

ICMIF Mutual Leadership Course

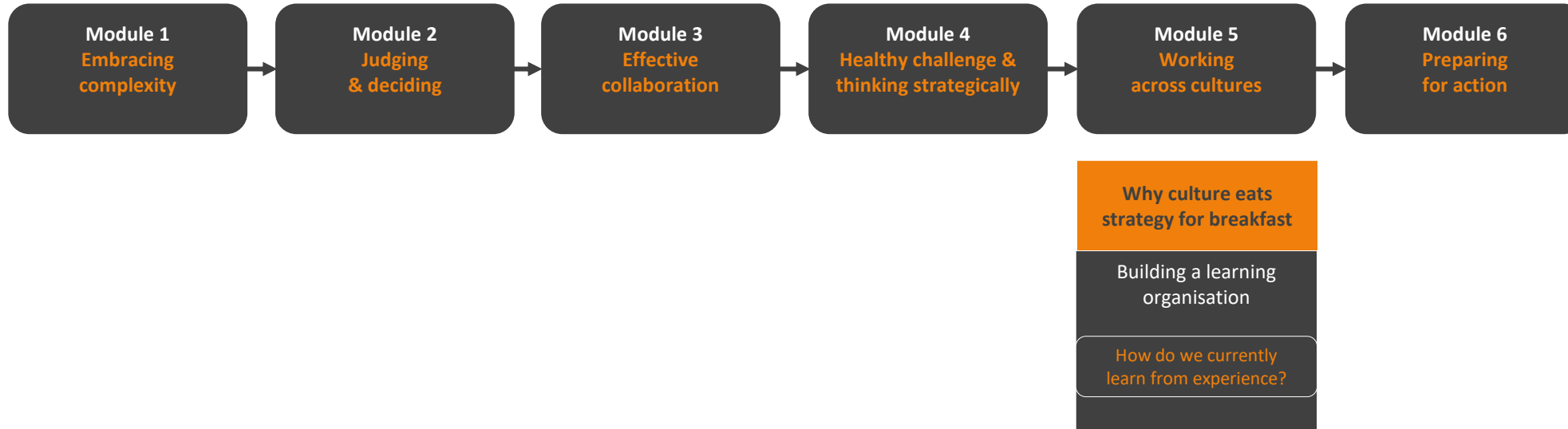
Module Summary

5. Working Across Cultures



Mutual Leadership

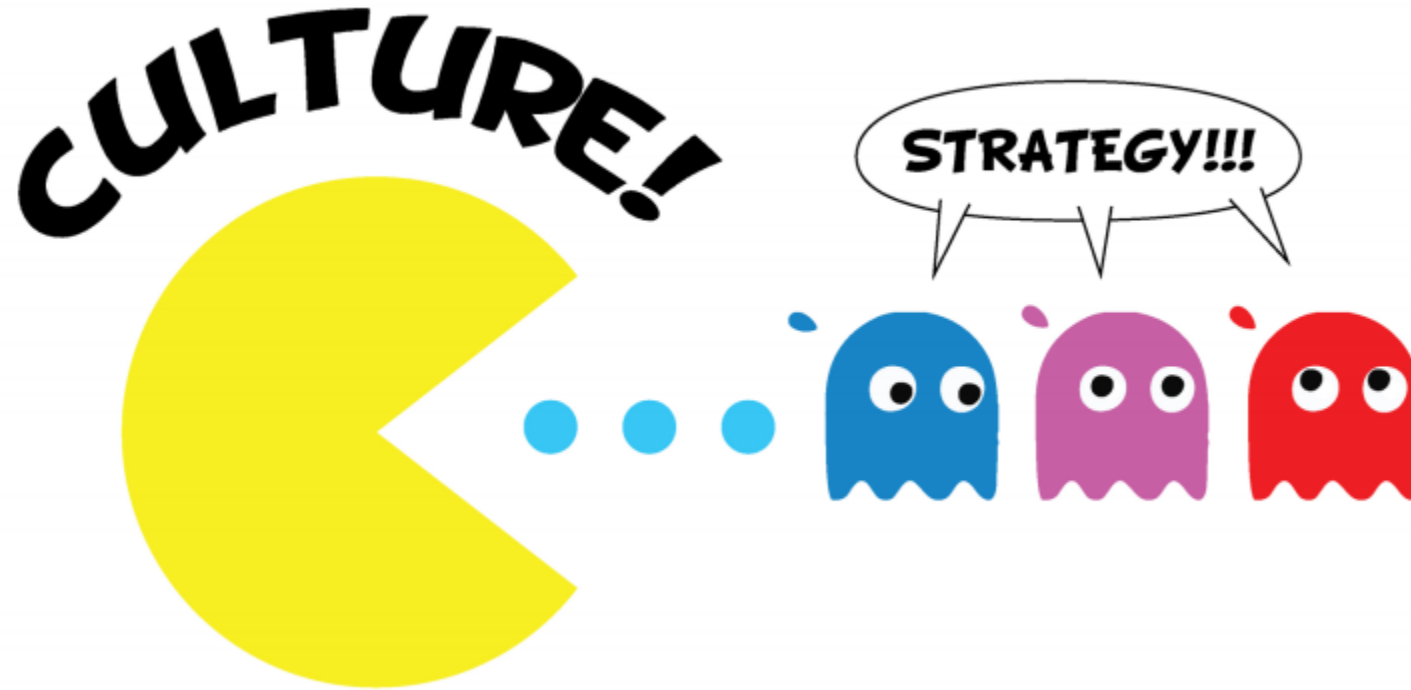
adapting to a complex world



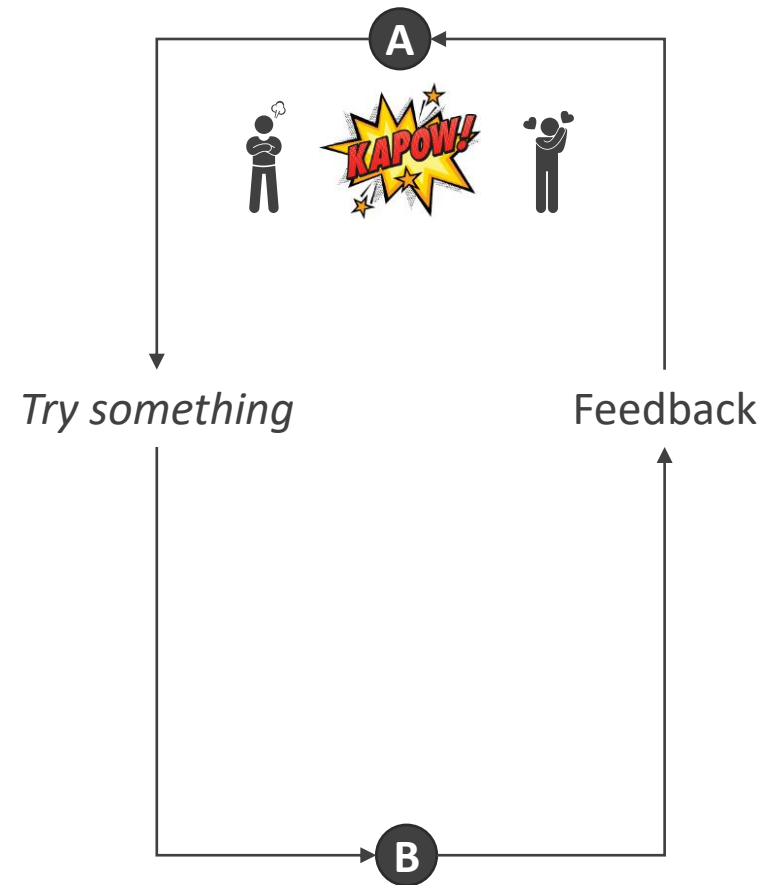
What do we mean by
'our culture'?

“The Way We Do Things Automatically Round Here”

Culture Eats Strategy for Breakfast

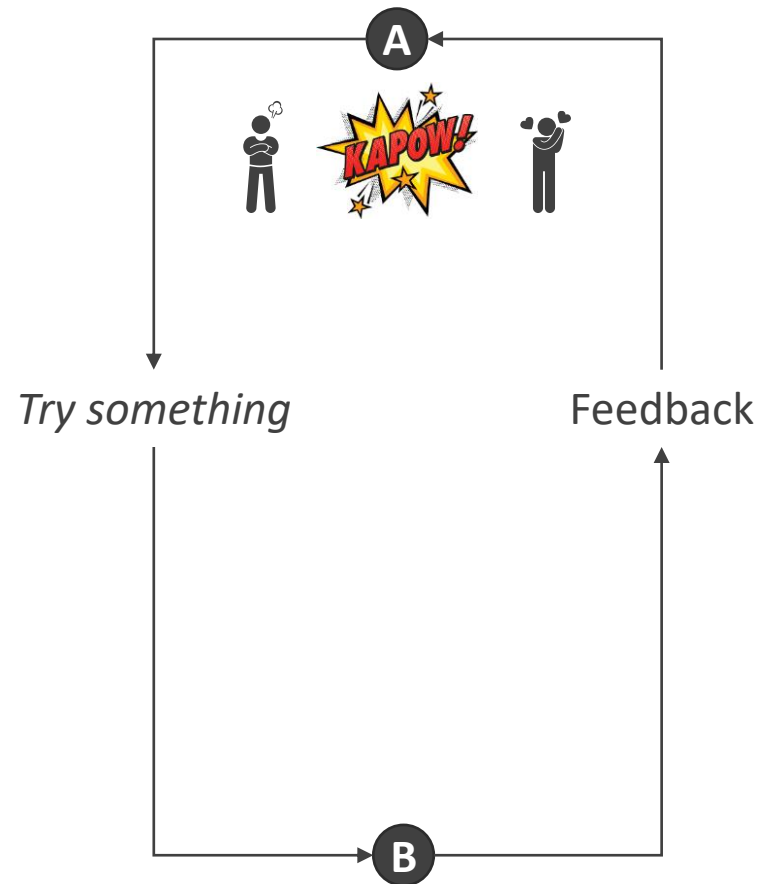


How We Learn

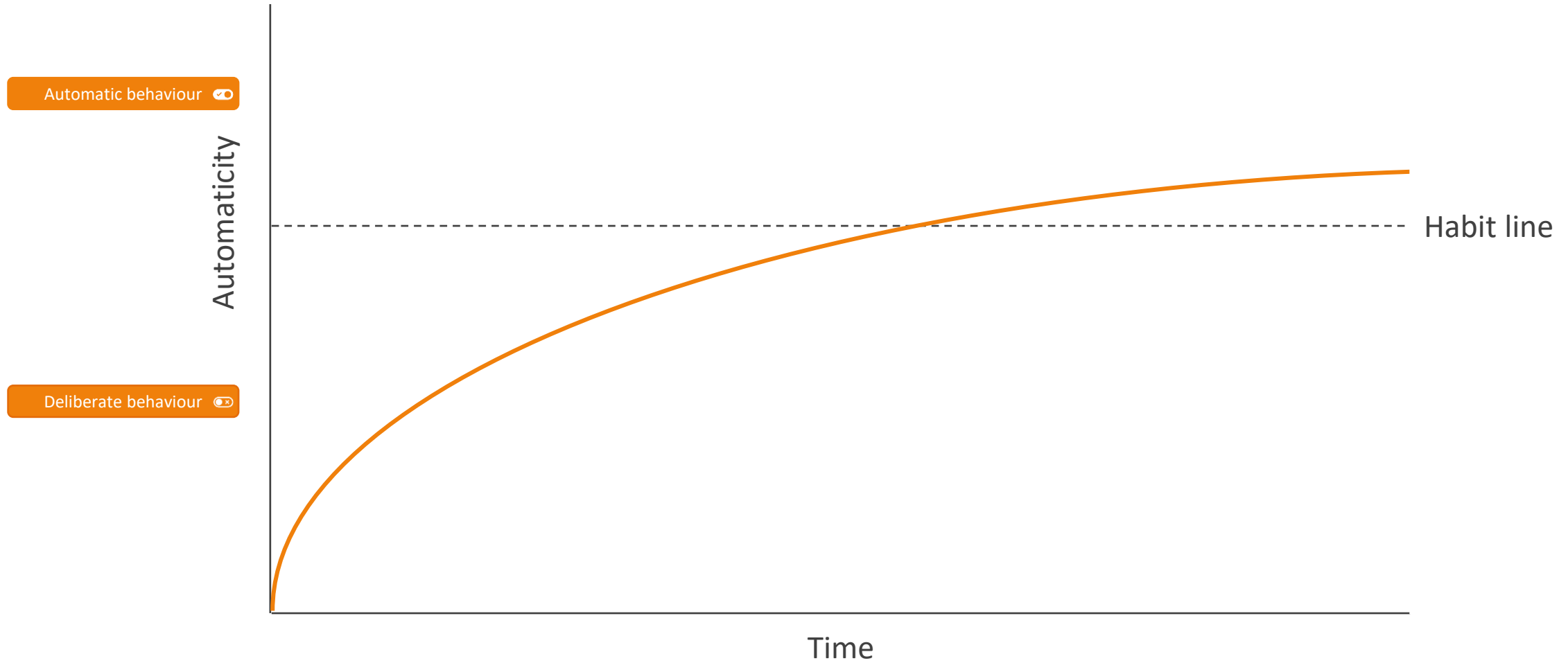


Reinforcement Learning

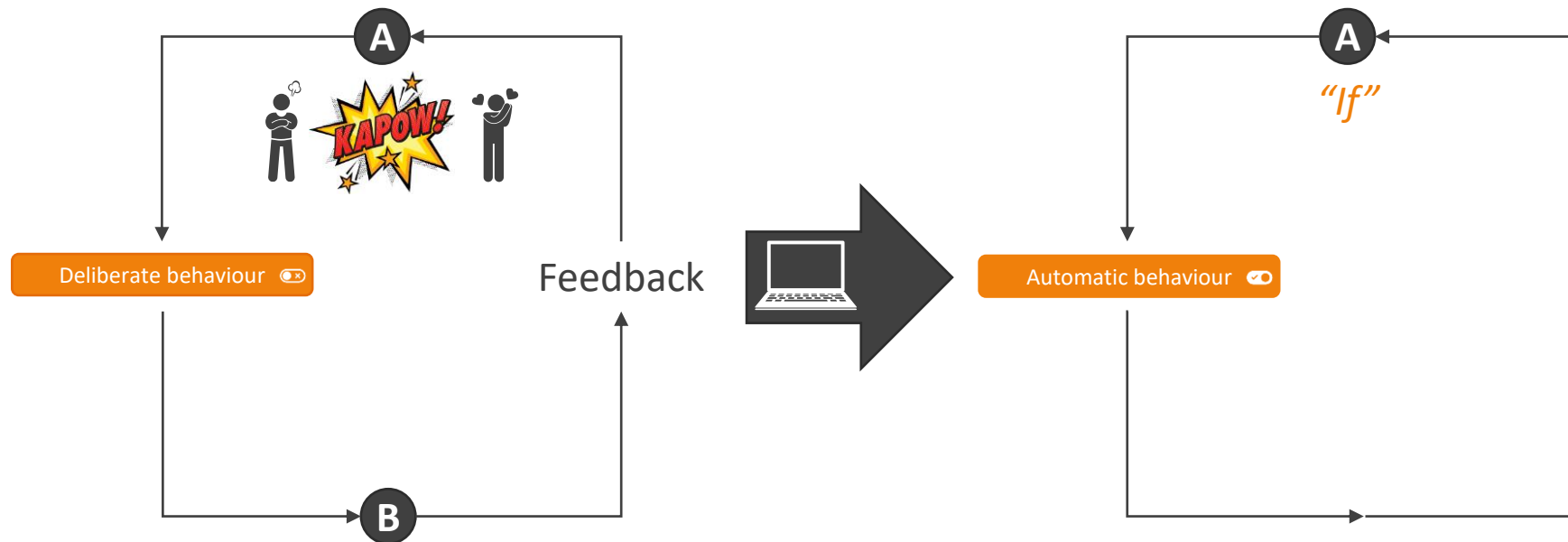
What Worked Last Time in a Situation Like This?



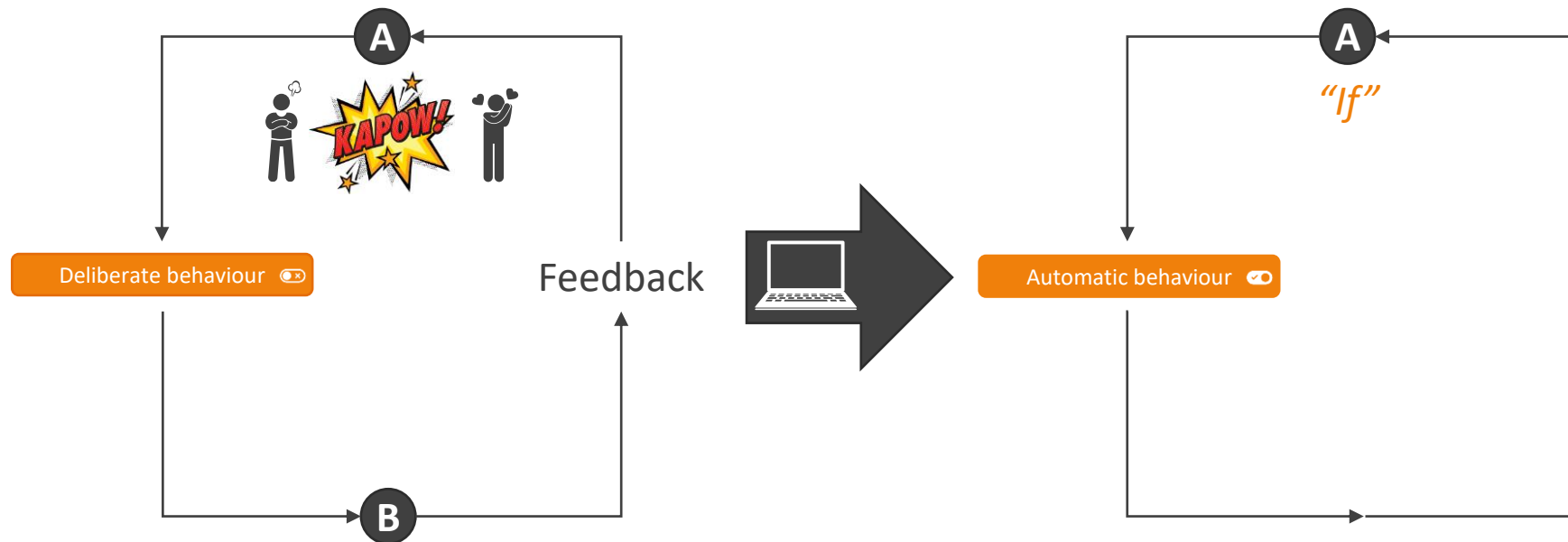
With Sufficient Repetition The Behaviour Becomes Automatic: A Habit



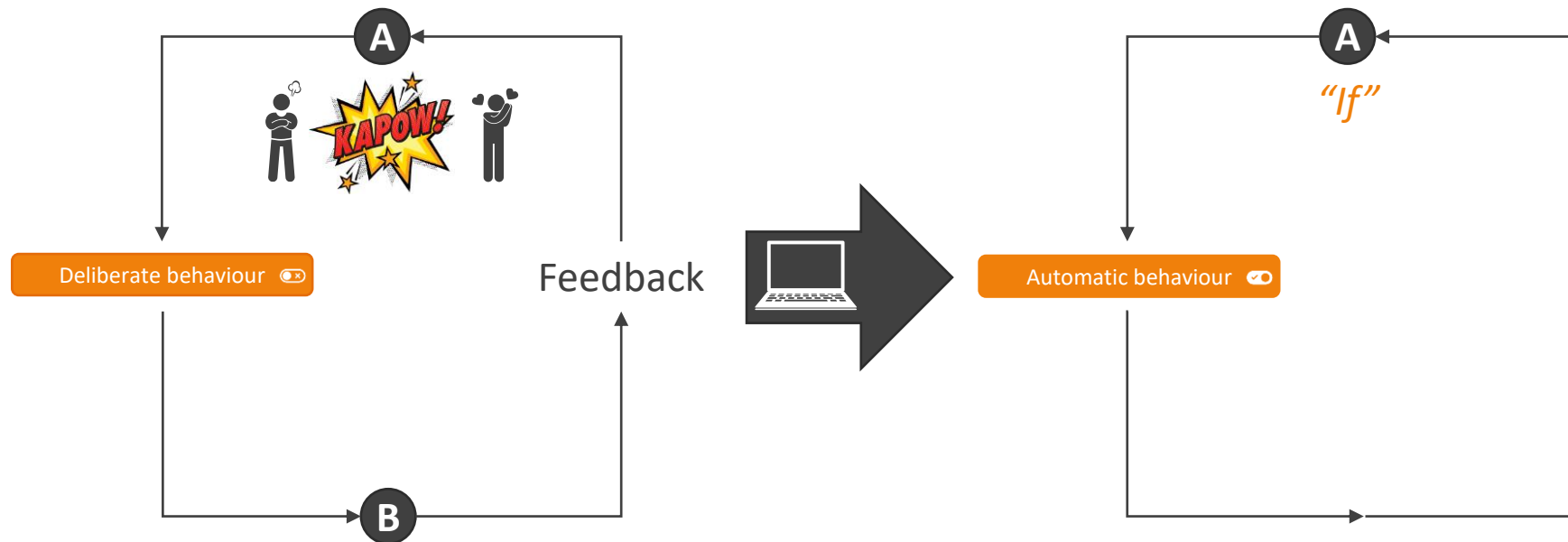
How Habits Form



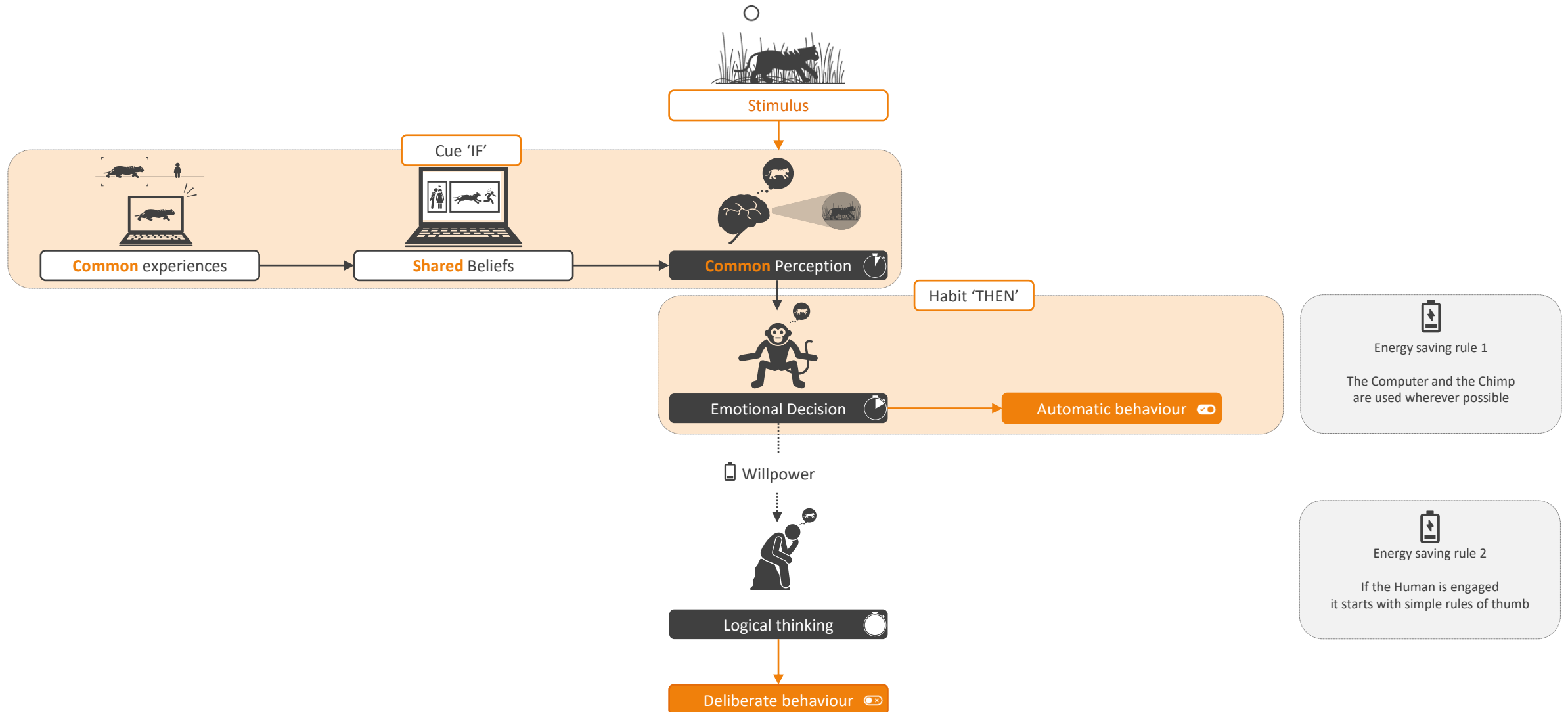
Habits Are the Legacies of Prior Goals



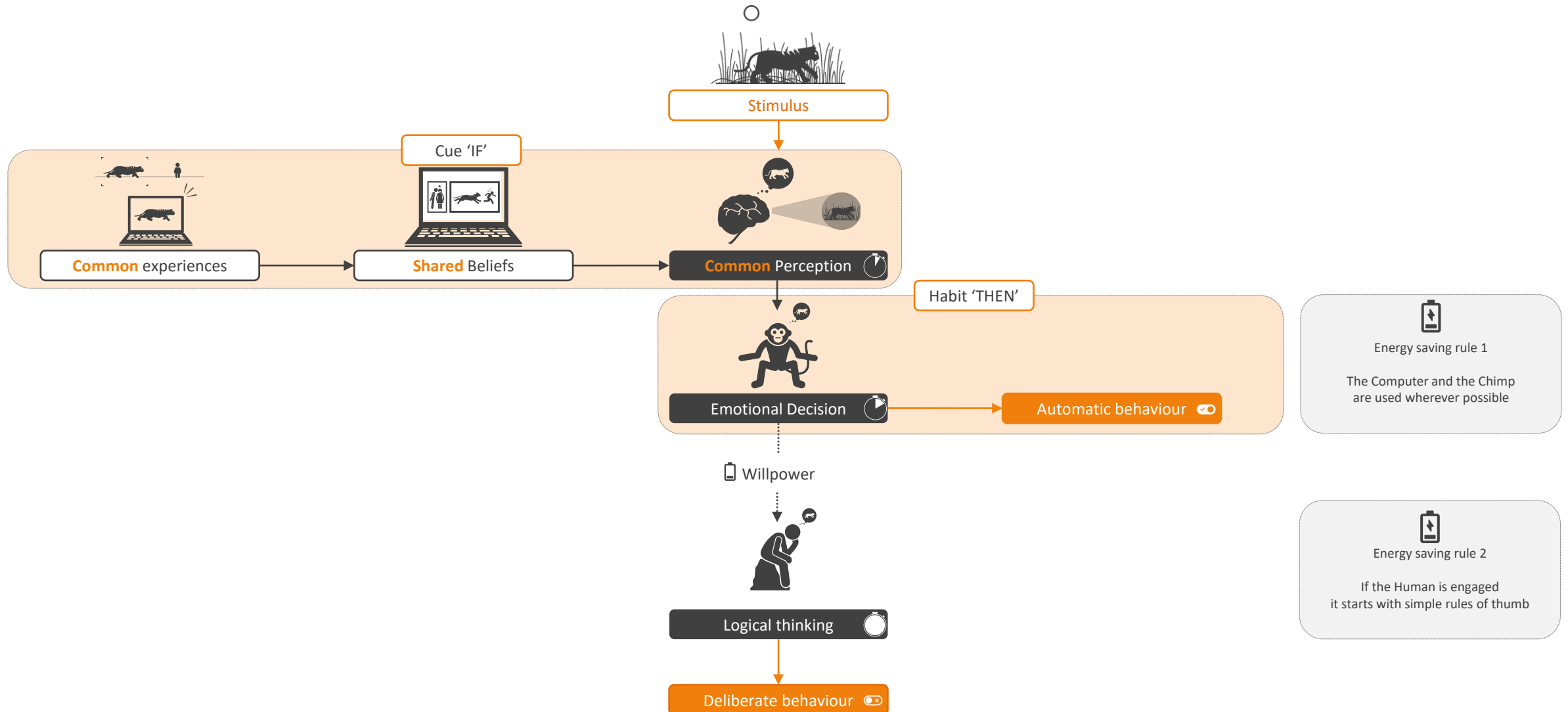
Cultures Also Learn Via Reinforcement Learning



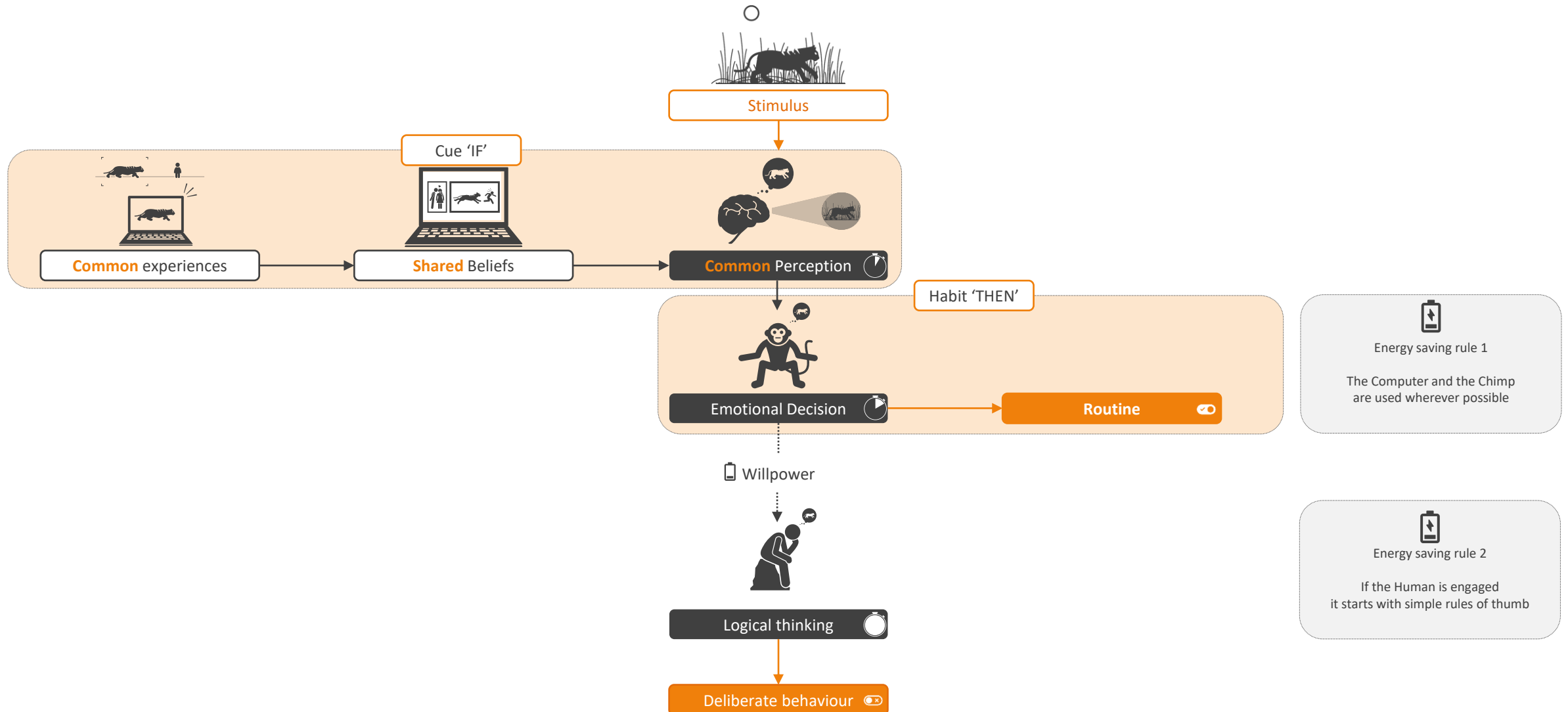
Culture is a Product of Shared Learning



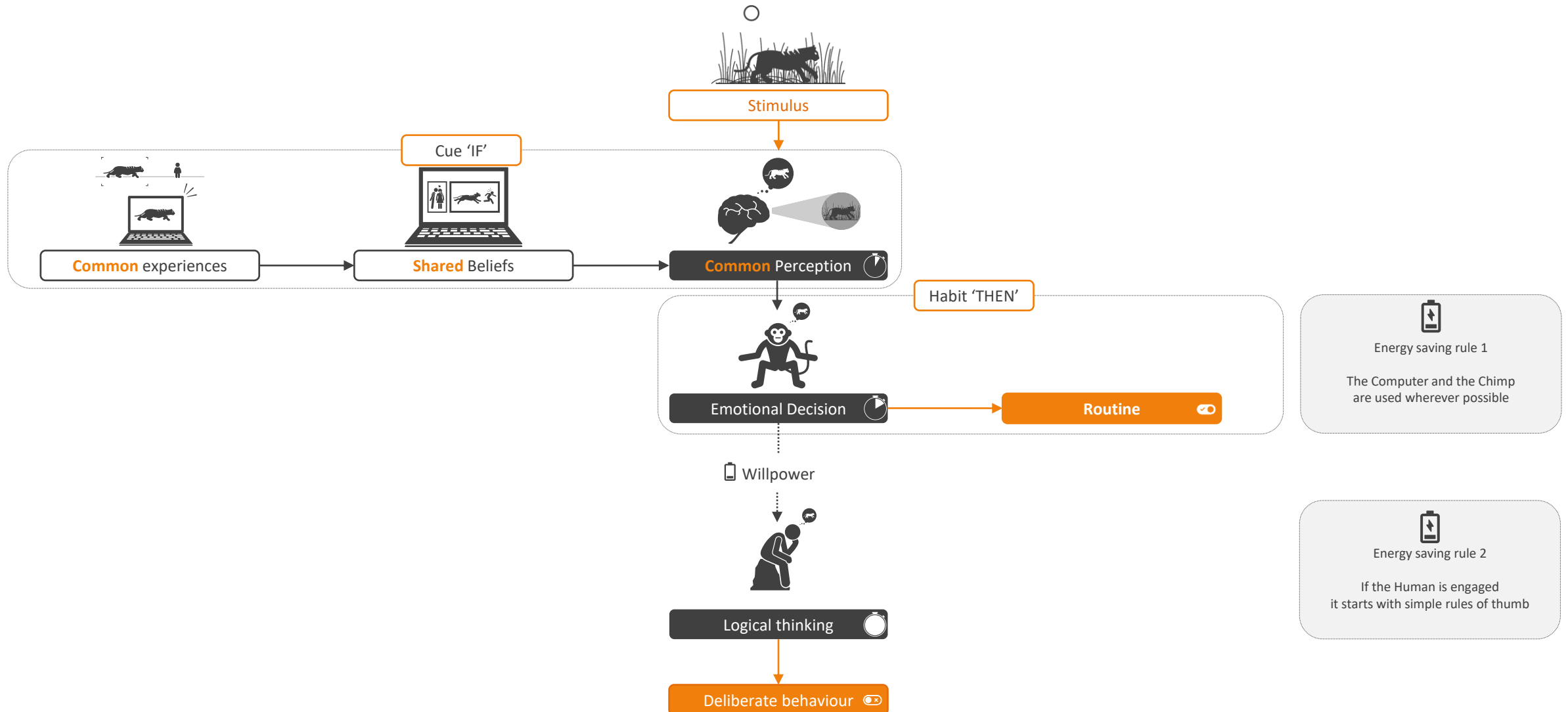
Culture is the Sum of All Habits



Individuals Have Habits; Groups Have Routines



How Cultures Judge & Decide



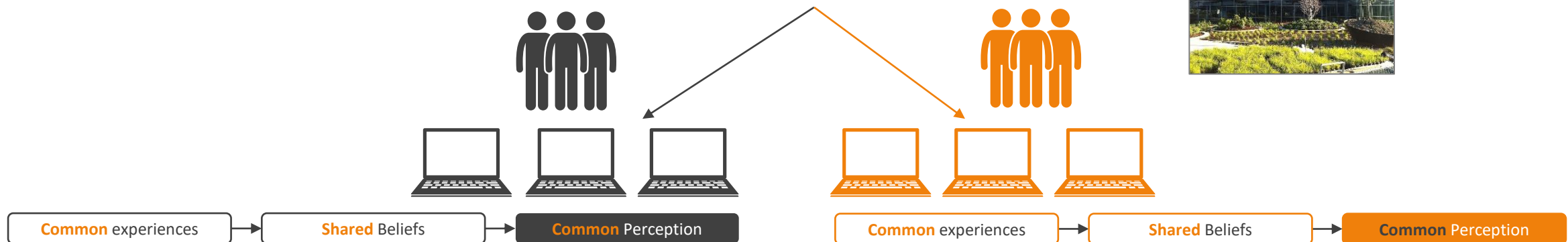
How Different Cultures Form



1. Start-up with founder as leader
Shared experiences = shared culture



2. As the company grows, specialisation creates value
Different experiences = different cultures



Group Cultures Develop to Fit the Environment

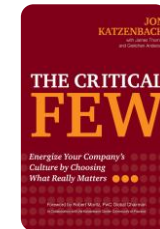
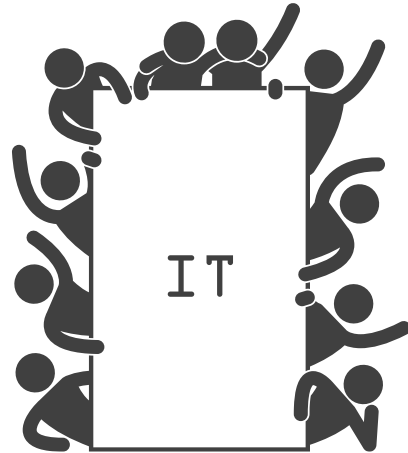
Architects



Hospital “crash” team

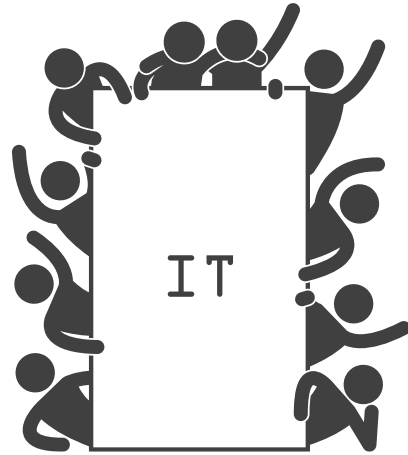


Group Cultures are Neither Good Nor Bad

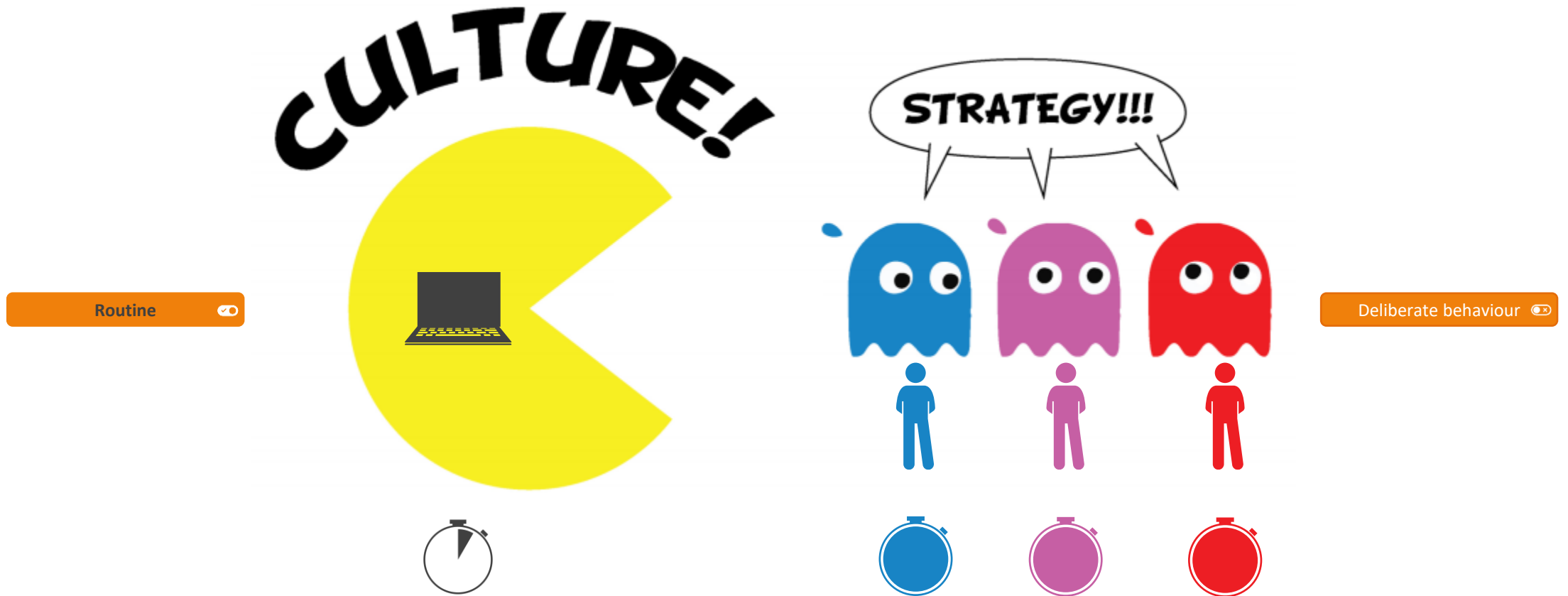


Jon R. Katzenbach
Managing Director, PwC US

When Working Across Cultures Be Humble

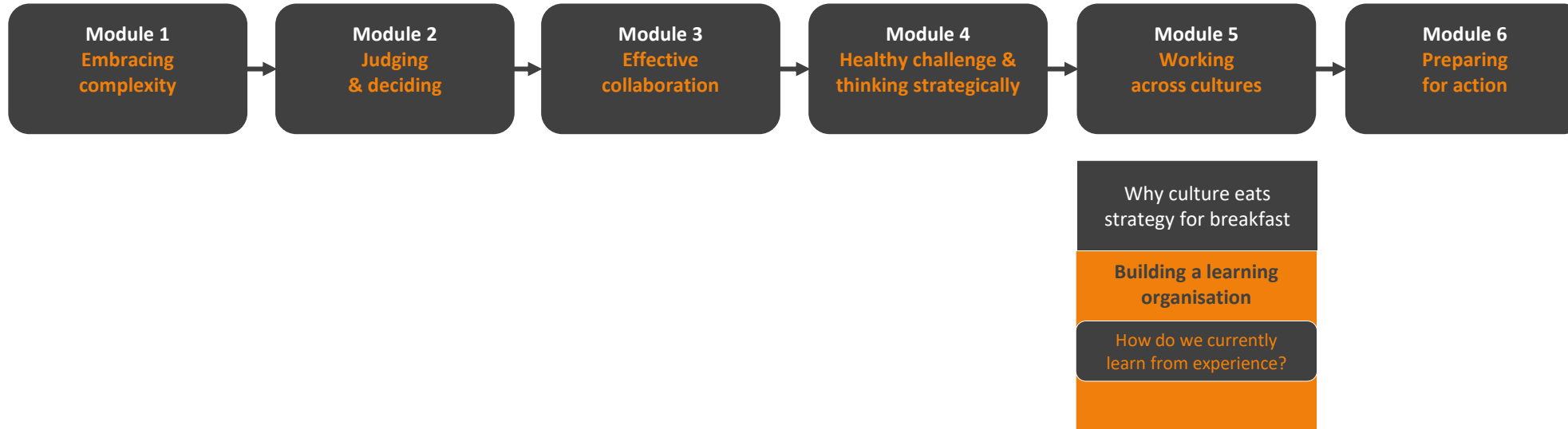


Culture Eats Strategy for Breakfast Because the Computer Has the Power



Mutual Leadership

adapting to a complex world



Develop Humility When Intervening in a Complex System

“I am about to intervene in a complex system”



“There will be unintended consequences”

Use Stepping Stones to Reduce Risk in a Complex System



Three Ways to Reduce Risk When Intervening in a Complex System



For the Human



Run small tests



Measure the metrics that matter



For the Chimp



Accept all changes are speculative



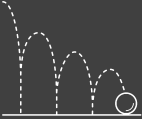

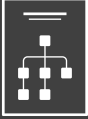



Organisations Require Both Repetitive and Innovative Processes



James Allen

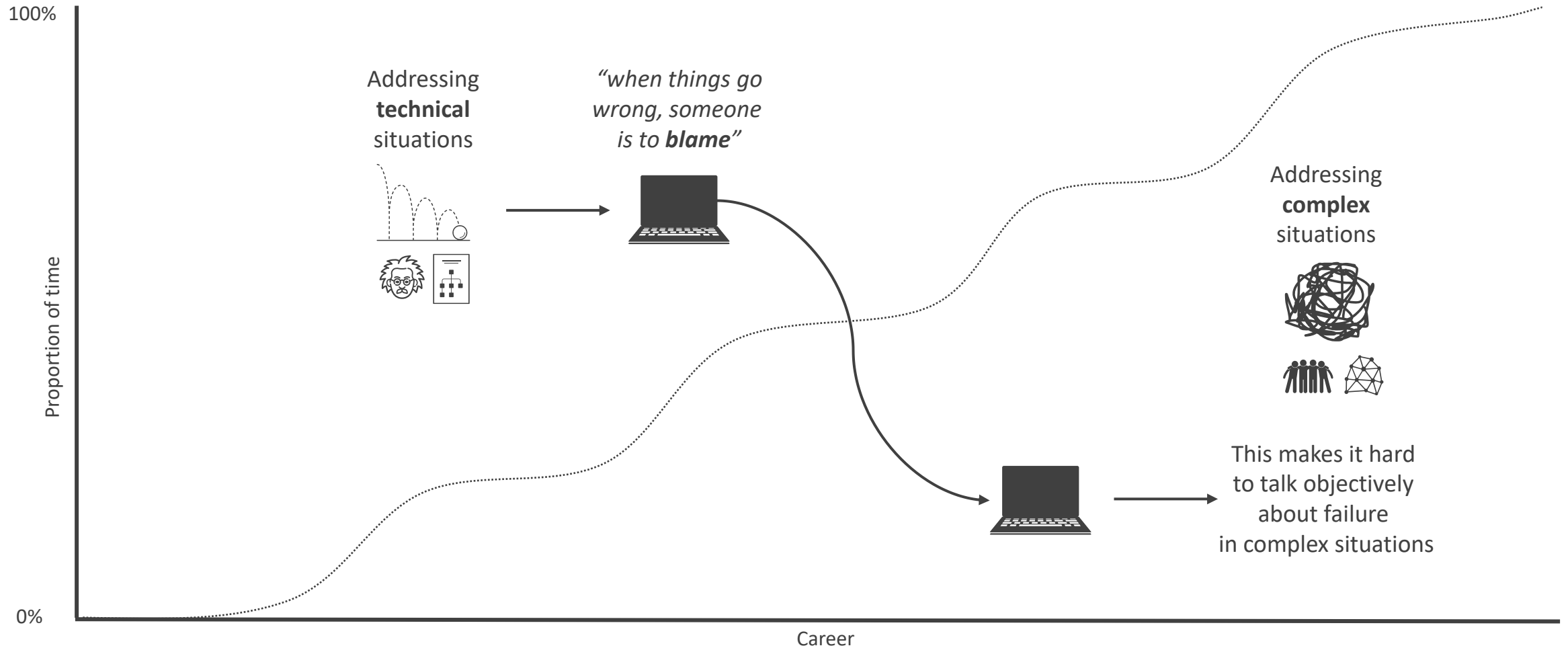
Partner, London, Bain & Company

Developing a Learning Culture

	 Repetitive  	 Innovative  
Diagnosis: identify failure archetype		
The correct action is	Known	Discovered
Failures are	Preventable process deviations	Inevitable consequence of uncertainty and complexity
Common causes	Behaviour, skill and attention deficiencies	Novel factors in familiar situations; experimentation

Adapted from Failure Archetypes, The Fearless Organization, Edmondson
and Strategies for Learning from Failure, HBR, April 2011

Beliefs About Failure Form Early in One's Career

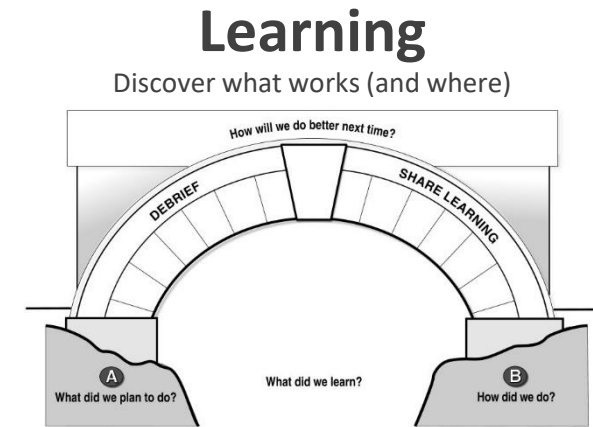
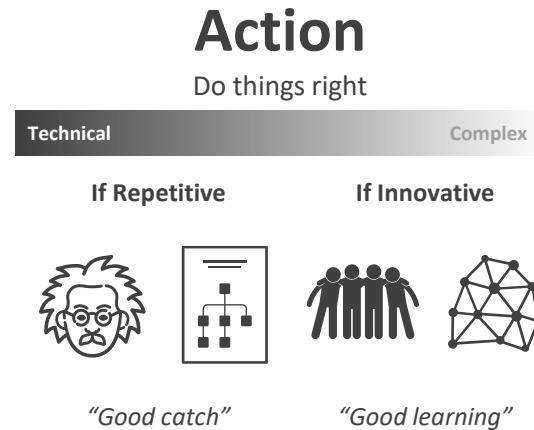
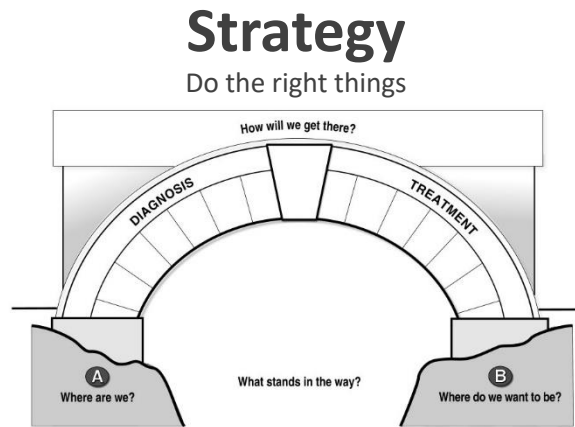


Developing a Learning Culture






	 Repetitive  	 Innovative  
Diagnosis: identify failure archetype		
The correct action is	Known	Discovered
Failures are	Preventable process deviations	Inevitable consequence of uncertainty and complexity
Common causes	Behaviour, skill and attention deficiencies	Novel factors in familiar situations; experimentation
Treatment: build psychological safety		
Re-program the Computer	The mantra “good catch” embeds that “voice” is welcome	The mantra “good learning” uncouples fear and failure
Lead the Chimp	Link vigilance to good teamwork and the higher purpose	Destigmatize failure: blame the plan and not the people
Manage the Human	Praise reporting deviations; sanction clear violations	Run small tests and measure the metrics that matter

Adapted from Failure Archetypes, The Fearless Organization, Edmondson
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An Interlocking Framework To Translate Strategy Into Effective Action and Improvement



The Purpose of Debriefs

-  Enable learning from a complex system
-  Unlock the root causes of success and failure
-  Reveal bright spots and improvement opportunities
-  Share lessons learned
-  To build a learning organisation with a learning mindset

Chimp-Friendly Debriefs



Start by debriefing successes



Active participants only



Nameless, rankless debriefs



Make debriefing routine

Action to debrief:

Reveal bright spots and improvement opportunities		
1. What did we plan to do? A	3. What did we learn? <u>Diagnose</u> the root causes	2. How did we do? B
Share lessons learned		
4. How will we do better next time?		

Building A Learning System

For every case your approach should have two purposes:

- 1) to move you closer to your goal
- 2) to **train and test your machine** (i.e., your people and your design).

The second purpose is more important than the first because it is how you build a resilient organization.

Most people focus more on the first purpose, which is a big mistake.

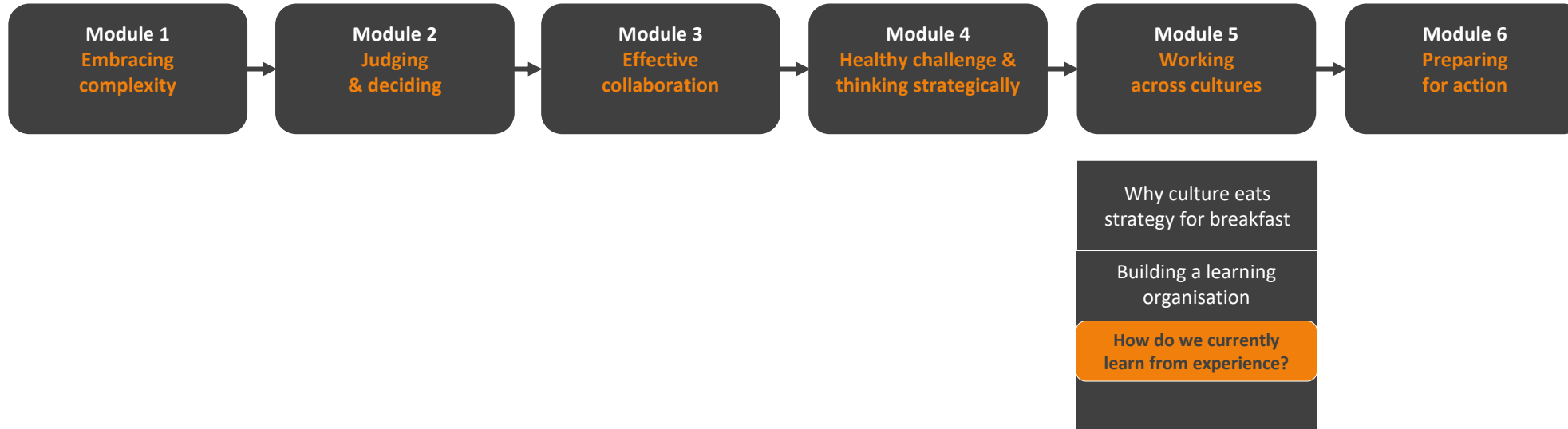


Ray Dalio

Bridgewater Associates LLP

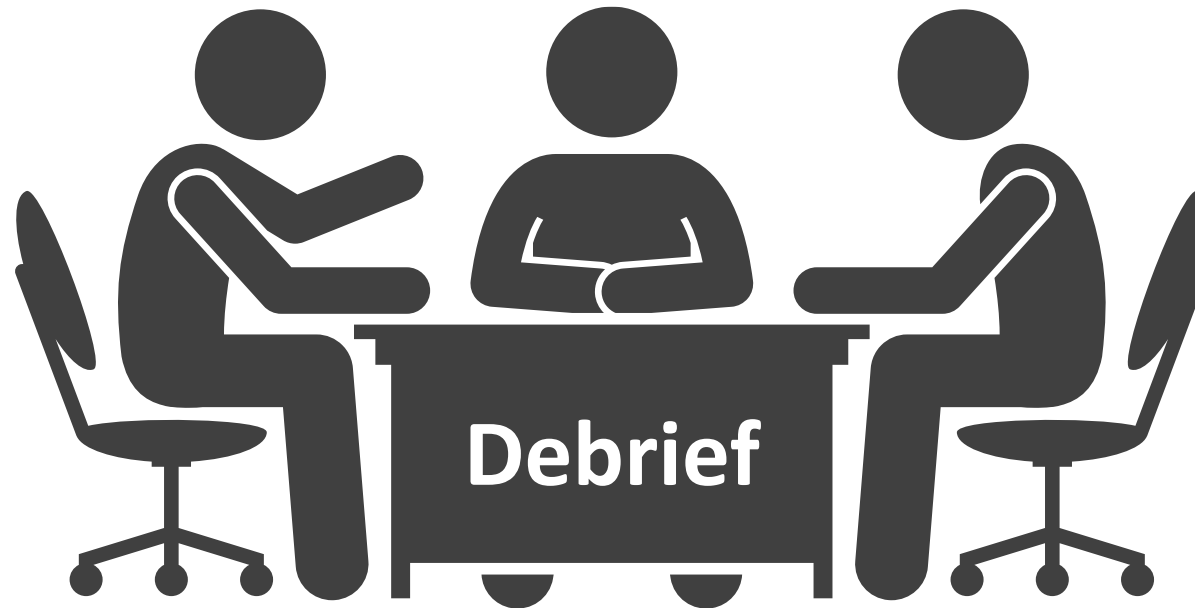
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Your Return On Investment



How systematic is learning from experience where you work?



1. Capture your perspective



2. Share your perspectives



3. Discuss your perspectives