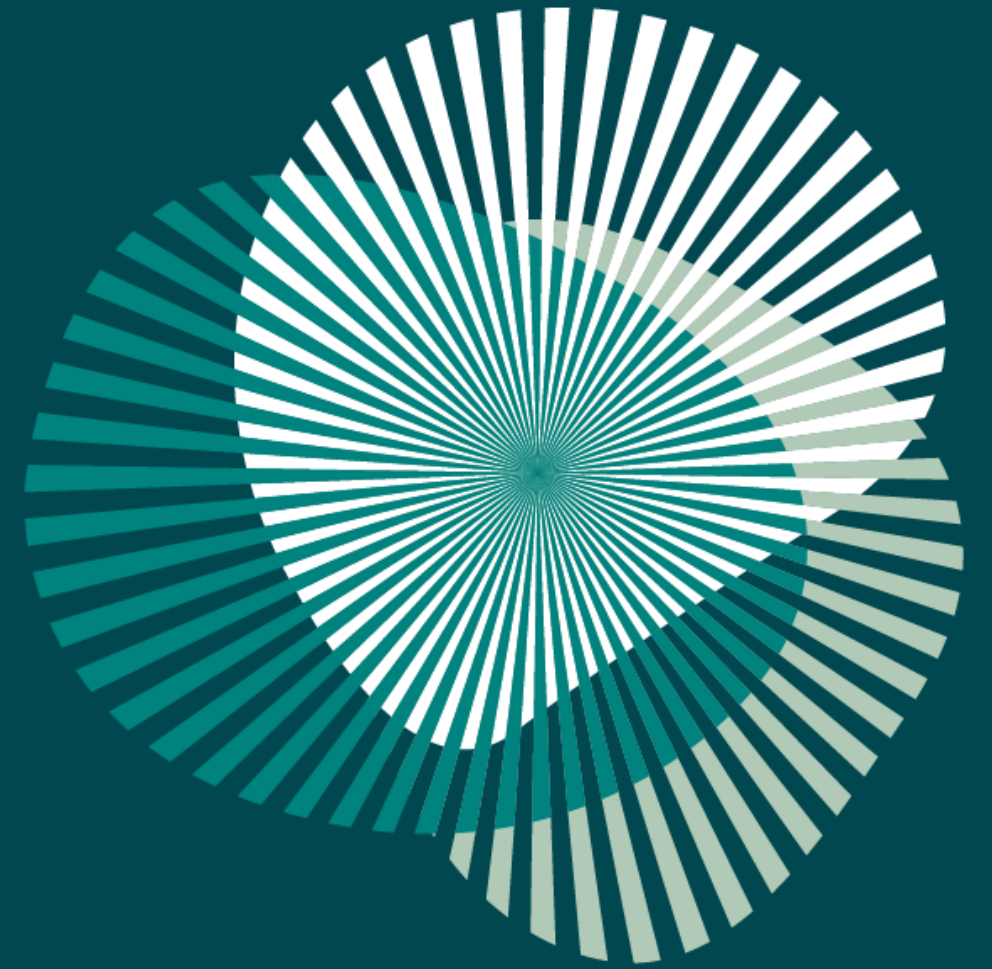


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Winning hearts & Minds  
Creating a knowledge first culture

10th October 2024

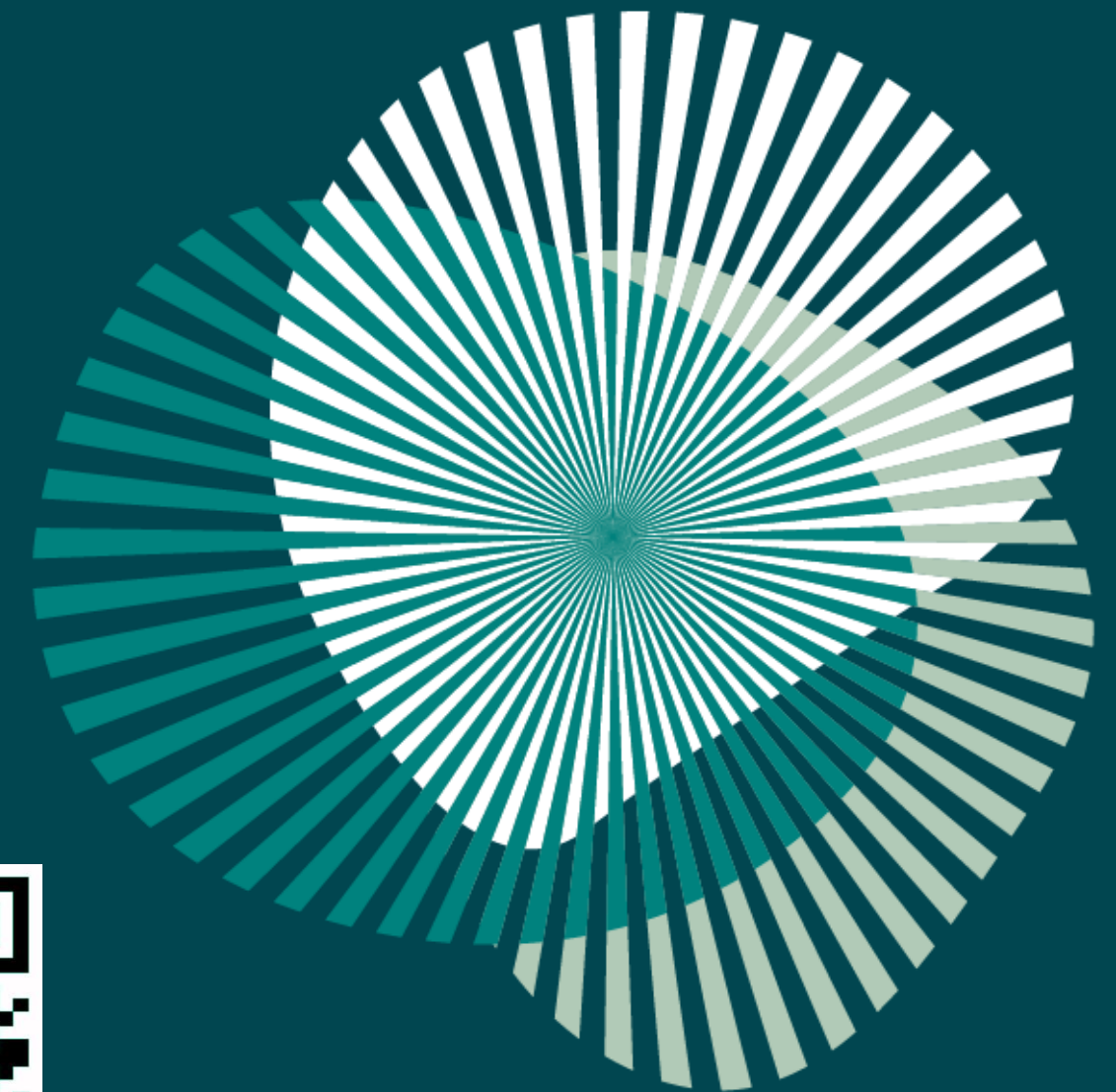
For a free 30min consultation or just to  
stay in touch


Beth King

[www.generativework.space](http://www.generativework.space)

[beth@generativework.space](mailto:beth@generativework.space)

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**Reimagine business**

**No compromises, just possibilities**

**Grow through today's needs and  
cultivate tomorrow's potential**

**GENERATIVE  WORK**

A pioneering systemic business and leadership consultancy for organisations tackling complex challenges and gnarly change

Wise is she who  
knows she does not  
know

Jostein Gaarder



What is a  
“knowledge first  
culture”?



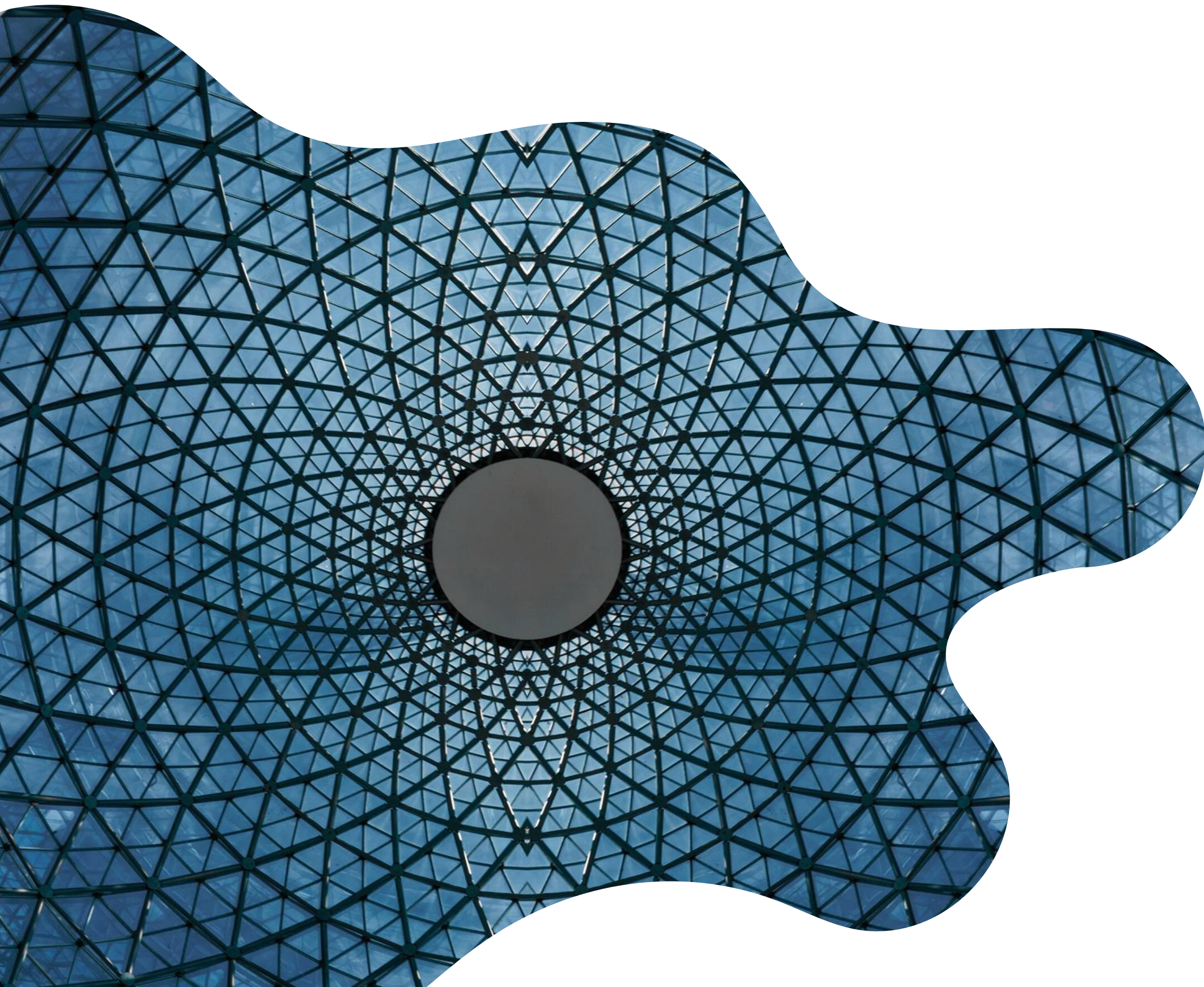
# Traditional cultural change model



# Building cultures: Traps for the unwary



- Simplifying the complex
- Trying to mandate a culture
- Focusing on what people DO



# Simplifying the complex

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**GENERATIVE  WORK**  
**GEN  RATIVE WORK**



Simplicity

Complexity



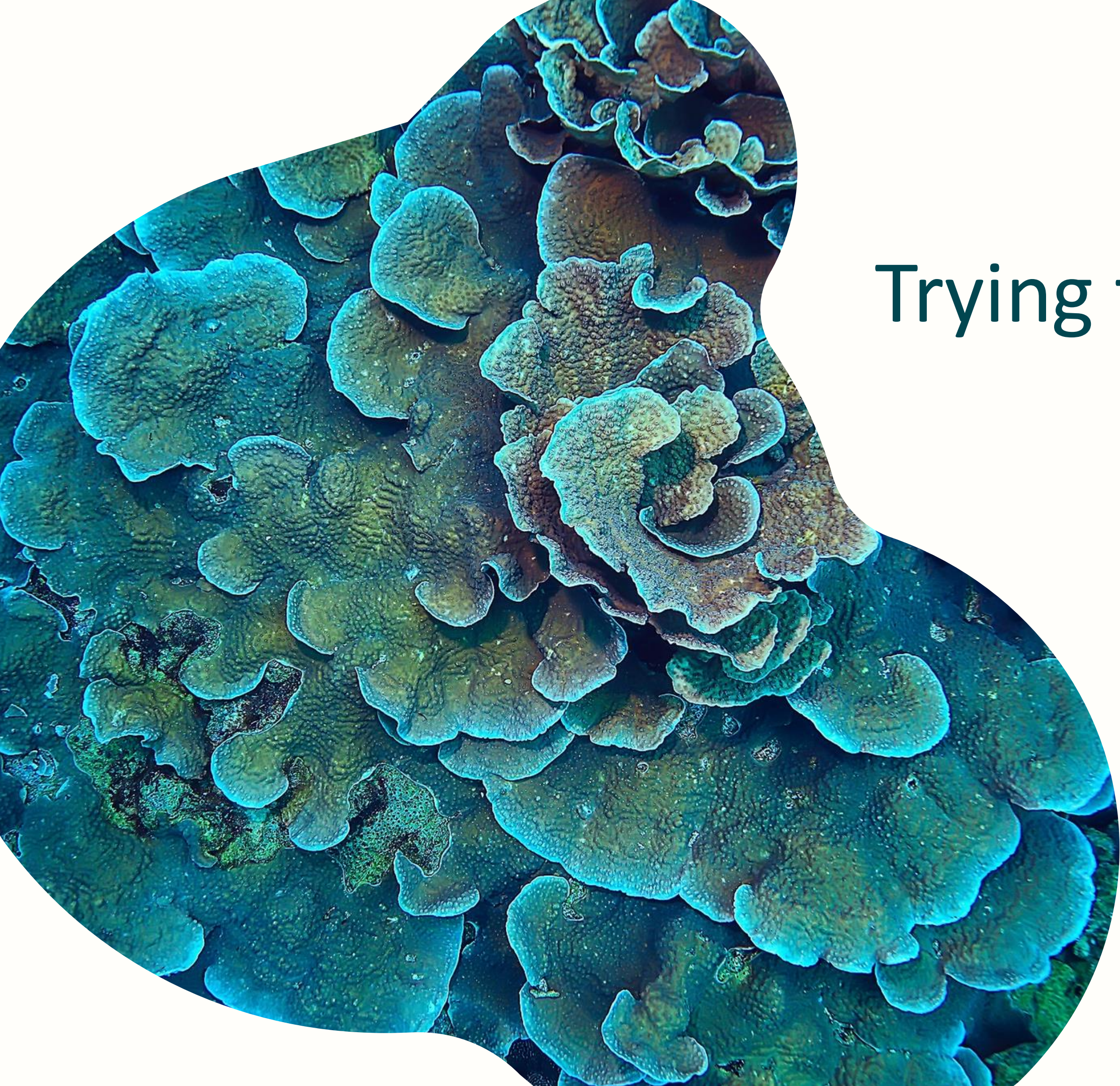
# Holding complexity and precision

## Embrace the complexity

- Zoom out to see what is really going on
- Understand the broader “system” and its influences
- Discover your blind spots and look the monster in the eye

## Then cut through by

- Focusing on the few things that will make a difference
- Mapping consequences intentionally
- Testing and iterating

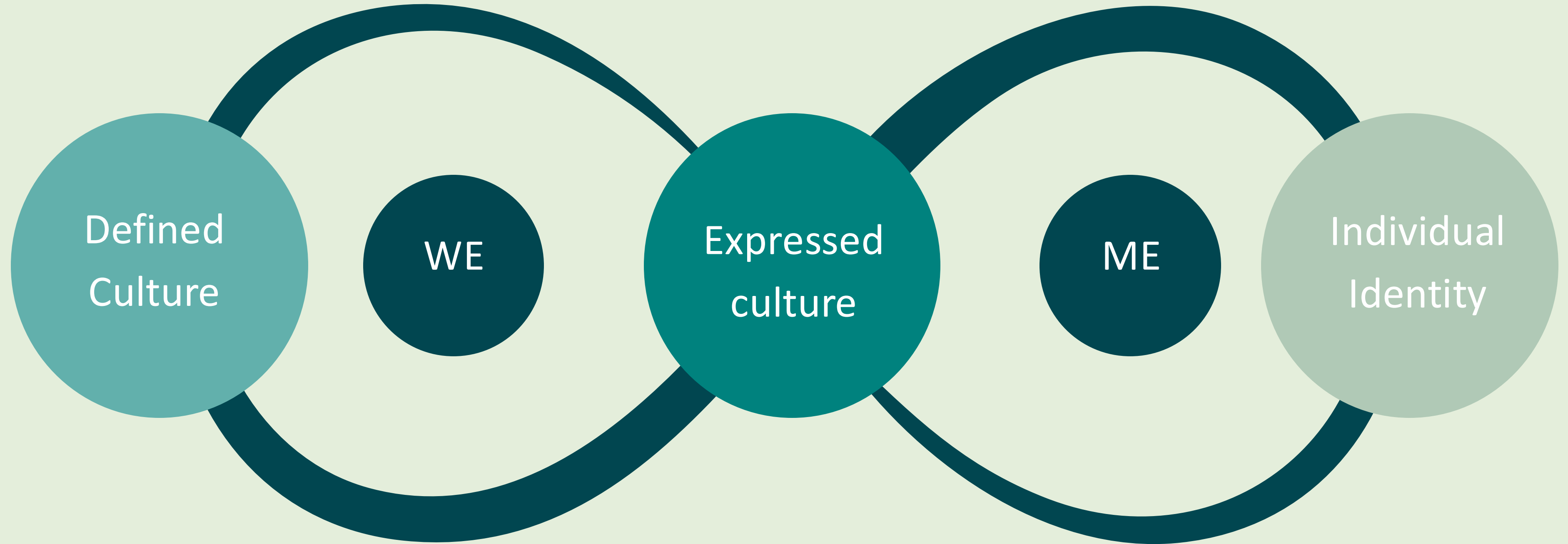


Trying to mandate a culture

GENERATIVE  WORK  
GENERATIVE  WORK  
GENERATIVE WORK

EXPRESSION OF ORG NORMS

PARTICIPATION IN ORG



Defined  
Culture

WE

Expressed  
culture

ME

Individual  
Identity

EVOLUTION OF CULTURE

EXPERIENCE OF ORG



# Curating a culture

## Its complex because

- It IS the organisation
- it is being created by every single person in every single moment
- No one area or person can control the culture

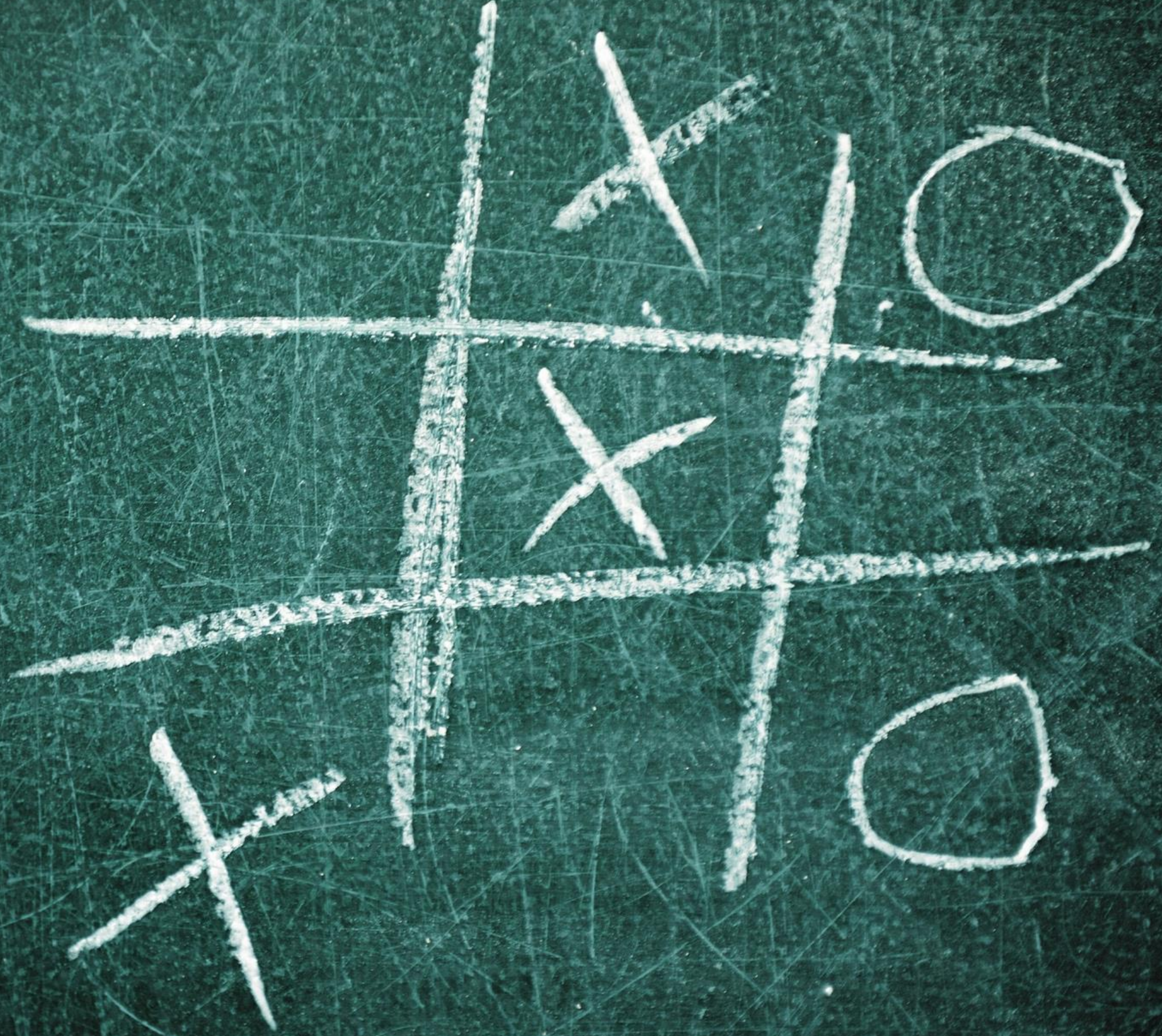
## We can cut through it by

- Influencing through org norms
- Supporting and resourcing individuals
- Look at what is, and keep iterating - be the curator



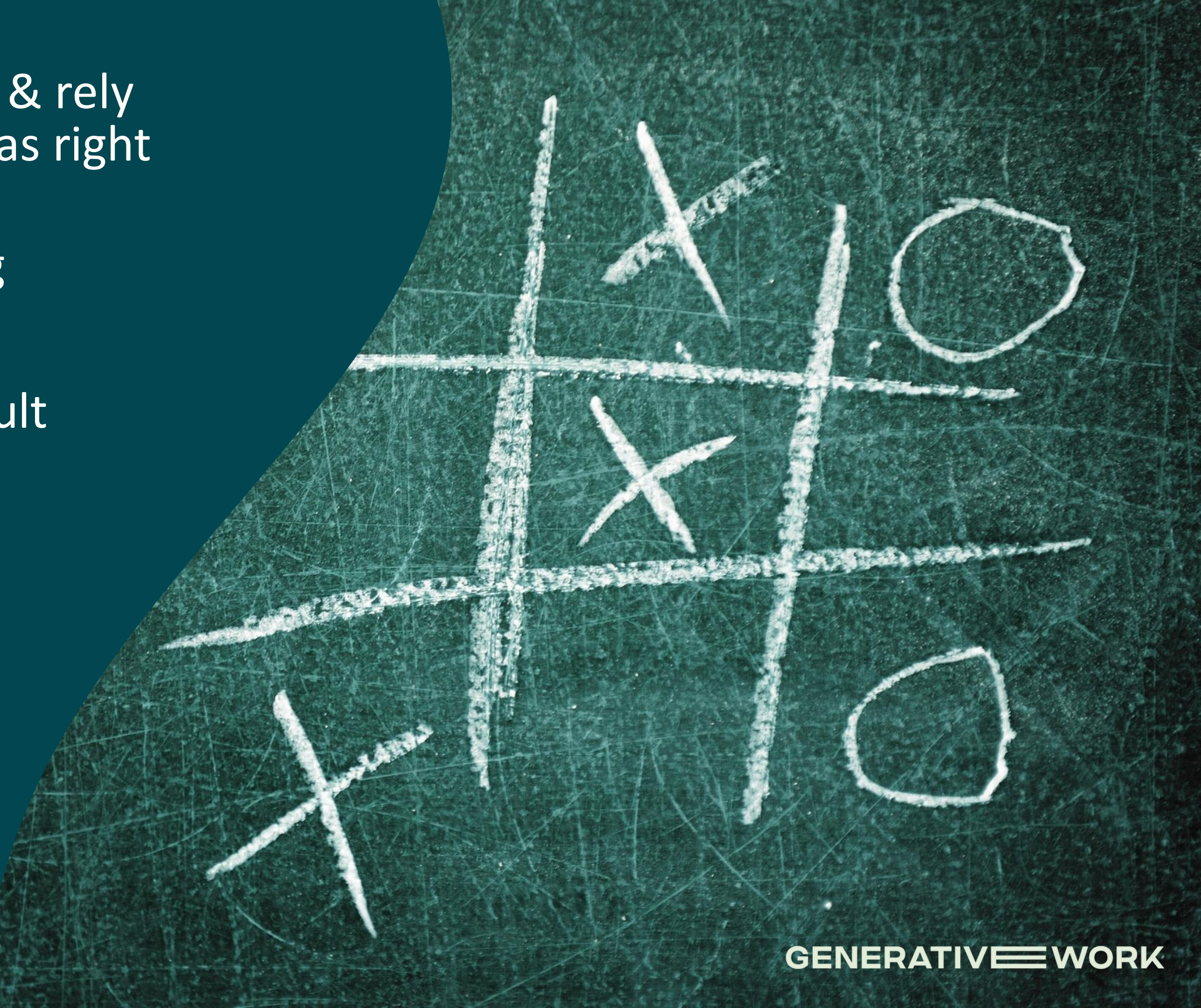
Trying to change  
what people do

**GENERATIVE WORK**  
**GENERATIVE WORK**  
**GENERATIVE WORK**

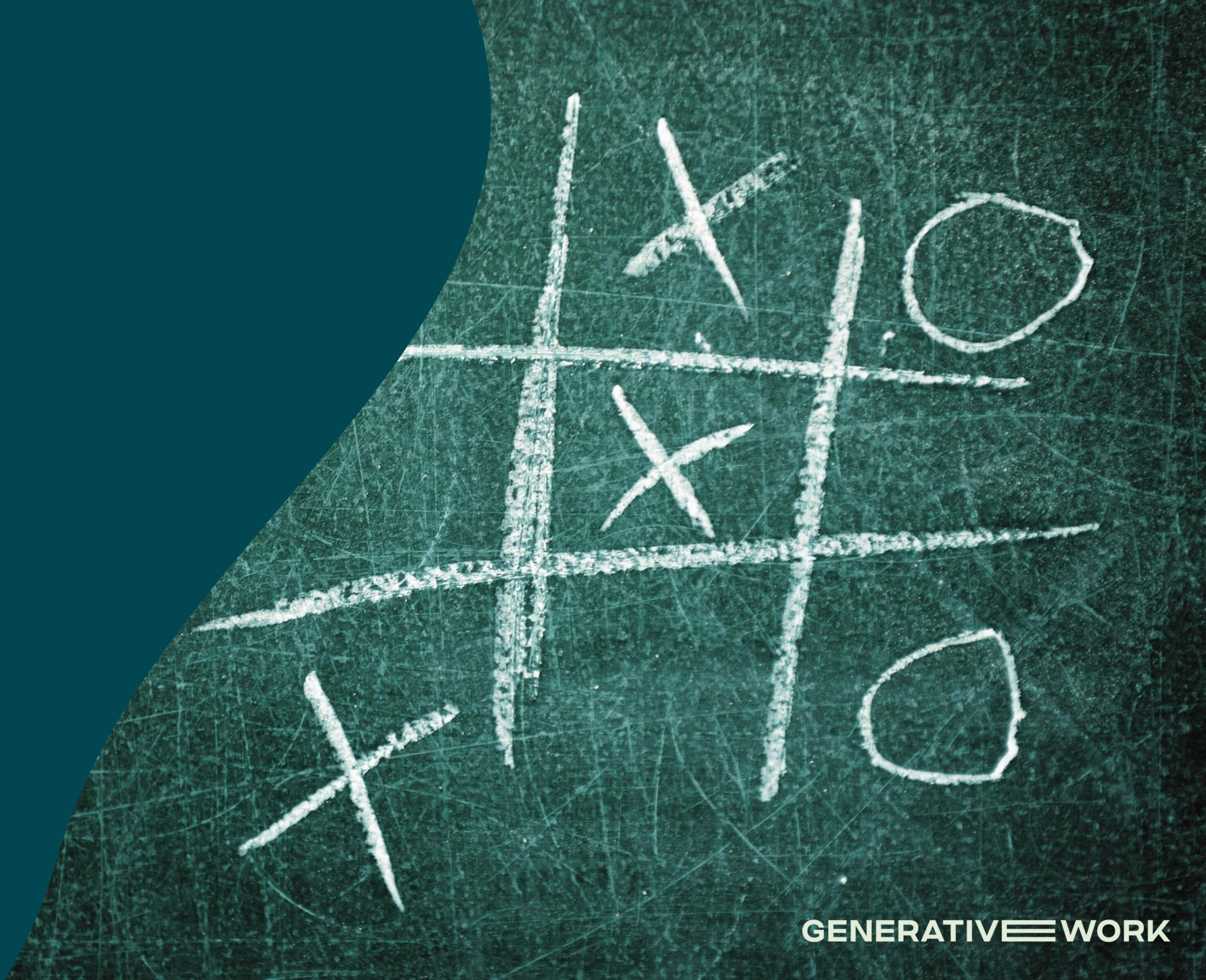




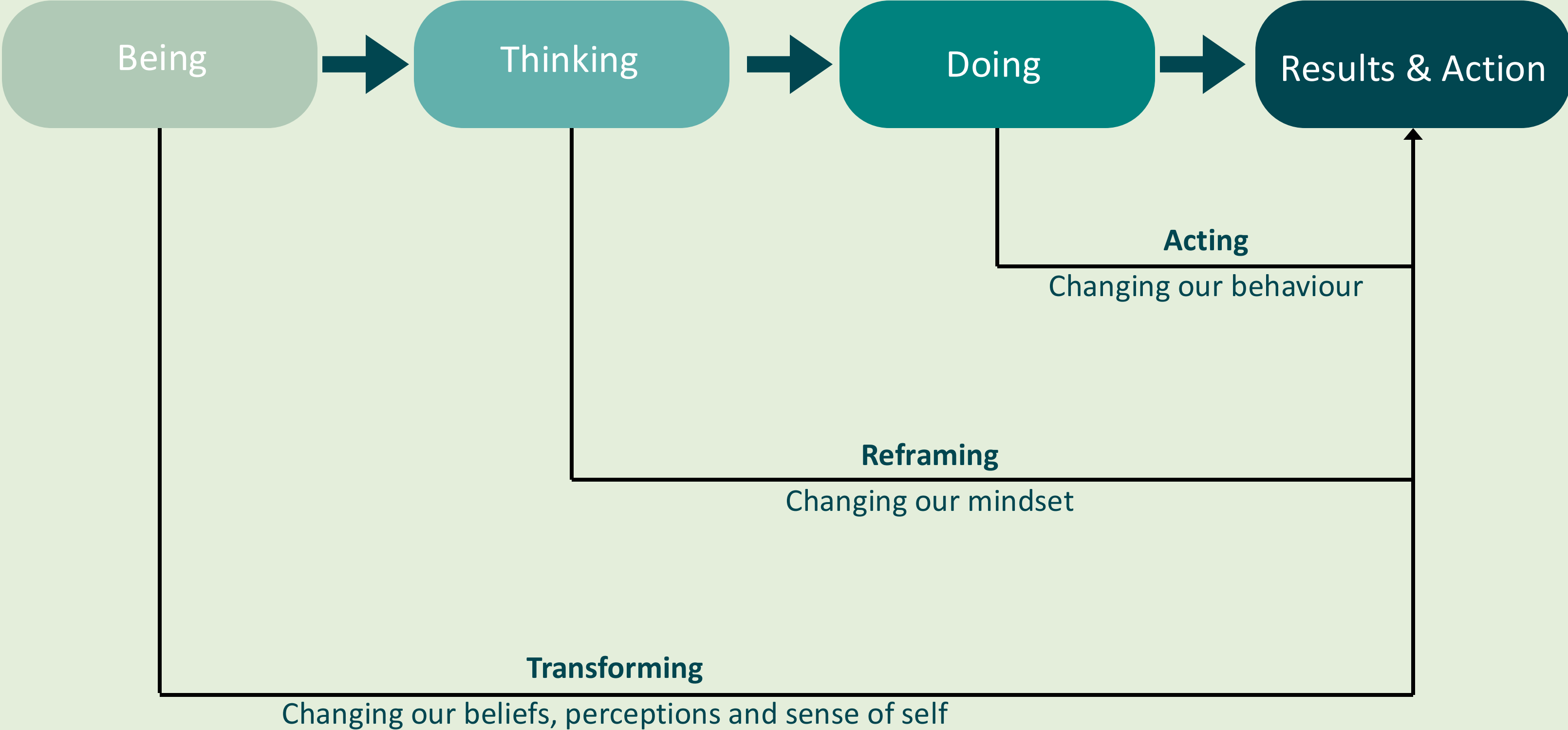
- Make assumptions & rely on our experience as right
- Distracted listening
- Compete as a default
- Uncomfortable in uncertainty



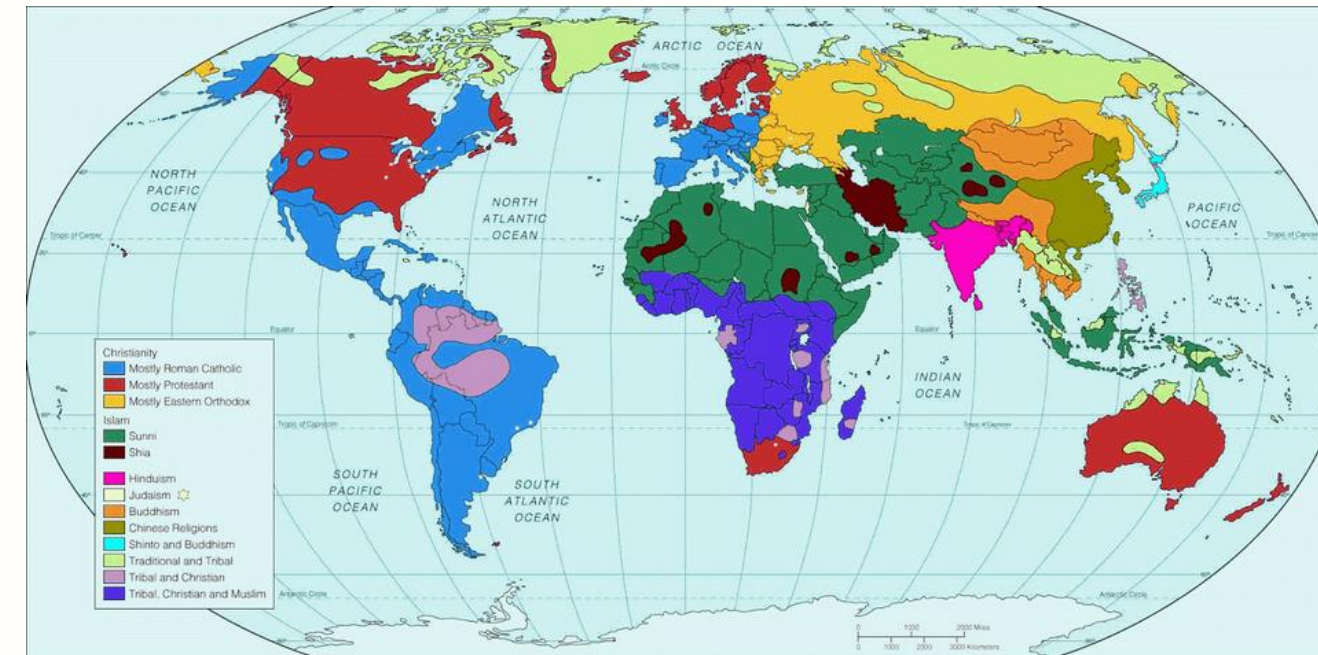
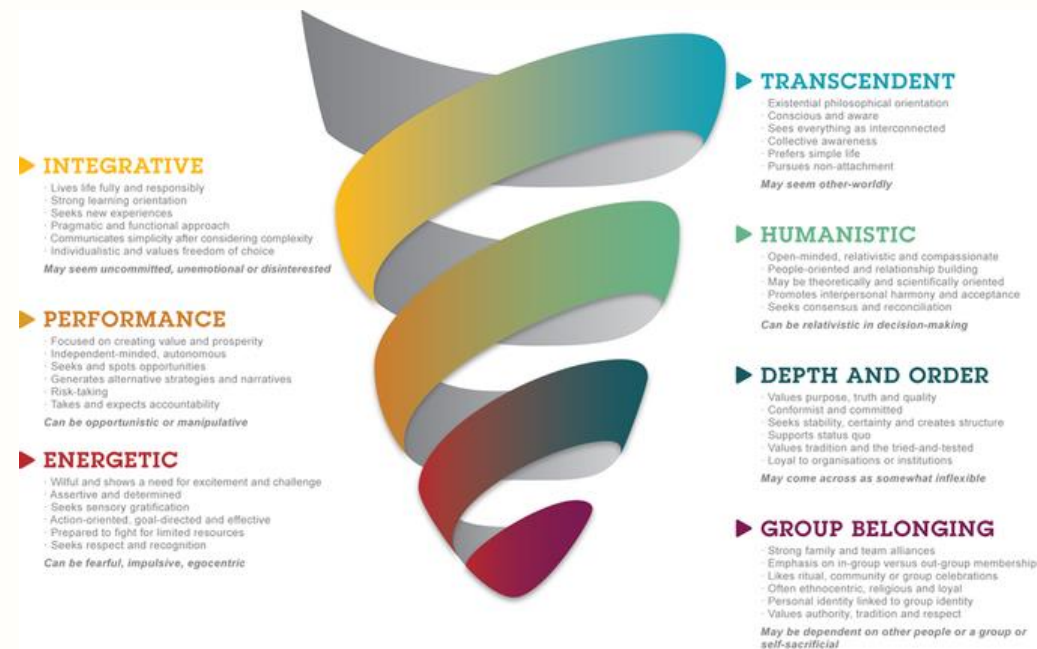
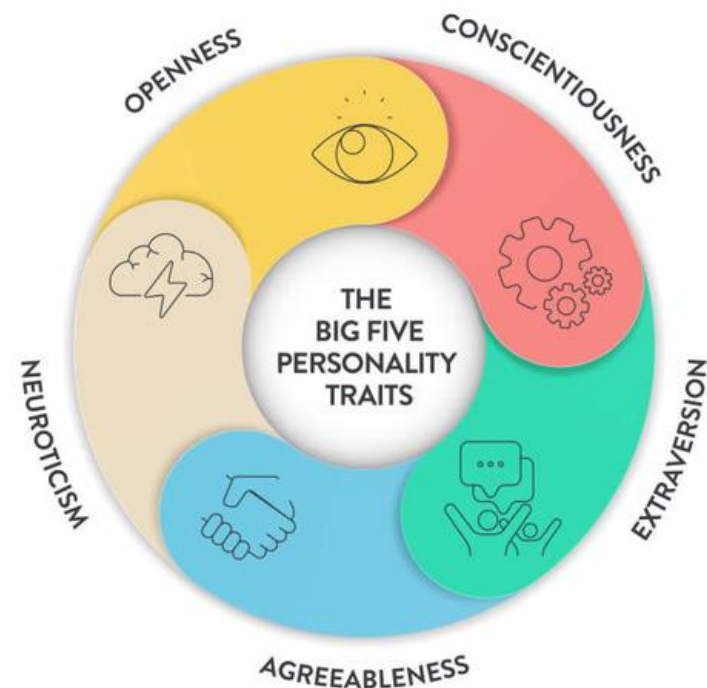
- Curiosity
- Deep listening
- Collaboration
- Change



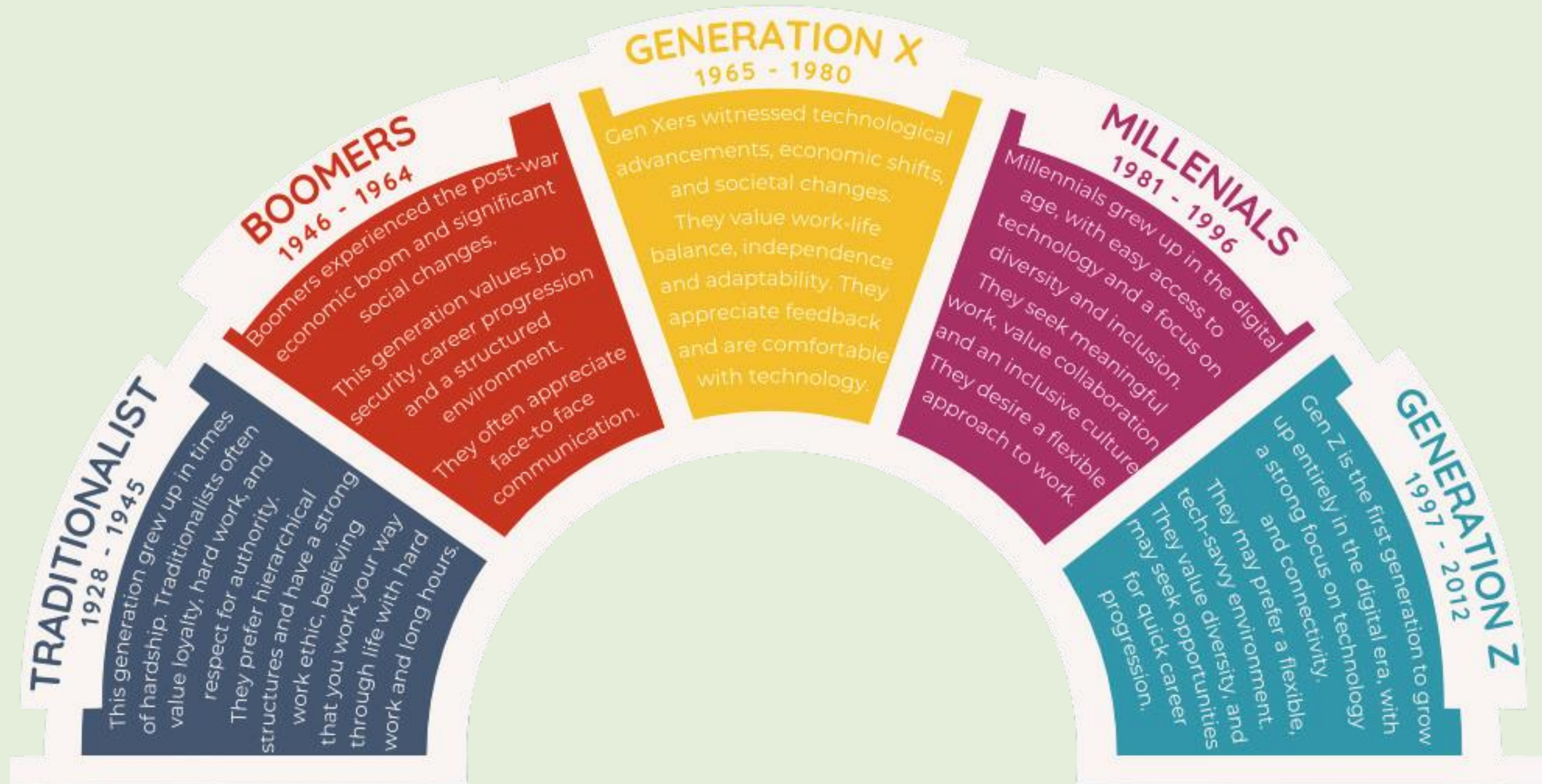
# Moving from doing to being



# The kaleidoscope of human expression



# Generations in the workplace



# Differing beliefs

You have to rely on yourself to get ahead

My career and status define my value

The key to success is pursuing your passion

Success requires dedication and sacrifice

Success requires flexibility, sustainability and equity



# Working with Hearts & minds

## Its complex because

- Humans have deep drivers
- Humans are a diverse kalidiscscope of differing needs

## We can cut through it by

- Focusing on addressing and shifting core organisational beliefs
- Understanding your most common drivers as a collective



# Getting the change going

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**GENERATIVE  WORK**  
**GEN  ERATIVE WORK**



# In Summary.. The simple steps

Regularly curate -  
don't control

Embrace and  
pay attention  
to the  
complexity!

Focus on resourcing  
and enabling  
PEOPLE

Build Capability,  
Opportunity &  
Motivation for new  
behaviours

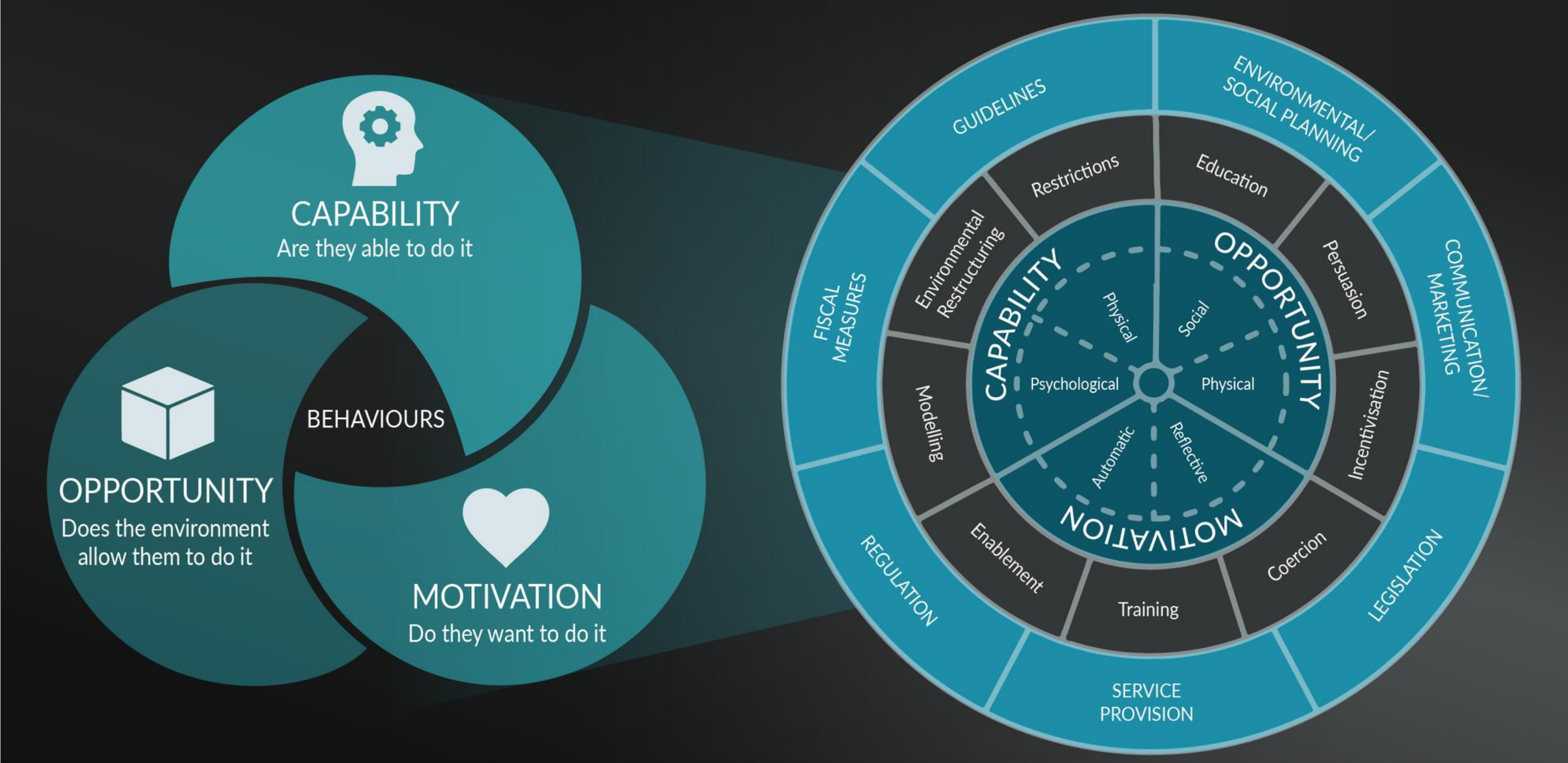
Target underlying  
beliefs & needs -  
create new stories

Involve, empower  
and co-create

Start with your  
leaders

# Enable behaviour: COM-B Model

Further resources [here](#) and [here](#)



# Get people involved

Further resources [here](#)

## OPEN SOURCE CHANGE STRATEGIES OUTPERFORM TOP-DOWN STRATEGIES



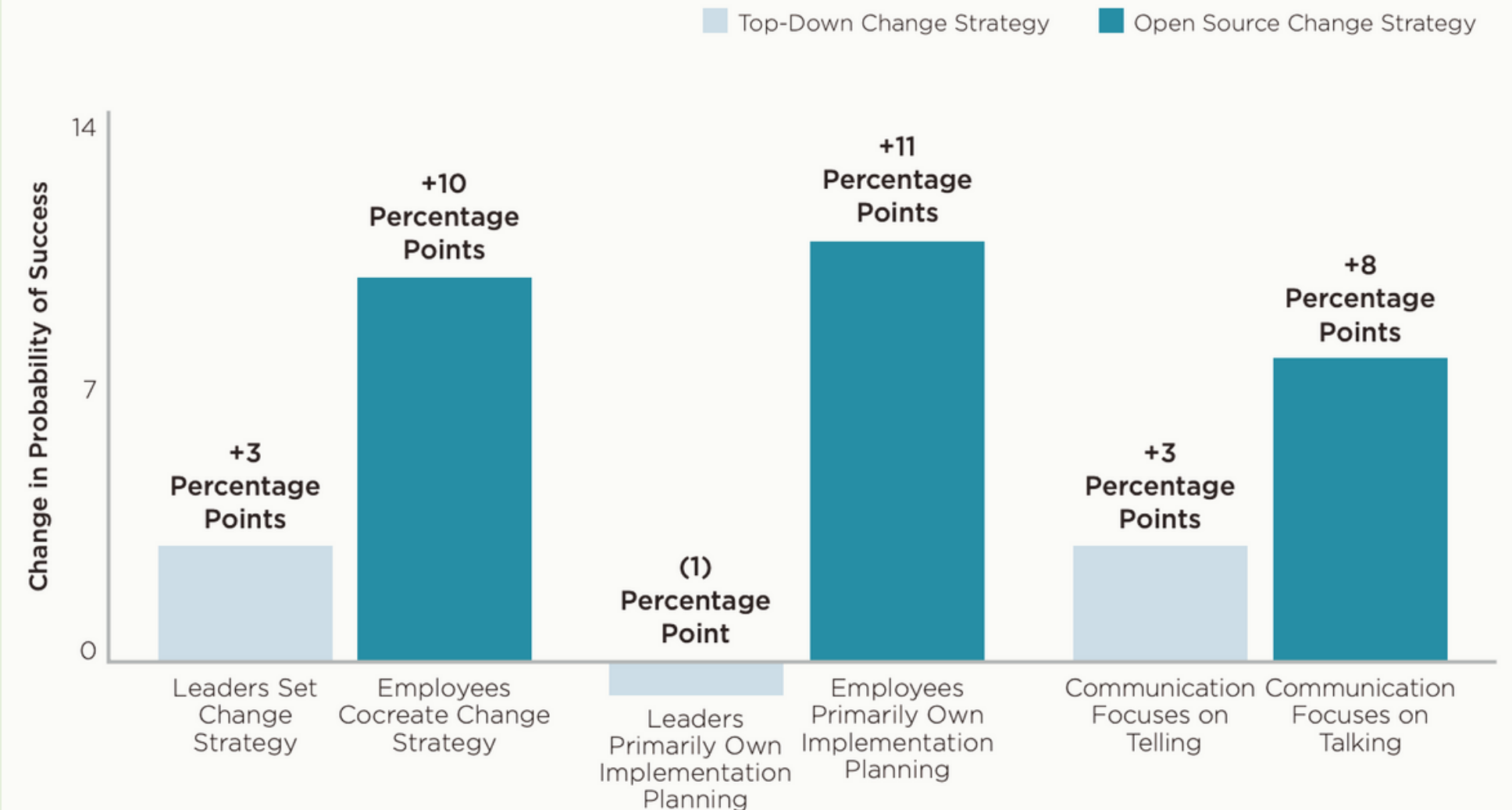
### When Organizations Use an Open Source Change Strategy...

- The probability of change success increases by as much as **24 percentage points**.
- Implementation time decreases by as much as **one-third**.
- Employee time spent on change decreases by as much as **12.6 hours** per week per employee.
- Employee engagement increases by as much as **38 percentage points**.
- Discretionary effort increases by as much as **19 percentage points**.
- Intent to stay increases by as much as **46 percentage points**.
- The number of resisters decreases by as much as **19 percentage points**.
- The number of employees who feel ownership for making change successful increases by as much as **29 percentage points**.

*n* = 6,686 (Workforce Survey); 102 (Head of Function Survey).

Source: CEB 2016 Workforce Change Survey; CEB 2016 Change Management Head of Function Survey.

## Open Source Change Strategies Drive Change Success Impact on Probability of Change Success



*n* = 6,686 (Workforce Survey); 102 (Head of Function Survey).

Source: CEB 2016 Workforce Change Survey; CEB 2016 Change Management Head of Function Survey.

# Activate your leadership and find your first followers



Link to  
video  
[here](#)

# Thank you!!

For a free 30min consultation or just to  
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