

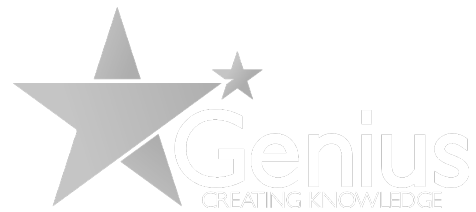
What is Culture?

Peter Freeth

What is culture?

★ If we can't define it...

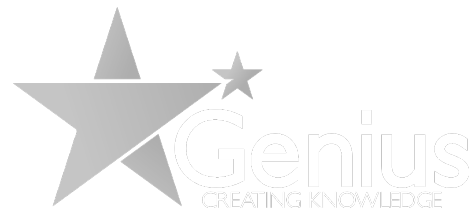
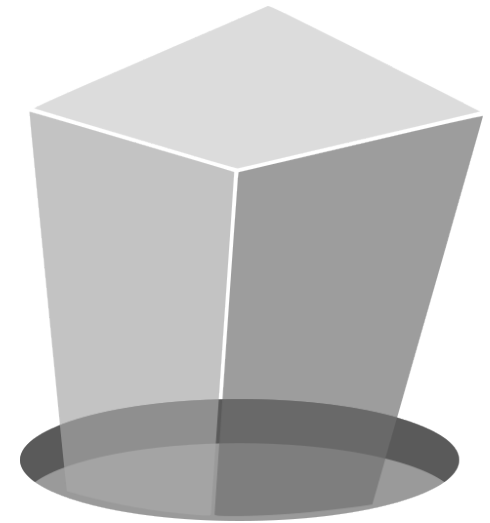
★ We can't create it



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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?

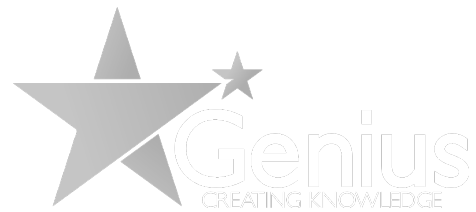
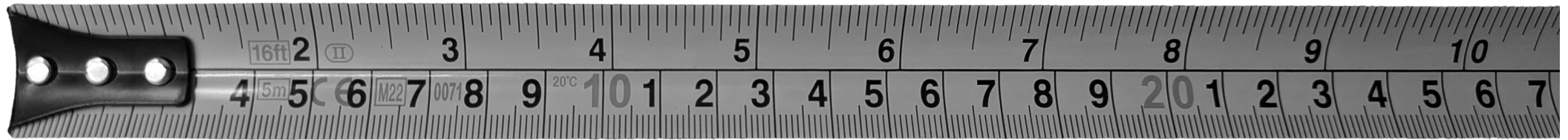


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Defining culture

★ If we can't measure it...

★ We can't change it



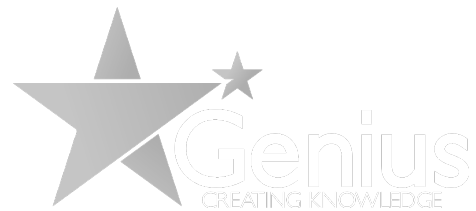
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Defining culture

Hello! *Hey!*   

Culture = Language + Rules

Hola! *Bonjour! Hi!*  



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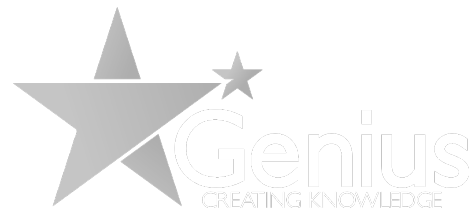
Defining culture Language

★ If we can't measure it...

★ We can't change it

★ Language + Rules

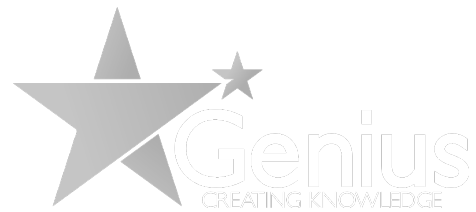
★ What do you call a regular
performance management
conversation?



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Defining culture Language

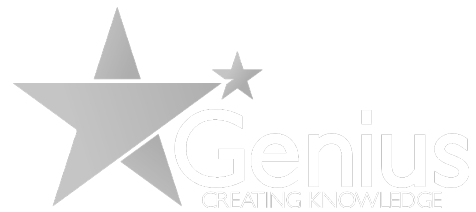
- ★ What do you call someone who has just joined the teaching profession?
- ★ What do you really call them?
- ★ What do you say about OFSTED inspectors?
- ★ What do you really say?



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Defining culture Rules

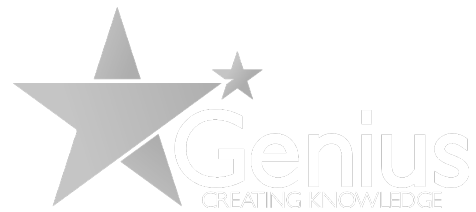
- ★ Explicit rules - Formal, visible
- ★ Tacit rules - Informal, invisible
- ★ Write down one explicit rule that you have in your MAT
- ★ Write down the tacit rule which modifies that explicit rule



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People Place Program

- ★ Any organisation can be divided into 3 distinct cultural areas
- ★ If you started today, where would you focus?



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People Place Program

★ People – Who

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

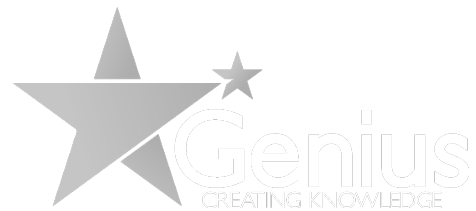
★ Program (Process)

- 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

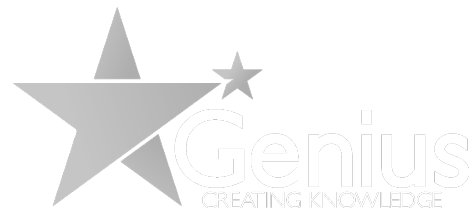
- ★ People – Dependent on individual
 - Gerald Ratner, Rupert Murdoch, Eddie Stobart, Trevor Averre-Beeson
- ★ Program – Tied to one model
 - Kodak, Blockbuster, Nokia, Tie Rack
- ★ Place
 - When you build the right Place it will attract the right People, the right People will run the right Program

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People Place Program

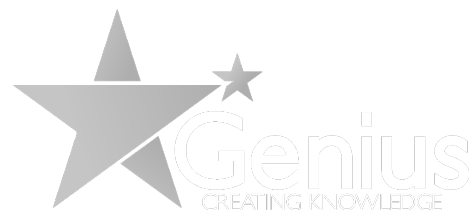
- ★ Program - Providing education?
 - Educating students is not the program
 - In industrial terms, education is the added value which creates profit
- ★ What is your program? What does your MAT deliver?



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Culture or cult?

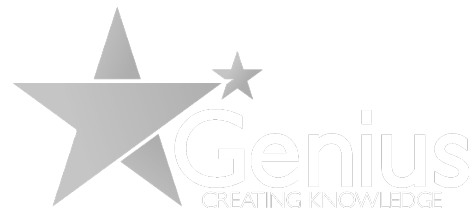
- ★ A culture emerges from the behaviour of multiple people
- ★ What happens if a single person defines the culture?
- ★ Visionary Head Teacher to CEO
- ★ Leaders will tend to hire younger versions of themselves
- ★ A cult is unstable and limits growth



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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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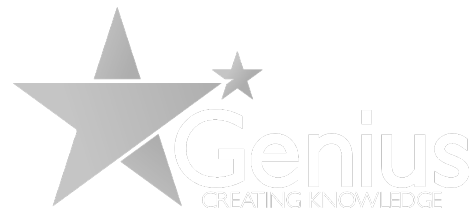
Creating culture

★ People are highly adaptable

- Family
- Friends
- Colleagues

★ Belonging = psychological safety

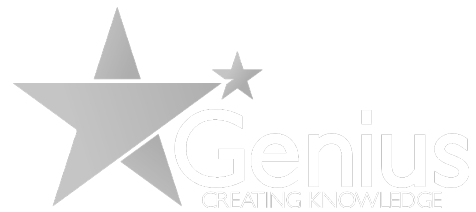
- Google - Project Aristotle



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Changing culture

- ★ Changing a culture can seem like a complex, daunting task
- ★ Changing language and rules is easy
- ★ What influences the pace of change?

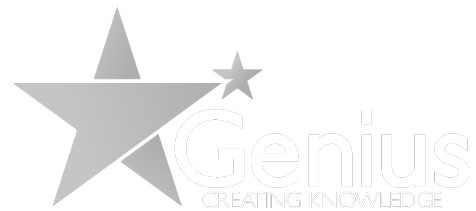


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Changing culture

- ★ 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

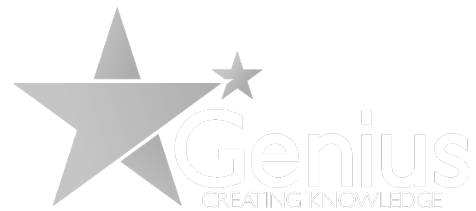
Culture change journey

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

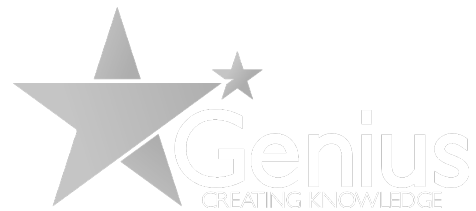
★ We reward results

- But people who fail are rewarded too

★ But you need some flexibility!!

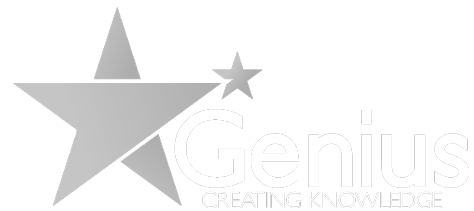
- Flexibility = time

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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

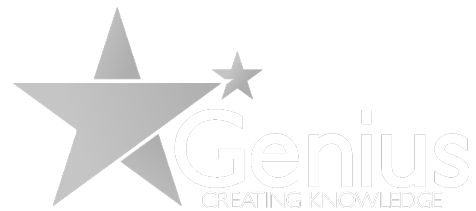


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Shaping culture

- ★ 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

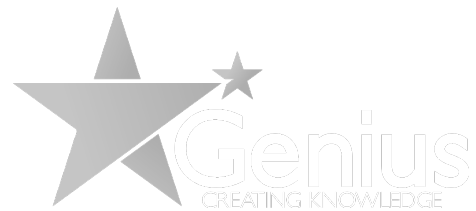
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