



Culture Development

How to change your organization's culture in two months



Context

In our experience, we have seen that organizations can usually improve their culture in six years, but it only takes a couple of misled or wrong decisions to destroy everything they have accomplished.

Moment

- In the face of Covid-19, organizations are responding to market panic by going into full protection mode to lose as less capital as possible.
- Conventional organizations look for ways to "cut back" in order to stay afloat, without considering the consequences on their stakeholders map.
- Remote work is centered at the task level thus losing an opportunity to have a more constructive impact.
- Organizations are focusing their talent on the opportunity of competing better, rather than trying to reach alignment to become stronger in the future.

Opportunity

Priorities set by the market, business results, and in many cases, the vision set by the Board of Directors, demand immediate actions in the face of the current context. ¿How could organizations bring together the talent and creativity of their stakeholders to become better assuming there is a shared cost for everyone?

The challenge is not how to survive the storm, but rather how to prepare for better times



Solution

Non-hierarchical organizations are design on the basis of structure and processes to trigger self-management and agile culture that enables their teams to transcend conventional fear and invest their time and resources in projects that "business as usual" does not permit: improve processes, take unconditional responsibility, strengthen bonds, reconnect with their purpose, and above all, find solutions for constant improvement that would be difficult to see in a different context.

Conclusion

This event offers a unique opportunity to focus on improving the organization at every level.

Now more than ever, those who lead organizations must act with integrity and with a world centric perspective, even when market demand, stakeholders and results create overwhelming pressure that may force them into countercultural decisions.

In our experience, we have seen three main ways in which organizations respond to a challenge, and this event is no exception:

Depends on others to respond.

Level 1- Egocentric

In the face of adversity, organizations driven by fear are responding this way. They are self-centered and take care only of themselves. These kind of organizations make decisions without considering the impact they will have on others, they depend on governments, institutions and media to respond.

Defending positions.

Level 2- Ethnocentric

At stage 2 organizations prioritize defending their position by taking care of their group and their employees. They make decisions based on what the Leadership Team thinks is important for the organization and must be done.

Prioritises "all of us"

Level 3- Worldcentric

Organizations that respond from this level think of everybody and take care of themselves and others. They ponder how their decisions and actions may impact the system and their stakeholders, and act in alignment with their values. Many of them have the clear purpose of making the world a better place for everyone.



