

**“Wading through treacle
while stirring a box of bricks”**

OR

The critical place of organisational culture in
effective, self-sustaining transformation

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and

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Surrey County Council

26th March 2024

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The Context - and some drivers of transformation

- Rising demand for services - quantity, acuity, complexity
- Rising public expectations
- A changing world: tech, society, media, politics
- Ever tightening financial environment
- **All of the above!**

**CULTURE EATS STRATEGY
FOR BREAKFAST!**

Peter Drucker



WHAT IS CULTURE?

Tangible, overt or verbally identifiable elements

Artefacts & Behaviors

Espoused Values

Stated values and rules of behavior

Assumptions

Shared basic assumptions, usually unconscious, constituting the essence of culture.

Underlying values, habits, emotions, attitudes, assumptions, beliefs, perceptions, meaning, identity, etc...

(Edgar Schein's three levels of organisational culture)



“When you violate one of our unwritten rules, you’ll know it by the unspoken censure.”

CULTURE LEVEL

ACTION

RESULT/OUTCOME

Tangible, overt visible language, signals and behaviours

Engagement on and refreshed, renewed artefacts, collateral materials....

New tangible, overt visible language, signals and behaviours

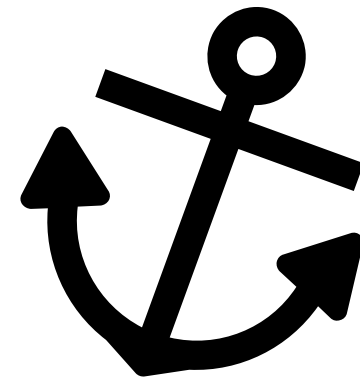
Stated values, and desired behaviours

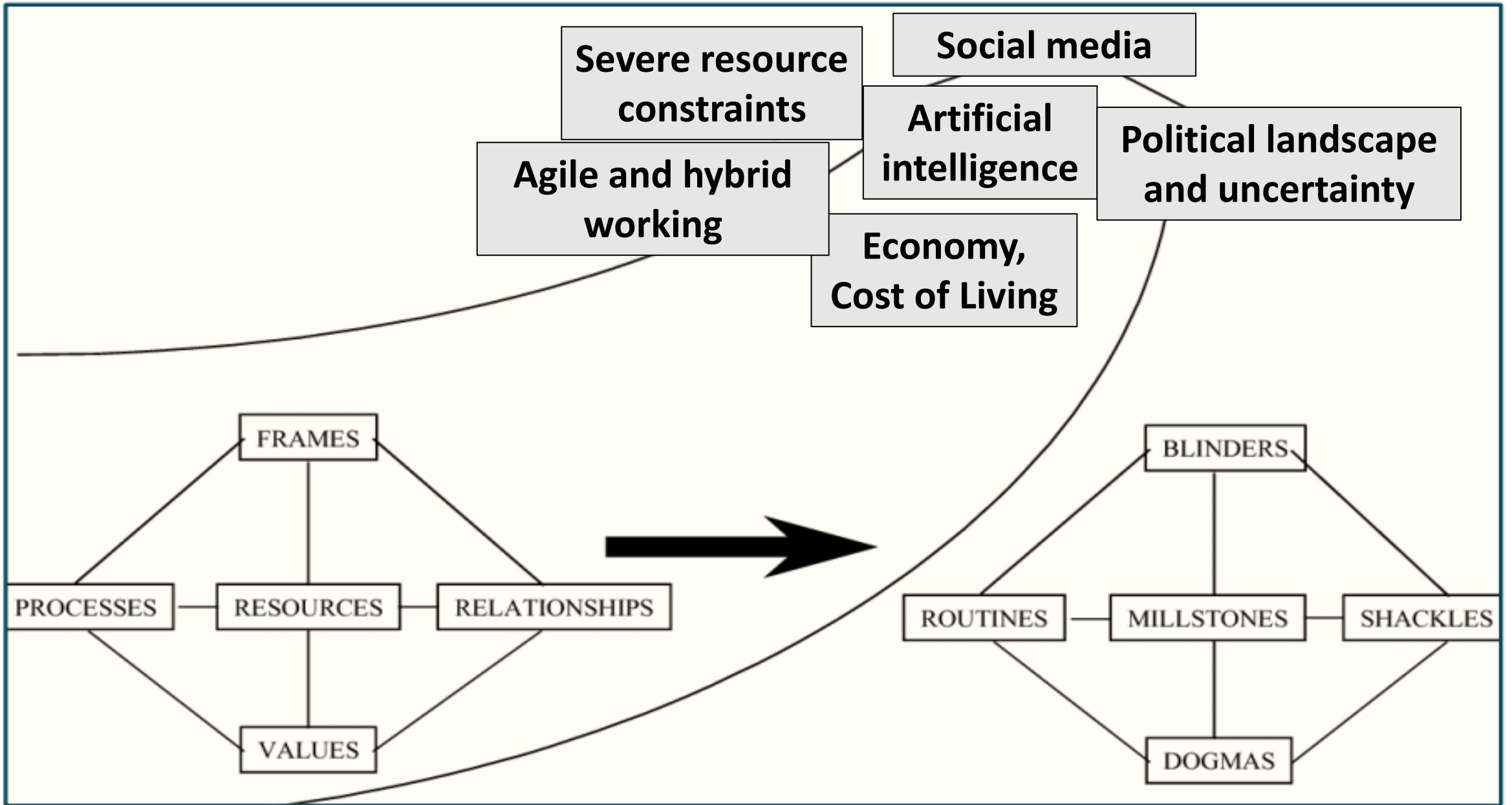
...and updated documents, posters, reports, agendas, programmes...

New stated values, and desired behaviours

Same, old, underlying values, habits, emotions, attitudes, assumptions, beliefs, etc....

???

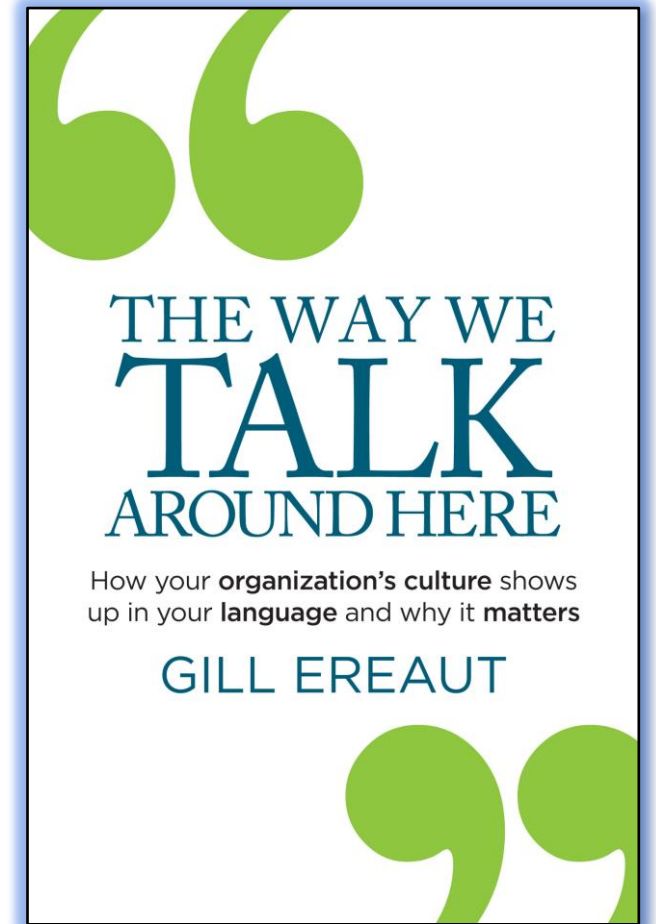




Source: D Sull 'Why Good Companies Go Bad'

Linguistic Landscapes process: in summary!

- Gather language data
- Identify and interpret patterns
- Extrapolate underlying assumptions, beliefs, etc.



TODAY'S MENU

SOUP OF THE DAY
CAUTION VERY HOT

CARROT AND SWEET POTATO WITH CORIANDER (V)
 £1.20

BREAD ROLL
 £0.60



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SURREY
 Making Surrey a better place

Insert hands to dry

1. Raise and lower hands through the airflow
2. Your hands will be dry in 10 seconds.

dyson airblade



NSF

dyson airblade

Room for you

Feel free to use this room between 12 noon and 2pm for social stuff. Just email Main Reception to book it.



SURREY

*Room available for you unless needed for council business

So, Surrey County Council circa 2018...

- Committed staff
 - Pockets of good work
 - Enthusiasm for change
 - Looking for leadership
- **'Caves'**
 - **Accretion**
 - **Soap opera narrative**
 - **Levels matter**
 - **Fear *AND* TTWP**
 - **Surrey CC = Surrey**
 - **'Parent-Child'**
- ..such as.....*



(Room available for you unless needed for Council business!)

RELEASE
and
REMOVE



AMPLIFY
and
ENCOURAGE

INSPIRE
ACTION
TO FILL

CULTURE LEVEL

ACTION

RESULT/OUTCOME

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New tangible, overt visible language, signals and behaviours

Stated values, and desired behaviours

...and updated documents, posters, reports, agendas, programmes...

New stated values, and desired behaviours

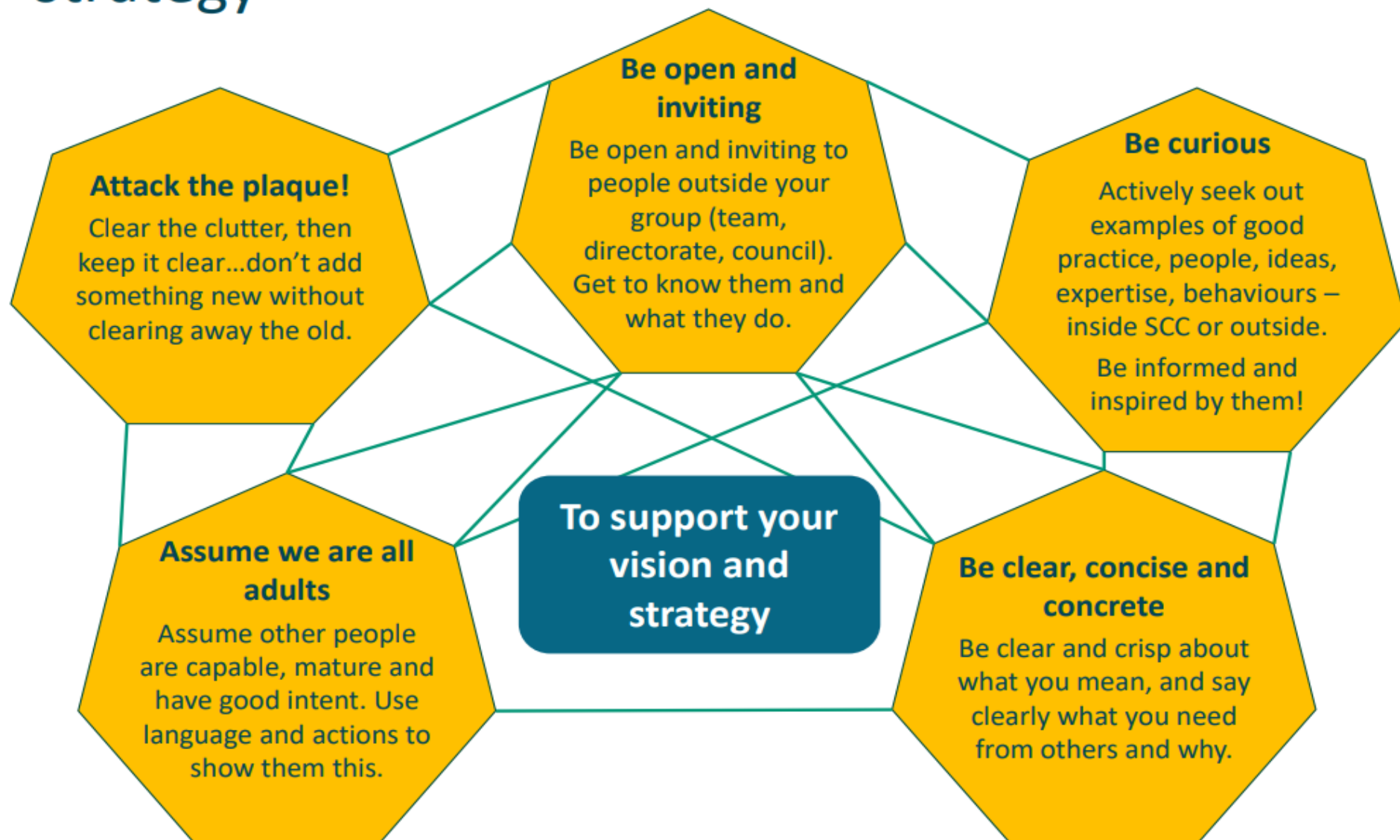
Same, old, underlying values, habits, emotions, attitudes, assumptions, beliefs, etc....

**Remove Burdens,
Nurture Sparks,
Fill Gaps!**

‘WORKING PRINCIPLES’

- Attack the Plaque/Clear the Clutter
- Be Open and Inviting
- Be Curious
- Assume we are all adults
- Be Clear, Concise and Concrete

Working Principles to align your culture to your strategy



CULTURE LEVEL

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...and updated documents, posters, reports, agendas, programmes...

New stated values, and desired behaviours

Same, old, underlying values, habits, emotions, attitudes, assumptions, beliefs, etc....

**Remove Burdens,
Nurture Sparks,
Fill Gaps**

**NEW AND ALIGNED
underlying values,
habits, emotions,
attitudes,
assumptions, beliefs...**

A large flock of birds is flying across a sunset sky. The sun is low on the horizon, casting a warm glow. The birds are silhouetted against the bright sky. The overall scene is a natural, scenic background.

Questions? Discussion

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