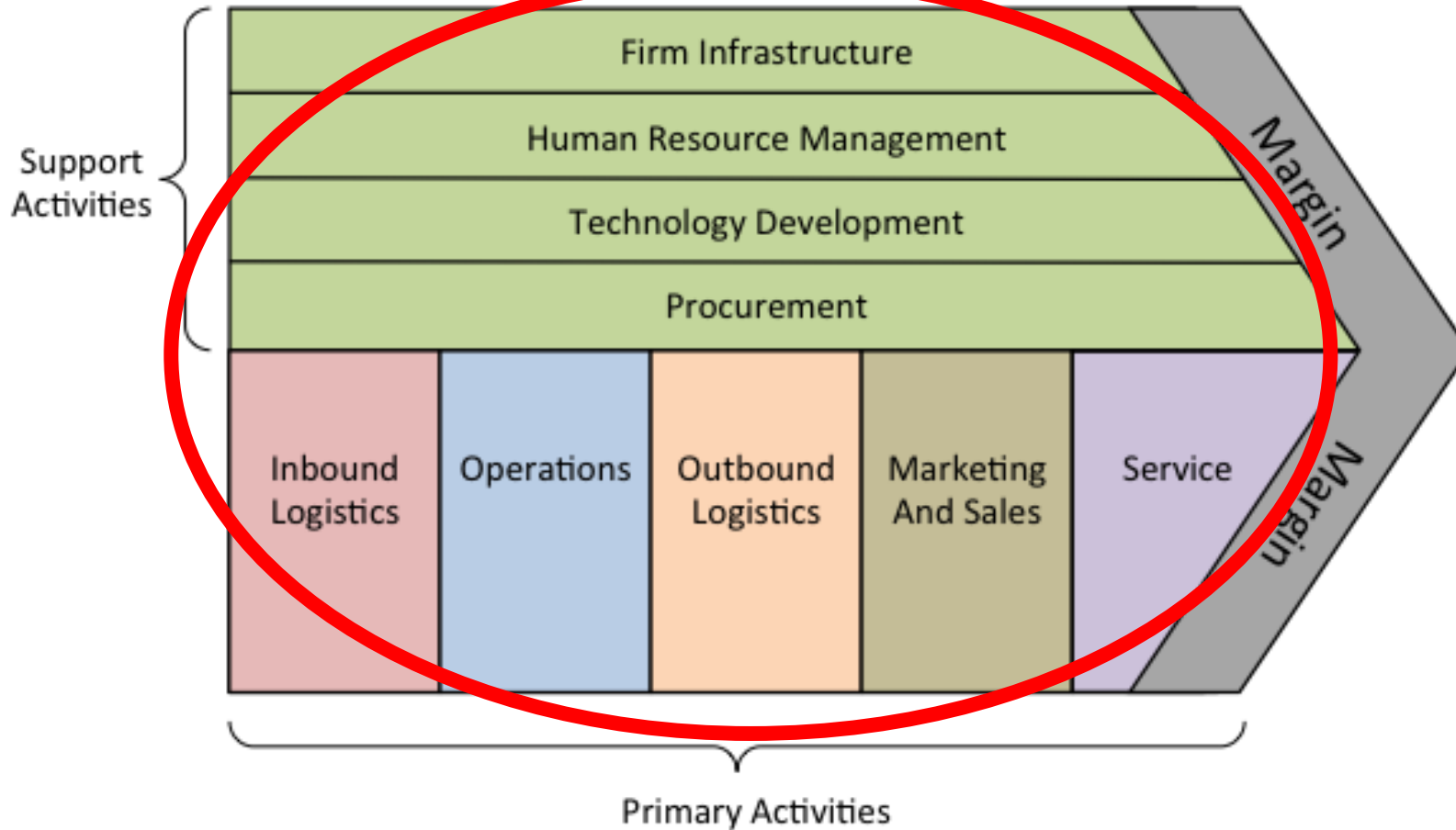
the favourable outcome of something attempted.



Sustaining Success – Why?



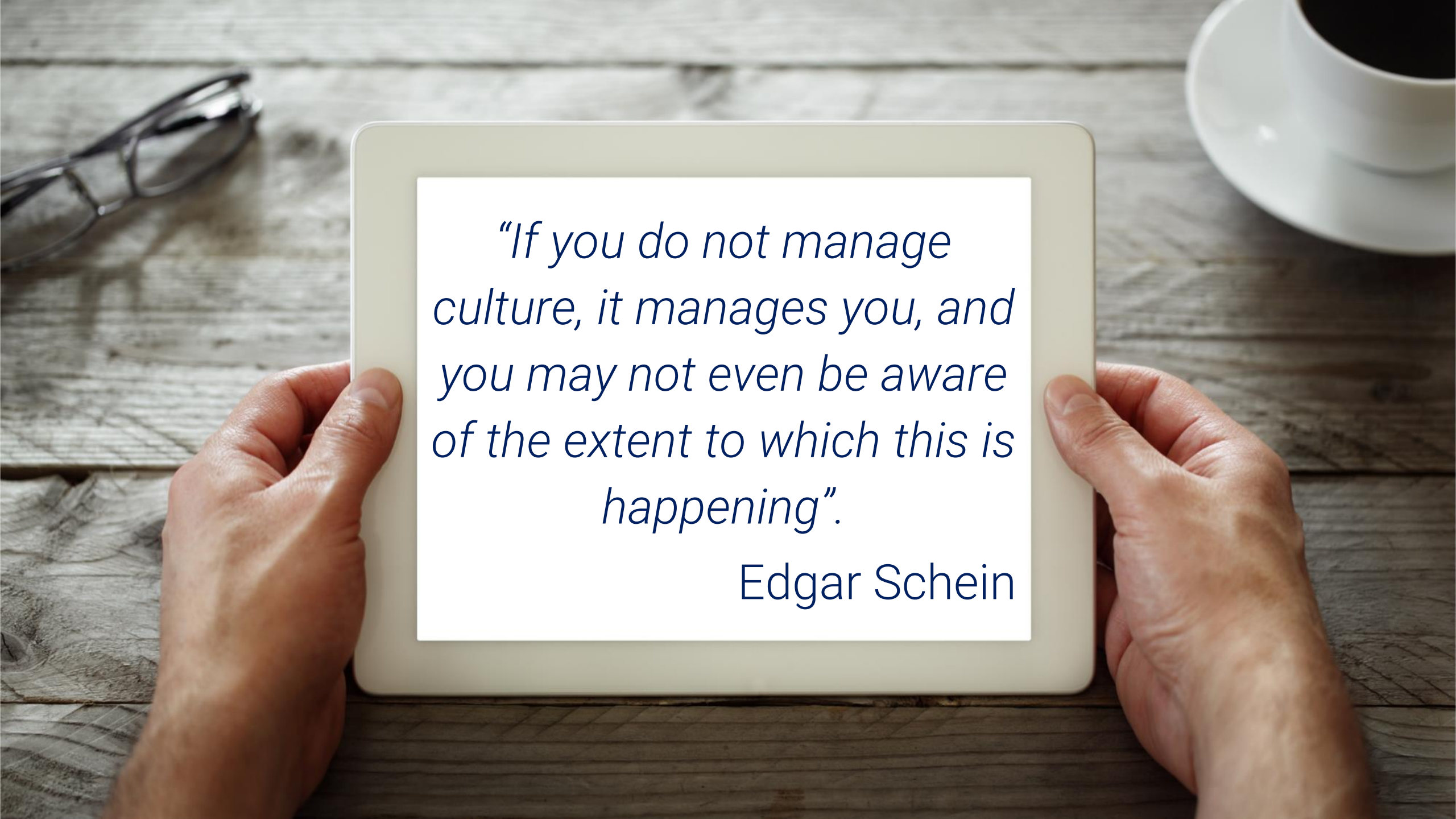
The Porter Value Chain



Organisational culture wraps around every element of the value chain as culture influences how decisions are made about both 'Primary' and 'Support' activities.

It is not just an HRM issue it is an executive (execution) issue.

Porter, Michael E. (1985). [*Competitive Advantage: Creating and Sustaining Superior Performance*](#). New York.: Simon and Schuster.

A person's hands are holding a white tablet computer. The tablet screen displays a quote in a dark blue, serif font. The background is a rustic wooden table. In the upper left, a pair of glasses is visible. In the upper right, a white coffee cup on a saucer is partially visible.


*“If you do not manage
culture, it manages you, and
you may not even be aware
of the extent to which this is
happening”.*

Edgar Schein

A person's hands are holding a white tablet computer. The tablet screen displays a quote in a dark blue, serif font. The background is a rustic wooden desk. To the left of the tablet, a pair of glasses is visible. To the right, a white coffee cup sits on a saucer. The lighting is soft and natural, highlighting the textures of the wood and the person's skin.

*“The biggest obstacle
to changing an
organisation’s culture
is the organisation's
culture.”*

Robert A Cooke

A person's hands are holding a white tablet computer. The tablet screen displays a question in a dark blue, italicized serif font. The background is a rustic wooden table. In the upper left, a pair of glasses is visible. In the upper right, a white coffee cup on a saucer is partially visible.

*Does your current culture
help or hinder your
organisations ability to
effectively achieve its
goals?*

Sustaining Success – How

Your culture helps or hinders by fostering or inhibiting...

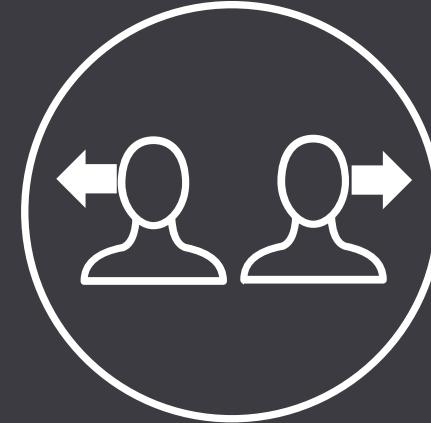
INTEGRATION

Fostering



Pulling together the various parts of the 'system' to create coordinated action and outcomes

Inhibiting



Uncoordinated effort creates poor teamwork, silos, and inadequate information sharing

Sustaining Success – How

Your culture helps or hinders by fostering or inhibiting...

ADAPTATION

Fostering



Adapting and responding to changes in the external environment

Inhibiting



Maintaining status quo, not recognizing changing needs, external threats and opportunities

Sustaining Success – How Get integration and adaptation right and...

INTEGRATION



Pulling together the various parts of the 'system' to create coordinated action and outcomes



ADAPTATION



Adapting and responding to changes in the external environment

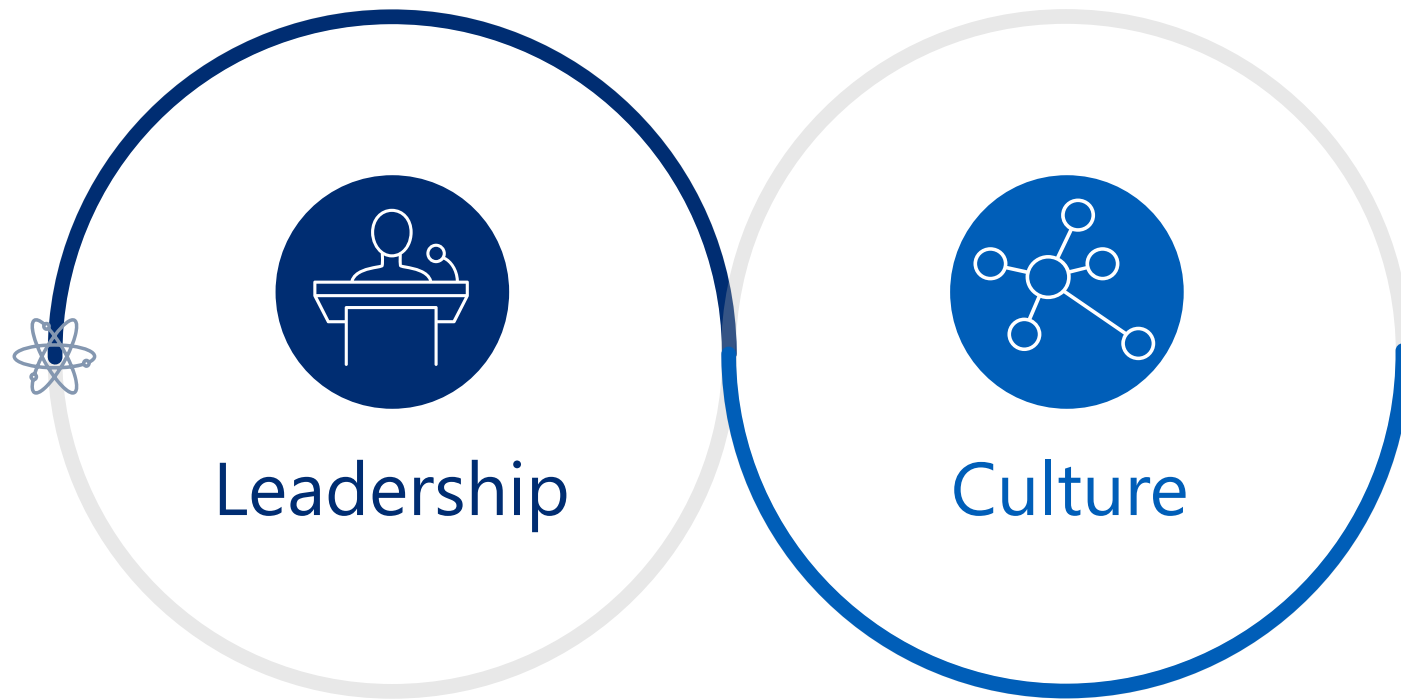
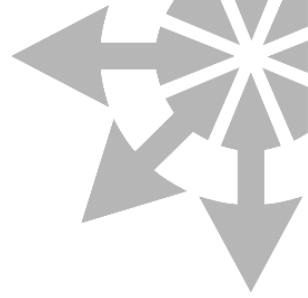


ACHIEVEMENT

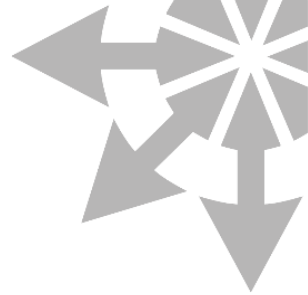


Achieve what the organisation sets out to achieve

Leadership and Culture



Leaders' impact on culture

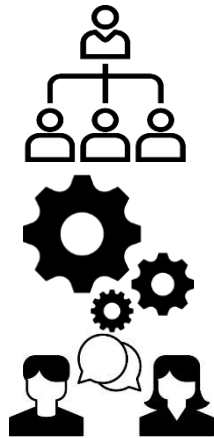


Leaders' Direct Impact on Culture



- Personal styles
- Behaviours
- Thinking
- Leadership Strategies
- Management Approaches

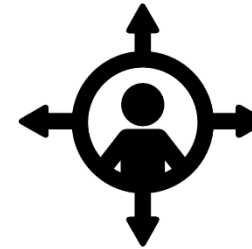
Leaders' Indirect Impact on Culture



- Vision, mission and values
- Structures
- Systems
- Job design
- Communication processes

Organisational Culture

Task achievement



Interpersonal effectiveness

Performance Excellence

