What is culture?

⭐ If we can't define it...

⭐ We can't create it

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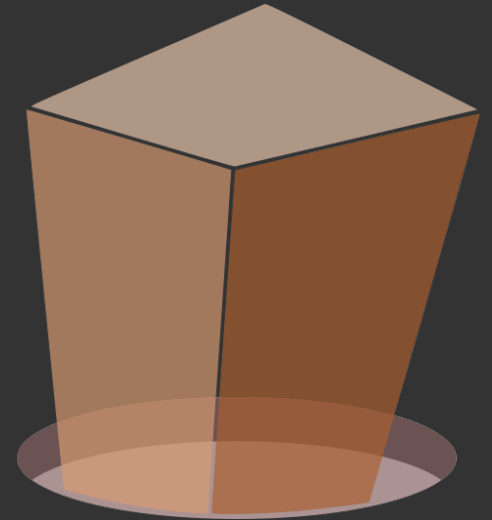
How to recognise culture?

⭐ How do you know where you are?

⭐ How did you know what to wear today?

⭐ Have you ever been a square peg in a round hole?

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Defining culture

★ If we can't measure it...

★ We can't change it

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Defining culture

Hello! Hey!

Hola! Bonjour! Hi!

Culture = Language + Rules

STOP

GO

GIVE WAY

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Defining culture
Language

⭐ If we can't measure it...

⭐ We can't change it

⭐ Language + Rules

⭐ What do you call a regular performance management conversation?

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Defining culture

Language

⭐ What do you call someone who has just joined the teaching profession?

⭐ What do you really call them?

⭐ What do you say about OFSTED inspectors?

⭐ What do you really say?

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Defining culture Rules

⭐ Explicit rules - Formal, visible

⭐ Tacit rules - Informal, invisible

⭐ Write down one explicit rule that you have in your MAT

⭐ Write down the tacit rule which modifies that explicit rule

People Place Program

⭐ Any organisation can be divided into 3 distinct cultural areas

⭐ If you started today, where would you focus?

People
Place
Program

⭐ People – Who

– Steve Jobs, James Dyson, Richard Branson, Elon Musk, Trevor Averre-Beeson

⭐ Program (Process)

– What you do, produce or provide

⭐ Place – The physical environment

– A school, a church, a town hall, a campus, a tower block, remote

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People Place Program

⭐ People – Dependent on individual

- Gerald Ratner, Rupert Murdoch, Eddie Stobart, Trevor Averre-Beeson

⭐ Program - Tied to one model

- Kodak, Blockbuster, Nokia, Tie Rack

⭐ Place

- When you build the right Place it will attract the right People, the right People will run the right Program

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People Place Program

⭐ Program - Providing education?

- Educating students is not the program

- In industrial terms, education is the added value which creates profit

⭐ What is your program? What does your MAT deliver?

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Culture or cult?

★ A culture emerges from the behaviour of multiple people

★ What happens if a single person defines the culture?

★ Visionary Head Teacher to CEO

★ Leaders will tend to hire younger versions of themselves

★ A cult is unstable and limits growth

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Creating culture

⭐ Culture is an emergent property

⭐ Can we create a culture?

⭐ What happens if we don't?

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Creating culture

⭐ People are highly adaptable
- Family
- Friends
- Colleagues

⭐ Belonging = psychological safety
- Google - Project Aristotle

Changing culture

⭐ Changing a culture can seem like a complex, daunting task

⭐ Changing language and rules is easy

⭐ What influences the pace of change?

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Changing culture

⭐ What influences the pace of change?

⭐ Integrity

⭐ Integrity of starting point – reality of culture v how we would like it

⭐ Shame, embarrassment

⭐ Integrity of explicit v tacit rules

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Changing culture

⭐ Integrity of starting point

⭐ Reality v illusion

⭐ Shame, embarrassment

We like to think
we're starting here

Culture change journey

When really
we're back here

Culture change journey

Honesty might
move us to here

Culture change journey

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Changing culture

⭐ Integrity of explicit v tacit rules

⭐ We start at 9:00
  – But 9:15 is OK too
  – If you're the manager's friend

⭐ We reward results
  – But people who fail are rewarded too

⭐ But you need some flexibility!!
  – Flexibility = time

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Changing culture

⭐ Be wary of experts

⭐ 'What we did' is not the same as 'what works'

⭐ All results are built upon the current culture, which differs from one MAT to another

⭐ Hiring a leader with a 'proven track record' can be dangerous

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Shaping culture

⭐ Be honest about where you are now, you won't surprise anyone, except with your honesty

⭐ Define the future picture

⭐ Define the rules

⭐ Speed of change is driven by integrity

⭐ Be prepared to lose people who will be a better fit somewhere else

⭐ Build a culture not a cult

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