





Adaptive Cultures
enabling cultural evolution

Cultural Evolution







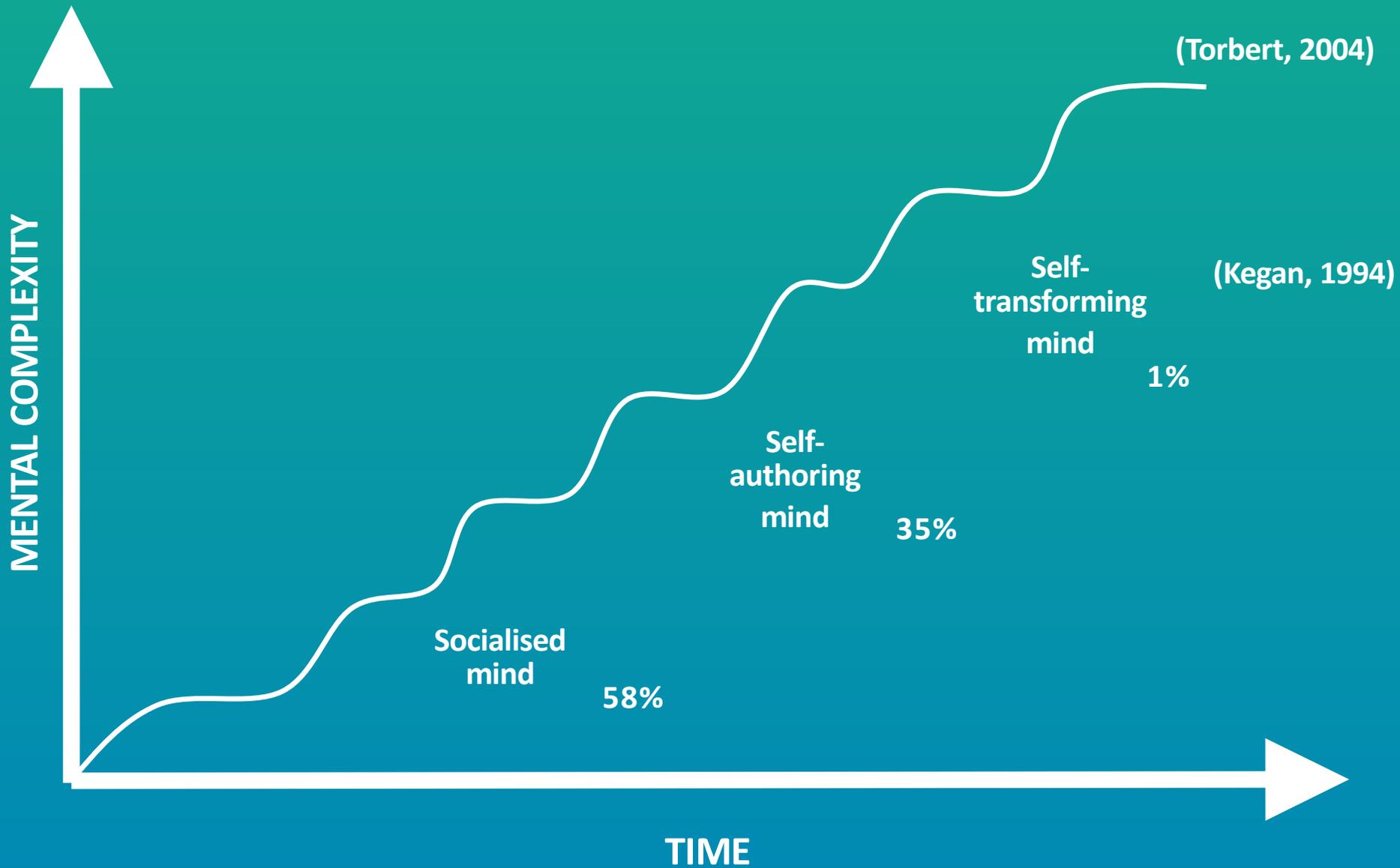
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1. Creating adaptive organisations' – the role of human consciousness
 2. A framework for cultural evolution
 3. The 3 most common mistakes when working with culture
 4. 10 principles for creating adaptive organisations



*We cannot solve our problems
with the same level of thinking
with which we created them*







Levers for Building Adaptive Capacity

Individual

Leadership, mindsets, competencies,
behaviours, decisions & actions

Social

Ways of working, relationships,
organisational stories & beliefs, events,
context, stakeholders

Structural

Organisational infrastructure, strategies,
structures, processes

Outcomes: Societal, Industry, Organisational, Collective, Individual

↑
WAYS OF WORKING TOGETHER
↓

CO-EVOLVING

INTER-DEPENDENT

INDEPENDENT

DEPENDENT

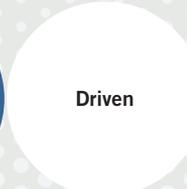
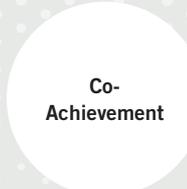
PRE CULTURE
Impulse Oriented

Follow the rules, seek approval from authority, respect the chain of command, do what you are told.

Get the results, seek areas for improvement, encourage a 'can do' attitude, do what is necessary to deliver.

Value and leverage diversity, create communities where shared learning occurs.

Constantly adapting, addressing complex issues to achieve sustainable organisations and markets.



COMPLIANCE

RESULTS

CAPACITY BUILDING

EVOLVING SYSTEMS

← ORGANISATIONAL FOCUS →

Compliant Dependent



Achievement



"You're on the right track. But usually mission statements have more detail."



Collaborative Growth



"Excuse me ... I get a little choked up when I talk about our team."

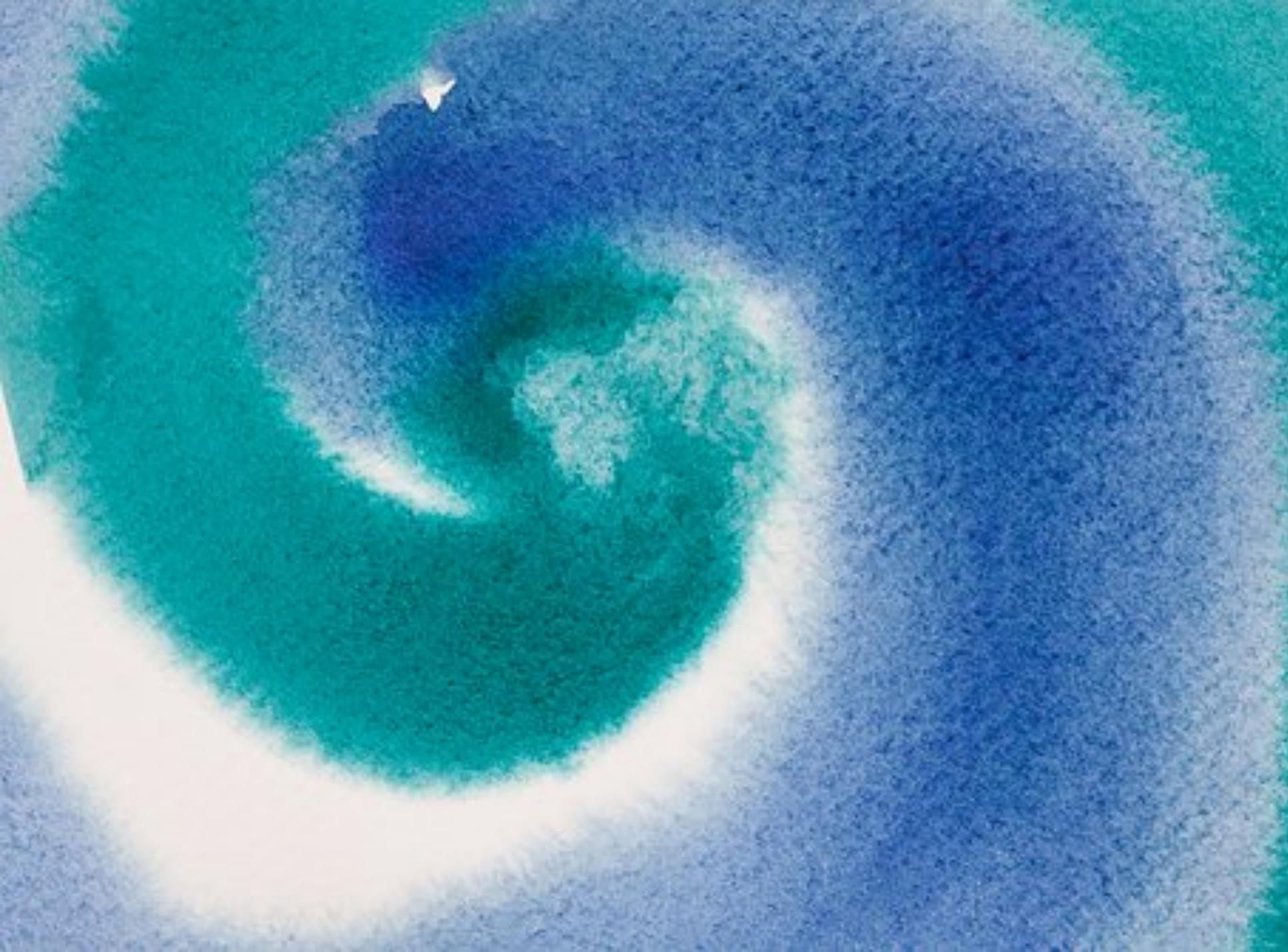


Co-Creation

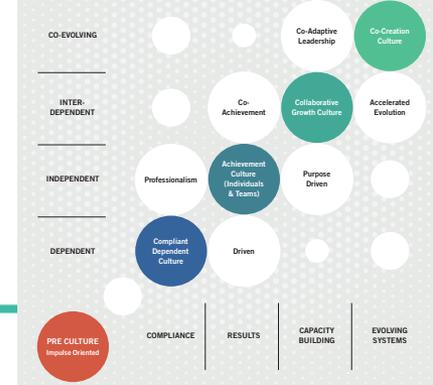


“He brings a bizarrely different perspective to our marketing.”





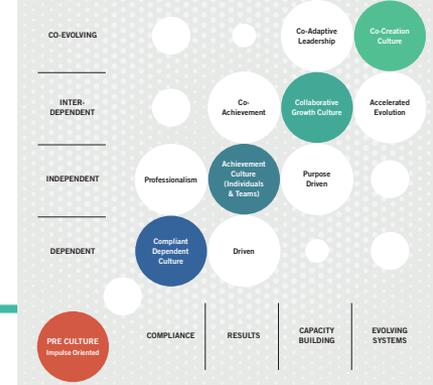
Envisioning the Aspirational Culture



- What is occurring in the market?
Stability or disruption?
- What is the organisation's purpose?
- What are the organisation's aspirations/strategy and goals?
- What challenges is the organisation facing into?
- How does the organisation need to adapt or stay the same?



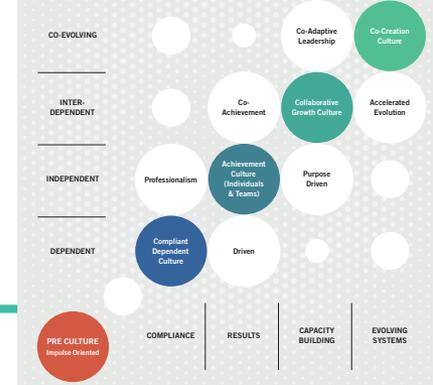
Diagnosing the Current Culture



- What is safe/not safe? What are the taboos?
- What is celebrated and measured?
- What does leadership look like?
- How do people respond to challenges and crises?
- How would you describe the overall environment?



Useful Insights



- Many organisations are trying to move more than one stage of evolution at a time
- If we focus on only one axis, we are not able to truly evolve
- Individual, Social and Structural elements all need to evolve to embed a new stage of cultural evolution



Form follows consciousness



Form follows consciousness

The quality of results produced by any system depends on the quality of awareness from which people in the system operate. The formula for successful change is not 'form follows function', but 'form follows consciousness'."

Otto Scharmer



3 biggest mistakes

1. Making culture a purely external move – not doing the internal work
2. Not holding accountability – difficult to move forward and easy to turn back
3. Not linking culture clearly enough to organisational strategy, purpose and performance



7 Principles for creating an Adaptive Culture

1. Develop a future and external orientation
2. Embed humane leadership qualities throughout the organisation (e.g. respect, love and trust)
3. Practise radical openness and transparency
4. Build adaptive capacity (individually, socially and structurally)
5. Create momentum through evolving consciousness
6. Enact shared responsibility for broader systems
7. Respond to higher calling and mission when in crisis



Developing Ourselves

The success of an intervention depends on the interiors of the intervener.

Bill O'Brien, former CEO of Hanover Insurance



Capacity - Vertical Development



Your Development

- What is the personal work that I need to do to develop greater courage, compassion and consciousness in service of the communities I work with?
- How does humanity need to develop to face into crisis, disruption and and cataclysm with greater courage, compassion and consciousness?



Resources

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www.adaptivecultures.co

