



THE ORGANISATIONAL CULTURE TRANSFORMATION AND MAINTAINANCE PROGRAMME

An IGO Consultancy Programme

Introduction

This Programme has been developed by the Director of IGO Dr Lionel Stapley over a twenty-five year period which has included a Thesis for an MSc in OD and Doctoral research followed by application as part of organisational consultancy projects and further post-PhD research. Much of the PhD Research was first published in Dr Stapley's first book 'The Personality of the Organisation: A Psychodynamic Explanation of Culture and Change', Free Associations, 1996.

The Programme is largely based on an application of psychoanalytic understanding regarding the way in which culture develops. This approach sees culture as something that an organisation 'is', or that members of the organisation are the culture. This leads to the notion that while it is not possible to change or transform culture per se, if you know how it develops you can transform those elements of the organisation that will result in a transformation of the culture.

The Programme can be applied to organisational culture transformation; and organisational culture maintenance. In regard to the latter, it may be the case that an organisation has a positive culture, but it's not clear why. In such cases, the research will reveal the reasons why which will help the CEO and board to constantly replicate and maintain the positive culture. When the findings reveal a negative culture, the research will reveal the cause of this negativity and propose a transformation programme.

In all projects the Programme will only work with the CEO and Board, this may differ from the approach of others who propose and carry out multiple workshops/seminars with all staff. A time consuming, lengthy and hugely expensive process with very limited

success in regard to transformation of the organisational culture.

The IGO approach has shown that a two-year Programme can achieve a successful transformation to a positive culture at reasonable fees. Furthermore, because of the process of working in a way that encourages the CEO and the Board to achieve the transformation by their everyday actions, the culture will be sustainable. This again is contrary to findings that big percentages of culture change fail; and are not sustained.

Outline of Programme

A two-year continuing Action Research Consultancy Programme.

Objective

An Organisational Development Programme aimed at bringing about organisational and culture transformation or maintenance.

Three interlinked elements of the Consultancy

- 1. *Personal Development***
- 2. *Organisational Development***
- 3. *Group Processes Development***

1. *Personal Development*

Personal development is a vital aspect of the programme. This mainly concerns the CEO/COO (as below) but also includes other Board and other senior managers as identified.

- A one to one consultancy for CEO/COO with an IGO Consultant over the duration of the Programme and consisting of monthly 2 hour sessions.
- Attendance at a Group Processes Programme.
- Continuing Personal Development aimed at transferring knowledge and skills to CEO/COO and Board members as the Programme progresses.
- Further one to one sessions based on needs and continuing development of CEO/COO and Board members as identified from the developing

2

stages of the Organisational Development Programme.

2. Organisational Development

This will involve IGO Consultants working with CEO and Board members to bring about organisational and culture transformation or maintenance. The essential aims will be to:

- Work on key aspects of the organisation that will influence the culture to develop into one which positively supports the aim of the organisation.
- Ensure that succession of senior managers is considered and actively pursued throughout.
- Develop the knowledge and skills of key personnel.

The work will start with a number of 'Culture Audits' aimed at gaining an analysis of the organisation as it is today.

From the point of the first 'culture audits,' Dr Stapley will work with CEO and Board to begin the process of culture transformation.

3. Group Processes Development for CEO and Board Members.

To enable key personnel to contribute at a deeper level it will be helpful to develop their knowledge and understanding of unconscious group processes.

This will be achieved by:

- 'One Day Group Processes Workshop' for key personnel at an early stage of the Programme
- Selected others attending Group Processes Programme
- An ongoing commitment to such staff development for incoming personnel

A comprehensive programme, tailor-made to respond to the uniqueness of the specific organisation.

Enquiries

Those interested should contact IGO with a view to making an appointment to discuss specific needs and for IGO to provide a tailor-made proposal based on the above approach.