Culture is King
Diagnosing and Addressing Organizational Culture for Change and Implementation
The IDEATE Framework

Glenn A. Tapia
Director of Leadership & Organizational Intelligence
Webinar Tips

To ask a question to presenters, enter your question in the chat box and hit enter.

- Help your task force brainstorm potential partnerships with state that may boost task force efforts.
- Equip your task force with ideas to maintain partnerships.
- Highlight effective collaborative increase the identification of human and traffickers.
Webinar Tips (continued)

• For technical support, send a chat message to “Tech Support.”
• For the best quality, close other browser windows and tabs during the webinar.
• If you click on the icon of the speaker at the top of the screen, you can adjust your speaker volume.
• This webinar is being recorded. A link will be emailed to you following weeks.
• At the end of the webinar, there will be an opportunity to evaluate the presentation by answering the poll questions.
Did you get to see the other video presentations called *You Can’t Read the Label from Inside the Jar* and also *The Leadership Imperative: 10 Essential Principles of Implementation Leadership*

- Not yet
- I saw one but not the other
- I saw some of both but not all
- Yes, I watched both completely
Organizations and Systems are Perfectly Designed to Achieve the Outcomes they Get
THE JAR AND THE BUTTERFLY

You Can’t Read the Label From Inside the Jar
70% of “Top Down” Change Initiatives Fail (Theory E)

70% of “Bottom Up” Change Initiatives Fail (Theory O)

70% of “Critical Mass” Change Initiatives Fail

What Does Harvard Know?

Criminal Justice System Gaps Leading to Ineffective Outcomes

• Science to Service Gap
  • What is known to be effective through research is not adopted by the organization

• Implementation Gap
  • QUALITY: What is adopted by the organization is not used with fidelity (as it was designed to be used) to produce outcomes
  • TIME: What is used with fidelity is not sustained for a useful period of time
  • DENSITY: What is used with fidelity is not used on a scale sufficient to make an impact

• Leadership and Culture Gap
  • Traditional leadership strategies are insufficient to apply implementation science to real-world settings
  • Organizational and system cultural traits are not hospitable to sustained innovation
Matching the science to the job

Organizational Science

Implementation Science

Criminology and Behavioral Science

Results of Our Efforts

Organizational Culture & Leadership Acumen

Implementation

Criminology and Behavioral Science

Practices

Outcomes
10 Essential Principles of Implementation Leadership

IMPLEMENTATION LEADERSHIP
THE TEN ESSENTIAL PRINCIPLES FOR ORGANIZATIONAL INTELLIGENCE
The 10 Essential Principles

01. Trust the Vision
02. Murphy Hates Us
03. Be Comfortable Being Uncomfortable
04. Adapt or Die
05. Fail Forward Fail Often
06. Culture is King
07. Lead the Hearts Lead the Minds
08. Be Intentionally Infinite
09. Take the Leap
10. Savor the Journey
CULTURE IS KING
If you neglect to diagnose and fully understand your organizational culture, you will become its victim.

All implementation and all strategy are downstream from culture.

Culture is King
PETER DRUCKER

Culture eats strategy for breakfast
“...culture consists of whatever it is one has to know or believe in order to operate in a manner acceptable to its members....

Culture Is not a material phenomenon; it does not consist of things, people, behavior, or emotions. It is rather an organization of these things. It is the forms of things that people have in mind, their models for perceiving, relating, and otherwise interpreting them”
Organizational Culture as an Equation

[Diagram showing inputs and mindset as components of organizational culture]

Inputs:
- People
- Habits
- Rules

Mindset:
- Beliefs
- Values
- Assumptions

Dialogue & Interaction
YET ANOTHER OLD GUY ON CRIMINAL JUSTICE CULTURE

The underlying eco-system of beliefs, thoughts, attitudes, perceptions, behaviors, traditions, and habits of the collective sum of people in an organization.

It is omnipresent, but is impalpable and invisible and thus, often neglected in organizational change efforts.

In the public sector, and especially in criminal justice, it is more powerful than any budget, any leader, any policy, any strategy, any set of politics, and any law.

That includes criminology…

That includes implementation science…
Organizational Culture change as chemistry

- Boundaries
- Inputs + Mindset
- Dialogue & Interaction
Organizational Culture & the Competing Values Framework
POLL QUESTION 2

Which typology is **MOST** dominant in your organizational culture?

- Collaborate Culture
- Create Culture
- Control Culture
- Compete Culture
POLL QUESTION 3

Which typology is **LEAST** dominant in your organizational culture?

- Collaborate Culture
- Create Culture
- Control Culture
- Compete Culture
Infinite cycle of culture and change acumen

Work ON the organization not just in it
IDENTIFY THE CULTURE
using the Organizational Culture Assessment Instrument (OCAI)

DIAGNOSE & DIALOGUE DEEPLY
depth and pervasive dialogue to validate and plan around OCAI results

EXPLORE ALTERNATIVES
to current culture using the Embrace/Avoid Tools and Emergenetics ©

TEN ESSENTIALS
Principles of Implementation Leadership
Organizational Culture Assessment Instrument (OCAI)
Developed by Kim Cameron and Robert Quinn at the University of Michigan, is a validated research method to assess organizational culture.

Based directly on the Competing Values Framework by (Quinn & Rohrbaugh, 1981).

Measures current and desired culture

Easy to use, score, interpret with consultant or expert

Widely used internationally
6 DOMAINS OF THE OCAI

ORGANIZATIONAL DOMAINS

1. Dominant Characteristics
2. Organizational Leadership
3. Management of Employees
4. Organization Glue
5. Strategic Emphases
6. Criteria of Success
BASIC SCORING METHOD

1. Dominant Characteristics
(divide 100 points among these four statements according to how you view your organization. Write numbers in the boxes.)

<p>| | |</p>
<table>
<thead>
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<tr>
<td>A. The organization is a very personal place. It is like one big family. People seem to share a lot of themselves.</td>
<td>25</td>
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<tr>
<td>B. The organization is a very dynamic and innovative place. People are willing to stick their necks out and take risks.</td>
<td>15</td>
</tr>
<tr>
<td>C. The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.</td>
<td>30</td>
</tr>
<tr>
<td>D. The organization is a very controlled and structured place. Formal rules and procedures generally govern what people do.</td>
<td>30</td>
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</table>
IDENTIFY THE CULTURE using the Organizational Culture Assessment Instrument (OCAI)

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TEN ESSENTIALS
Principles of Implementation Leadership
There is very rarely a single culture that describes an organization.

There is no “right” culture – but there is one that fits your business and purpose.

All types within the OCAI have value and great organizations can be agile within the full spectra of culture.

Agility is the key to culture change.
THE CREATE PROFILE
[EXTERNALLY FOCUSED & FLEXIBLE]

Ad Hoc – specialized, dynamic & maybe temporary
Innovative and transformation-minded
Idea-minded and creative (e.g. adaptive leadership)
Focus on the future
Held together by vision
Love to experiment (members are idea generators)
Welcome diversity of thought
Focus on agility (versus speed) with high readiness for change (e.g. pitching a tent vs building a palace)
Invite risks and dynamic approaches
Search for variation and departure from the norm (outside the box is a good thing)
The leaders are the inspiration, idea-people and champions for change

“The best way to kill an idea is to develop a policy and procedure”
Held together by capable process and logistics such as documentation and procedures (e.g. technical leadership)

Controlled and structured where members conform

Centralized decision-making

Metrics and measurement-minded, especially quality (fidelity)

Risks shouldn’t be taken in order to minimize loss (failure is not an option)

Welcome predictability & rigorously tested methods

High value on efficiency, consistency and uniformity

Have to get it right (errors are not tolerated)

Innovation is achieved only incrementally

Eliminate variation in order to protect the norm (work to stay inside the box)

The leader is the coordinator, organizer, and monitor

“There is a right way and a wrong way”
Athletic approach to work (e.g. defeat others, be winners) – HUSTLE!
Focus on speed and short-term wins
External environment (market) is hostile and not benign
Quick to get to solutions
Stretch targets
Focus on market share and market penetration
High value on productivity where members are the producers
Customer focused and meeting stakeholder expectations
Prioritize achievement and the bottom line
Leadership are hard drivers, hard workers, directors and model the aggressive mindset

“Its better to aim high and miss the mark than to aim low and hit it”
Community-minded (individuals are part of a collective) - egalitarian

A sense of “we” – and customers are partners

Organization is less an economic entity and moreso an extended family – people share a lot themselves

Held together by human development, human relations, and personal growth

Cohesive and morale-driven with a focus on employee engagement/satisfaction

Held together by shared human values to include loyalty, trust, commitment, tradition, & participation

Slower moving due to a need to get consensus

High values of communication and cooperation

The leader is the connector, mentor, team builder and inclusive collaborator

Management empowers people to make decisions

“Handshakes are more powerful than contracts”
DEEP AND PERVERSIVE DIALOGUE

PRO TIPS

- Use implementation team or change circles
- Design your team/circle with cognitively diverse people
- Dialogue is a process, discussion is an event.
- Use an ongoing process not a single event.
- Turning the abstract into the concrete with deep and pervasive dialogue
- Validate OCAI results by connecting the profile to specific practices and habits of the organization
IDENTIFY THE CULTURE
using the Organizational Culture Assessment Instrument (OCAI)

DIAGNOSE & DIALOGUE DEEPLY
deep and pervasive dialogue to validate and plan around OCAI results

EXPLORE ALTERNATIVES
to current culture using the Embrace/Avoid Tools and Emergenetics ©

TEN ESSENTIALS
Principles of Implementation Leadership
4-PART SUITE OF TOOLS

• Part I – The OCAI (Organizational Culture Assessment Instrument)
• Part II - Tension Mapping (Dialogue Tool)
• Part III – Embrace and Avoid (Dialogue and Planning Tools)
• Part IV – Emergenetics © Personal Neuro-Leadership Assessment
There is no panacea or evidence-based model for culture change.

Culture is not a technical phenomenon; therefore change cannot be approached technocratically – There is no checklist to changing culture.

“If you are not confused about culture change, you are likely not paying attention”
TENSION MAPPING
The Embrace/Avoid Tools
COLLABORATE (CLAN)

- Community-minded (individuals are part of a collective) - egalitarian
- A sense of "we" – and customers are partners
- Organization is less an economic entity and more so an extended family – people share a lot themselves
- Held together by human development, human relations, and personal growth
- Cohesive and morale-driven with a focus on employee engagement/satisfaction
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- Prioritize achievement and the bottom line
- Leadership are hard drivers, hard workers, directors and model the aggressive mindset
- "It's better to aim high and miss the mark than to aim low and hit it"
CONTROL (HEIRARCHY)

- Held together by capable process and logistics such as documentation and procedures (e.g., technical leadership)
- Controlled and structured where members conform
- Centralized decision-making
- Metrics and measurement-minded, especially quality (fidelity)
- Risks shouldn’t be taken in order to minimize loss (failure is not an option)
- Welcome predictability & rigorously tested methods
- High value on efficiency, consistency and uniformity
- Have to get it right (errors are not tolerated)
- Innovation is achieved only incrementally
- Eliminate variation in order to protect the norm (work to stay inside the box)
- The leader is the coordinator, organizer, and monitor
- “There is a right way and a wrong way”

CREATE (ADHOCRACY)

- Ad Hoc – specialized, dynamic & maybe temporary
- Innovative and transformation-minded
- Idea-minded and creative (e.g., adaptive leadership)
- Focus on the future
- Held together by vision
- Love to experiment (members are idea generators)
- Welcome diversity of thought
- Focus on agility (versus speed) with high readiness for change (e.g., pitching a tent vs building a palace)
- Invite risks and dynamic approaches
- Search for variation and departure from the norm (outside the box is a good thing)
- The leaders are the inspiration, idea-people and champions for change
- “The best way to kill an idea is to develop a policy and procedure”
Organizational Culture change as Chemistry

- Boundaries
- Inputs + Mindset
- Dialogue & Interaction
SUSTAIN 0

DEPRECIATE -10 -5 APPRECIATE +10 +5
Exploring Alternatives Tools

**EMBRACE**
- The **MINDSET** that maximizes the desired cultural typology (values, beliefs, attitudes)
- The **HABITS** that maximize the desired cultural typology
- Your **KEY INGREDIENTS** for cultural change

**AVOID**
- The **MINDSET** that works against or inhibit the desired cultural typology (values, beliefs, attitudes)
- The **HABITS** that work against or inhibit the desired cultural typology
- Might be things you have to **STOP DOING** so often
Evaluate Alternatives to Culture
EMBRACE AND AVOID—Part II

EMBRACE: What does this need to look like?
- Survey and meet employee needs
- Promote teamwork and participation by
- Support & recognize team oriented people by
- Foster better morale through empowerment by
- Create higher levels of trust by
- Express more obvious concern for people by
- Ongoing dialogue with others about
- Hire and advance people with the values of
- Mentor people toward connection & cohesion by
- Other

AVOID: What mindset & habits work against this culture? (Use the MARKET CULTURE profile to find attributes that compete against CLAN CULTURE)

EMBRACE: What does this need to look like?
- Decentralize performance measures by
- Continuous external motivation of people by
- Adapt to market needs by
- Encourage “Hustle” and achievement by
- Stretch our targets by
- Establish large-scale domination by
- Hire and advance people with the values of
- Lead others toward productivity by
- Other

AVOID: What mindset & habits work against this culture? (Use the CLAN CULTURE profile to find attributes that compete against MARKET CULTURE)

⇒ Community minded (Individuals are part of a collective) - egalitarian
⇒ A sense of “we” – and customers are partners
⇒ Organization is less an economic entity and more an extended family – people share a lot themselves
⇒ Held together by human development, human relations, and personal growth
⇒ Collective and morale-driven with a focus on employee engagement/satisfaction
⇒ Held together by shared human values to include loyalty, trust, commitment, tradition, & participation
⇒ Slower moving due to a need to get consensus
⇒ High values of communication and cooperation
⇒ The leader is the connector, mentor, team builder and inclusive collaborator
Evaluate Alternatives to Culture
EMBRACE AND AVOID—Part II

CREATE (ADHOCRACY) CULTURE

EMBRACE:
- What does this need to look like?
  - Encourage and celebrate healthy risk-taking and entrepreneurship by
  - Create an imaginative vision & future focus by
  - Facilitate ongoing readiness-for-change by
  - Encourage new transformative ideas among staff by
  - Experiment with the following innovative ideas
  - Create space for ongoing experimentation and “departure from the norm” by
  - Hire and advance people with the skills and values of
  - Lead others toward inspirational ideas by
  - Other

AVOID:
- What mindset & habits work against this culture? (Use the CONTROL (HEIRARCHY) profile to find attributes that compete against CREATE (ADHOCRACY) CULTURE

CONTROL (HEIRARCHY) CULTURE

EMBRACE:
- What does this need to look like?
  - Centralize more decision-making by
  - Develop rigorous quality and fidelity metrics for the following processes
  - Develop rigorous quality and fidelity standards for the following processes
  - Codify clear policies and procedures by
  - Eliminate critical errors and avoid risks by
  - Eliminate variation in products & services by
  - Hire and advance people with the technical skills and values of
  - Lead and monitor others toward logistical efficiency by
  - Other

AVOID:
- What mindset & habits work against this culture? (Use the ADHOCRACY CULTURE profile to find attributes that compete against CONTROL (HEIRARCHY) CULTURE

⇒ Ad Hoc – specialized, dynamic & maybe temporary
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⇒ The leaders are the inspiration, idea people and champions for change
Management empowers people to make decisions
Neuro-Leadership and Culture Change
Cognitive Collaboration and Emergenetics © Assessment
GOLDEN RULE
Treat others the way I want to be treated

COLLABORATE:
EVERYONE SHOULD KNOW HOW I THINK
EVERYONE UNDERSTANDS ME

PLATINUM RULE
Treat others the way THEY want to be treated

COLLABORATE:
I SHOULD KNOW HOW OTHERS THINK
I UNDERSTAND EVERYONE WHO UNDERSTANDS EACH OTHER
Cognitive Collaboration

• **Collaborate in the brain,** not the boardroom

• Create, design, execute, improve, innovate with others **but based on our differences in neuro-habits and preferences**

• A different brain + another different brain = a **smarter brain**

• Think of others needs, objectives, and challenges (**outward mindset approach**)
Patterns of thinking and behaving that emerge from your genetic blueprint and life experiences.
**BROWNING’S/ WILLIAMS’ RESEARCH**

**ANALYTICAL PREFERENCES**
An expressed interest in logic, data, and understanding the reasoning behind things.

**CONCEPTUAL PREFERENCES**
An expressed interest in the big-picture, visioning and new ideas.

**STRUCTURE PREFERENCES**
An expressed interest in process and following rules and guidelines.

**SOCIAL PREFERENCES**
An expressed interest in people and relationships.

**EXPRESSIONNESS**
Ranging from quiet and reserved to outgoing and gregarious.

**FLEXIBILITY**
Ranging from focused and firm to accommodating and easy going.

**ASSERTIVENESS**
Ranging from peacekeeping and accepting to competitive and driven.

**SOCIAL**
Intuitive about people
Socially aware
Relational

**STRUCTURAL**
Practical thinker
Likes guidelines
Predictable

**CLEAR THINKER**
Logical problem solver
Rational

**FIVE WAYS OF THINKING**
BROWNING’S/WILLIAMS’ RESEARCH

ANALYTICAL
Clear thinker
Logical problem solver
Rational

CONCEPTUAL
Imaginative
Visionary
Intuitive about ideas

STRUCTURAL
Practical thinker
Likes guidelines
Predictable

SOCIAL
Intuitive about people
Socially aware
Relational

EXPRESSIVENESS
The outward display of emotions toward others and the world at large

ASSERTIVENESS
The style and pace with which you advance thoughts, feelings, and beliefs

FLEXIBILITY
Willingness to accommodate the thoughts and actions of others
ANALYTICAL = 26%
Clear thinker
Logical problem solver
Data driven
Rational
Learns by mental analysis

TRUCTURAL = 2%
Practical thinker
Likes guidelines
Cautious of new ideas
Predictable
Learns by doing

CONCEPTUAL = 37%
- Imaginative
- Intuitive about ideas
- Visionary
- Enjoys the unusual
- Learns by experimenting

SOCIAL = 34%
- Relational
- Intuitive about people
- Socially aware
- Empathic
- Learns from others

HOW YOU THINK: PERCENTAGES

HOW YOU COMPARE TO THE GENERAL POPULATION

Expressiveness
- Quiet
- Introverted
- Reserved
- Tentative
- Introverted

Asserviveness
- Peacekeeping
- Easing
- Competitive
- Forceful
- Diving

Flexibility
- Focused
- Firm
- Adaptive
- Accommodating
- Welcomes Change

EMERGENETICS® | PROFILE

GLEN TAPIA - JULY 31, 2015

www.acji.org | innovation@gmail.com
ANALYTICAL
- Clear thinker
- Logical problem solver
- Data driven
- Rational
- Learns by mental analysis

STRUCTURAL
- Practical thinker
- Likes guidelines
- Cautionous of new ideas
- Predictable
- Learns by doing

SOCIAL
- Intuitive about people
- Socially aware
- Relational
- Empathic
- Learns from others

CONCEPTUAL
- Imaginative
- Intuitive about ideas
- Visionary
- Enjoys the unusual
- Learns by experimenting

HOW GROUP COMPARES TO THE GENERAL POPULATION
- Expressiveness:
  - General Population: 43
  - Group: 49
- Assertiveness:
  - General Population: 37
  - Group: 53
- Flexibility:
  - General Population: 40
  - Group: 64
ANALYTICAL

- Clear thinker
- Logical problem solver
- Data driven
- Rational
- Learns by mental analysis
STRUCTURAL

- Practical
- Predictable
- Enjoys directions
- Makes and follows plans carefully
- Likes closure
SOCIAL

- Enjoys helping others
- Emotional
- Relational
- Intuitive about people
- Likes working with and through others
CONCEPTUAL

• Imaginative
• Intuitive about ideas
• Visionary
• Enjoys the unusual
• Learns by experimenting
COGNITIVE DIVERSITY ON TEAMS

The ANALYTICAL Brain
What does the research say?
Let’s do a cost/benefit analysis!

The STRUCTURAL Brain
What’s the process and timeline?
The devil is in the details!

The CONCEPTUAL Brain
Let’s brainstorm new innovations to solve this?
Let's draw up a model!

The SOCIAL Brain
Who should be on the team?
How will this impact our clients?
Organizational Culture (OCAI)

- **CLAN**
  - Collaborate
  - “Do Things Together”

- **ADHOCRACY**
  - Create
  - “Do New Things”

- **HEIRARCHY**
  - Control
  - “Do Things Right”

- **MARKET**
  - Compete
  - “Do Things Fast and Better”

Neuro Leadership (Emergenetics ©)

- **4 THINKING ATTRIBUTES**
  - Expressiveness
  - Analytical
  - Conceptual
  - Structural

- **3 BEHAVIORAL ATTRIBUTES**
  - Assertiveness
  - Social
  - Flexibility
Quick Tips for Cognitive Collaboration

• Assess your team with Emergenetics © personal assessment and related training called “Meeting of the Minds.”

• Design your culture change teams based on Emergenetics © profile differences among members.

• Try to think like the OTHER people think and understand their point of view from their cognitive preferences.

• Ask for the same in return from others.

• Develop and rehearse cognitive collaboration skills.
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depth and pervasive dialogue to validate and plan around OCAI results

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TEN ESSENTIALS
Principles of Implementation Leadership
Implementation Leadership

The Ten Essential Principles for Organizational Intelligence

WWW.ACJI.ORG | ACJINNOVATION@GMAIL.COM
Leadership mindset is contagious
Relentless Optimism and Brightening the Goal
Uncertainty is not fear
Good is the enemy of great
Foresight is 20/20

What can go wrong, will go wrong
Accept Murphy for who he is—this helps lessen frustration and increase adaptability
Strong leaders build Murphy problems into their implementation strategies

Find comfort in chaos
There is no growth in the comfort zone
There is no comfort in the growth zone
Disequilibrium is the rule, not the exception
Get beyond the fear zone

Diagnose the challenge first
Discern between symptoms and problems
Discern between technical and adaptive problems
Match the solution/problem types
Go from failure to failure without loss of enthusiasm

Failure is a virtue, perfection is a vice
Progress, not Perfection
Embrace trial and error
Build failure into plans
06 CULTURE IS KING
All strategy is downstream from organizational culture
Identify & diagnose the culture or become its victim
Change culture by changing inputs, mindset, dialogue and interaction

07 LEAD THE HEARTS LEAD THE MINDS
Lead the mindset, don’t govern the behavior
People need the WHY before the WHAT & HOW
Build and maintain the interpersonal savings account
Compliance is not adherence

08 BE INTENTIONALLY INFINITE
Growth mindset, rather than fixed mindset
Implementation is neither a marathon nor a sprint
Flexible plays, agile players
Play the Infinite Game

09 TAKE THE LEAP
Guard against analysis paralysis
Courage is fear with a trusted plan that you're willing to fail and learn from
Imagine rather than worrying

10 SAVOR THE JOURNEY
Trials contribute to the greater body of knowledge and good
Don’t let ambition overshadow small success
Create better leaders, not better followers
If you neglect to diagnose and fully understand your organizational culture, you will become its victim.

All implementation and all strategy is downstream from culture.

Culture is King
### CULTURE IS ALWAYS UPSTREAM FROM STRATEGY

* Indicates a statistically significant correlation

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<td>0.2608*</td>
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<td>-0.3156*</td>
</tr>
</tbody>
</table>
CLASH OF THE CULTURES

CRIMINAL JUSTICE SYSTEM CULTURE
- Risk Aversion
- Stability
- Control, Order, Structure
- Conform to rules and policies
  - *Deviance from the norm* is unjust

CHANGE CULTURE
- Risk Invitation (Entrepreneurship)
- Innovation (Instability)
- Experimentation, Trial, Error
- Diverge from status quo
  - *Deviance from the norm* is necessary
Organizational Culture as an Equation

Inputs
- People
- Habits
- Rules

Mindset
- Beliefs
- Values
- Assumptions

Dialogue & Interaction
Organizational Culture change as chemistry

- Boundaries
- Inputs + Mindset
- Dialogue & Interaction
Organizations and systems are perfectly designed to achieve the outcomes they do.

**THE IDEATE™ FRAMEWORK**

**ORGANIZATIONAL CULTURE**

A FRAMEWORK FOR CHANGE ACUMEN

CULTURE IS KING

**IDENTIFY THE CULTURE**
Assess the current culture (*ACJI instrumentation*)
Assess the desired culture (*ACJI instrumentation*)

**DIAGNOSE & DIALOGUE DEEPLY**
Establish a cognitively & culturally diverse change team
Use deep and pervasive dialogue about culture assessment results

**EXPLORE ALTERNATIVES**
Apply all 10 principles & tools to culture change and implementation strategy

**10 ESSENTIAL PRINCIPLES OF IMPLEMENTATION LEADERSHIP**

- Tension Mapping Tool (c)
- Embrace/Avoid Tools (c)
- Emergenetics (c)

All implementation and all strategy are downstream from culture.

Download The PDF Infographic
We can do powerful things in the criminal justice system once we choose a higher commitment to excellence... and then abandon our commitment to our individual and organizational boundaries of comfort. We must be more loyal to the change than we are committed to our own comfort zone.