The experience of helping a [person] in danger, or even of training in a realistic manner to be ready to give this help, tends to change the balance of power in a youth's inner life with the result that compassion can become the master motive.

-Kurt Hahn
Shaping the Revolution?

The more we think about how to harness the technology revolution, the more we will examine ourselves and the underlying social models that these technologies embody and enable, and the more we will have an opportunity to shape the revolution in a manner that improves the state of the world.

Klaus Schwab, The Fourth Industrial Revolution
Seventy-five million to 375 million may need to switch occupational categories and learn new skills. ... There will be demand for human labor, but workers everywhere will need to rethink traditional notions of where they work, how they work, and what talents and capabilities they bring to that work. We will all need creative visions for how our lives are organized and valued in the future, in a world where the role and meaning of work start to shift.

McKinsey & Company
Uncertainty: 2020

• **Uncertainty** stems from the inability to know everything about the current situation and the difficulty of predicting what the effects of a proposed change today will be on the future.
As 2020 dawned, the Conference Board reported on its global survey of top executives, revealing that in addition to concerns about potential economic recession and geopolitical issues, the number one internal priority was attracting talent. Second was need to “create new business models because of disruptive technologies”; third was desire for “a more innovative culture.” “This is a sharp turnaround from the previous year’s Conference Board survey. In the one released in January 2019, CEOs said they were ‘most confident that they have the right culture in place to succeed in 2025.’ American CEOs were more confident than their counterparts around the globe that their organizations had the right culture.”

“Each of the top four internal issues requires developing the right organizational culture to succeed. And, developing that culture needs an effective and ongoing internal communications effort that aligns employees – from senior leadership to new hires – with the desired vision and mission. ‘A strong culture of innovation energizes and enables a company’s innovation performance,’ the Conference Board said in its report on this year’s survey...’ It’s all about vision and looking forward, even if the ‘next big thing’ means large-scale internal disruption’.”
Let’s Blame Culture

Sorely tempted to view culture as a convenient label of choice for all sorts of villainless failures. Faddish notions of culture provide a ready and blameless explanation.

Alan M. Kantrow, The constraints of corporate tradition: doing the correct thing, not just what the past dictates (1987)
2018 Why was TOXIC chosen as Word of the Year?

The Oxford Word of the Year is a word or expression that is judged to reflect the ethos, mood, or preoccupations of the passing year, and have lasting potential as a term of cultural significance.

There may be villains: An executive making a dramatic departure from Amazon cited “evidence of a vein of toxicity running through the company culture, adding, “I choose neither to serve nor drink that poison.”
Inside Amazon: Wrestling Big Ideas in a Bruising Workplace
VW CEO Urges Corporate Culture Change
CEO says changing VW culture proving tougher than expected
DO BANKS HAVE A CULTURE PROBLEM?
Wells Fargo Says Its Culture Has Changed. Some Employees Disagree
Another Foxconn Jumper; 16 suicide attempts in 3 years
“Clowns Supervised by Monkeys” Boeing Puts Space Industry in Danger

Volkswagen CEO Matthias Mueller attends the annual shareholder meeting in Hanover, Germany May 10, 2017
Technicians from the engineering department time every task and, if workers can meet the quotas, the targets are increased. Anyone unable to meet their hourly quota is not allowed to rest. Conversation in the workshop was forbidden. Quotations from Foxconn's CEO, Terry Gou, adorn the walls: "Growth, thy name is suffering," and "Execution is the integration of speed, accuracy and precision." Then there was, "Achieve goals or the sun will no longer shine."
What Is Culture?

The culture of a group can ... be defined as a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

Any group’s culture can be studied at three levels — the level of its artifacts, the level of its espoused beliefs and values, and the level of its basic underlying assumptions.
Origins: Shaping Work Culture

The second industrial revolution
Workers had to be legally married to their partners, "properly" support their families, maintain good "home conditions," demonstrate thrift and sobriety, and be efficient at their jobs. Ford established a "Sociological Department" to investigate if workers were eligible for the profit sharing and to guide them in behavioral change if they were not. ... [T]he comprehensiveness of the Ford program, its intrusiveness, and its link to a doubling of wages put it at the forefront of employer efforts to shape the behavior and mindset of employees to make them fit into a factory regimen.

Joshua R Freeman, Behemoth (2018)
Industrial Revolution II: “Electrical Consciousness”
GOOD LIGHT MEANS BETTER REPORT CARDS

BE SURE to provide children’s eyes with good light from Edison Mazda® Lamps. Poor light causes eyestrain, which often results in permanently impaired vision.

Good light means better report cards. Children see, read, write and study more accurately if they are not affected by the fatigue that comes with strain.

Good lamps and fixtures cost you but today’s value meets tomorrow.

Edison Mazda Lamps embody fifty years of electric lighting progress. The world-wide research and manufacturing facilities of General Electric are utilized in their production. They give the full value of the current consumed.

MAZDA——the mark of a research service.

EDISON MAZDA LAMPS
GENERAL ELECTRIC
Shaping Identity: General Electric

“Emblem of Service”
“Initials of a Friend”

Implicit in the institutional campaigns which General Electric and its agency launched from 1923 through 1927 were two critical elements. The first was that of a large vision with which the entire corporation could identify and behind which its various divisions and individual managers could rally. … It should march forward under a nobler banner-- that of the nation's crusader for "an electrical consciousness." By doing such a big and "unselfish" thing, GE would implicitly claim leadership of the entire industry. It would assume … Above all, as GE leaders observed, the institutional advertising campaigns had given an impetus to greater internal coordination and cohesion within the company. They had helped stamp the GE logo, the "initials of a friend," upon the entire organization and its affiliates and had helped unite them behind the vision of the company that it represented.

From “company” to “institution”

1896 : "Live Better electrically"
1955 : "Living better electrically"
1960 : "Better Living through technology"
1970 : "Progress for People" and "Progress is our most important product"
1979 : "We bring good things to life“
2005 : “Imagination at work”
Modern Times, 1936
1999, Career Jobs are Dead

In these new relationships, we still have full-time jobs, including a growing number of managerial jobs that pay reasonably well and that offer good benefits.

What we do not have is long-term security—if for no other reason than because the employer's current structure is not very secure—or predictable prospects for internal advancement.

Peter Cappelli
THE NEW “PROTEAN” CAREER CONTRACT

1. The career is managed by the person, not the organization.

2. The career is a lifelong series of experiences, skills, learnings, transitions, and identity changes. (“Career age” counts, not chronological age.)

3. Development is
   - continuous learning,
   - self-directed,
   - relational, and
   - found in work challenges.

4. Development is not (necessarily)
   - formal training,
   - retraining, or
   - upward mobility.

5. The ingredients for success change
   - from know-how to learn-how,
   - from job security to employability,
   - from organizational careers to protean careers, and
   - from “work self” to “whole self.”

6. The organization provides
   - challenging assignments,
   - developmental relationships,
   - information and other developmental resources.

7. The goal: psychological success.

Douglas T. Hall
Charles Handy
The Career Ladder
What about the nature of your working life? How important to you is it that your work life contains the following:

A - A lot of opportunity to learn new things
B - Good interpersonal relations (supervisors, co-workers)
C - Good opportunity for upgrading or promotion
D - Convenient work hours
E - A lot of variety
F - Interesting work (work that you really like)
G - Good job security
H - A good match between your job requirements and your abilities and experience
I - Good pay
J - Good physical working conditions (such as light, temperature, cleanliness, low noise level)
K - A lot of autonomy (you decide how to do your work)

--Itzhak Harpaz
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--Itzhak Harpaz
Organizational culture is a compass that gives people direction, but it is also a prison that limits their freedom. Culture guides and integrates, but also blinds and stifles thinking. A cultural compass makes it easier to find your way at work. It directs you in what to think, feel, say and do. Often it works automatically. ... When you follow the compass, you get along with other people in the organization. Culture can also imprison people. This is what happens when shared beliefs become a shared blindness. When all people in an organization think in the same way, they also find it hard to imagine anything outside their narrow cultural universe. ...

When we stop reflecting on the values of the organization, an organization can start to operate like a psychic prison.

Values are expressed in everything human beings do:

- *In language*
- *Behavior*
- *In the things humans make*
- *The institutions humans create*

Values are the driving forces which motivate human beings and provide criteria for shaping our lives and choosing action or inaction.

Values are the consciously or unconsciously held priorities that reflect the world view of an individual or an institution.

Brian Hall, Developing Human Values (1990)
Cruise values

“From the daredevils to the culinary crusaders, and fun-loving families to couples on a romantic getaway.”
A few values in play on the ship

<table>
<thead>
<tr>
<th>Cruisers</th>
<th>Staff and Crew</th>
</tr>
</thead>
<tbody>
<tr>
<td>Play/ Recreation</td>
<td>Work/ Labor</td>
</tr>
<tr>
<td>Relaxation</td>
<td>Hierarchy/ Propriety/ Order</td>
</tr>
<tr>
<td>Family/Belonging</td>
<td>(Self) Competence/Confidence</td>
</tr>
<tr>
<td>Adventure</td>
<td>Service</td>
</tr>
<tr>
<td>Sensual pleasure</td>
<td>Unity/Diversity</td>
</tr>
</tbody>
</table>

Then the virus ...

**Safety/Survival**: Concern about the ability to avoid personal injury, danger of loss and to do what is necessary to protect one's self in adverse circumstances.
Leadership in Survival?

“Leadership in Survival? I was number one on the ship after God. When I realized that the ship was listing, I left and got off it.”

“He sadly overrates himself. There is plenty more life demanding to be born. Had he fallen and dripped his brains upon the deck like honey from the comb, there would have been no loss to the world. The supply is too large.”

“All that most maddens and torments… things; … all evil, to crazy Ahab, were visibly personified and made practically assailable in Moby Dick. … [but] my shouts had gone up with the rest; … and stronger I shouted, and more did I hammer and clinch my oath…. A wild, mystical, sympathetical feeling was in me; Ahab’s quenchless feud seemed mine”

“I was number one on the ship after God“

“‘When I realized that the ship was listing, I left and got off it’”

“I know exactly what he’d tell you, lies. He was no different from any other officer in the ward room, they were all disloyal. I tried to run the ship properly, by the book, but they fought me at every turn. … Ah, but the strawberries, that’s, that’s where I had them.”
Maslow Hierarchy: **Structure for Values**

- **Physiological**
  - breathing, food, water, sex, sleep, homeostasis, excretion

- **Safety**
  - security of body, of employment, of resources, of morality, of the family, of health, of property

- **Love/Belonging**
  - friendship, family, sexual intimacy

- **Esteem**
  - self-esteem, confidence, achievement, respect of others, respect by others

- **Self-actualization**
  - morality, creativity, spontaneity, problem solving, lack of prejudice, acceptance of facts
The Dark Side

Mission Is Future Promise
Ethical Deterioration Occurs
Manipulation Replaces Management

Control (Illusion)
- Flexibility (Image)
- Isolation
- Invalidation/Forgetting
- Perfectionism/Confusion
- Self Centeredness
- Taking Care
- Dualistic Thinking
- ‘Personality Conflict/Blame
- Skilled Incompetence
- Tools Without Purpose (Fads)
- Workaholism
- Instrumental Skills
- Survival/Security

Based on Anne Wilson Schaef, The Addictive Organization (1990)
Shared Values in a Hospital System
Lessons Learned

Groups ranged from frontline workers to advanced organizational planners.

Members of each “subculture” had similar patterns of priority values.

Values related to roles (job descriptions) were congruent with personal values.

All “subcultures” shared some of the same values but with different priorities.

For frontline, (patient) care and service were top, but farther down for those higher up and farther away.

Surfacing values leads to shared value of care related to “purpose,” mission objectives.
We are building a culture of ...

• Ethics
• Safety
• Innovation
• Service
• Diversity and inclusion
• Resilience
But it’s not one at a time

• Many values are in play, sometimes competing.
• For example, be creative BUT follow the rules, be frugal, value tradition.
• No one is “without values.” It’s the combination of values—sometimes with a key missing value (empathy in the case of psychopaths)—that makes the difference.
• Lesson: To shift values, acknowledge complexity and develop skills.
Culture Shift

Avoid “simple minded effort to manipulate it as if it were a dial that can be spun or reset at will.”
Skills Shift

Workers of the future will spend more time on activities that machines are less capable of, such as managing people, applying expertise, and communicating with others. They will spend less time on predictable physical activities and on collecting and processing data, where machines already exceed human performance. The skills and capabilities required will also shift, requiring more social and emotional skills and more advanced cognitive capabilities, such as logical reasoning and creativity.

McKinsey &Company
Skills for Quality 4.0 Mature Culture

- **Instrumental:** Get the job done. Understand human and technological interface (“convivial technology”).
- **Interpersonal:** Collaborate within and across corporate boundaries.
- **Imaginal:** See how things might be different. Creativity and innovation.
- **Systems:** See the big picture to respond adaptively
There are systematic ways of thinking like a controlled paranoid. "Thinking like a controlled paranoid" is not an oxymoron! There is a method to the madness. There are systematic frameworks for identifying, and applying, different types of paranoia in order to better 'think the unthinkable." The benefit is that this type of thinking helps one to identify a much broader range of threats against one's person, the organizations, the institutions, and the societies of which one is a member. It allows one to identify a much broader range of threats than one could have possibly foreseen without the use of such a framework.

Ian Mitroff, “Think like a sociopath, act like a saint” Journal of Business Strategy (October 2004)
Leadership: Vision-Culture Gap

In survival, rhetoric can make us MORE defensive and reactive:

The Vision-Culture Gap. This misalignment develops when senior management moves the company in a strategic direction that employees don’t understand or support. The gap usually emerges when senior management establishes a vision that is too ambitious for the organization to implement. The main symptom: a breach between rhetoric and reality. Disappointed managers often blame employees for resisting change; frustrated employees react with cynicism and suspicion.

M.J. Hatch
Don’t try this at home: “Insultants”

Jon Taffer brings about rapid change through intervention, BUT he has deep knowledge of his field from experience and research, conducts thorough analysis, has the consent of his clients, supports a clear objective (customer experience leading to profit), and supplies resources for strategic change (design and finance).
Don’t Confuse Strong Culture and Cult

What characterizes corporate cult is the degree of control management exercises over employees’ thinking and behavior. This starts with recruitment, where employees are screened for their “fit.” Once in, they then see that on-boarding processes and incentive systems tend to reinforce the need for alignment. This drives the way people communicate, make decisions, evaluate each other, as well as hiring, promotion and termination decisions. In such a climate, individualism is discouraged, and group-think prevails.

Standard Tools and Techniques

• Surveys: There are about 80 culture surveys available. Most don’t just focus on culture but include perceptions of performance. The Organizational Cultural Inventory (OCI) is one close to Schein’s framework.

• Consultants: Offer an outside view. Their role may be closer to anthropologist studying culture.

• Conversations: Needed to use insights of surveys and consultants and surface values.

• Leadership: Openness and trust required. Defense and reaction will shut it down.
Great Places to Work

People analytics firm Great Place to Work determined the list by conducting America’s largest ongoing annual workforce study, representing more than 4.3 million employees this year alone.

Employees responded to over 60 survey questions describing the extent to which their organization creates a Great Place to Work For All™. Eighty-five percent of the evaluation is based on what employees report about their experiences of trust and reaching their full human potential as part of their organization, no matter who they are or what they do. We analyze these experiences relative to each organization’s size, workforce make up, and what’s typical in their industry and region.

The remaining pieces we consider include an assessment of all employees’ daily experiences of the company’s values, people’s ability to contribute new ideas, and the effectiveness of their leaders, to ensure they’re consistently experienced.
Values
According to the World Economic Forum, “by 2022 – 42% of core skills required to perform existing jobs are expected to change” in the fourth industrial revolution. Organizations are morphing as technology disrupts work life. Even those that in past have embraced a culture of quality are challenged by digital transformation to redefine how their purpose, values and norms are shared. Uncertainty, accompanied by competing demands for flexible innovation and increased productivity, threatens engagement and leads to employee burnout. Some examples from “high tech” reveal cultures almost as undesirable as any formed in the first industrial revolution. So, how do we respond? This webinar describes the urgency of developing a Quality 4.0 culture. Taking a values-based perspective, Dr. Lindborg maps organizational culture and subcultures, offers advice on assessing cultural health, explores criteria for a cultural maturity model, and reviews methods for creating change, including the roles of leadership and consultants (sometimes, “insultants”).

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