

**Leveraging the Power of Adaptive Culture**

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**Icebreaker**



Bandit (IG: [@bandit.the.pooch](#))  
Adopted from Mary Ann Morris Animal Society

Winston (IG: [@oneeyedwilliecat](#))  
Adopted from DFW Purebred & Domestic Cat Rescue

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**Reflect on a past big change your organization went through.  
What descriptive words come to mind?**

**(Live poll)**

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**We are well-versed in and capable of achieving successful change.**

“(Let’s remind ourselves and our teams that we have been learning new skills and adapting to new environments literally since the day we squirmed out of the womb. Every time we feel the impulse to say “change is hard,” we could make a different claim that is every bit as accurate: *Adaptation is the rule of human existence, not the exception.*” – @NickTasler

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**When facing a major challenge, refer to  
The Adaptation Equation:**



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the  
RIGHT  
solution

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**To determine the right solution, revisit/invest time in the following:**

- Knowing Yourself
- Knowing Your Market
- Building on your Strengths
- Knowing how you will make decisions
- Defining the big question you must resolve now

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GOOD  
execution

Hand-drawn diagram showing the words 'GOOD' and 'execution' written in a simple font. To the right of the text is a drawing of an arrow with a feathered tail, pointing towards a target with concentric circles.

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**Good Execution**

- The process of implementing the right solution in a timely and effective manner. This, essentially, is bringing the right solution to life.
- Main requirements\*:
  - **Clear goals** for everyone in the organization that are supportive of the strategy
  - A means of **measuring progress** toward those goals on a regular basis
  - Clear **accountability** for that progress

[\\*http://guides.wsj.com/management/execution/what-are-the-keys-to-good-execution/](http://guides.wsj.com/management/execution/what-are-the-keys-to-good-execution/)

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an adaptive culture

**La Piana**  
CONSULTING  
Guidance • Create • Accelerate

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**Definition**

"An adaptive culture is simply a way of operating where change is expected and adapting to those changes is smooth, routine, and seamless. With an adaptive culture in place, change, growth, and innovation are a 'given'..."

<https://www.scribd.com/document/154646210/Adaptive-Culture>

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**To cultivate an adaptive culture, head off natural human tendencies**

Desire to hang on to the past	→	<b>REDIRECT</b>	→	A strong, successful organization will be better for me – this may be a good idea in the long run
Risk aversion	→	<b>REFRAME</b>	→	There is more risk in doing nothing – the present course is not going to work in the future
Blind optimism that everything will be okay	→	<b>REWIRE</b>	→	This is a challenge that we can overcome

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**B-LEAF: The Five Pillars of an Adaptive Culture**

ADAPTIVE CULTURE

BELONGING   LEADERSHIP   EFFECTIVENESS   ACCOUNTABILITY   FLEXIBILITY

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**Pillar One: Belonging**

**Creating an inclusive environment**  
 – enabling people to invest in their organization and to feel themselves a part of the change process. This is only possible when the workplace culture invites people to be part of an authentic community and contribute their voices on issues that matter.

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**Pillar Two: Leadership**

**Managing well** – adaptive culture is driven by strong modeling and leadership from the top. People need managers they respect and trust to guide them through change, to create space for their own leadership, to make their voices heard, and to support them in their efforts to react to change and execute change initiatives.

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**Pillar Three: Effectiveness**

**Using good systems and processes**  
 – people need infrastructure, systems, and processes to support successful change. An adaptive culture values and prioritizes effectiveness which causes people to value their own work and that of their colleagues. It also gives them the tools to address the specific issues at hand in any change effort.

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#### Pillar Four: Accountability



**A focus on success** – strong workplace cultures foster a communal sense of pride and ownership of shared outcomes. In an adaptive culture, people hold themselves and their coworkers accountable to their commitments to achieve stated outcomes, driving toward success in the face of challenges.

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#### Pillar Five: Flexibility

**Facing change with agility** – change requires flexibility, a willingness to practice creativity and leadership in the face of uncertainty. Even a brilliant solution will only be successfully implemented in a workplace culture that is fluid, evolving, and encouraging of new ideas and new practices.



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#### Leading Change – Kotter's Six Strategies

1. Be visible and public in support of the change initiative
2. Connect the planned change to the business case
3. Communicate, communicate, communicate (consistently!)
4. Acknowledge what was lost, and by whom
5. Plan a ceremonial ending
6. Allow people to carry forward some artifact that represents the best of what was

<https://www.kotterinc.com/>

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**Think about an UPCOMING change your organization faces and the concepts and ideas presented today. What descriptive words come to mind?**

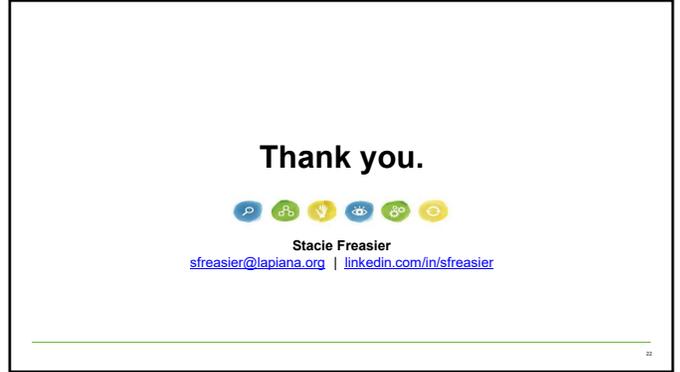
**(Live poll)**

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