Peter Drucker: “Culture eats strategy for breakfast”

In this organisation: what can we expect from each other?

Tangible Intangibles – it resides in our individual and collective minds finding expression through:

- Stories & Legends:
  - learning
  - victories
  - heroes
  - losses
  - rebirth

- Ceremonies & Celebrations:
  - welcome
  - exit
  - achievement
  - rememberance

- Physical Artefacts:
  - look, feel
  - brand, symbols
  - space
  - uniform/dress

- Language:
  - technical
  - respect
  - communication

- Behavioural Norms:
  - communication
  - conflict
  - decisions

Roles for Leadership in Shaping Culture

Influencing through:

VOICING:
- Surfacing, championing, and conveying a vision for success connected to real contexts and business outcomes
- Stories – making visible stories of desired culture and integrating learning

TESTING:
- Demonstrate desired culture in leadership contexts/modes
- Prototype desired culture in an urgent project – short-term changes, short-term wins

ENABLING:
- Identify blockages in process and system – “treat”
- Integrate desired cultural expectations into HR practices
- Provide learning and practice to support desired behaviours