



Building on Culture

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Blijvende aandacht nodig



Boost is nodig



Renovatie is nodig



Transformatie is nodig



taste

nsform

KNOWING

*Organizational
Culture*

DOING

90%

20%





LET'S
ZOOM OUT

taste

transform



strategy

BEANMACHINE



people

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structure

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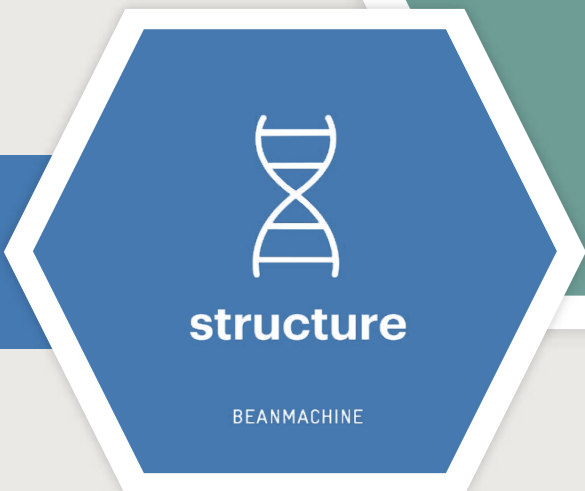
culture

BEANMACHINE

Culture is the soil



Culture drives collaboration



Culture fosters systems & structures



Culture sets ambition and identity

THRIVING BUSINESS

NEED TO invest in a
competitive advantage

THRIVING PEOPLE

NEED TO invest in a
thriving people culture;
happy cows give more
milk

THRIVING STRUCTURE

NEED TO update and
grow our operating
system and processes

Culture is the SOIL

When the flower doesn't bloom
You fix the soil, not the flower !!



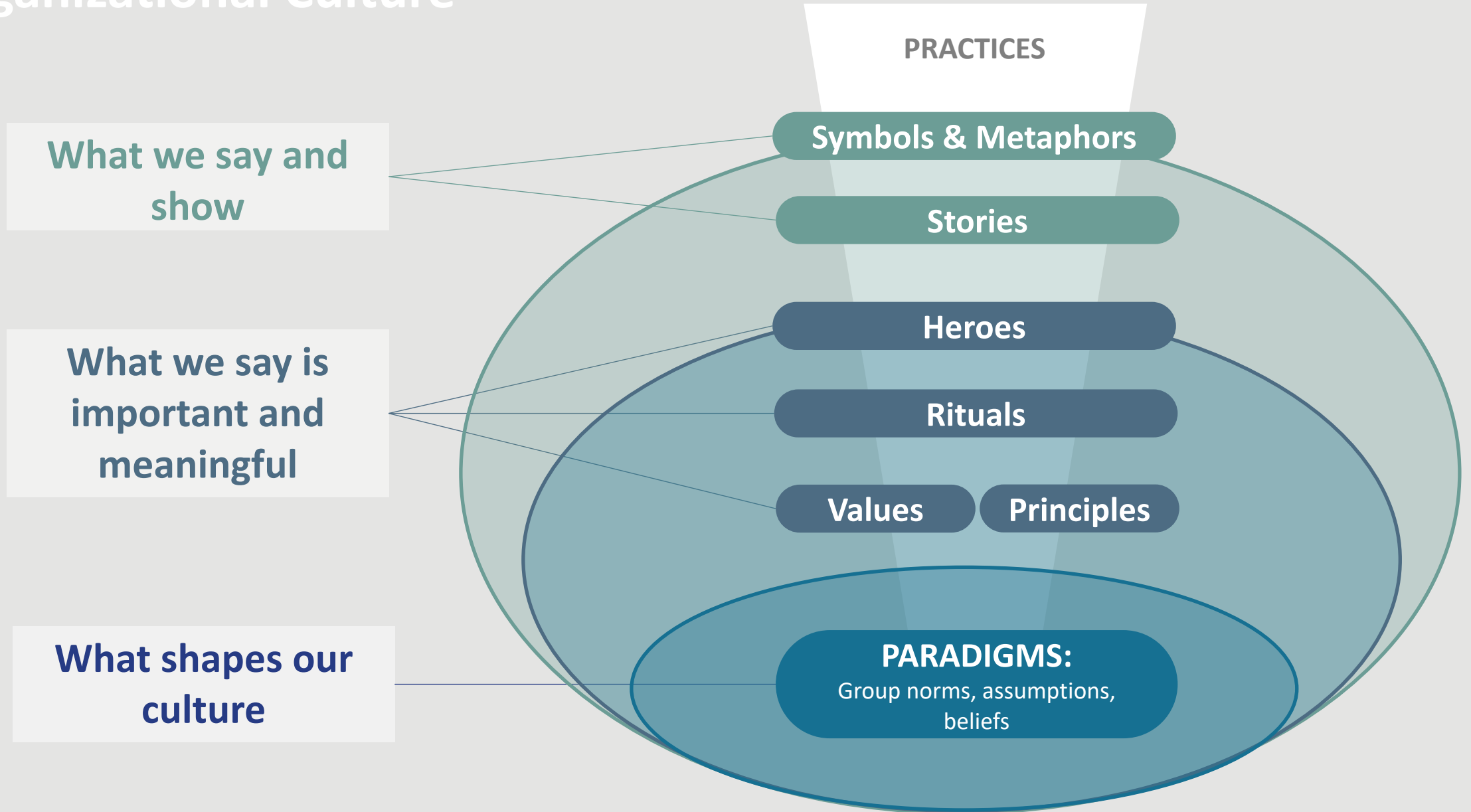


UNBOXING CULTURE

taste

transform

Organizational Culture





De onderstroom

- De Abilene-paradox : groepen van mensen nemen besluiten die tegenovergesteld zijn aan hun afzonderlijke overtuigingen
- De trivialiteitswet van Parkinson: de kerncentrale versus het schuurtje
- Het Acapulco-syndroom: in 90% van de vergadertijd denk je aan andere dingen dan aan de vergaderonderwerpen.

(Gyuri Vergouw: het Dodo Effect)

size

XS



LET'S CLOSE THE GAP !

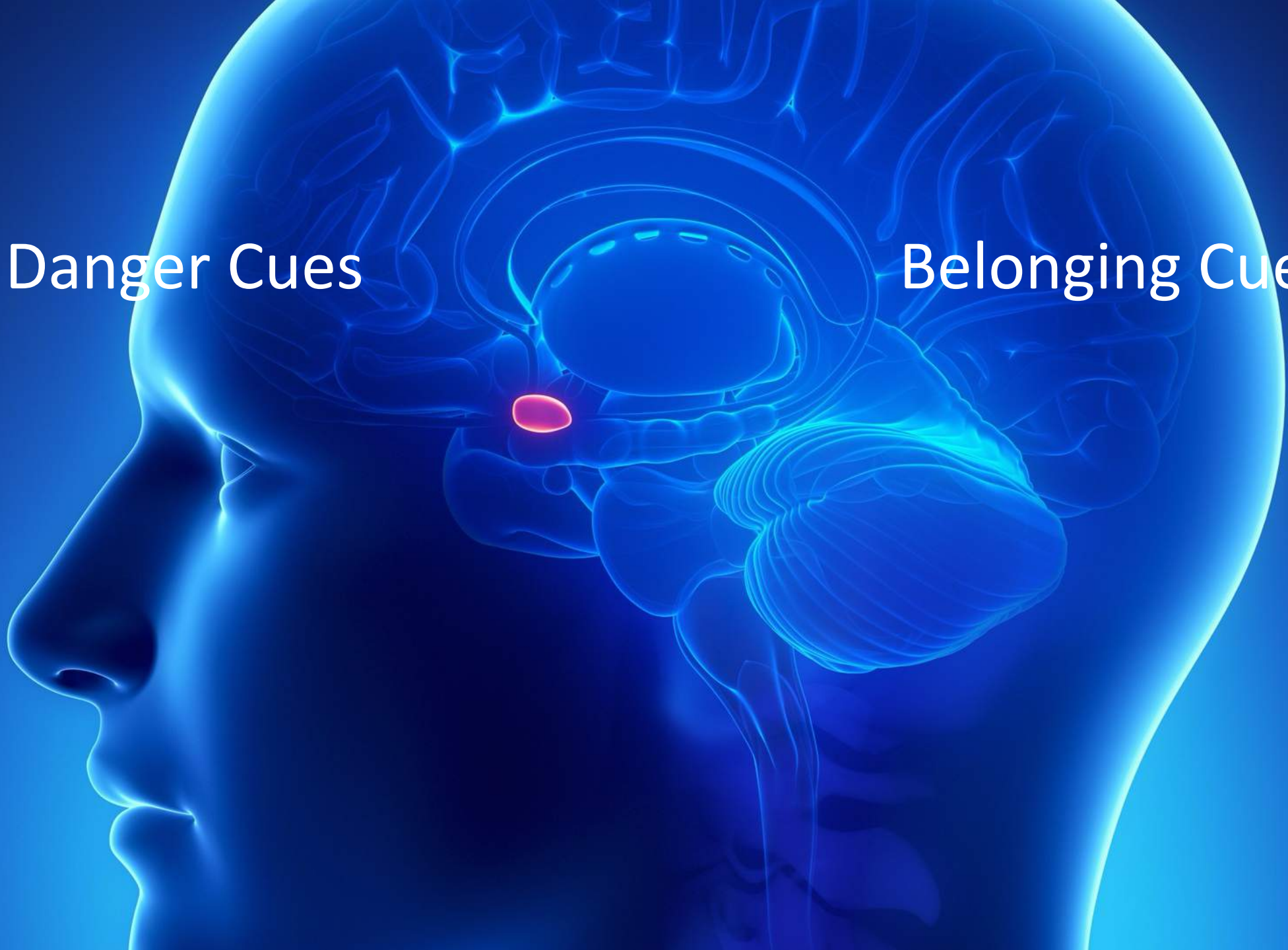
transform

taste

The power of
Belonging Cues

Danger Cues

Belonging Cues

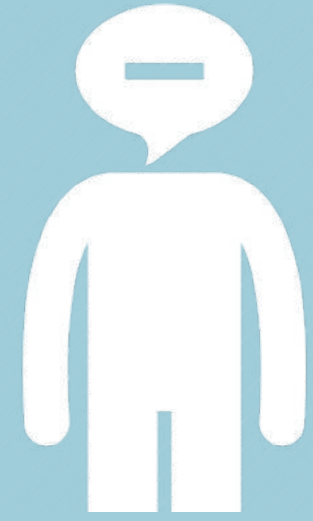




Apathicus
(‘downer’)

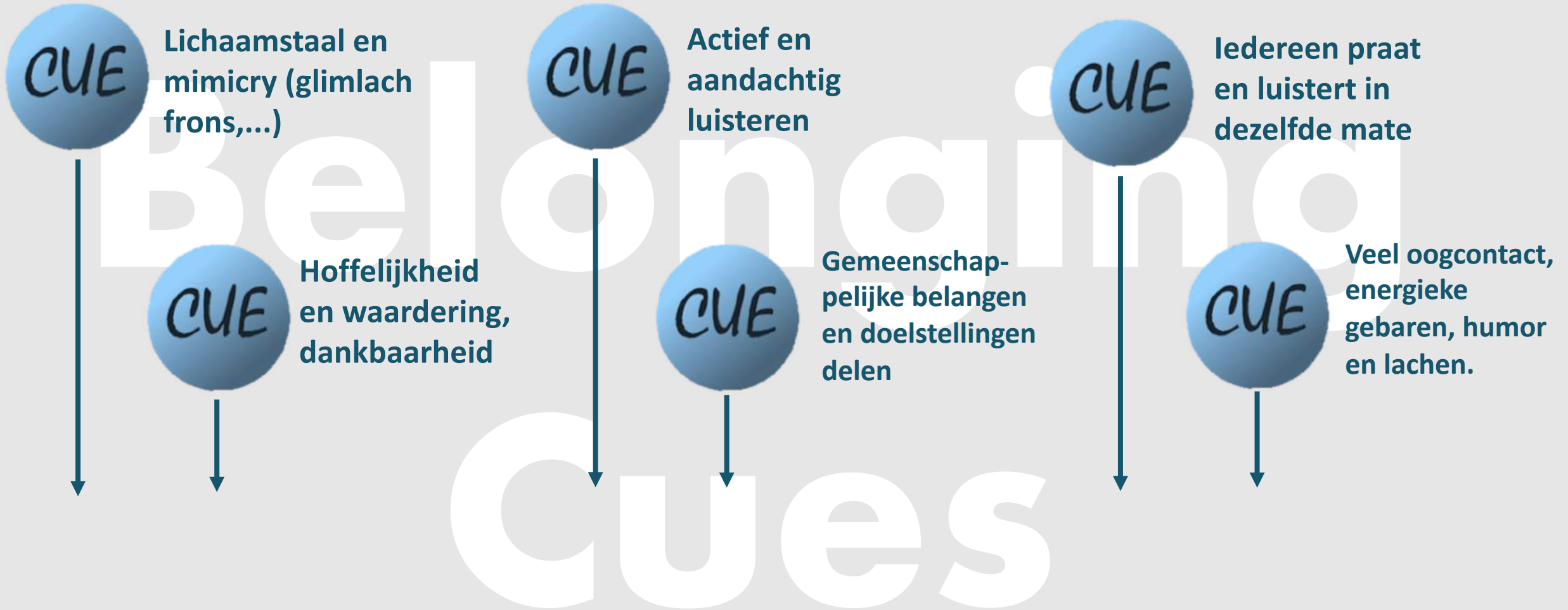


Luilak
(‘slacker’)



Negatieveling
(‘jerk’)

Experiment



Ik waardeer je... ik herken je... je bent een deel van ons

How to act on belonging cues?



ONBOARDING with belonging cues



MEETINGS with belonging cues



TEAM DYNAMICS with belonging cues

size

M



LET'S CLOSE THE GAP !

transform

taste

M-size

taste

transform



A diagram illustrating a transformation. The word 'taste' is positioned at the bottom left, and the word 'transform' is positioned at the top center. A thin white arrow points from the word 'taste' towards the word 'transform'. There are also several small white dots scattered in the lower half of the image.

An illustration of four business superheroes flying through the air against a teal background with diagonal light blue stripes. The characters are: a man in a white shirt and red tie with a red cape, a man in a dark suit and red tie with a red cape, a woman in a dark dress and red tie with a red cape, and a man in a white shirt and dark tie with a red cape. All characters have determined expressions and are in dynamic, forward-moving poses.

Culture in teams....

20%

-30%

2-3%

HARDWARE
Interventions
for
Culture of Teaming

The ideal team captain

Task Leader



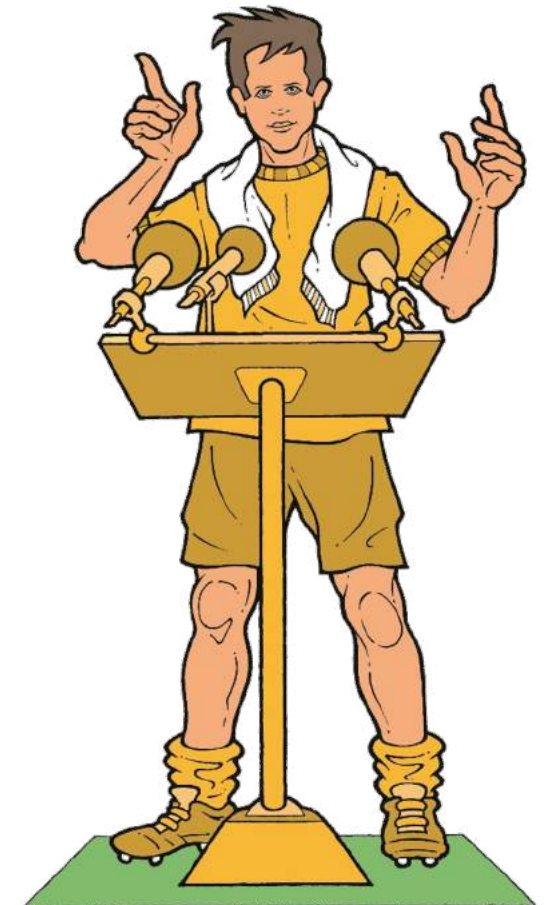
Motivational leader



Social leader

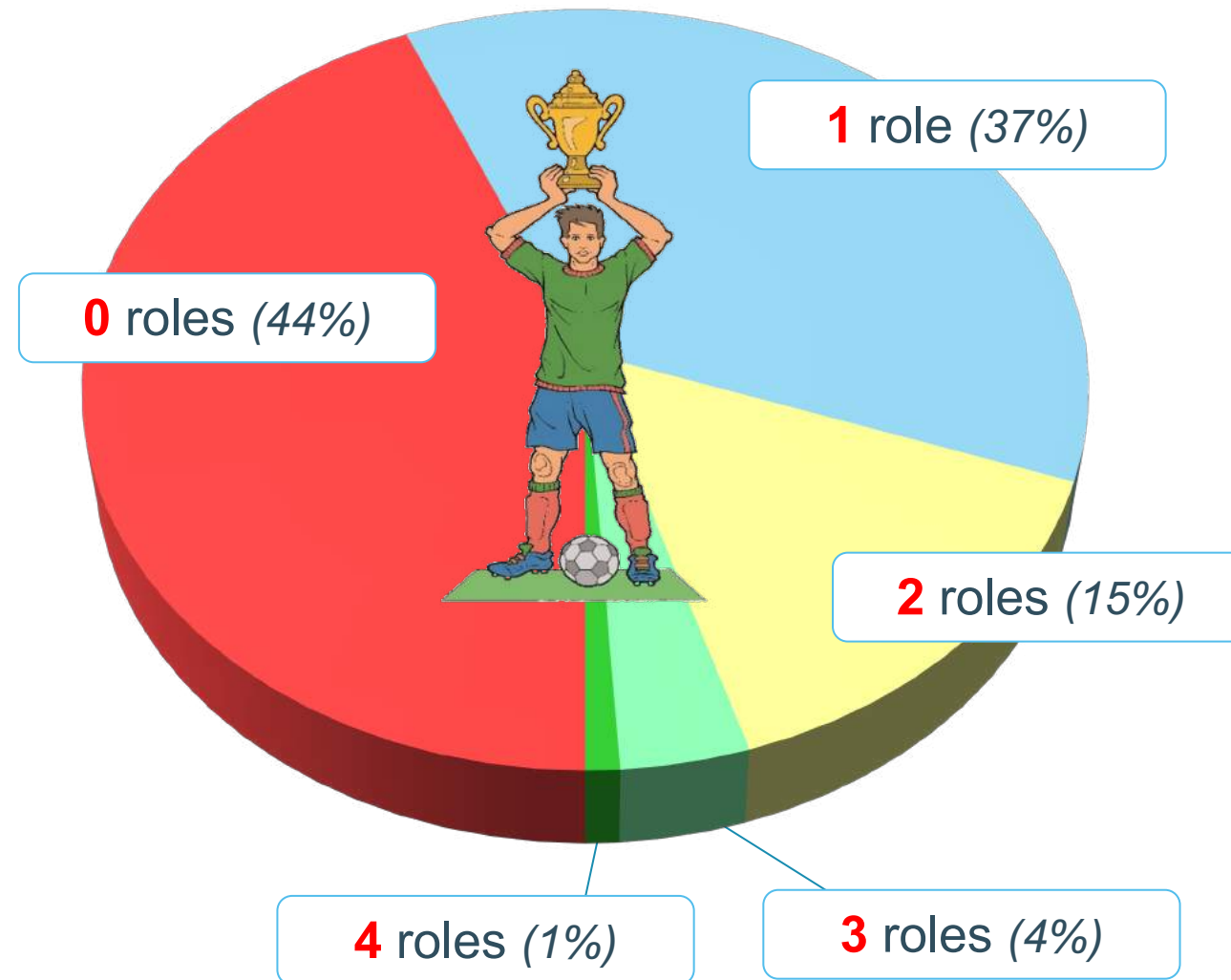


External leader

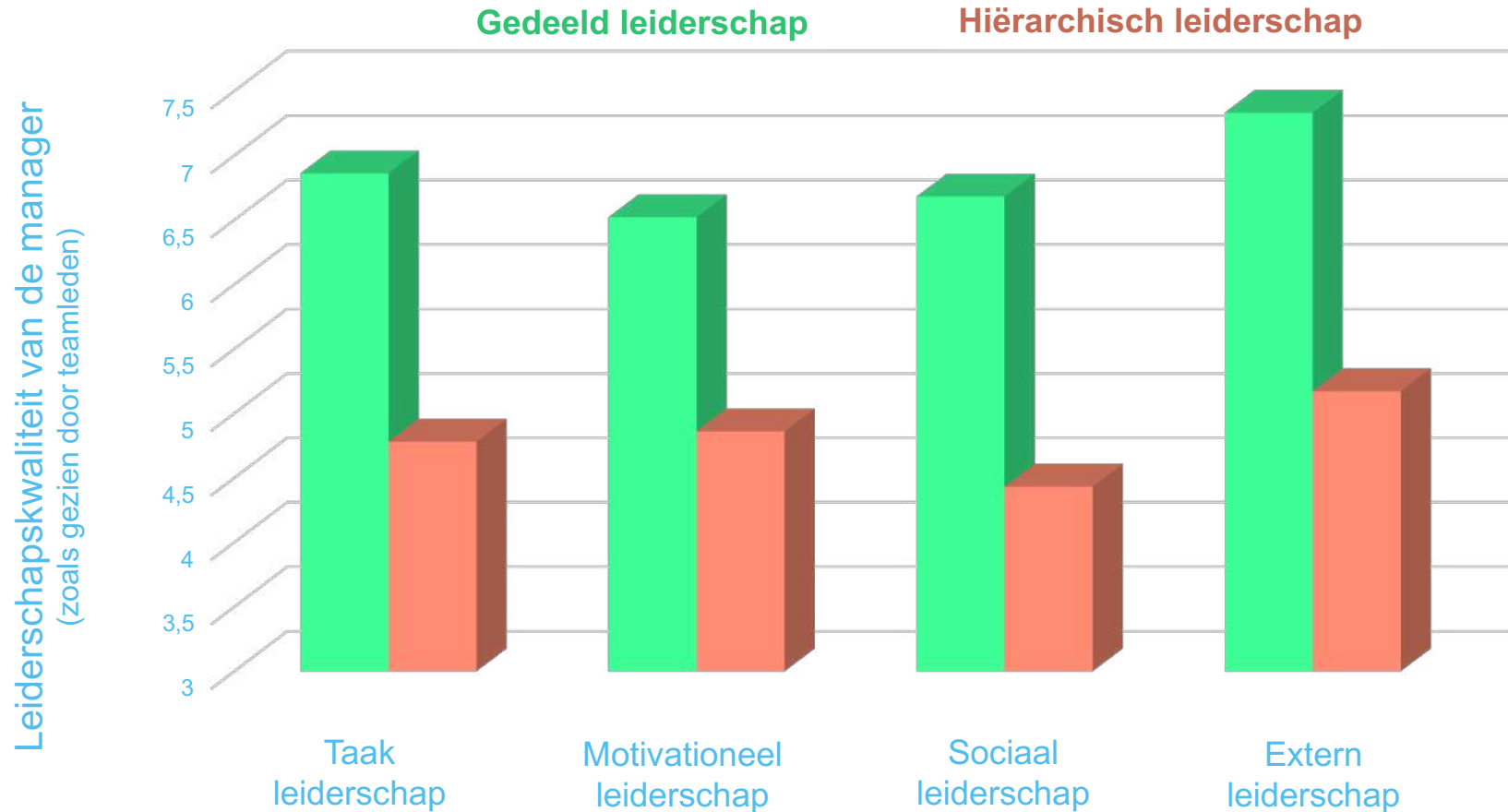


The team kapitein in reality

Number of leadership roles in which the captain is seen as the best leader

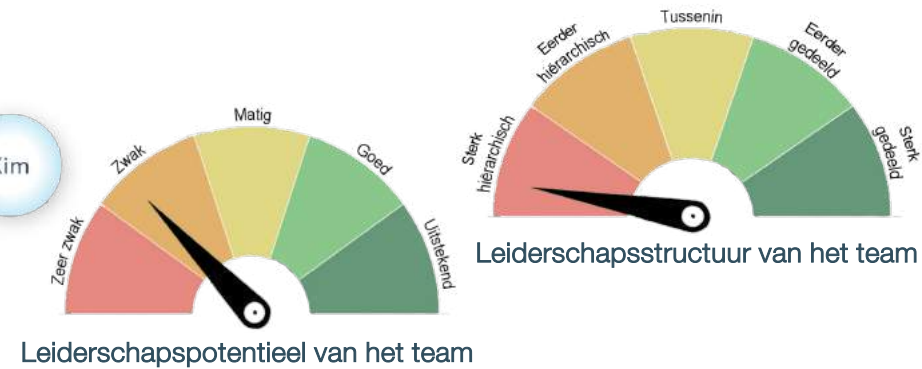
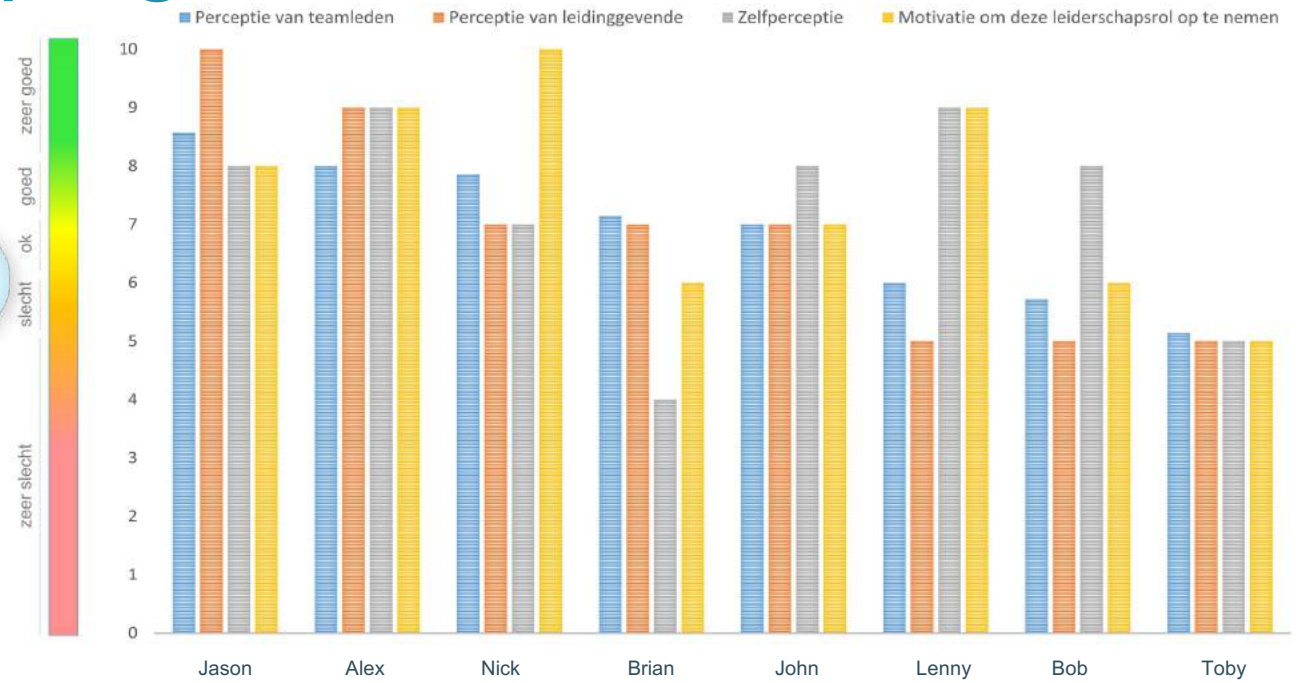
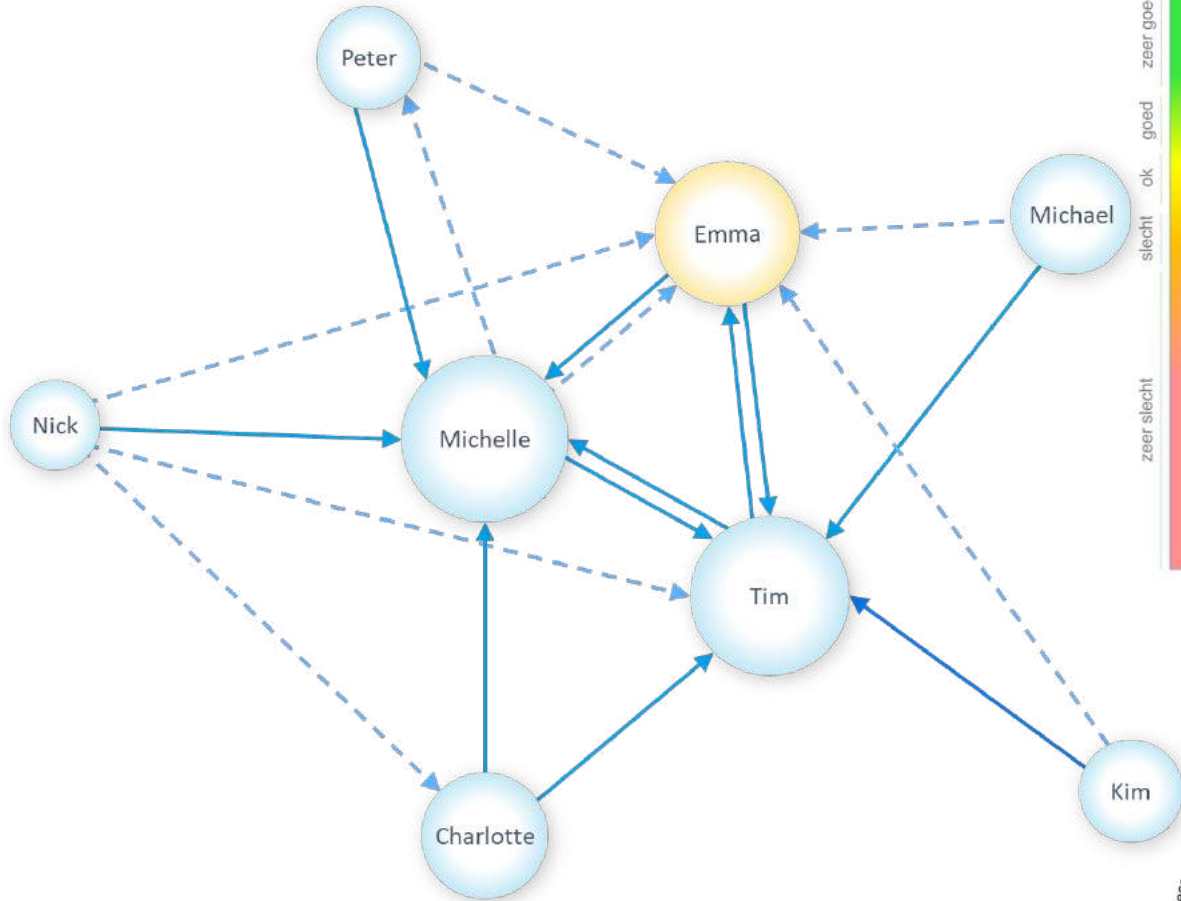


Perception of leadership quality



Edelmann, C. M., Boen, F., & Fransen, K. (2020). The power of empowerment: Predictors and benefits of shared leadership in organizations. *Frontiers in Psychology*, 11, 3281. <https://doi.org/10.3389/fpsyg.2020.582894>

Shared Leadership Mapping



Assign leaders





*

So...what happened?

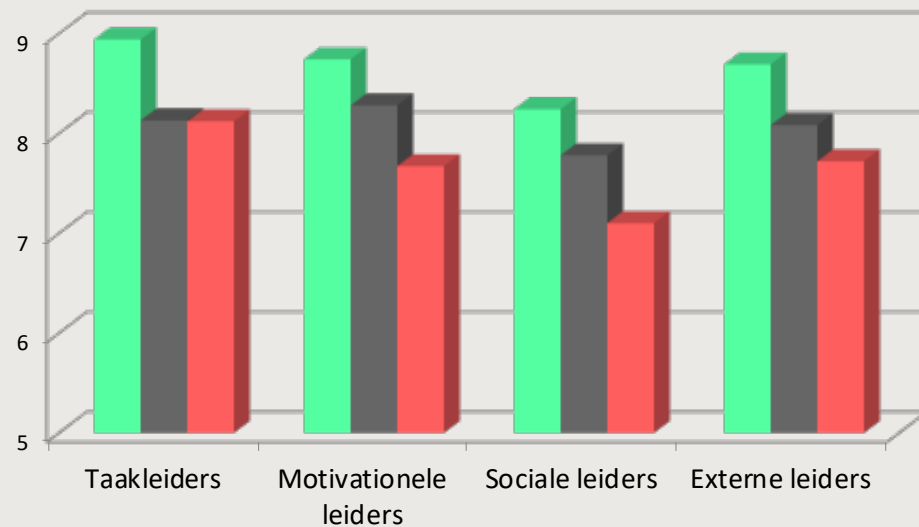
Improved team functioning

- ✓ Improved team performance
- ✓ Increased proactivity
- ✓ Increased confidence
- ✓ Stronger team cohesion
- ✓ Improved innovation and creativity
- ✓ Increased information sharing

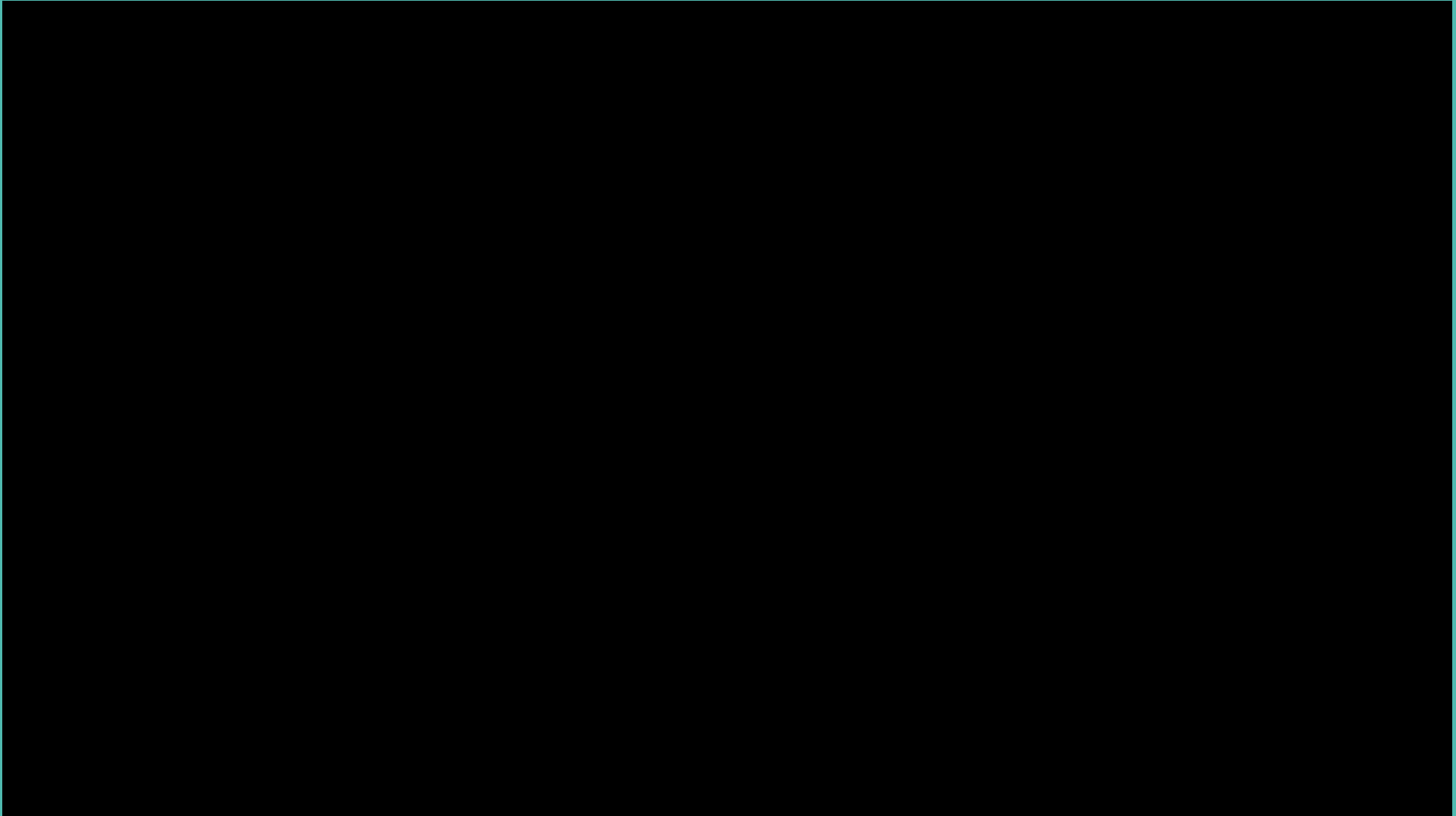
Increased well-being

- ✓ Higher engagement
- ✓ Less conflicts
- ✓ ...

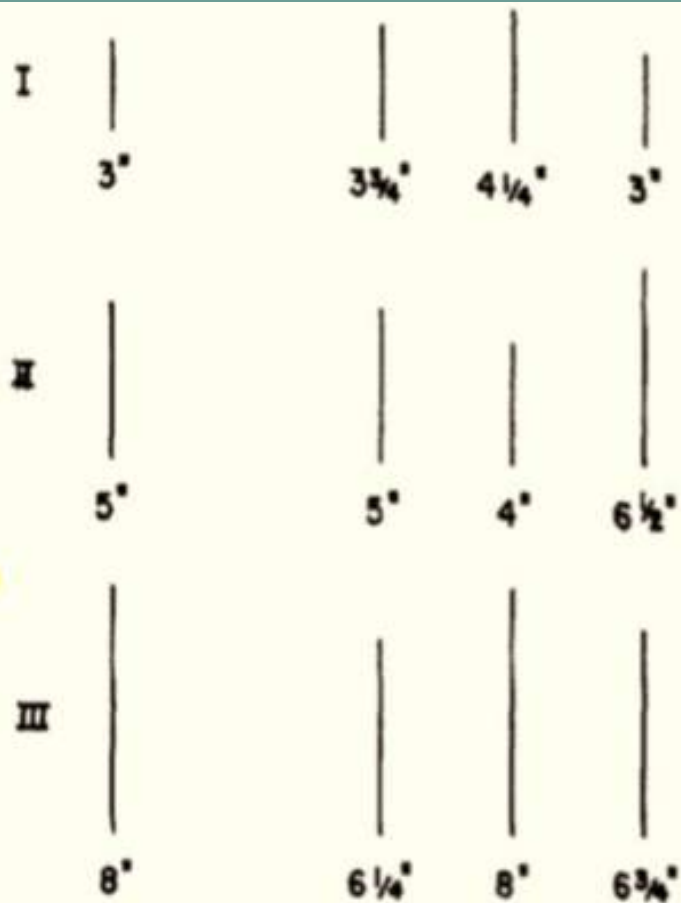
■ North Queensland Cowboys ■ North Melbourne Kangaroos ■ Brisbane Lions



SOFTWARE
Interventions
for
Culture of Teaming



WAT VERHINDERT ONS OM OPENLIJK TE ZEGGEN WAT WE DENKEN?



*Niemand wil
overkomen...*

... en daarom...

ONWETEND

STELLEN WE GEEN VRAGEN

INCOMPETENT

GEVEN WE ONZE
ZWAKTE/FOUT NIET TOE

OPDRINGERIG

HOUDEN WE ONZE IDEËN
VOOR ONS

NEGATIEF

STELLEN WE HET STATUS
QUO NIET IN VRAAG

Psychological safety

is a belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes.

Team psychological safety creates a shared understanding that candor is expected.

Amy C Edmondson

The Aristotle project



Predictors of team success:

- Dependability / accountability
- Structure and clarity
- Meaning
- Impact
- Psychological safety

Psychological safety was by far the most important factor to team success

WE NEED TO FOSTER COURAGEOUS CONVERSATIONS !!!

PROVIDE A SCRIPT TO
DISCLOSE ISSUES THAT

- a) SUPPORT Safety
- b) HINDER Safety

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**Psychological
Safety
POKER**

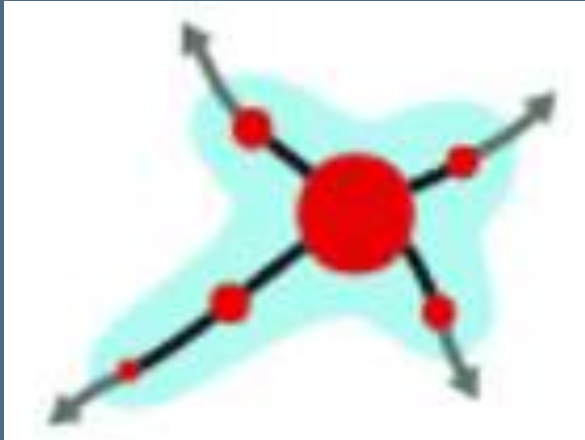
BEANMACHINE

L-size

taste

transform





Monocentric?



Polycentric?

STORIES
RITUALS
SYMBOLS

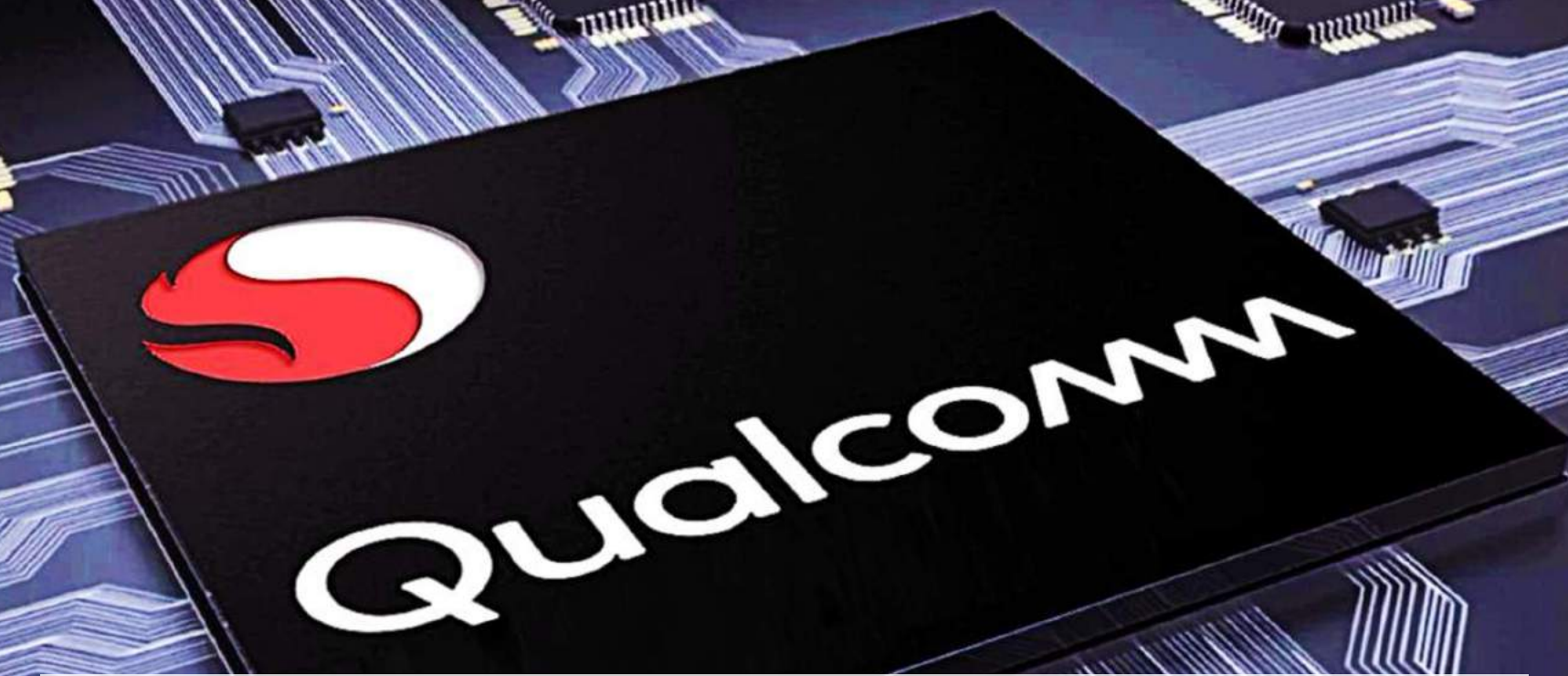


the
big
three

CORPORATE CAMPFIRES

- MY STORY ON LIVING THE VALUES
- MY STORY ON NOT (FULLY) LIVING THE VALUES
- OUR BEST OF STORIES...





52 stories

RITUALS





POET MOMENT



BRAIN TRUST

RITUALS



Feedback ritual



PAY TO QUIT



STEP meeting

HACKS



LEADERSHIP BEHAVIOR



Leadership Behaviors

2 — Rewards / recognition

Wat beloon je?
Wat (h)erken je?

1 — Decisions and actions

Wat doe je?
Waar baseer je
beslissingen op?

3 — What's tolerated (or isn't)

Wat laat je toe?
Waar grijp je op in?

4 — Informal communications

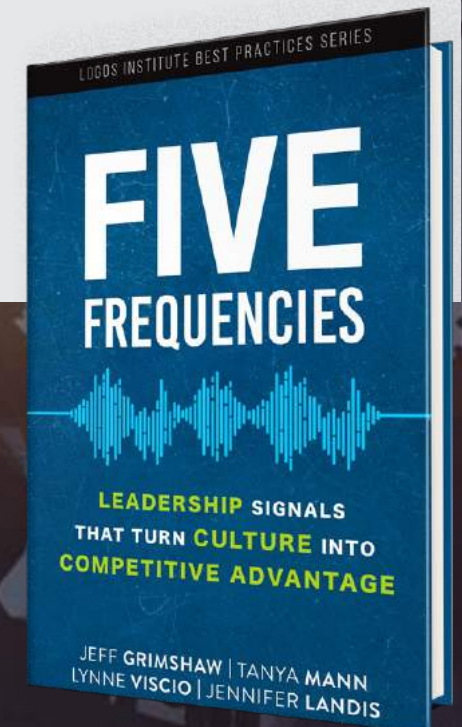
Waar en wanneer
ben je aanwezig?

5 — Formal communications

Waarover en hoe
communiceer je?

Future-state asset

Enacted
Culture



Leadership Frequencies...that matter !

Decisions & actions
What do you do? What do you base decisions on?
Rewards/ recognition
What do you reward? What do you recognize?
What's tolerated (or not)
What do you tolerate? When do you intervene?
Informal communication
Where and well will you be present?
Formal communication
What are you communicating about and how?

2 — Rewards / recognition

1 — Decisions and actions

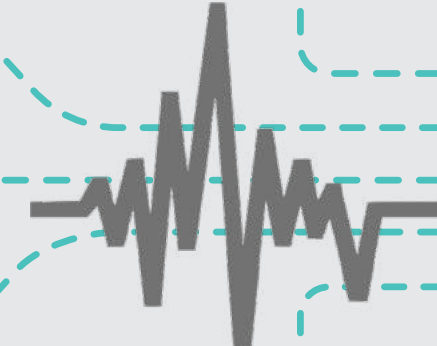
3 — What's tolerated (or isn't)

5 — Formal communications

4 — Informal communications

Future-state asset

Enacted Culture



XL-size

taste

transform



A diagram illustrating a transformation. The word 'taste' is positioned at the bottom left, and the word 'transform' is positioned at the top center. A thin white line with a small arrowhead at the top end connects the two words, pointing from 'taste' towards 'transform'. There are also a few small white dots scattered in the lower half of the image.



CULTURAL PITFALLS

- **DECLINING INTEREST** in culture during cultural efforts.
- Too much focus on **UNDERSTANDING** the issues
- Emphasis on the **WHAT** of culture, and less on the **HOW** of culture
- Good intentions, but poor **MANAGEMENT**

Understand & Define



Richard Barrett: 7 levels of Consciousness

The Barrett Model

Contribution
Creating New Futures, Long-Term Perspective, Social Responsibility, Vision



Collaboration
Community Involvement, Mentoring/Coaching, Leadership Development, Partnership



Alignment
Commitment, Honesty, Integrity, Positive Attitude, Transparency, Trust



Evolution
Adaptability, Diversity, Empowerment, Risk-Taking, Teamwork, Transformation



Performance
Best Practices, Competence, Productivity, Quality, Results Orientation



Relationships
Customer Satisfaction, Family, Friendship, Listening, Respect



Viability
Financial Security, Health, Profit, Safety



Working **ON** the company mission

Working **ON** the company

Working **IN** the company

Yes but No but Yes but No...

Let's take a deeper dive!



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value discovery canvas

Strength



Insight



What is the value proposition?



How is the value proposition delivered?



What resonates during the group conversation?



What is the value proposition?

Plan & Manage it

Cultural Dashboard



1

Relational Practices

New collaborative practices; highly visible rituals (or hacks) that impact collaboration

2

Organisational Practices

Cultural 'highways': processes and systems that help to facilitate and accelerate cultural efforts

3

Hidden assumptions

Under the waterline- actions to anchor and deepen cultural efforts

4

Higher Goal

Final LAG-indicator(s)

Cultural Dashboard

Relational Practices (max 3)	<ol style="list-style-type: none">1. Bij projectwerk/samenwerk stellen we elkaar bewust vragen om elkaar positie beter te kennen en een meer open dialoog mogelijk te maken2. We houden regelmatig pre-mortem meetings om meer kritisch te kijken naar wat er beter kan, en op die manier aan een 'no blame'-cultuur te bouwen3. ...
Organisational Practices (max 3)	<ol style="list-style-type: none">1. We implementeren een nieuwe aanpak van performance management waarbij we meer frequent feedback geven en toekomstopties met medewerkers actiever verkennen2. We vertalen en verankeren onze visie door maandelijkse storytelling cafés waar mensen hun bijdrage in de verf kunnen zetten3. ...
Hidden assumptions (max 3)	<ol style="list-style-type: none">1. We evolueren ons geloof/overtuiging dat constructief samenwerken een voorzichtig, aftastend proces is naar het geloof dat 'optimale spanning' nodig is om tot meerwaarde te komen2. We evolueren van een overtuiging waar positie en impact wordt bepaald door kennis en slimheid, naar een overtuiging dat openheid en kwetsbaarheid ook impactvol kan zijn3.
Higher Goal (max 3)	<ol style="list-style-type: none">1. Klantentevredenheid: het aantal klantenklachten daalt, positieve klantenfeedback,...2. Retentie van talent: nieuwe instromers blijven langer,...3.

Inspired?

Geert Geens

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taste

transform

