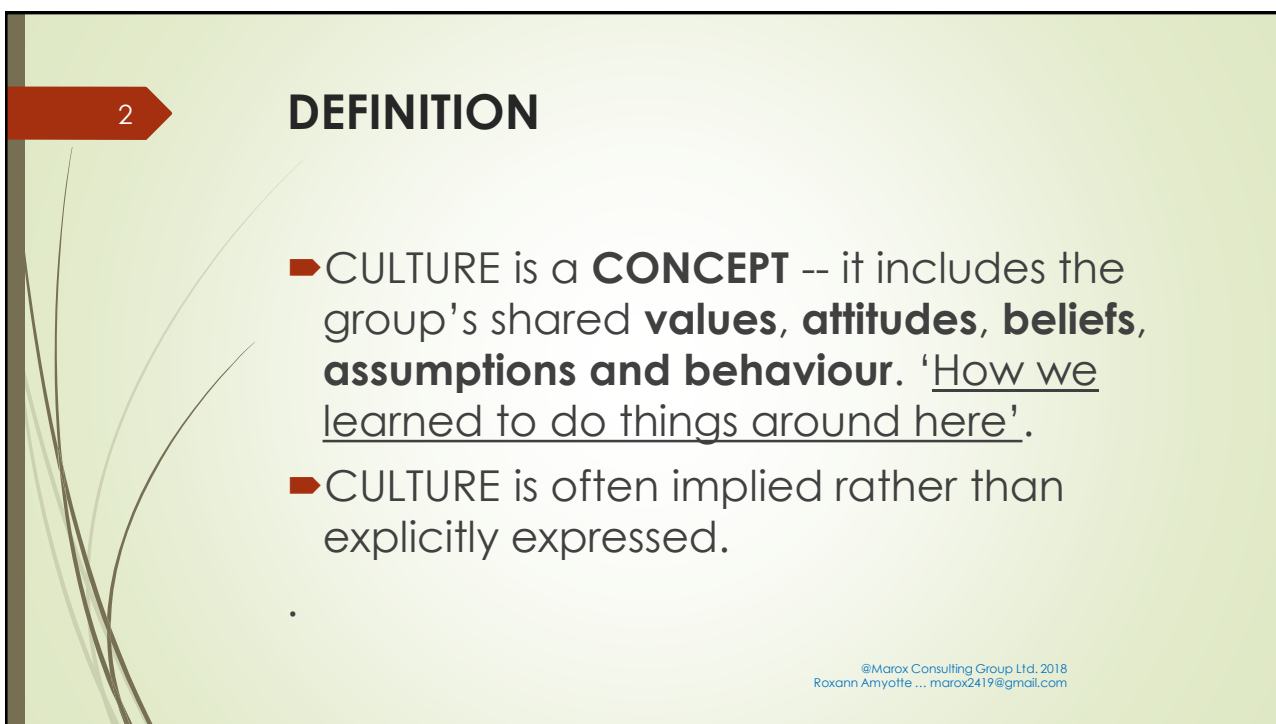


CULTURE

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Board Leadership Calgary – November 3, 2018

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Roxann Amyotte ... marox2419@gmail.com



DEFINITION

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- ▶ CULTURE is a **CONCEPT** -- it includes the group's shared **values, attitudes, beliefs, assumptions and behaviour**. 'How we learned to do things around here'.
- ▶ CULTURE is often implied rather than explicitly expressed.

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Roxann Amyotte ... marox2419@gmail.com

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Competing Values Framework

toolshero
explore business and science

Read more: www.toolshero.com

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Roxann Amyotte ... marox2419@gmail.com

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CONTROL / Hierarchy (Do things right)

- Value Stability/Control
- Internal Focus
- Well-defined structure for authority and decision making
- Hierarchical organizations / bureaucracy
- Effective leaders are those that can organize, coordinate, and monitor people and processes

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Roxann Amyotte ... marox2419@gmail.com

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COLLABORATE / Clan (Do things together)

- Emphasize Flexibility and discretion
- Inward focus / concern for integration
- Value cohesion, a human working environment, group commitment, loyalty
- Team approach / we're a family
- High morale
- Effective Leader is one who values each person and the teams, and is considered to be a mentor or even a parental figure

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CREATE / Adhocracy (Do new things)

- Emphasize Flexibility and Adaptability
- External Focus
- Innovation and creativity prevalent
- Future-forward posture
- Entrepreneurial spirit – new services, new products, new relationships
- Leaders are dynamic, entrepreneurial and risk-takers. They encourage decision-making and ownership at all levels

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Roxann Amyotte ... marox2419@gmail.com

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COMPETE / Market (Do things fast)

- Value Stability/Control
- External focused
- Want to be different (competitive)
- Effective external relations – result in success
- Concerned with competitiveness and productivity through emphasis on partnerships and productivity
- Effective leader is demanding, hard-driving and productive

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LEVERS TO CHANGE CULTURE

- Dominant characteristics
- Organizational leadership
- Management of employees
- Organizational glue
- Strategic emphasis
- Criteria for success

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DOMINANT CHARACTERISTICS

- Dominant Characteristics show as
 - Personal / Extended Family
 - Dynamic / Entrepreneurial – everyone willing to take risks
 - Results-oriented / Competitive / Achievement Oriented
 - Controlled / Structured / Formal procedures

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ORGANIZATIONAL LEADERSHIP

- Leadership exemplifies
 - Mentoring / facilitating / nurturing
 - Entrepreneurship / innovation / risk-taking
 - No-nonsense / aggressive / results-oriented
 - Coordinating / organizing / smooth running efficiency

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MANAGEMENT OF EMPLOYEES

- The Management Style in the organization is characterized by
 - Teamwork / consensus / participation
 - Individual risk-taking / innovation / freedom / uniqueness
 - Hard-driving competitiveness / high demands / achievement
 - Security of employment / conformity / predictability / stability in relationships

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Organizational Glue

- The glue that holds the organization together is
 - Loyalty / mutual trust / commitment to the organization is high
 - Commitment to innovation and development / emphasis on being on the cutting edge
 - Emphasis on achievement / goal accomplishment
 - Formal rules and policies / maintaining a smooth-running organization is important

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Strategic Emphases

- The organization emphasizes
 - Human Development / high trust / openness / participation
 - Acquiring new resources / creating new challenges / trying new things / prospecting for opportunities
 - Competitive actions and achievements / hitting stretch targets / winning in the marketplace
 - Permanence / stability / efficiency / control / smooth operations

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Criteria for Success

- The organization defines success as
 - Development of human resources / teamwork / employee commitment / concern for each other
 - Having the most unique or newest products / product leader / innovator
 - Winning in the marketplace and outpacing the competition / competitive
 - Efficiency / dependable delivery / smooth scheduling / low-cost production

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Changing CULTURE using Organization Life Cycle

- 1. Start-up / Founder / the right way is the Founder's way
- 2. Organization hires staff / doing it together the Founder's way
- 3. Founder leaves / policies needed / how do we continue?
- 4. Hey don't we serve our clients? External focus
- 5. Let's be unique / be the best / compete
- 6. We are the best / structures in place to continue to be the best

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Roxann Amyotte ... marox2419@gmail.com

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Board Tool Committees

Finance & Audit	Performance	Governance & Nominations
Financial oversight. Manage risk. Budget. Audit.	Evaluation (Bd, ED, org) Performance is about the board standards, the reputation of the board in the community Measures performance of ED against specific success criteria Measures organization performance against specific success criteria	Review the way the Bd is governing / Review policies / Review bylaws / Ensure governance is current Recruiting new Board members being targeted in approach Orientation and Training new Board member

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Roxann Amyotte ... marox2419@gmail.com

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Board Tool

Consent Agenda

SAMPLE CONSENT AGENDA

Board of Directors Meeting Agenda

1. Welcome / Call to Order
2. Approval of the Agenda – any other business?
Motion: to approve the _____ agenda
3. Approval of the Consent Agenda
Motion: to approve the prior Board meeting minutes, latest F&A Minutes, latest G&N minutes, latest Performance minutes (unless require In-Camera time), latest CEO Report
4. Board Business (focus of meeting)
5. Strategic / Generative Conversation
6. In Camera
7. Adjourn

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Resources

- Toolshero.com
- Four Organizational Culture Types by Bruce M. Tharp
http://www.academia.edu/1588713/Four_Organizational_Culture_Types
- Competing Values Framework -- <https://www.ocai-online.com/about-the-Organizational-Culture-Assessment-Instrument-OCAI/Competing-Values-Framework>
- Doug Watson, CEO, Propellus
dwatson@propellus.org | [403.231.1425](tel:403.231.1425)

@Marox Consulting Group Ltd. 2018
Roxann Amyotte ... marox2419@gmail.com