LeSage Arts Management

New Brunswick Youth Orchestra | Orchestre des jeunes du Nouveau-Brunswick

Orchestras Orchestres Canada

Organizational Culture: Intentional or Accidental?

A joint presentation by:
Jeanne LeSage, LeSage Arts Management
Ken MacLeod, Sistema New Brunswick / New Brunswick Youth Orchestra
June 12, 2019

New Brunswick Youth Orchestra | Orchestre des jeunes du Nouveau-Brunswick | Sistema | Orchestre des jeunes de Moncton Youth Orchestra | Orchestre Tutta Musica | Orchestre des jeunes de Saint John Youth Orchestra | POPS N·B

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AGENDA

- Welcome and Introduce Speakers
- What is Organizational Culture? – Jeanne
- A Living Case Study in Culture – Ken
- Joint Q&A - Ken and Jeanne
- Brainstorm Organizational Culture Ideas
- Closing/Wrap

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Our Speakers Today

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Ken MacLeod, President & CEO - New Brunswick Youth Orchestra

- Ken MacLeod has been a leader in the not-for-profit sector for more than 30 years – as a volunteer, board member, senior manager, donor and consultant.
- Ken is President & CEO of the New Brunswick Youth Orchestra and founder of **NBYO's Sistema New Brunswick** program
- In a recent book, *Nuts, Bolts and a Few Loose Screws,* by Gair Maxwell, Ken was profiled as the **'Virtuoso of Vision'** for his work with the NBYO and Sistema NB.
- From 1995 – 1999 Ken served as a **Member of the Legislative Assembly of New Brunswick**. He is a graduate of Acadia University and Mount Allison University. He is a recipient of the Governor General's **'Meritorious Service Medal' and Order of Moncton.**

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Jeanne LeSage, CHRL, MBA

- **Canadian Arts Management:** 10 years as a stage manager, 10 years at **Toronto International Film Festival** - starting the first Human Resources Department. Executive Director of the **Kay Meek Centre for Performing Arts** in West Vancouver.
- **International Arts Projects:** Arts Management Fellowship at the Kennedy Center (D.C.), Abu Dhabi Film Festival, FilmAid (Haiti), Royal Opera House Muscat Oman
- **Certified HR Professional, MBA** in Management Consulting, **NonProfit Board** work with S.M.Arts, Department of Imaginary Affairs, Volcano Theatre
- **LeSage Arts Management** - consultancy with focus on Human Resources, Strategy, Organizational Development and Facilitation.

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What Exactly IS Organizational Culture?

(aka beyond PingPong Tables and Quinoa Chia Pudding Frozen Yogurt Machines…)

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But First…
As We Discussed Last Year in Calgary…
THE BIG PICTURE.

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The Big Picture

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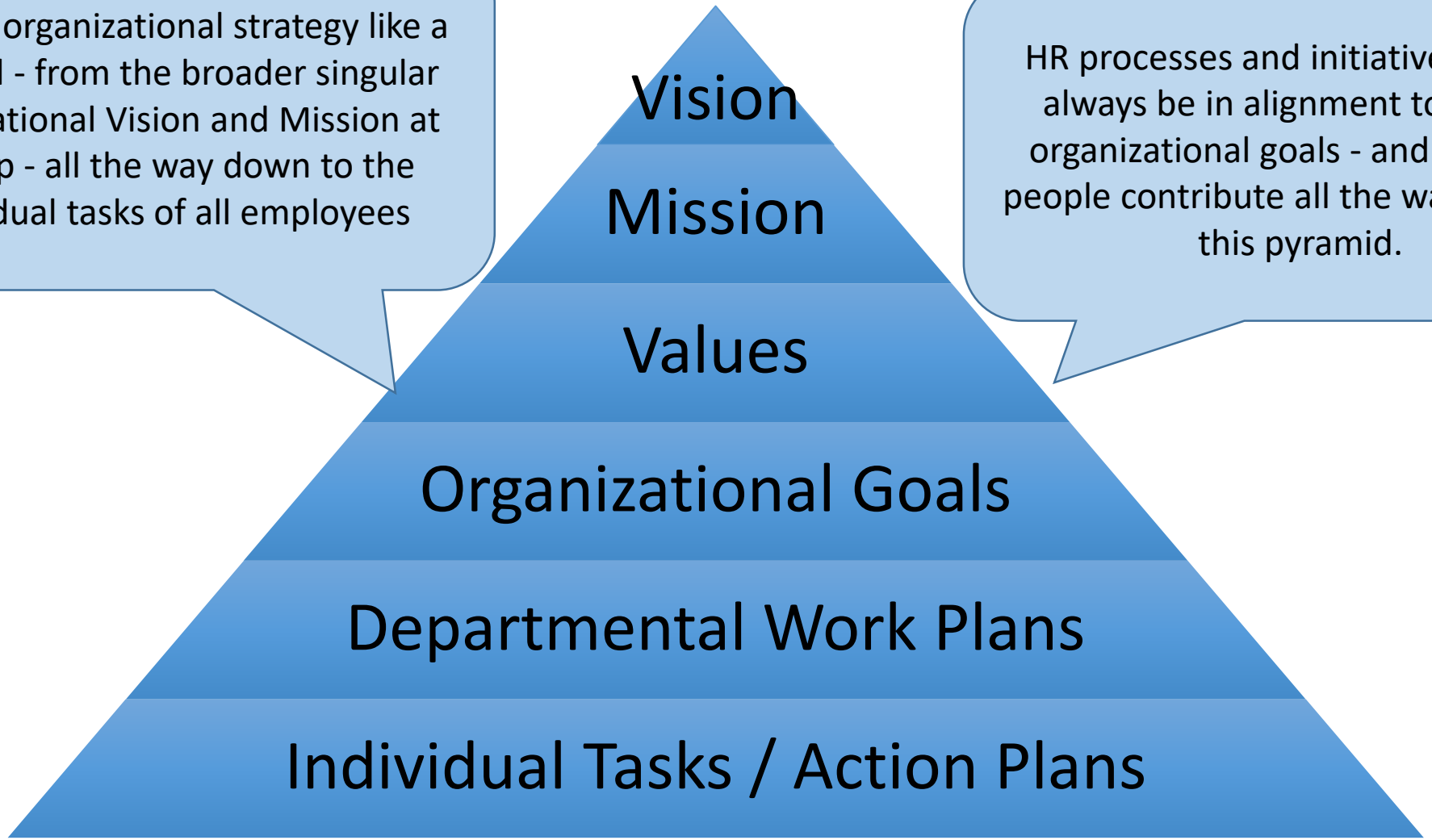
The Big Picture - Organizational Context

Think of organizational strategy like a pyramid - from the broader singular organizational Vision and Mission at the top - all the way down to the individual tasks of all employees



HR processes and initiatives should always be in alignment to overall organizational goals - and can help people contribute all the way through this pyramid.

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What is Organizational Culture?

- We may have heard anecdotal things about exactly what Organizational Culture is. Here's a quiz!…. Which phrase best describes Org Culture?:
  a) "It's the way things work around here…"
  b) [After an employee is onboarded and reads the organization's materials] – "yes, but what REALLY happens at this place?"
  c) "It's a set of solutions devised by groups of people to solve problems"
  d) A set of understandings or meanings shared by a group of people.
  e) Once a month we do Taco Tuesdays!
  f) All of the above.
  g) None of the above.
  h) Huh?

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WHAT ELSE?

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Some B-School Definitions:

- "Organizational Culture consists of the values, symbols, stories, heroes, and rites that have special meaning for a company's employees. Culture represents the emotional, intangible part of the organization. If structure is the organization's skeleton, culture is its soul"[1]

- "An organization's culture describes the part of its internal environment that incorporates a set of assumptions, beliefs, and values that organizational members share and use to guide their functioning. Culture refers to the shared meanings or interpretations that are largely tacit and unique to group or organizational members and that focus their actions."[2]

1. Organizational Behavior & Management, Aldag & Kuzuhara, 2002
2. Organizational Behavior: A Diagnostic Approach, Gordon, 2002
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Functions and Elements of Org Culture

Functions – how Culture SERVES an organization:

- Cooperation
- Decision making
- Control
- Communication
- Commitment
- Perception
- Justification of Behaviour

Elements of Org Culture:

- Values
- Symbols
- Narratives (stories, myths, sagas)
- Heroes
- Rites (of passage, of enhancement, of integration)
- Rituals

©LeSage Arts Management, 2019. Source: Aldag & Kuzuhara

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The Culture Iceberg – via Edgar Schein

Norms, Behaviors and artifacts.
Visible, tangible.

Personal Values and Attitudes.
Less visible, but can be talked about.

Cultural Values and Assumptions.
Usually not visible at all, often held subconsciously, rarely (if ever) questioned in everyday life.

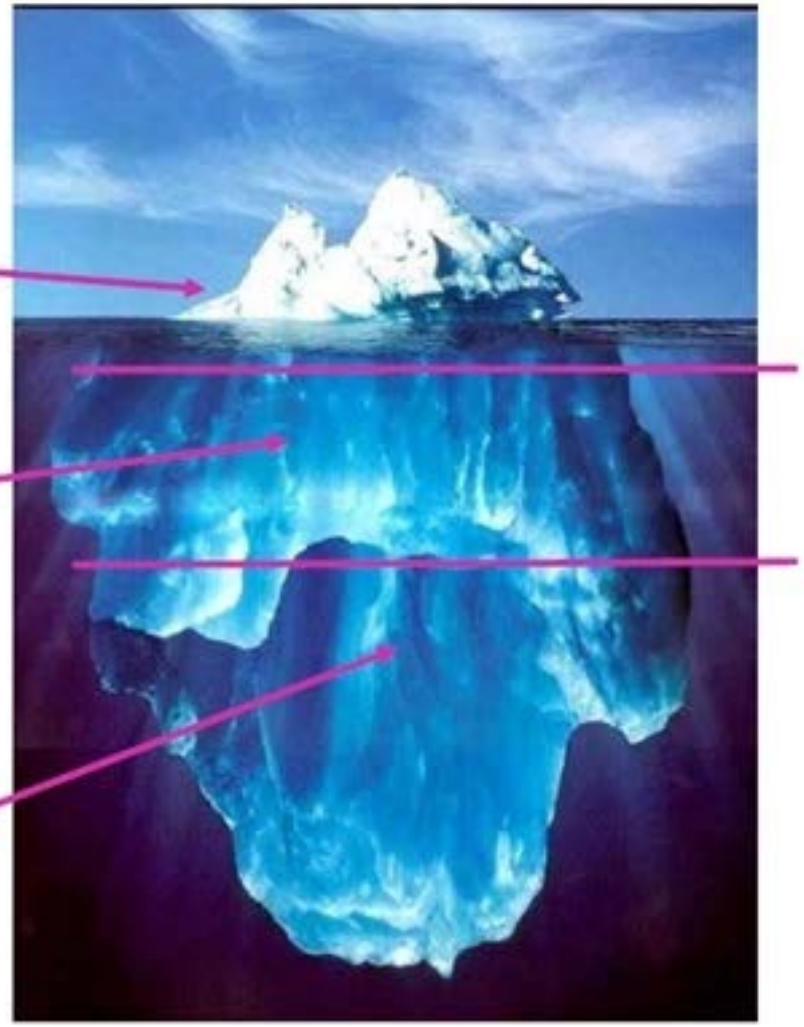

Image by R.A. Clevenger

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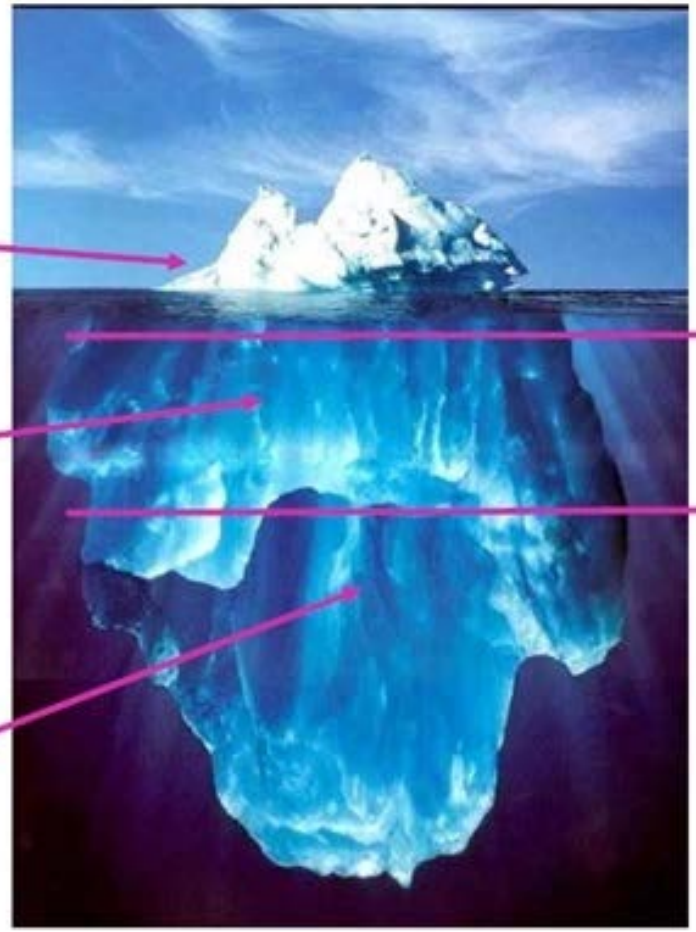

Image by R.A. Clevenger

- Artifacts (Visible Structures and processes)
- Espoused Beliefs and Values
- Underlying Assumptions (unconscious, taken-for-granted beliefs). Not seen – but ultimate source of values

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Why Worry About it?

Who cares? Shouldn't we just focus on our Mission, our Strategy, our Art, our Fundraising, our Marketing, etc etc? Why should we spend time on Taco Tuesdays?

- BUT → "Culture eats Strategy for breakfast" *(Peter Drucker, purportedly)*
- It ultimately impacts the BEHAVIOUR of your team, and HOW they work. Creating a good work place and org culture is the right thing to do.
- Effective organizational culture has been shown to create high levels of team engagement, an alignment and focus of work - which results in you delivering on your mission. On the flip side – a counterproductive org culture could greatly impede your work.
- Become the "Best Place to Work" – when we have trouble competing in the market with a scarcity of resources – being a vied for employer helps you hire the best people, and KEEP them.

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Fractured Atlas's View of Types of Existing Cultures

- There are different levels that can be seen in an organization:
  - **Shared Employer Culture:**
    - We just all happen to work at the same organization.
    - BUT: Not highly engaging or effective – this organization is not going to change the world.
  - **Shared Identity Culture:**
    - We all like where we work, the people we work with and the work we do. We might share hobbies and have shared experiences. It's a nice place to work.
    - BUT: this organization might be resistant to change & innovation, might be too inward looking and lacking in diversity – only employing people 'like us'
  - **Shared Purpose Culture:**
    - We area all focused on the VISION of the organization. Externally focused – and outwardly directed.
    - This is "Change the World" level of organization effectiveness.

*Note – you may not have all of your people at the Shared Purpose level – but it's a good aim to move everybody there.

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Can We Change or Create Culture?

- What if there is a strong culture present in our organization that is:
  - Counter to our mission or strategic priorities
  - Is out of our control
  - Is negative or toxic?
- How do we LEAD change of an existing organizational culture?
- How do we align a new desired organizational culture with our mission and strategic priorities?
- Let's go back to the Iceberg…

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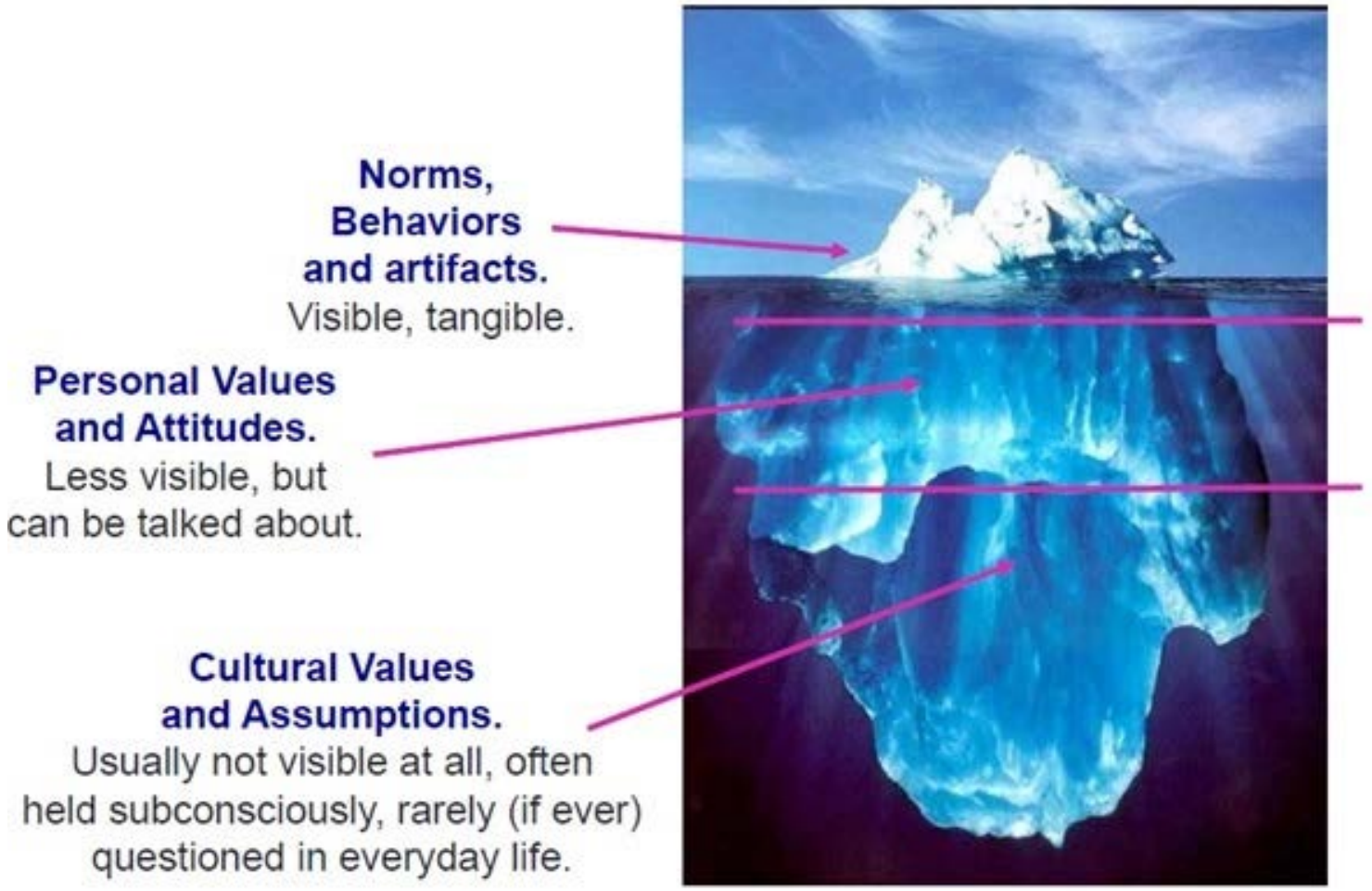
Let's Go Back to Schein's Iceberg…

- **Where do we Lead Culture Change?**



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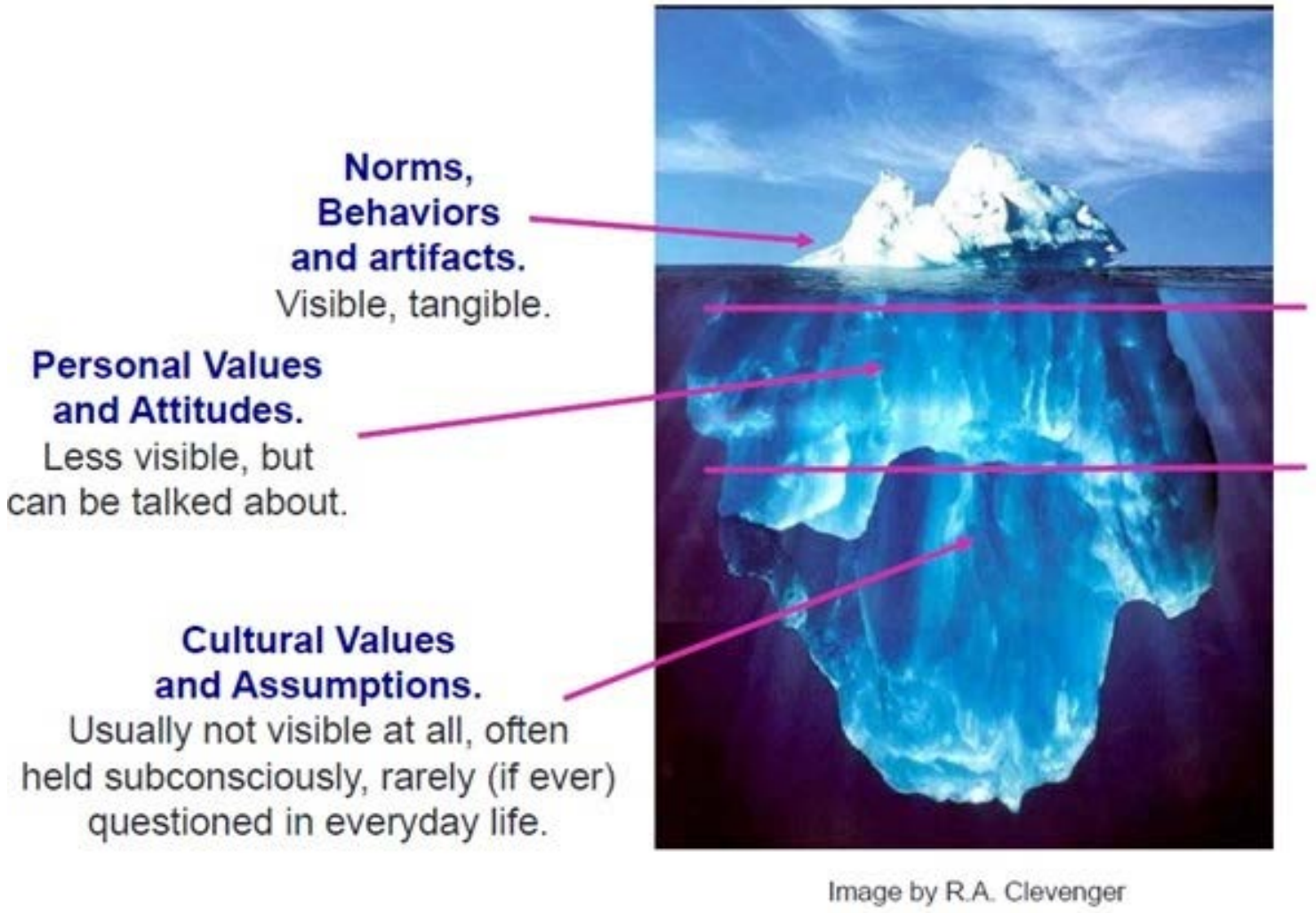
Let's Go Back to Schein's Iceberg…

- **Where do we Lead Culture Change?**
- **Is it perhaps just at the top?**



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“The Culture Question” Method from ACHIEVE

Priorities in creating a positive Organizational Culture:

1. Communicating your purpose and values.
2. Providing meaningful work.
3. Focusing your leadership team on people.
4. Building meaningful relationships.
5. Creating peak performance teams.
6. Practicing constructive conflict management.

©LeSage Arts Management, 2019. Source: Grieser, Stutzman, Loewen & Labun, The Culture Question, 209

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To Take Into Consideration

- Do we always have a SINGLE culture?
  - For arts nonprofits, is there a difference in cultures with artistic versus business/admin teams?
  - Are there dominant cultures, and subcultures?
- Leading Organizational Culture change will take TIME, and take LEADERSHIP
- Some ”adjacent” topics to organizational culture:
  - Managing Change
  - Orientation of an organization to their mission
  - Ethics
- Once you have an aligned organizational culture – use it for things like recruitment screening for team/board, criteria in performance management, and more.

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Intentional or Accidental: A Live Case Study with NBYO

switch to Deck #2

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Questions / Discussion

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Now, Over to YOU!

Brainstorm – Examples of Organizational Culture

Brainstorm Instructions:

- Form groups of 2-3 (feel free to just turn in your chairs, or get up and move around – but we need to make it quick!). Suggestions for how you 'form' your group:
  - Pick a facilitator to keep the conversation going, and ensure everybody that would like to speak can speak
  - Pick a notetaker to capture the ideas
  - Pick a person to report back to the group
- Your group will have TEN MINUTES to discuss and brainstorm (some starting questions will be on the next slide…)
- Then we will come back together for 5-10 minutes to discuss your findings and share ideas

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Organizational Culture Ideas – Group Brainstorm

- In your groups - discuss and brainstorm ideas for Organizational Culture that you could implement in your organization.
- Some questions to guide your discussion:

1. What are tangible ways you could embed positive organizational culture in your organization?
2. What are the biggest challenges to creating culture “intentionally” in your organization?
3. What are the steps you could take to begin the process of creating culture intentionally, of “turning the ship”? Think of the Who, What, How of your approach.
4. What are some ways that you can infuse organizational culture with your BOARD OF DIRECTORS?

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CLOSING / WRAP

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ORCHESTRAS ORCHESTRES CANADA

Thank you!