

# Aligning Organizational Culture Through Team Learning:

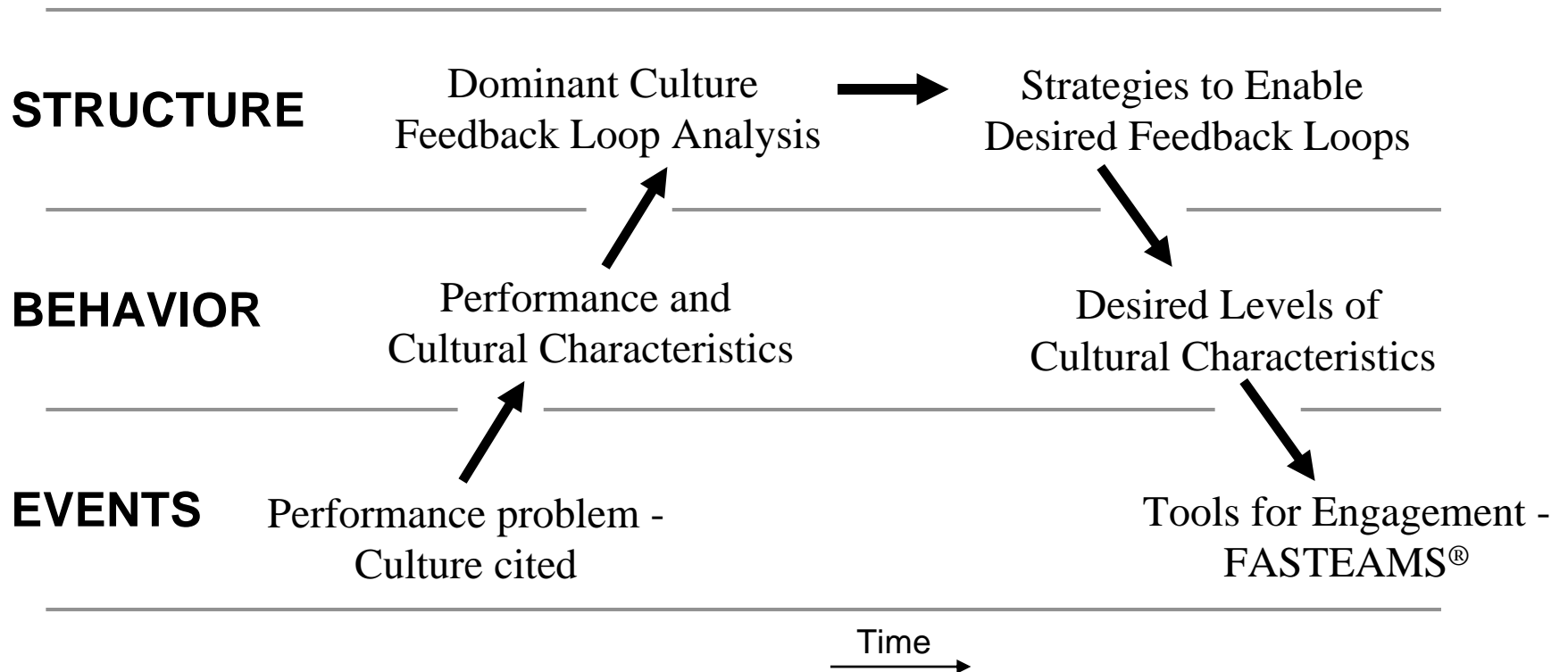
*A Systemic Approach to Creating  
High Performance Cultures*

Alan J. Slobodnik

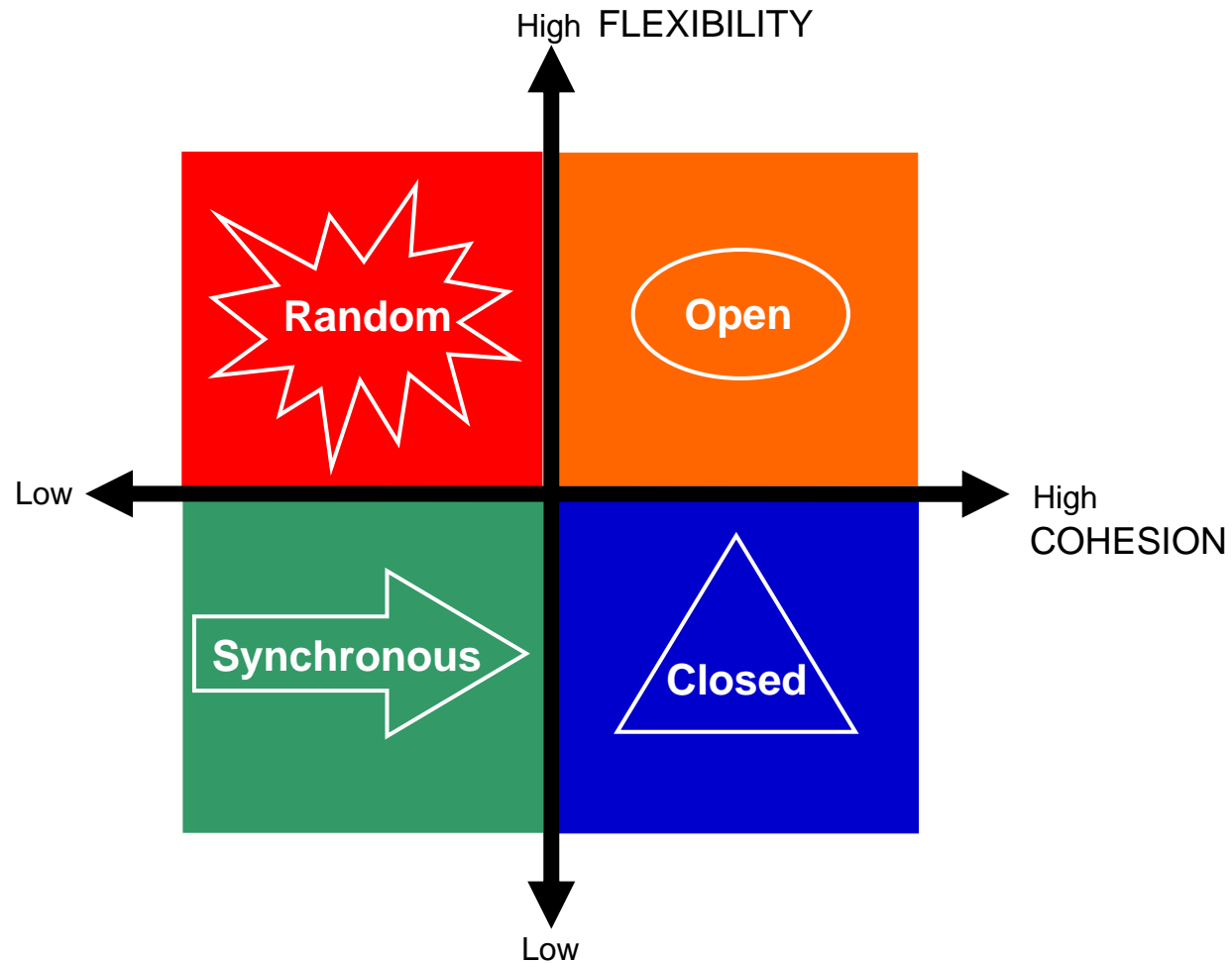
Kristina Wile

Systems Thinking in Action Conference  
October 23-25, 2000

# Systemic Cultural Change

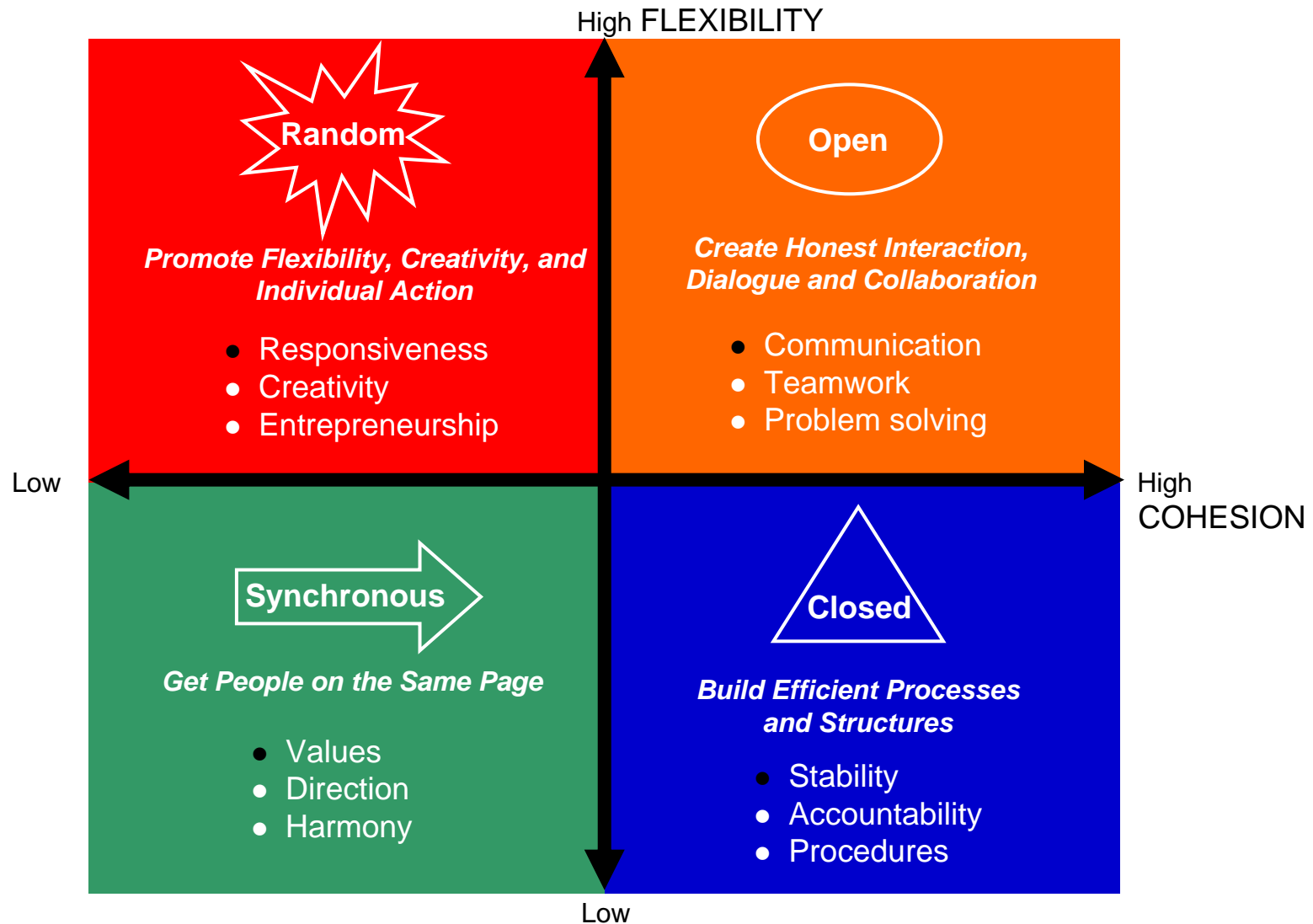


# System Culture Types



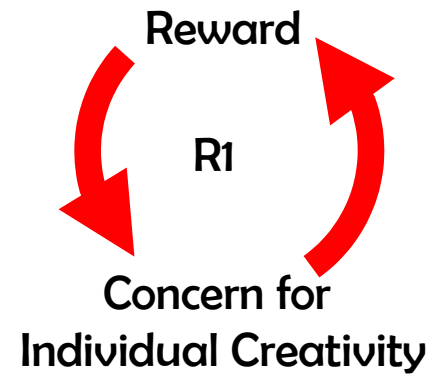
Based on the Kantor System Typology and Communicational Domains™. Used by permission.

# System Culture Types

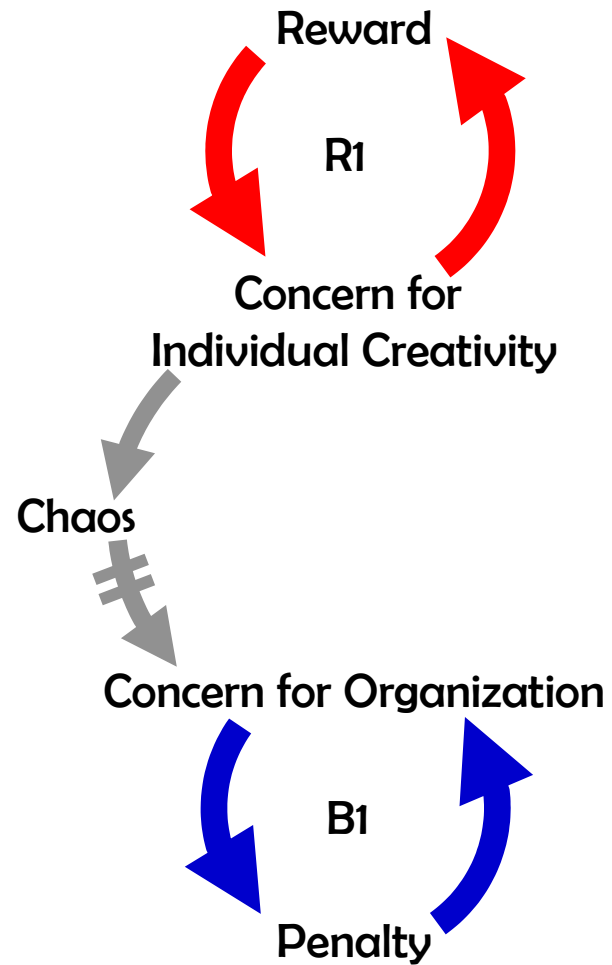


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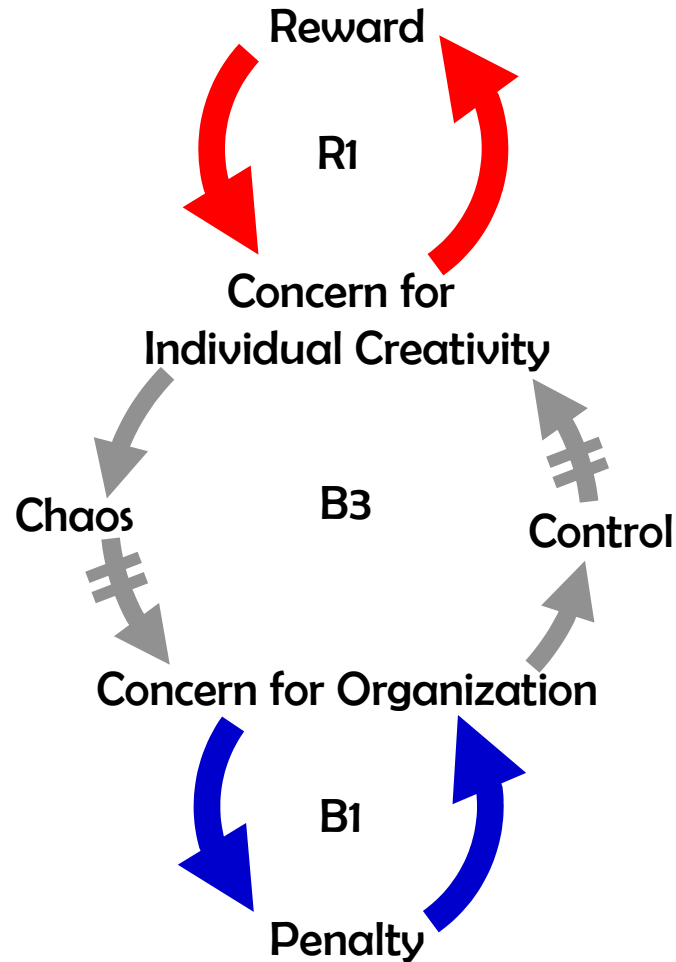
# Random System Culture



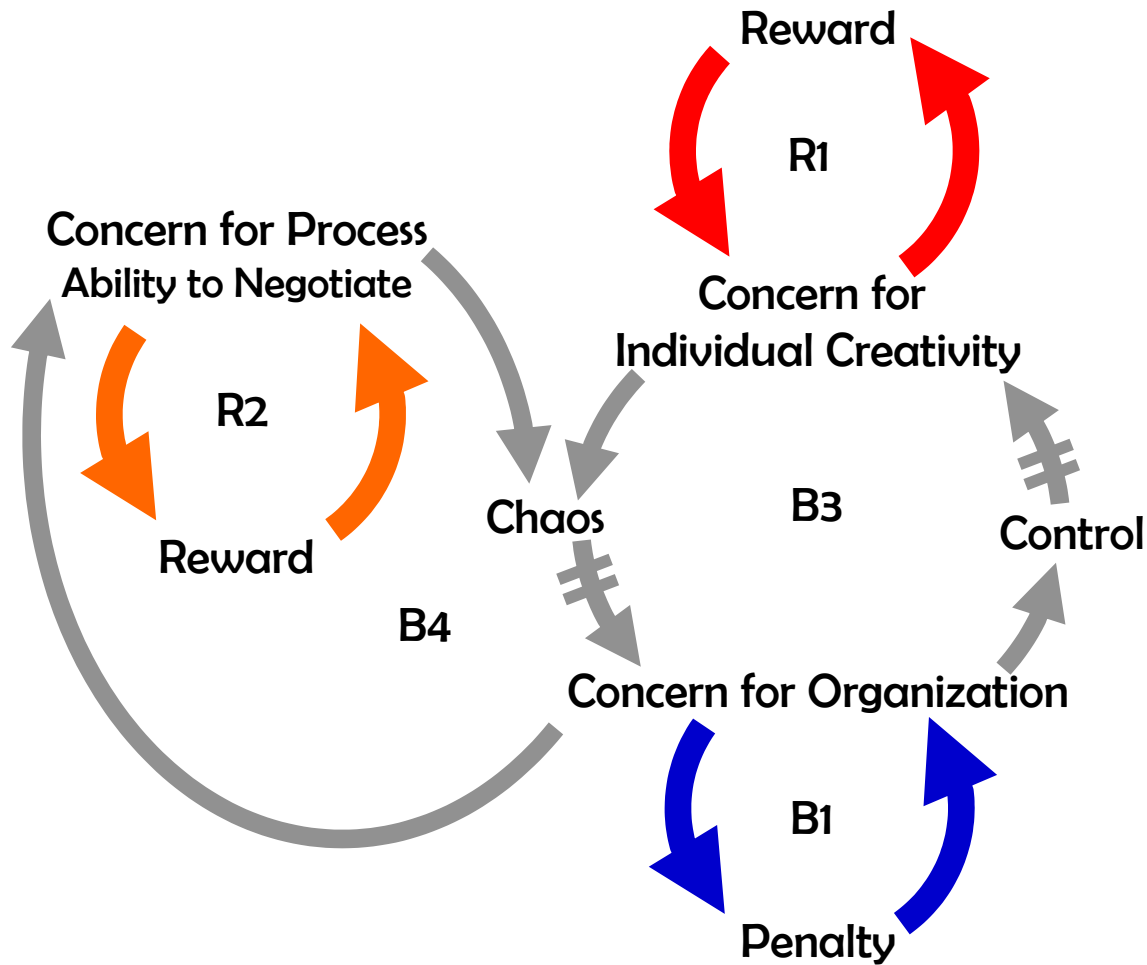
# Closed System Culture



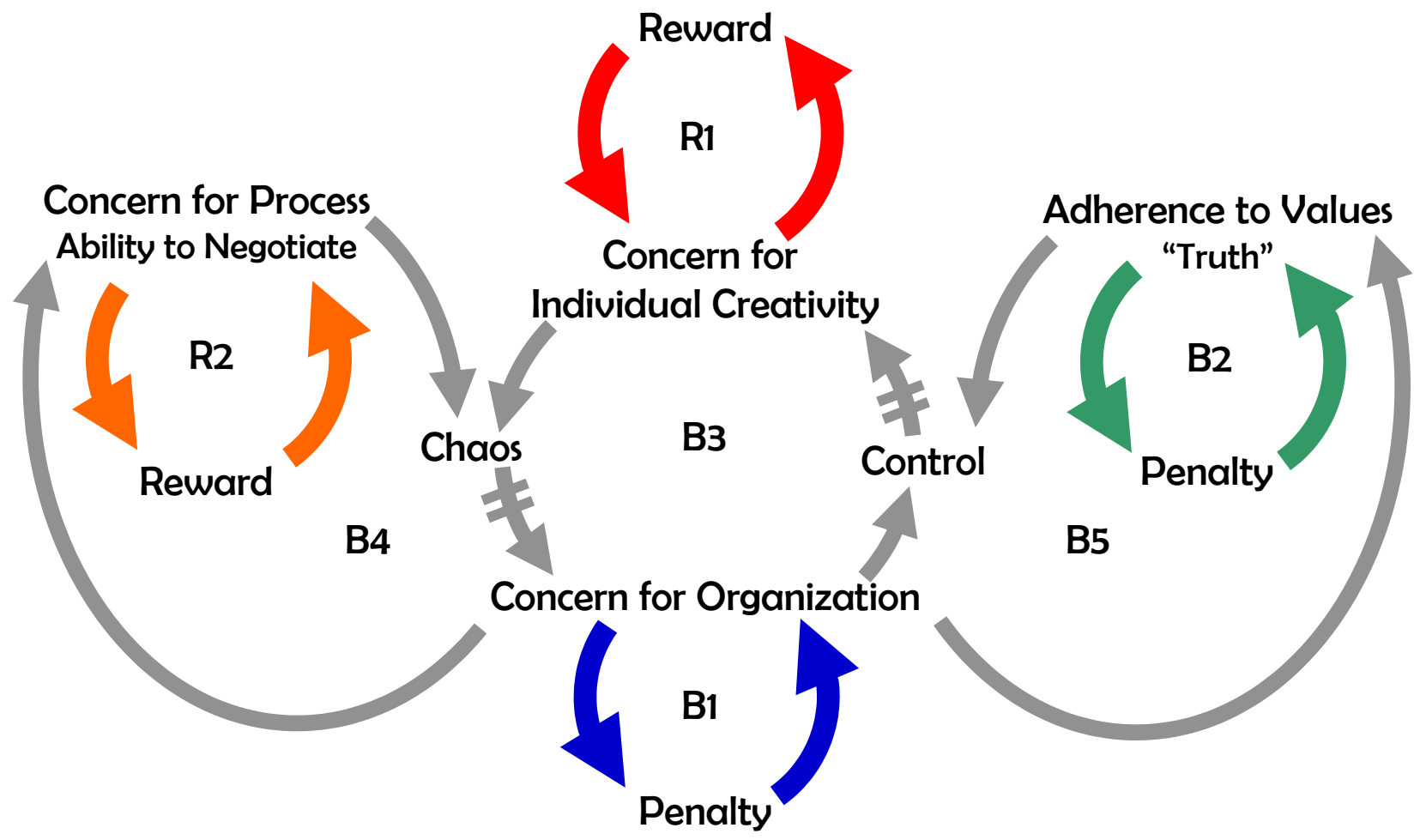
# Organization's culture depends on strength of competing concerns



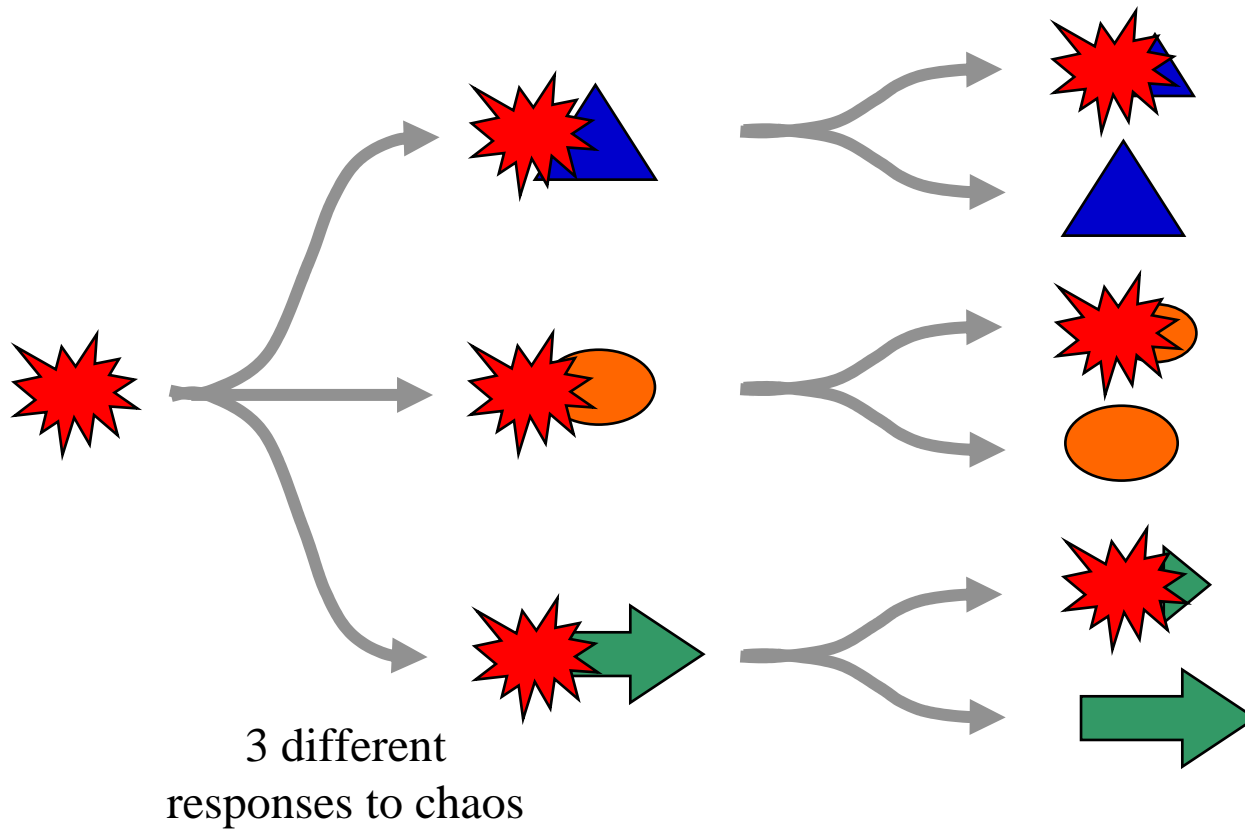
# Open System Culture



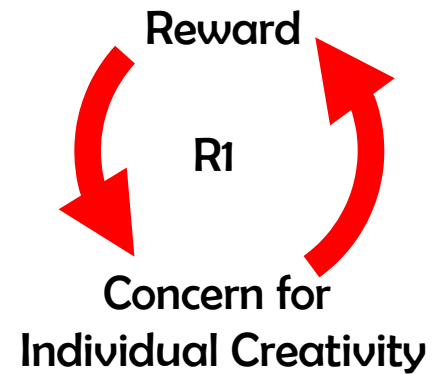
# Synchronous System Culture



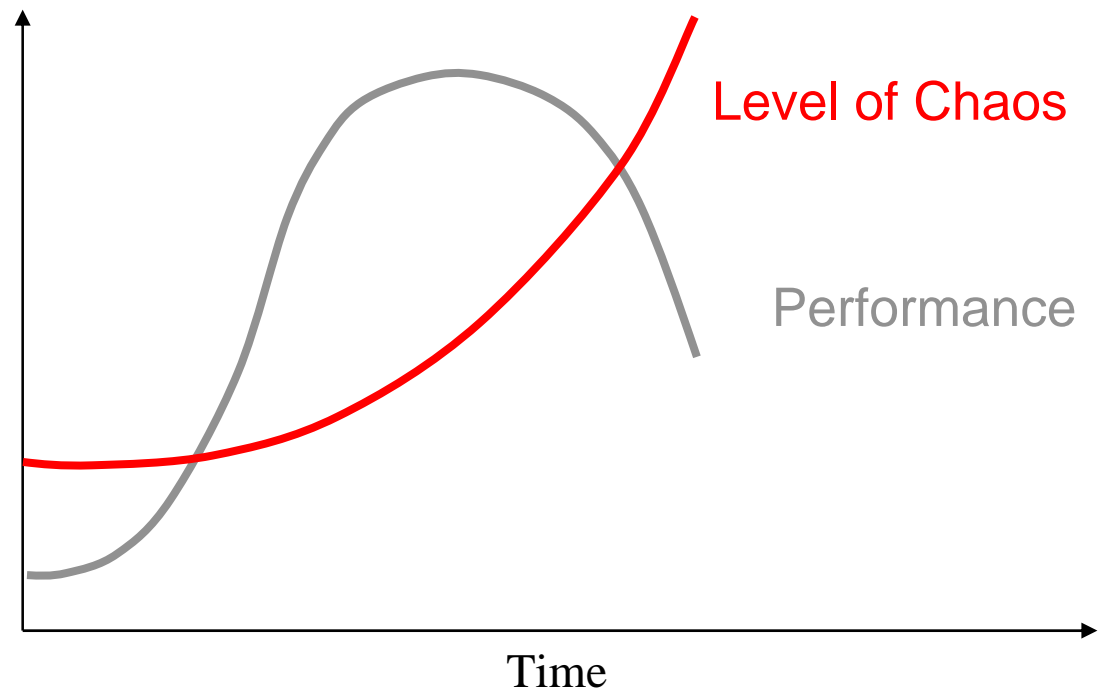
# Organic Evolutionary Pathways: Organizations begin Randomly, then evolve



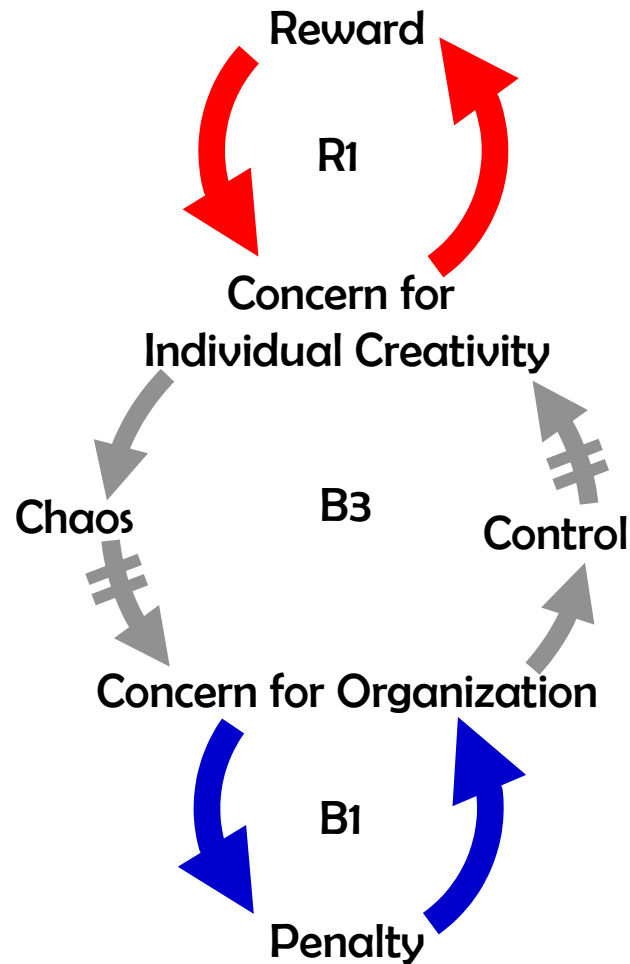
# Random System Culture



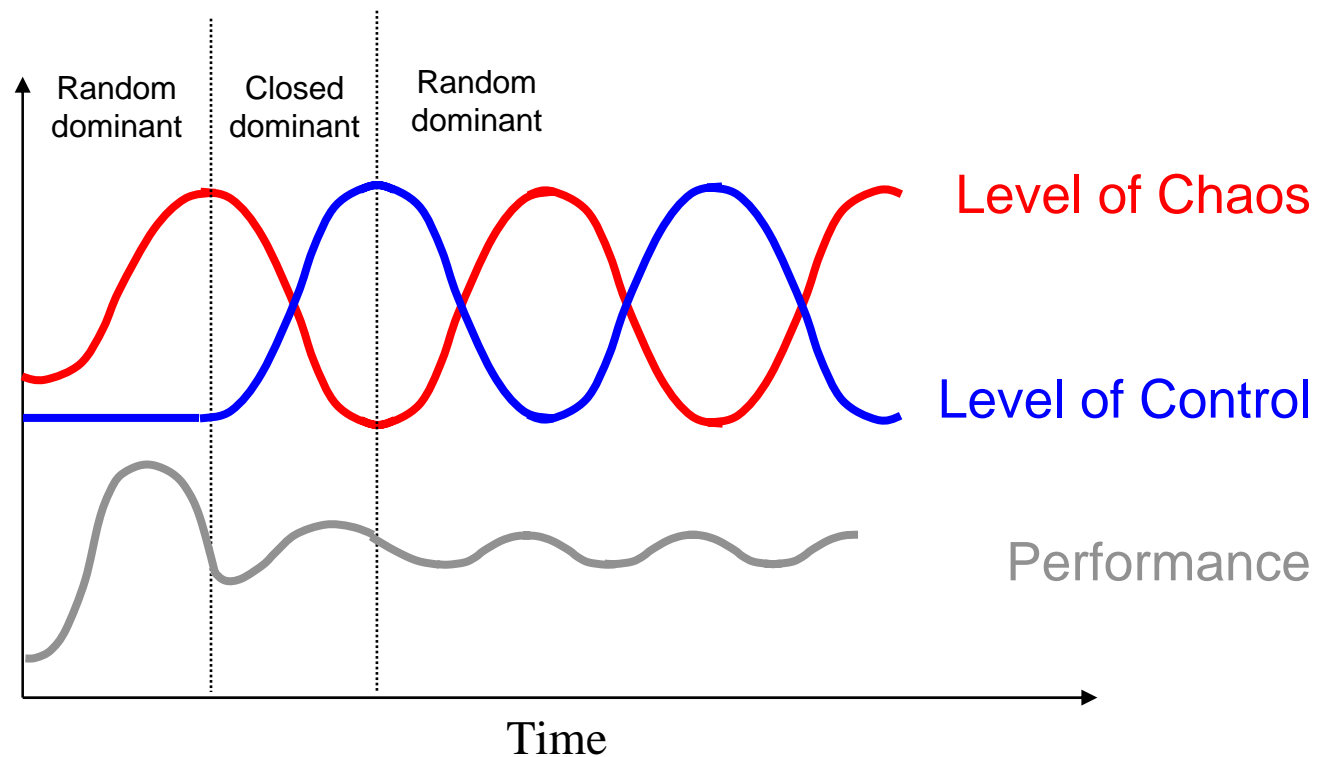
# When Random culture dominates, chaos grows



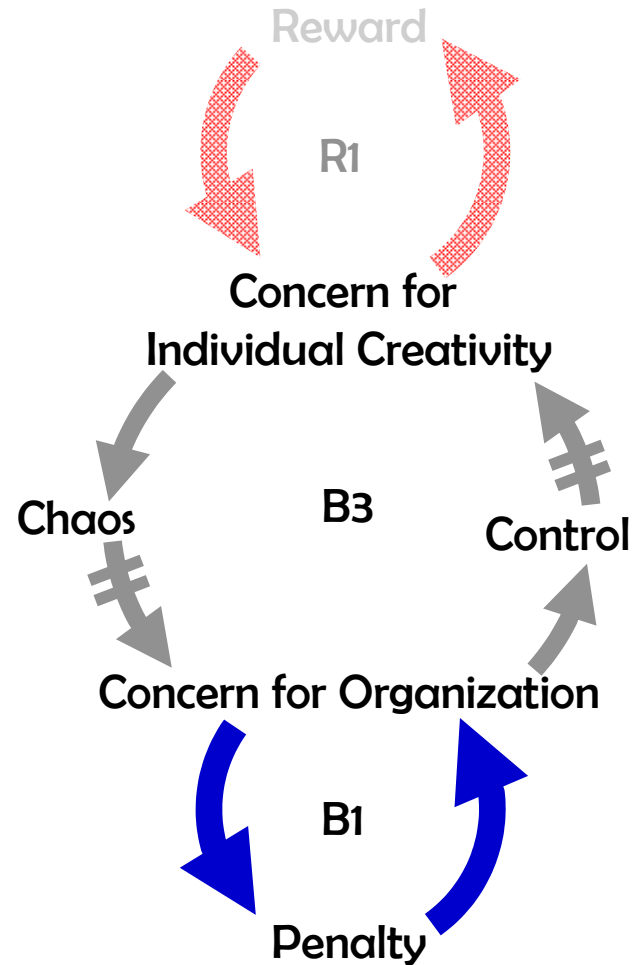
# Organization's culture depends on strength of competing concerns



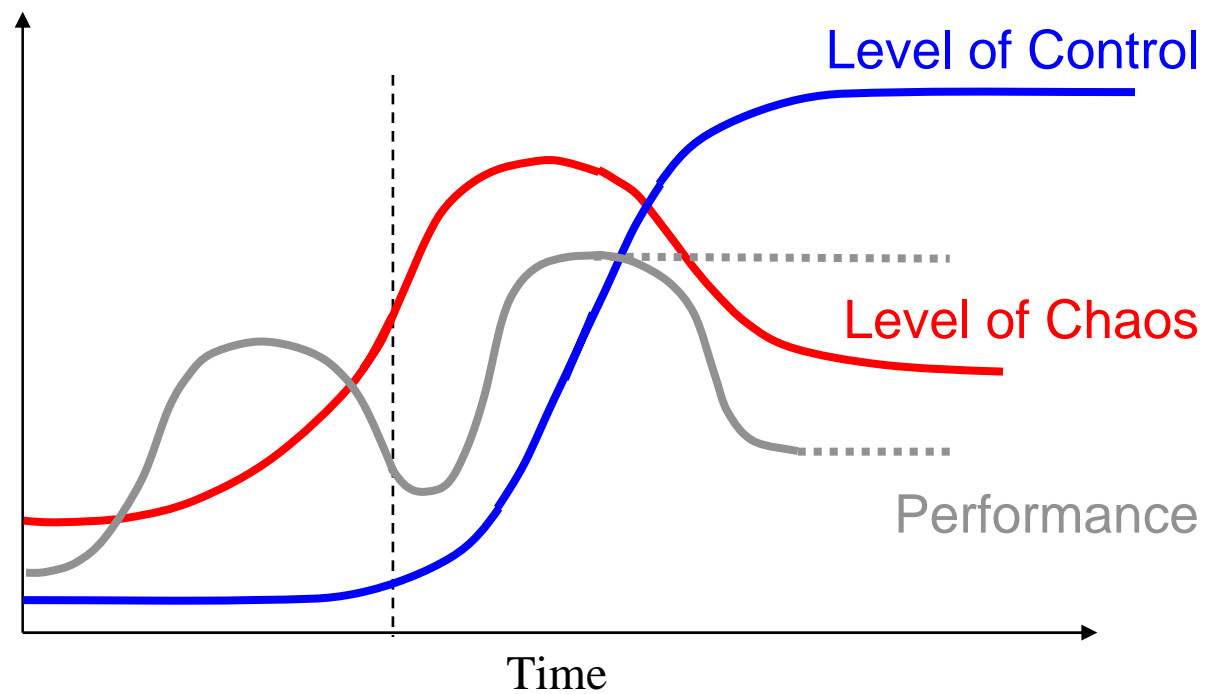
As Closed culture concerns develop, control and chaos oscillate – and performance is limited



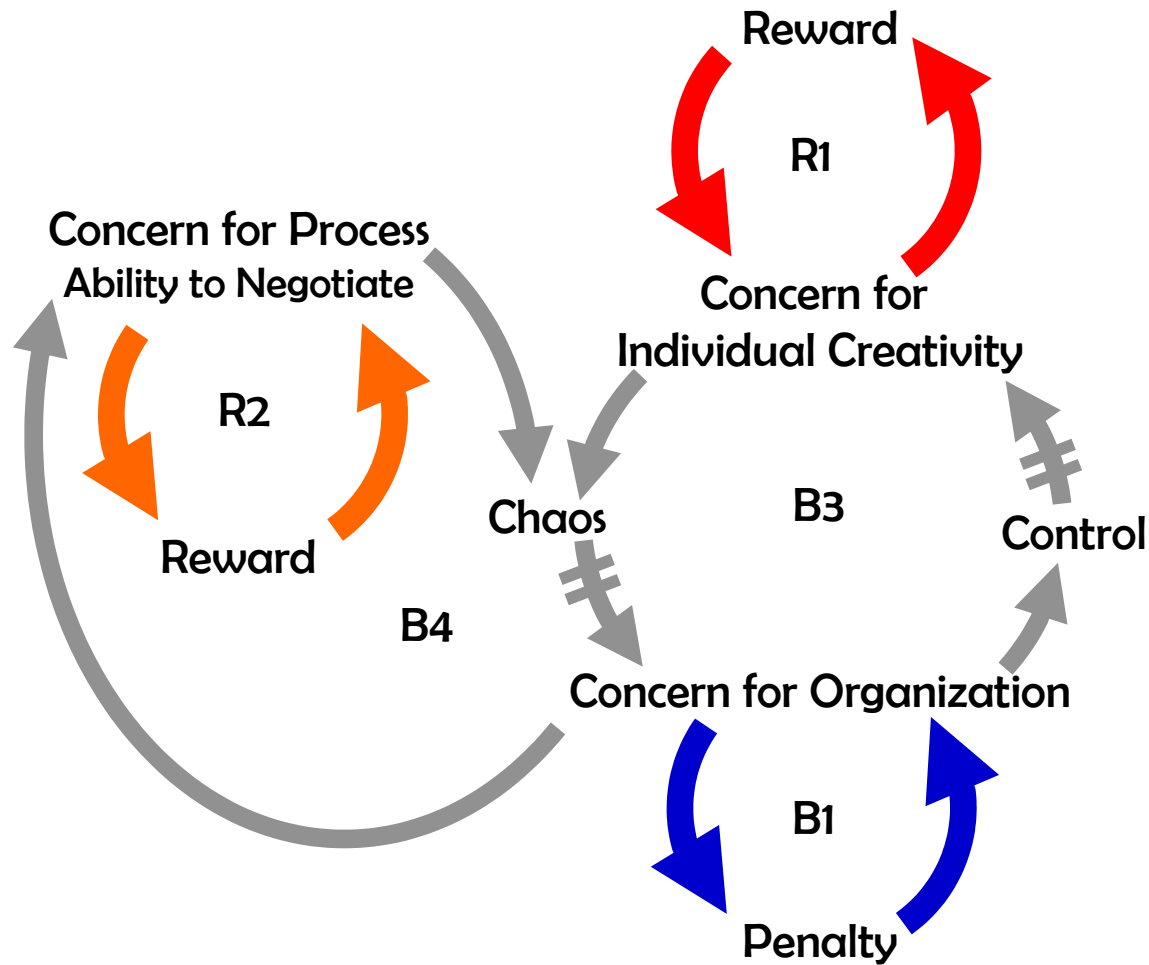
... or Closed culture concern for control  
may grow to dominate



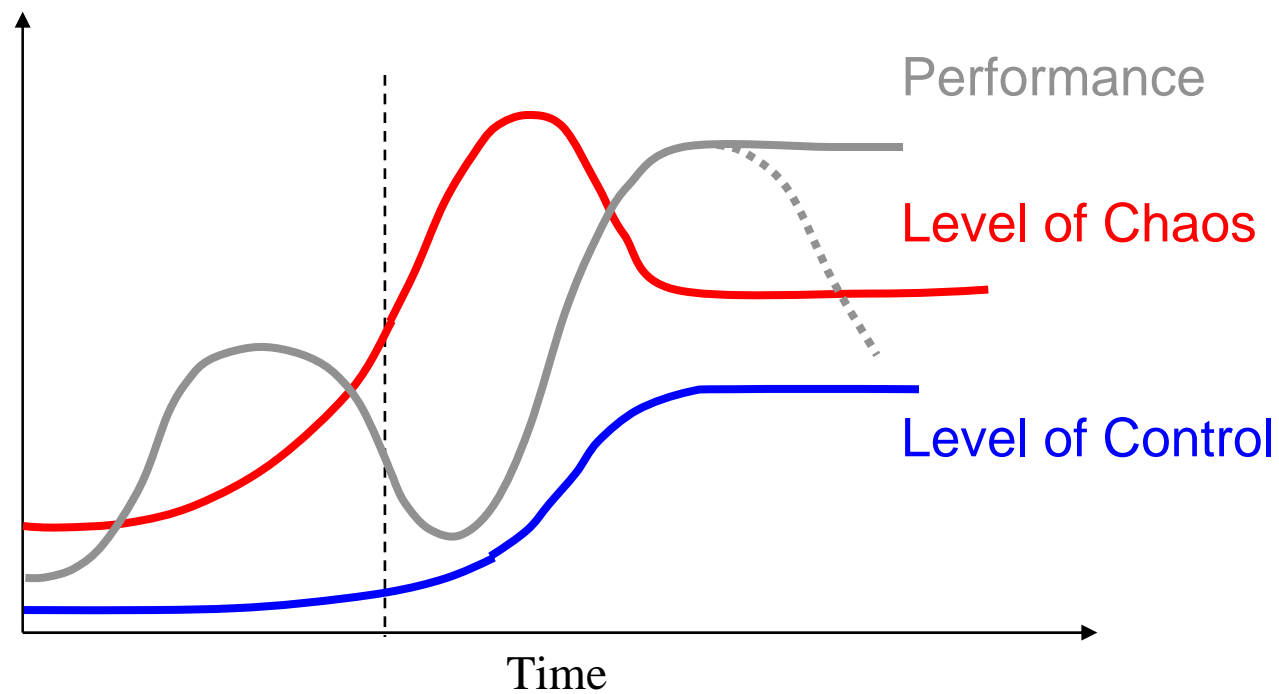
In a Closed culture control increases, chaos decreases, and performance levels off



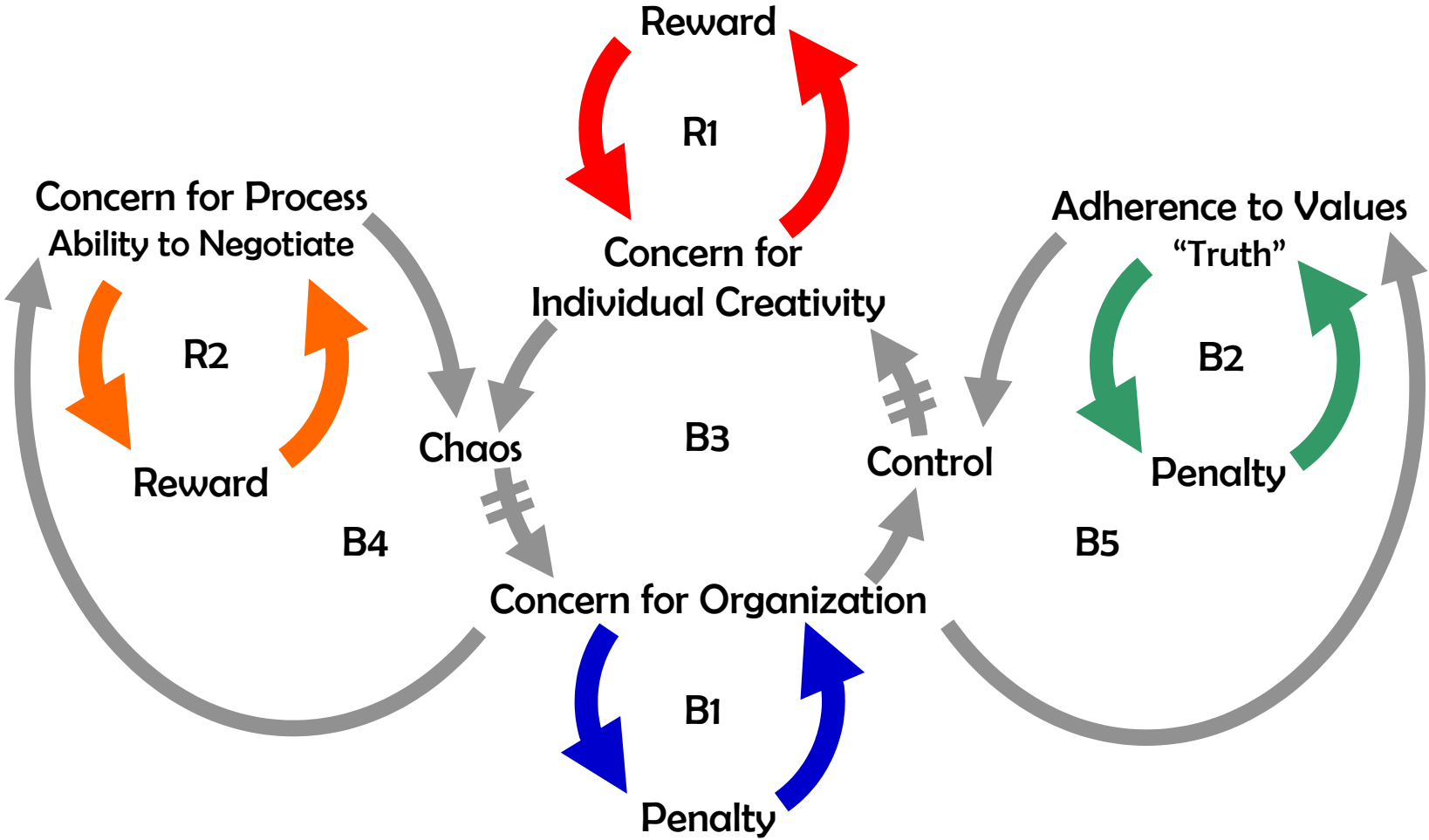
# Open System Culture



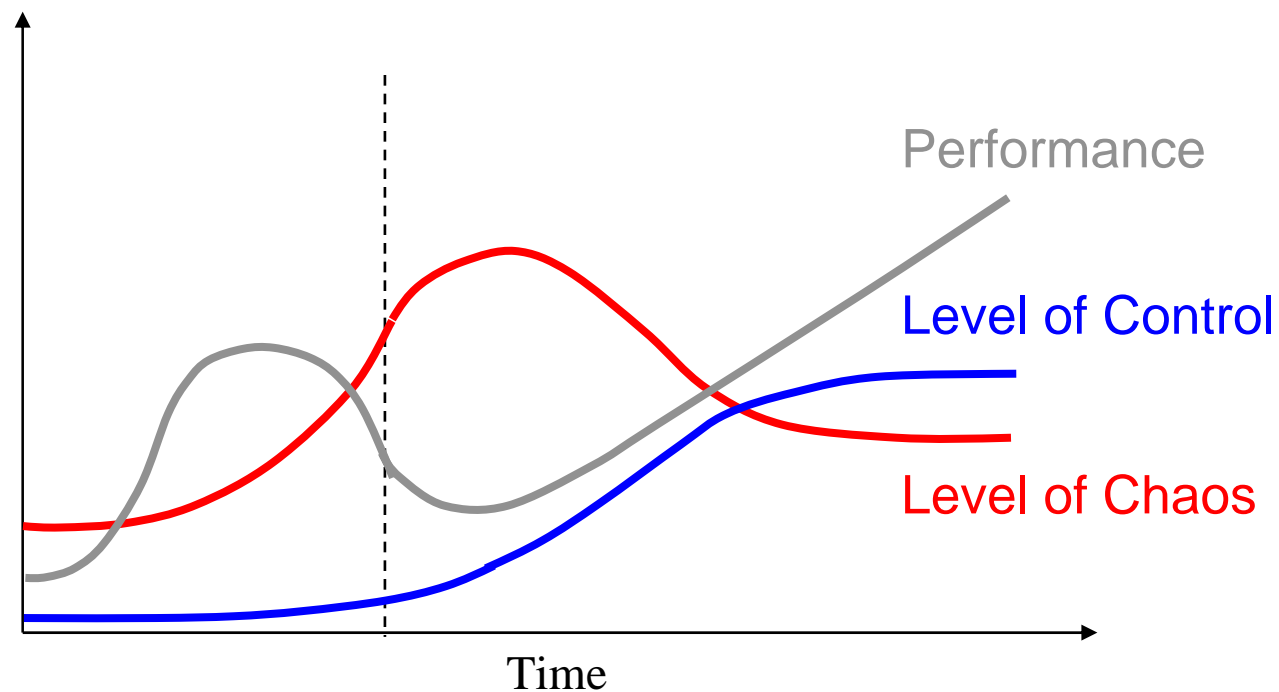
# Dominance of Open culture allows neither control nor chaos to reign



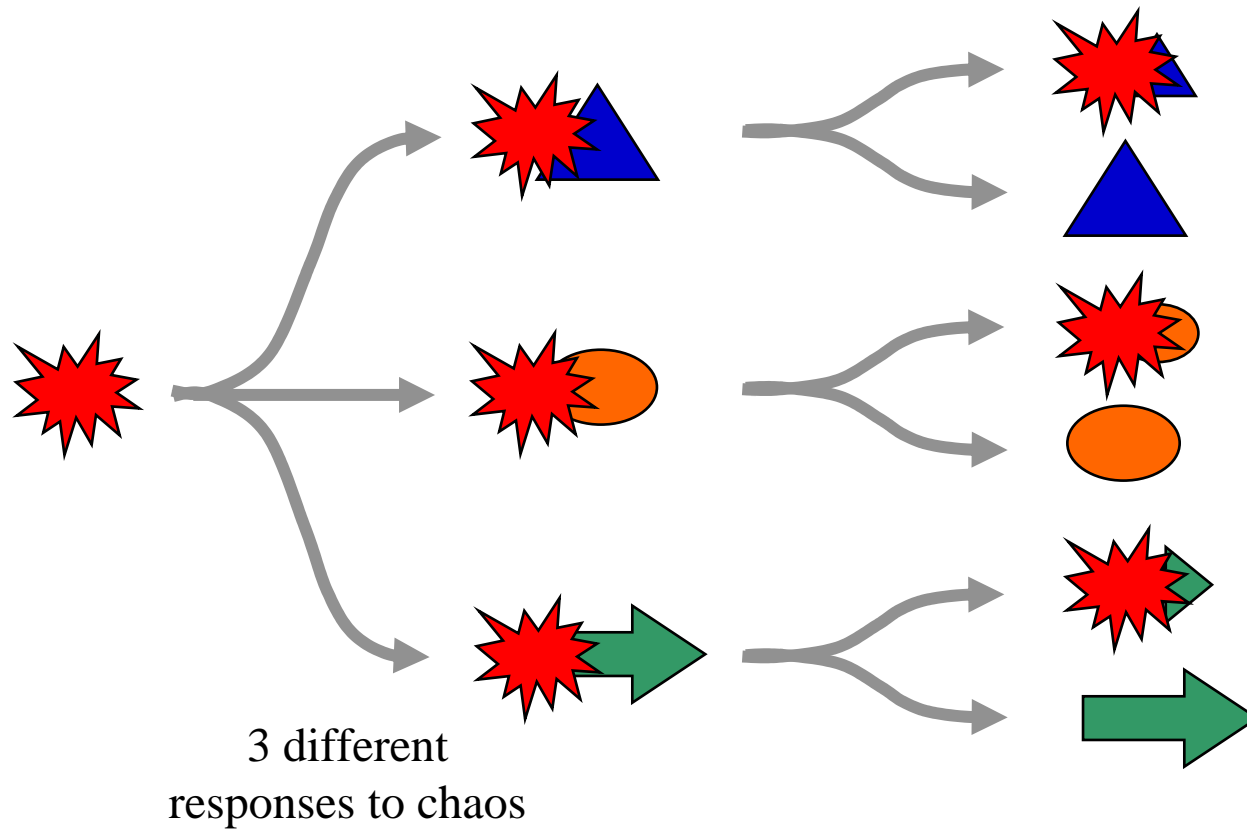
# Synchronous System Culture



# Dominance of Synchronous system allows some chaos to coexist with control

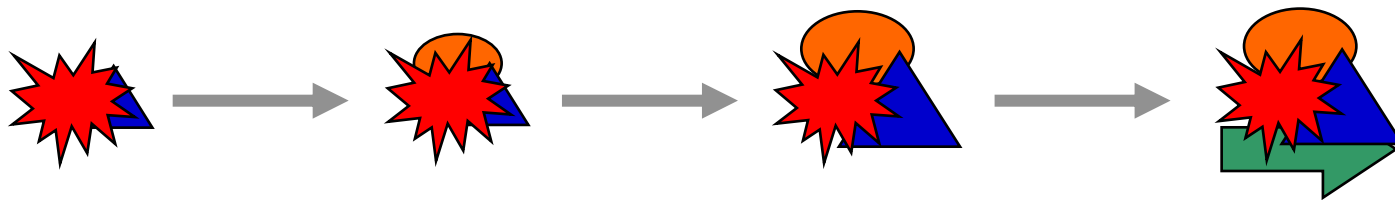


# Organic Evolutionary Pathways: Organizations begin Randomly, then evolve



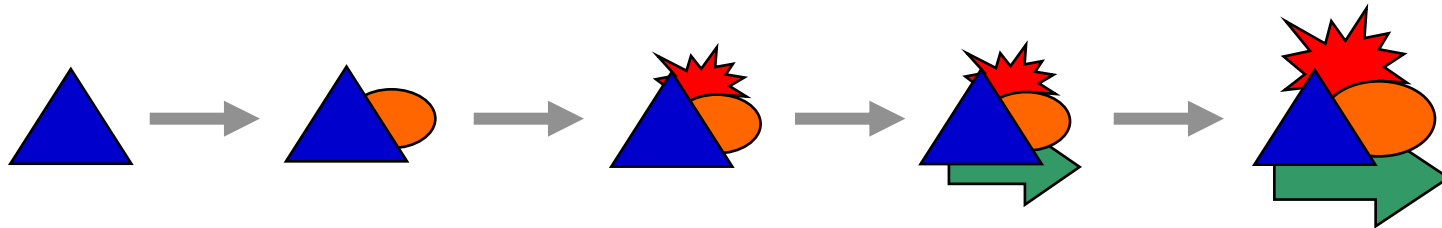
# Intentional Evolutionary Pathways

## Example 1: Random/Closed Ping-Pong

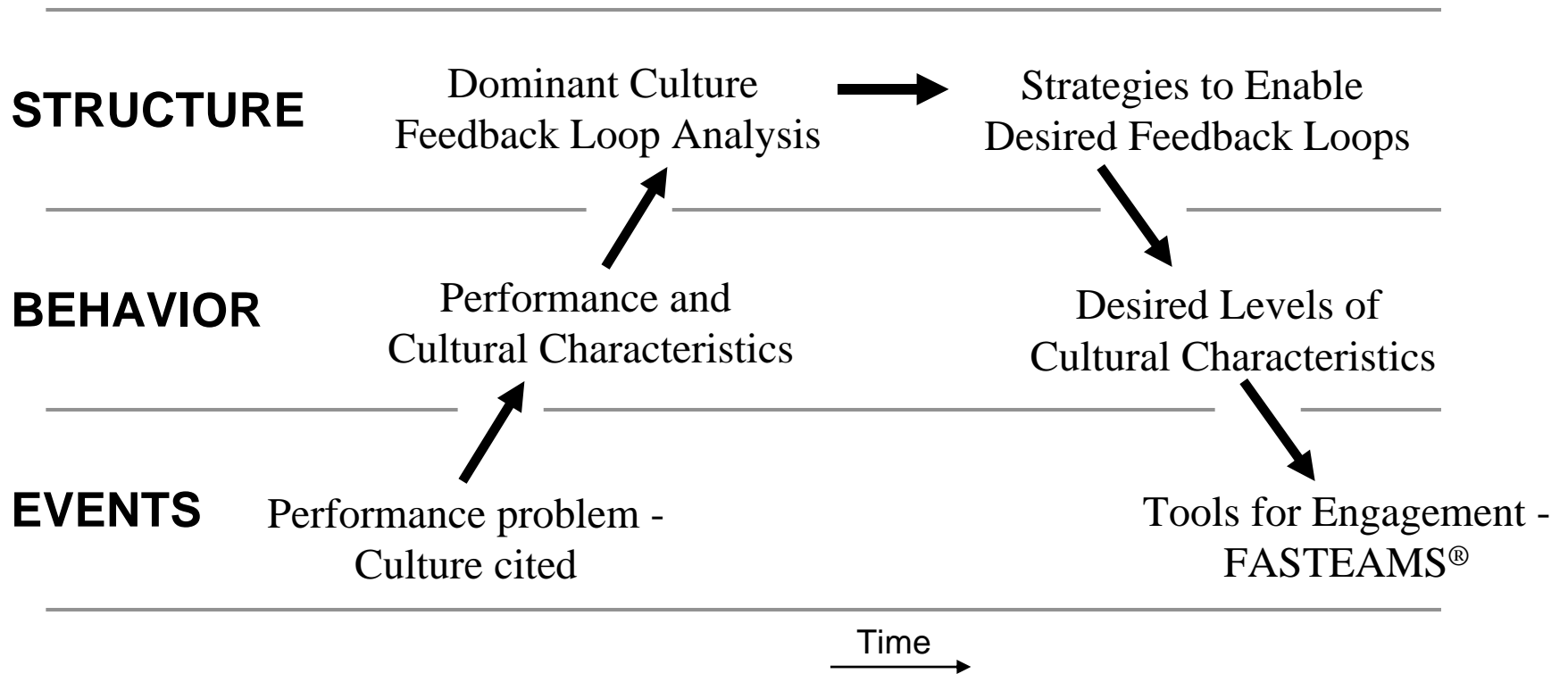


# Intentional Evolutionary Pathways

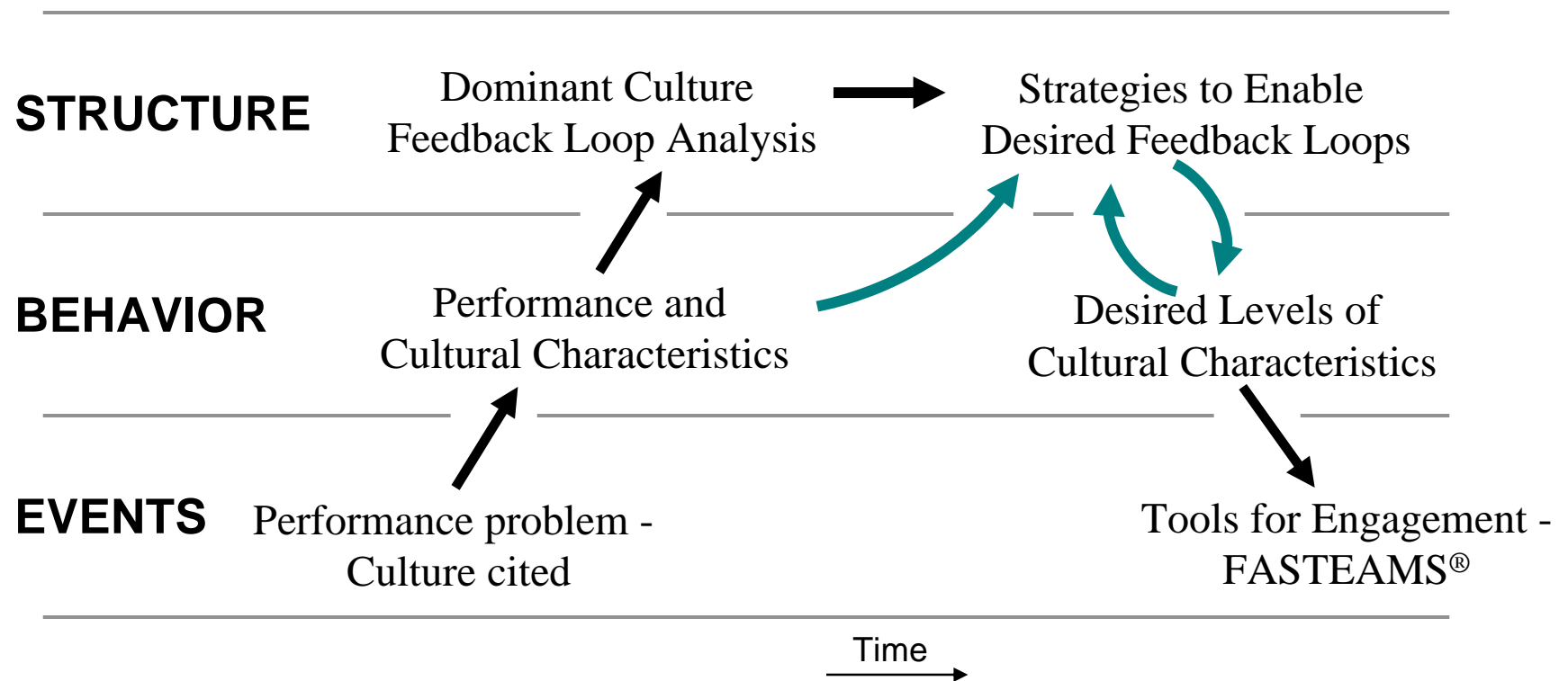
## Example 2: Dominant Closed Bureaucracy



# Systemic Cultural Change



# Gap Analysis: Difference between Desired and Actual Levels



# Gap Analysis Group Work

- What are the levels of performance, control, and chaos in your organization?
  - How have they changed over time?
- What are the desired levels of control and chaos for your organization?
  - How do these levels compare to the behavior charts drawn?
- Which loop or culture types would help your organization close these gaps?
  - Choose one or more system loops

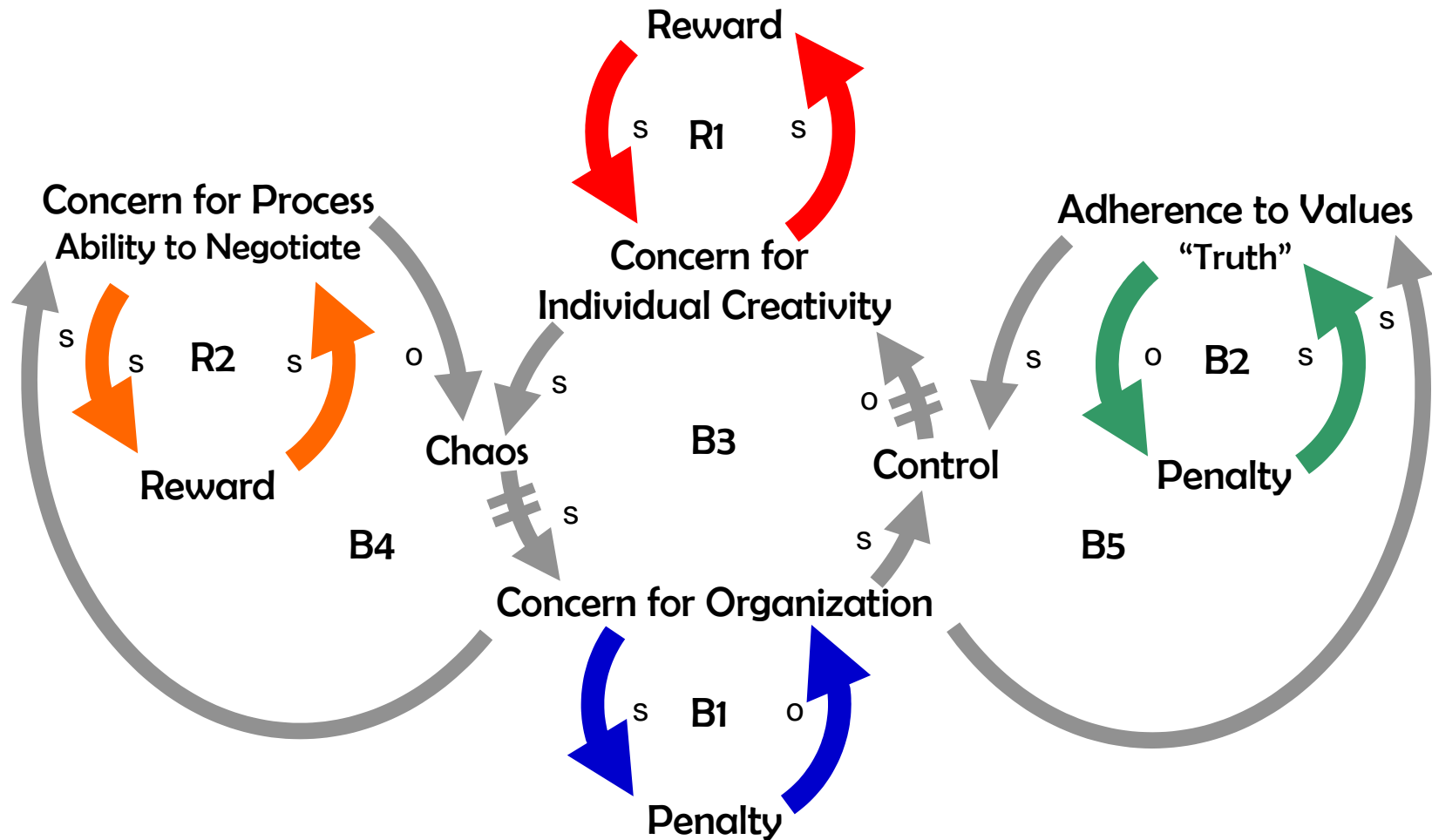
# Factors affecting your desired culture

- Your industry
  - How fast is technology changing?
  - How much flexibility is necessary?
  - How much control is desirable?
- The societal culture of your employees
  - What predispositions do they have?
  - What will they tolerate?
- Previous culture of the organization
  - Are values held consistent with those proposed?

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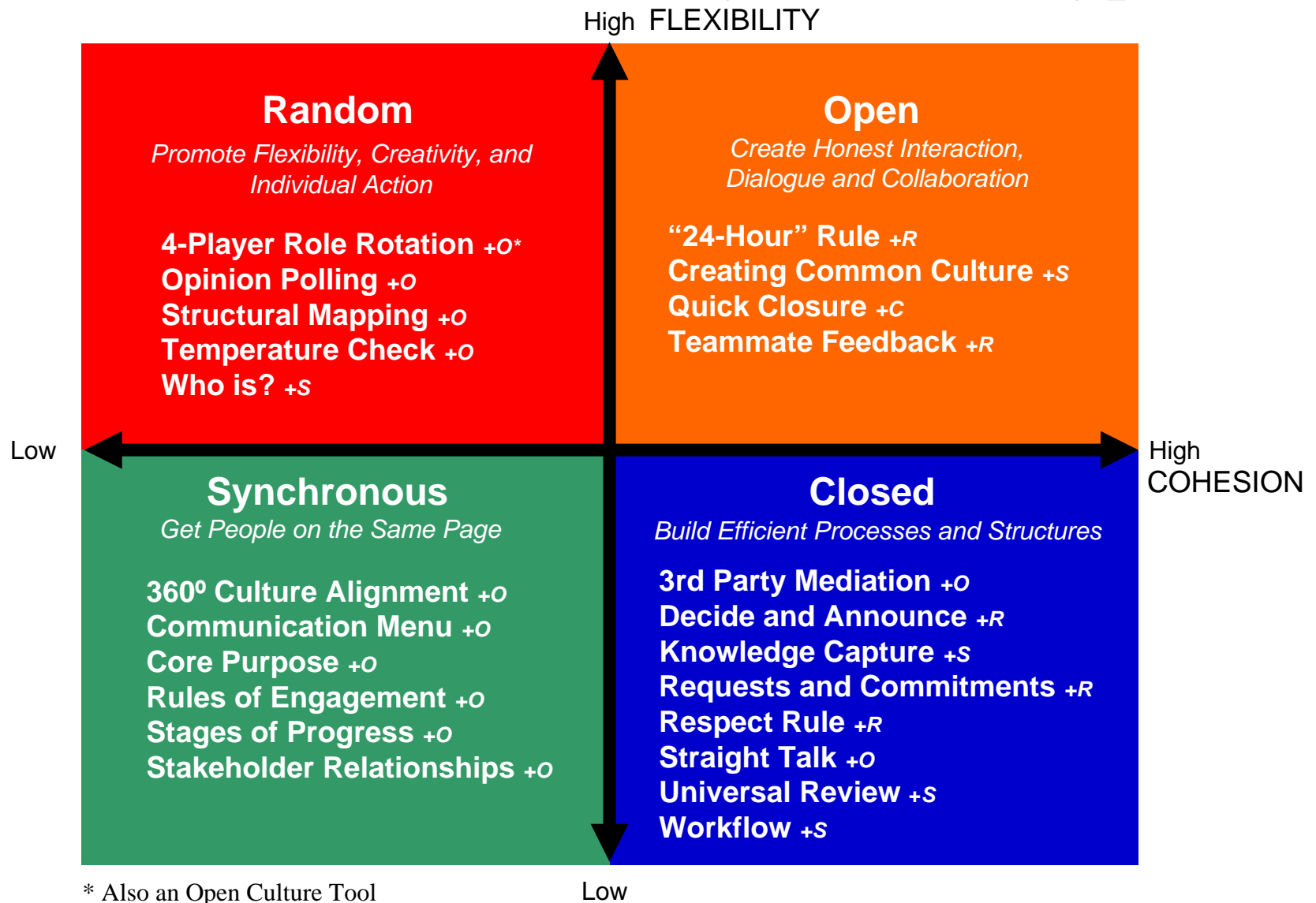
# Causal System Types Map



# What is ?

- 20+ web based tools to help teams self-manage
- Use tools to diagnose present and desired future organizational culture
- Choose tools to drive desired culture on the behavioral level
- Link to training for managers, FASTEAMS<sup>®</sup> for Leaders

# FASTEAMS<sup>®</sup> Tools by Culture Type



## Do on your own: choose a tool or tools to create more of the desired culture

- Choose **Open** culture tools to promote more honest interaction, dialogue and collaboration (R2 loop)
- Choose **Closed** system tools to build efficient processes and structures (B1 loop)
- Choose **Synchronous** culture tools to get people on the same page (B2 loop)
- Choose **Random** culture tools to promote more flexibility, creativity and individual action (R1 loop)