



# Culture & Leadership

CONFERENCE • EST 1997



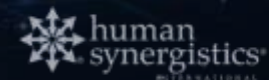




# Leading from the Gap

*Bridging Today's Reality and Tomorrow's Vision*

Corinne Canter  
Human Synergistics 2024



Changing the World –  
One Organization at a Time®



**CHANGE DOESN'T NEED YOUR PERMISSION TO  
HAPPEN ...**



**“ If the rate of change on the outside exceeds the rate of change on the inside....the end is near. ”**

*Jack Welch*



Lack of clarity around the vision and direction

Short term focus

Underestimating the complexity

Insufficient leadership commitment and sponsorship

Poor communication

Resistance to change

Disconnect between strategy and culture

Lack of capability



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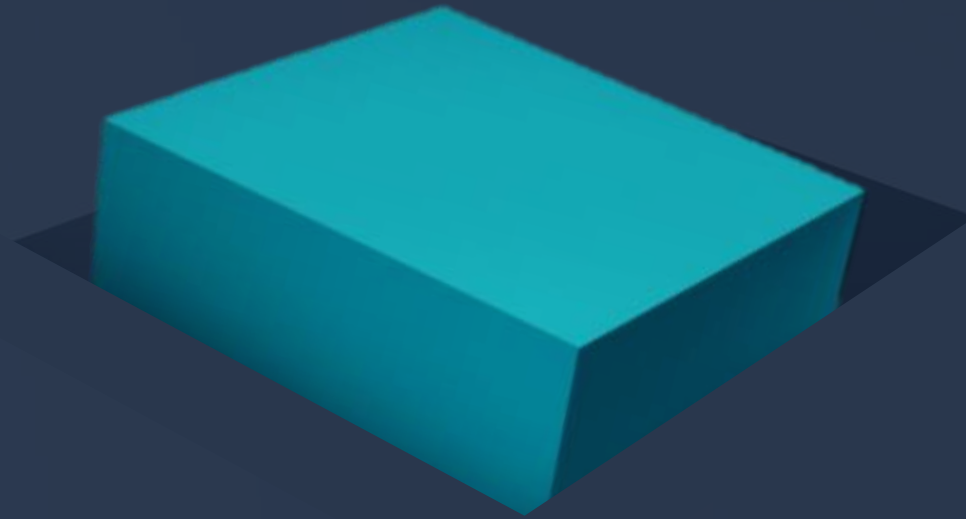


A 3D cyan cube is positioned on a dark blue, cracked surface. The surface is covered with a repeating pattern of circular indentations, similar to a perforated metal plate. The cube is slightly offset from the center, and its presence causes the surface to crack and chip away around its base. The lighting is dramatic, with strong highlights on the top and front faces of the cube and deep shadows in the cracks and circular patterns.

**Culture**

**Engagement**



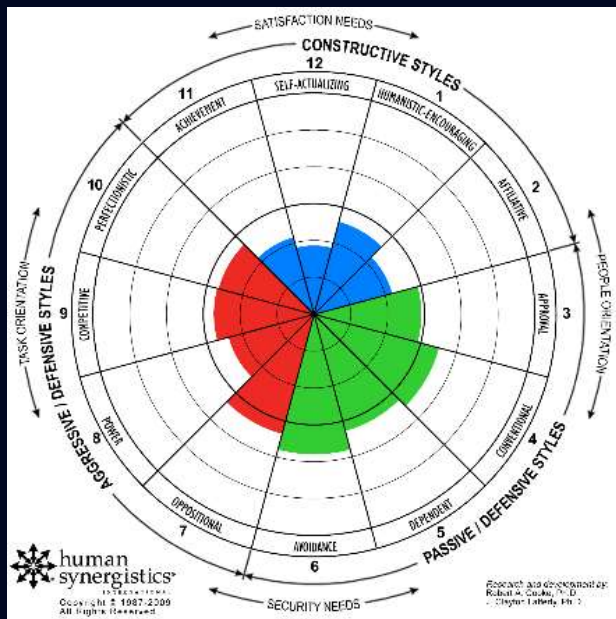


**Culture = Adaptation**

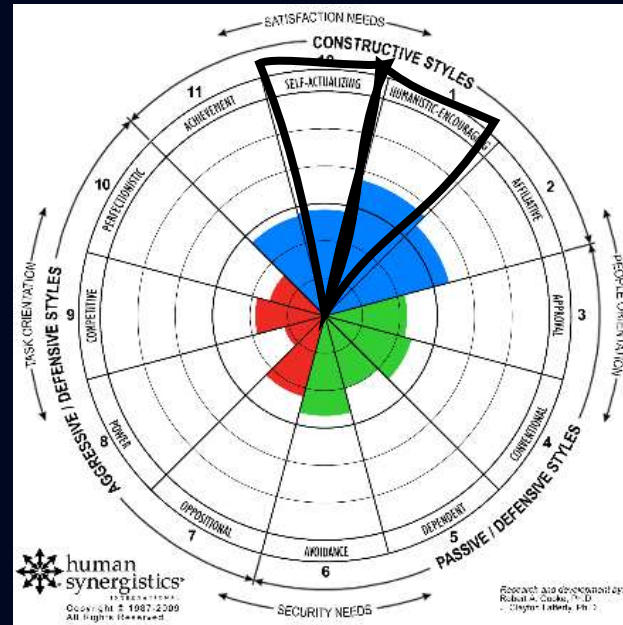
# Improving Culture Leads to Greater Adaptability

10% MOST IMPROVED

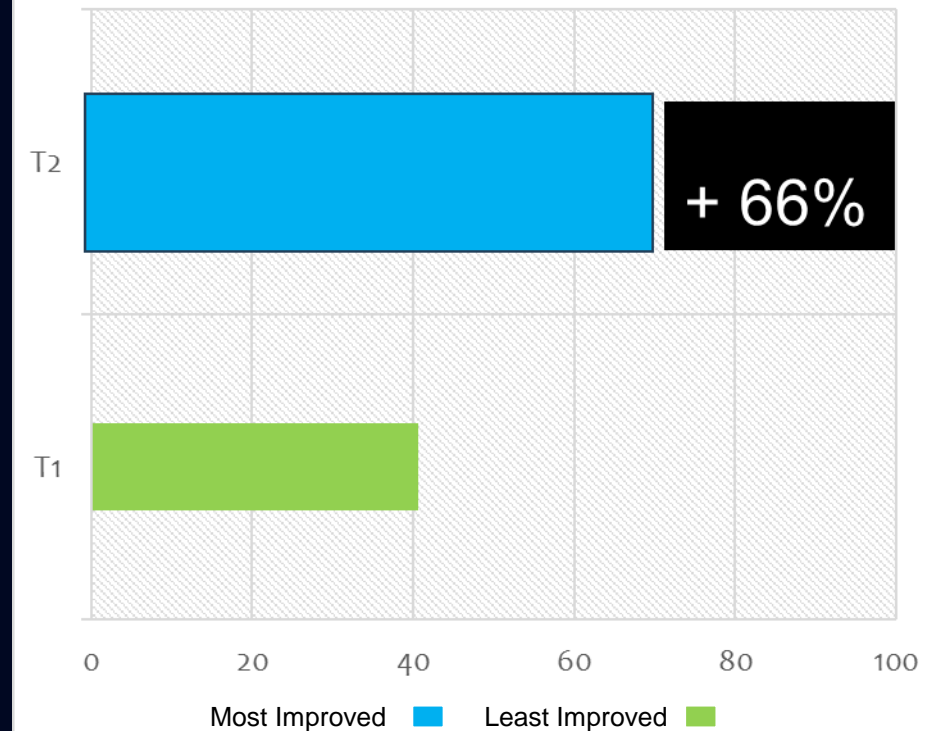
Baseline T1



Re-Test T2



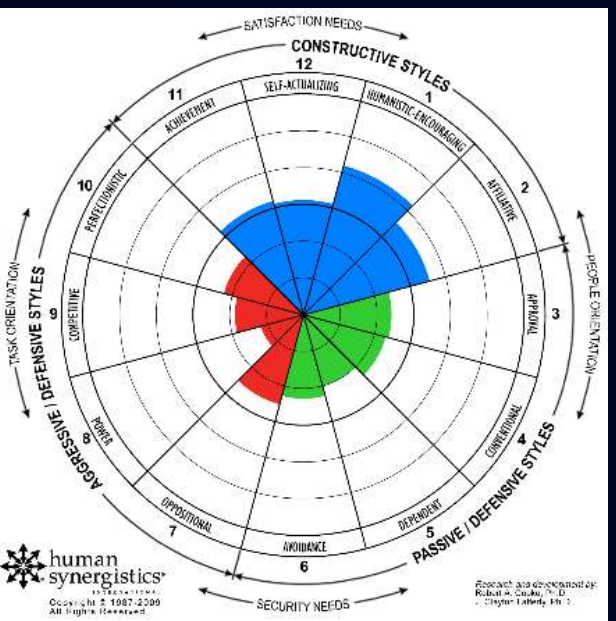
External Adaptability



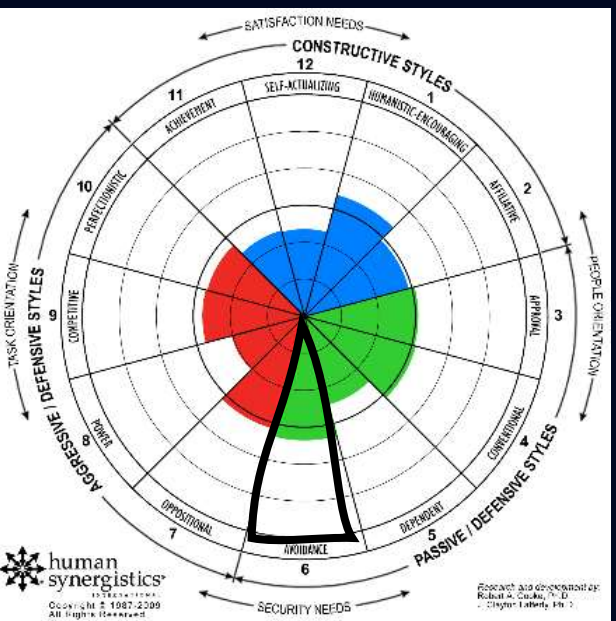
# Weakening of Culture Leads to Decreased Adaptability

10% LEAST IMPROVED

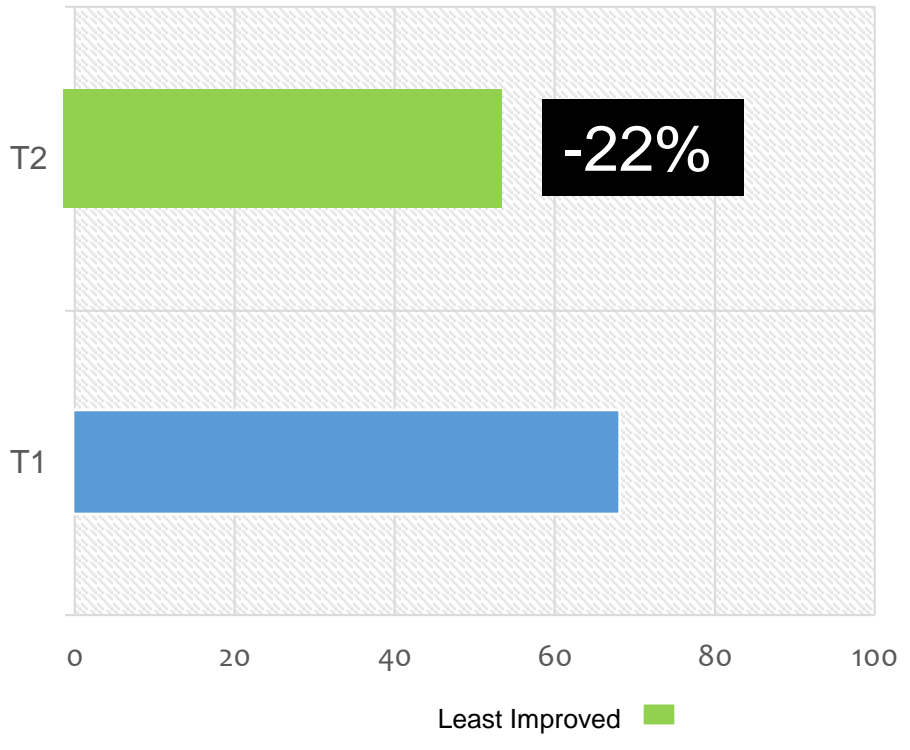
Baseline T1



Re-Test T2



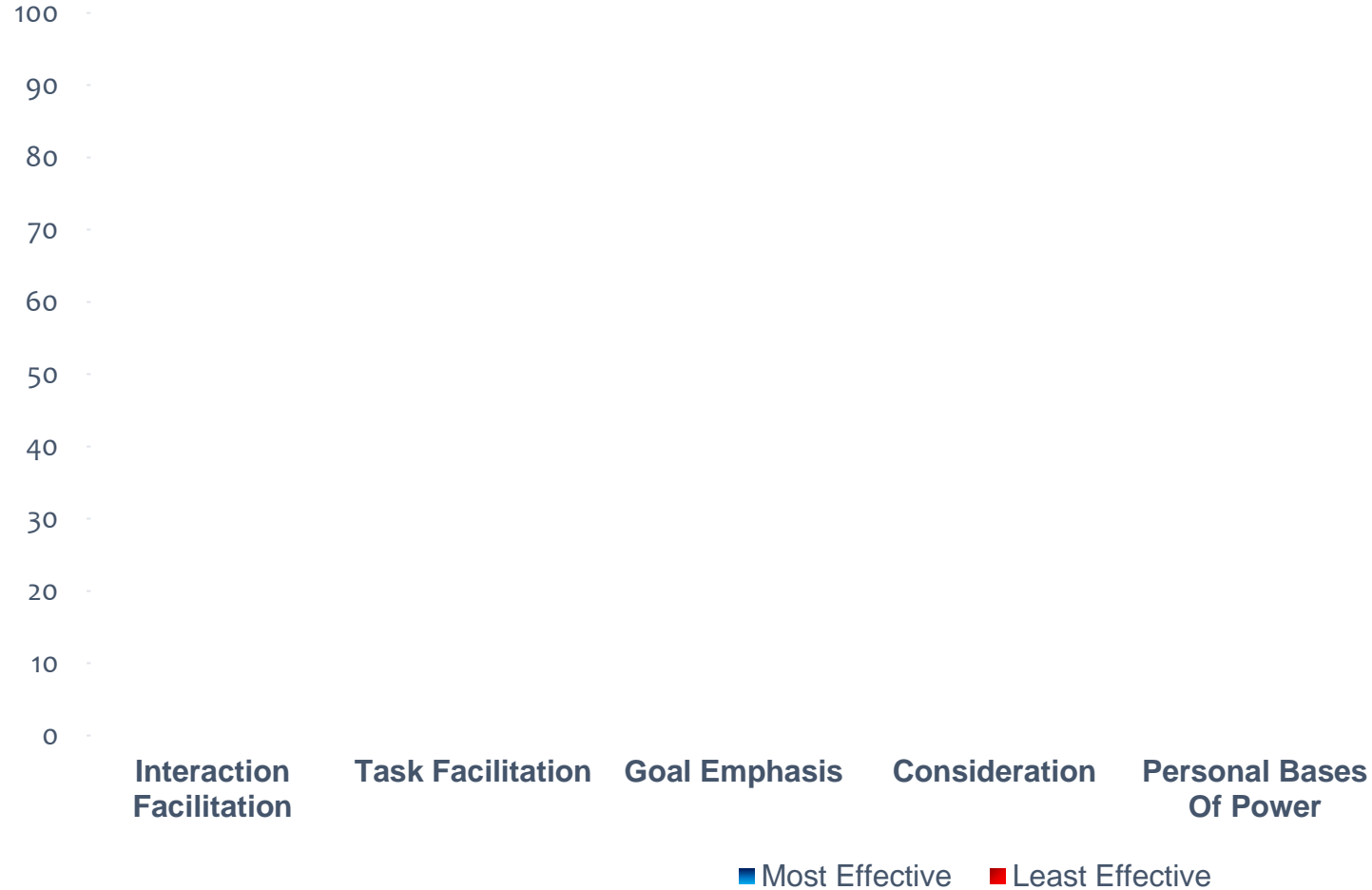
External Adaptability



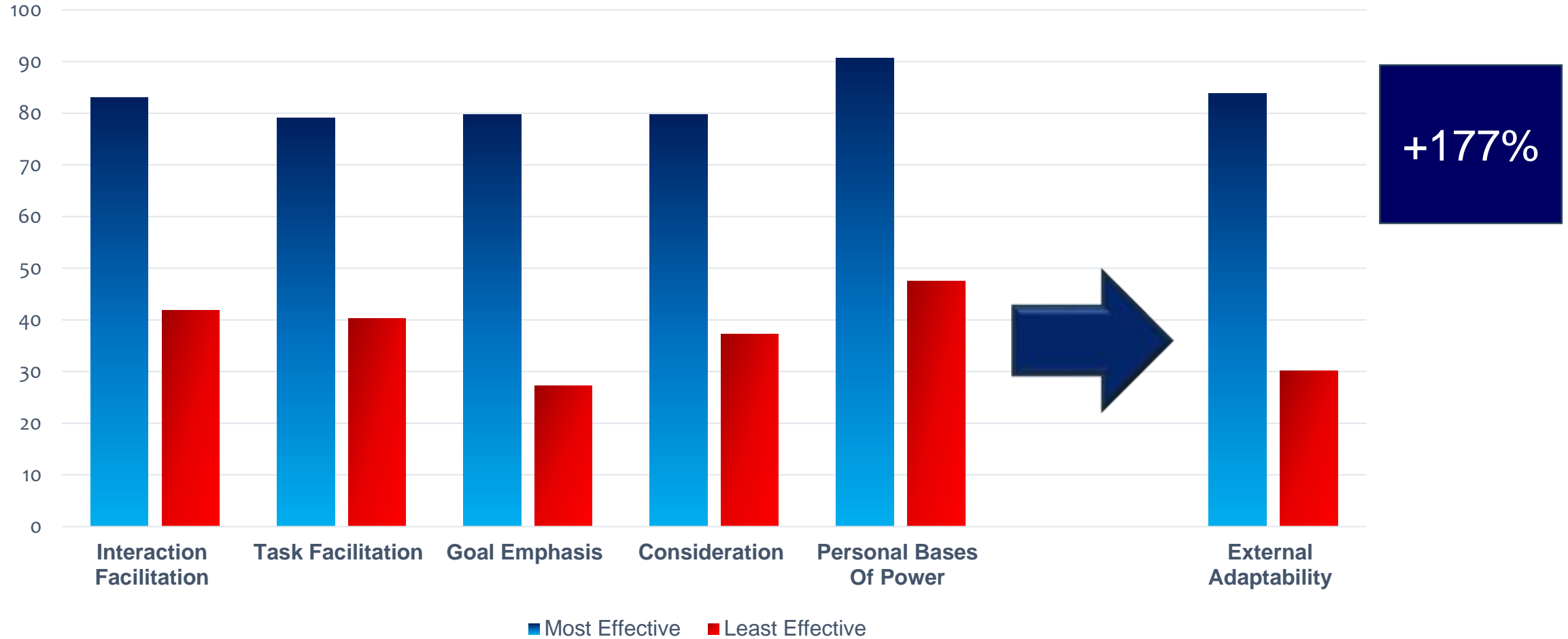




# Does Leadership Enable Adaptability ?

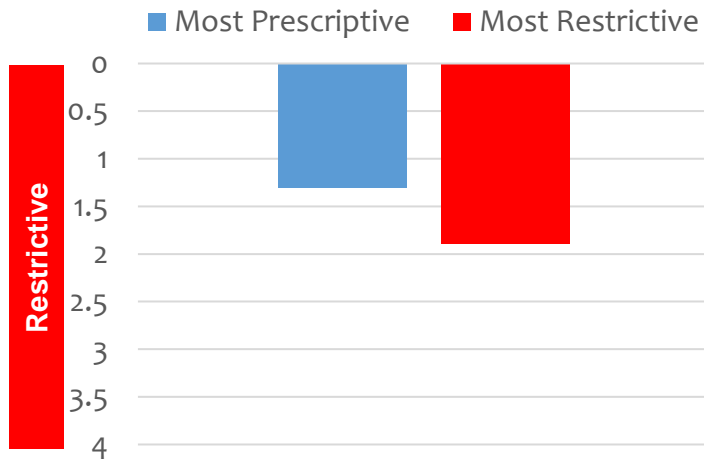
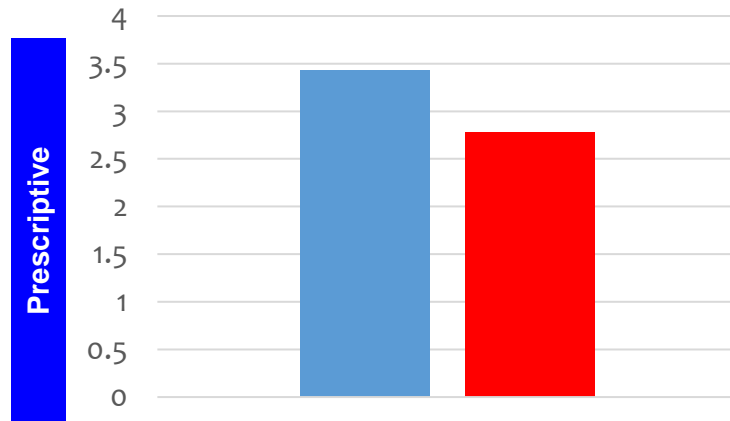


# Does Leadership Enable Adaptability ?



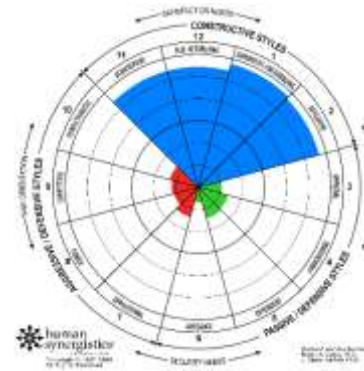


# Prescriptive Leaders are More Future Oriented and Promote Adaptability

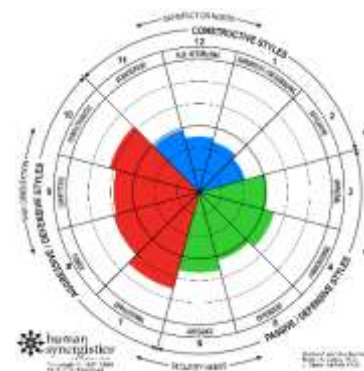


■ Most Prescriptive ■ Most Restrictive

10% Most Prescriptive



10% Most Restrictive



A Visionary, Future-Oriented Leader

+21%

Promotes Organisational Adaptability

+20%

Has Advanced the Firm's Success

+15%

# The 3 areas where prescriptive leadership is crucial for adaptability

## STIMULATING THINKING



leaders encourage their teams to think creatively about how they solve problems

## REINFORCING



leaders recognise and reward their team members for effort, and good work as a way of repeating desired behaviours

## CREATING A SETTING



leaders create a culture that allows people to grow and develop, that encourages empowerment

## Change blindness...



## Inconvenient truths....

- The emotional labour involved . Actual or prospective loss
- Impact of existing hierarchy and lingering effect of traditional leadership
- Task activity goes up. Workload often exceeds capacity and capability
- Personal adaptation travels at different speeds
- Broadcasting vs Communicating
- Lack of clarity and mixed messaging





# 5 things to do differently

1. **Have the culture and leadership in place** before you need it
2. **Prepare leaders to lead the change** –Role clarity, What does good look like?, Emotional resilience.
3. **Develop a transition story** (preferably with employees)
4. **Dare to care.** Acknowledge the emotion, invite dialogue. Give people a process/build a container within which hopes and fears can be discussed.
5. **Two-way communication** – share information, test understanding
6. **Role Model what good looks like**