

Creating the **Best Workplace** by Building the **Ideal Company Culture (2/2)**

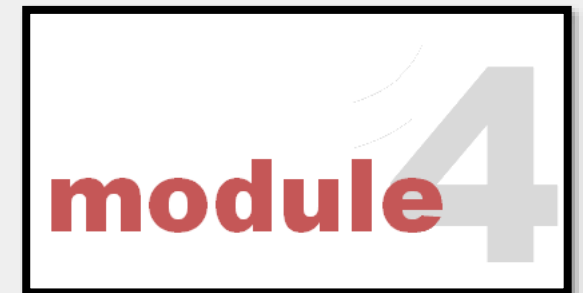
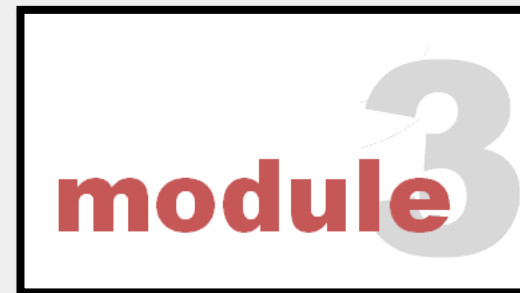
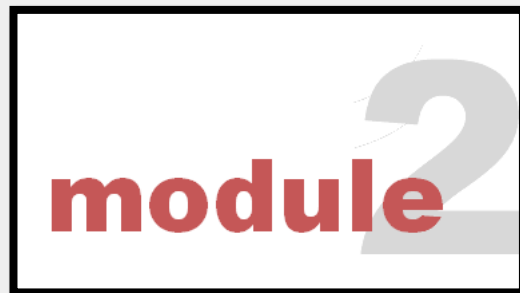
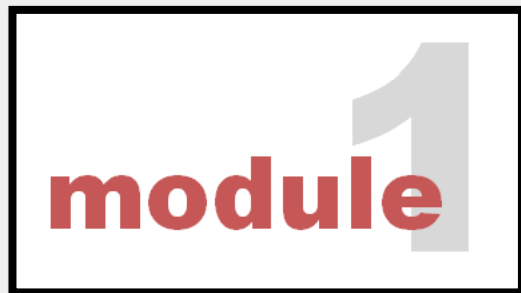


Dr. Joey Wan
January 2021



Workshop Content

1. To understand the importance of **building** and **scaling** the ideal company culture.
2. To differentiate **different distinct company culture styles** and their implications.
3. To practice the **principles and steps** of building the new company culture.
4. To develop the **cultural review & development plan** from the HR perspective.

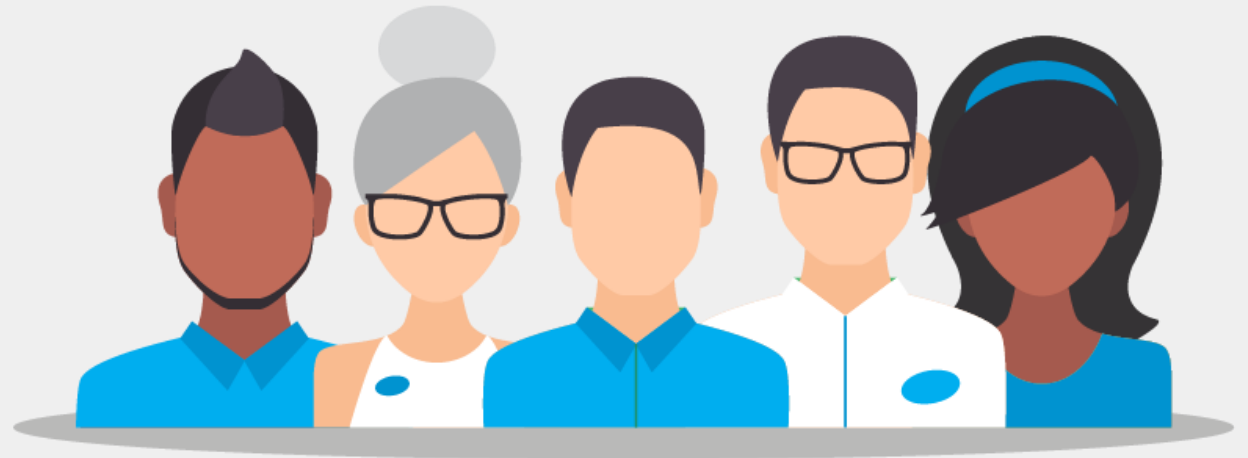


To practice the principles and steps of building the new company culture.

module 3

How to Change your Culture?

1. Keep what **works**
2. Create **shocking rules**
3. Incorporate people from **other cultures** at high levels
4. Make **decisions** that demonstrate priorities



1. Keep what works

- **Steve Jobs** was urged to be more like Microsoft (concentrate on software) when he returned to Apple. But he stuck it out, going even more vertical with integrated tech and creating a music player and a phone.



2. Create shocking rules



- Rules have to be shocking enough to be noticed and questioned by your staff. **Mark Zuckerberg's** 'move fast and break things' rule was important to establish innovation as a priority, sometimes even over quality.

3. Incorporate people from other cultures at high levels

- Google did not have a history of selling to large enterprises (case in point: Google Apps, despite a big head start on Microsoft 365, did not get cut-through). So, former VMware CEO **Diane Green** was named senior vice-president of cloud services in November 2015, to try to address this.



TVB



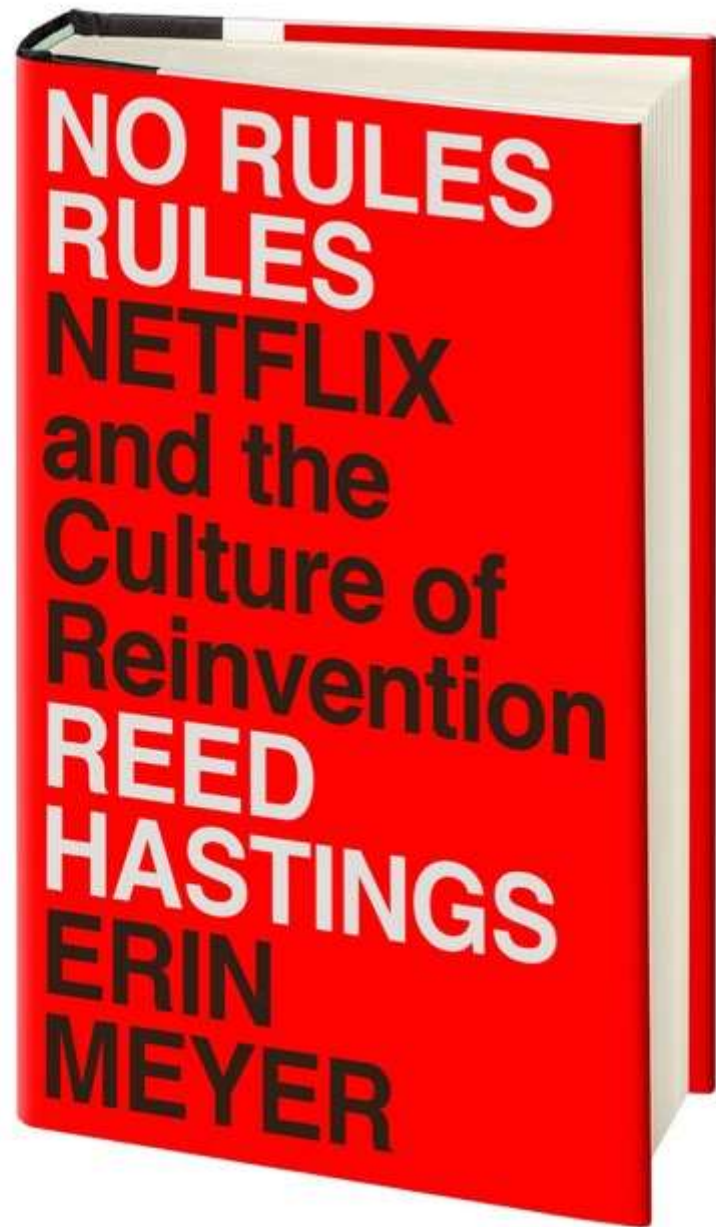


4. Make decisions that demonstrate priorities

- Founder **Reed Hastings** stopped the DVD teams at Netflix (then responsible for 100% of revenue) from coming to staff meetings as he decided to priorities the streaming business.

<https://www.marketingweek.com/does-digital-culture-exist/>







Implementing & sustaining for change

8. Make it stick

7. Build on the change

Engaging & enabling the organisation

6. Create quick wins

5. Empower action

4. Communicate the vision

Creating the climate for change

3. Create a vision for change

2. Form a powerful coalition

1. Create urgency



John Kotter

OUR ICEBERG

IS MELTING

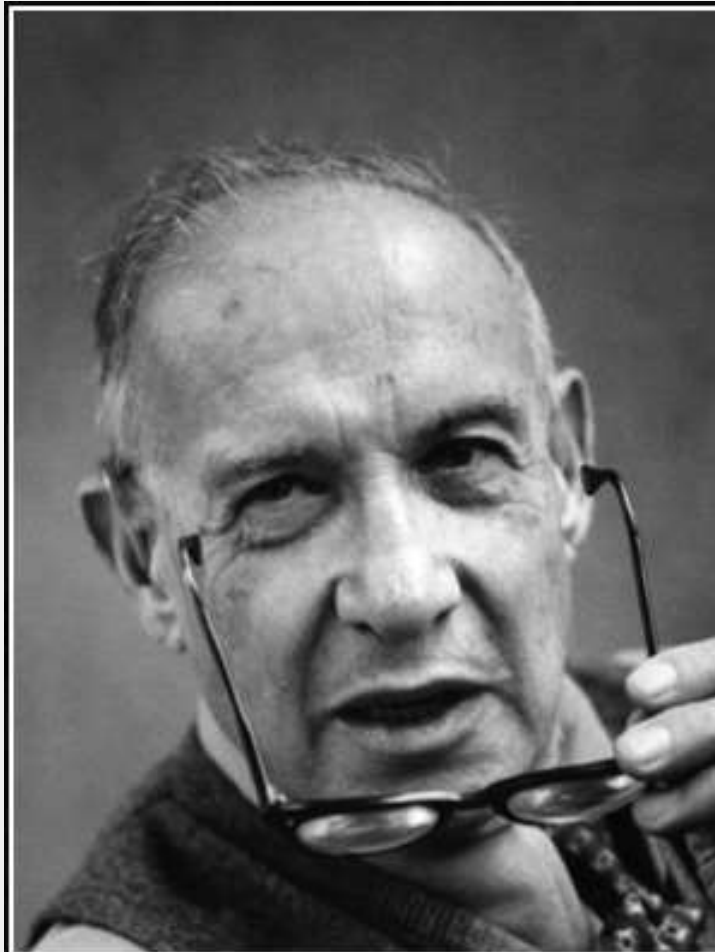


A 3D rendering of a white puzzle with one red piece in the center. The puzzle pieces are arranged in a grid, and the red piece is the central focus. The text is overlaid on the red piece.

To develop the cultural review & development plan from the HR perspective.

module4

Making Strengths Productive & Weaknesses Irrelevant



A person can perform only from strength. One cannot build performance on weakness, let alone on something one cannot do at all.

— *Peter Drucker* —

AZ QUOTES



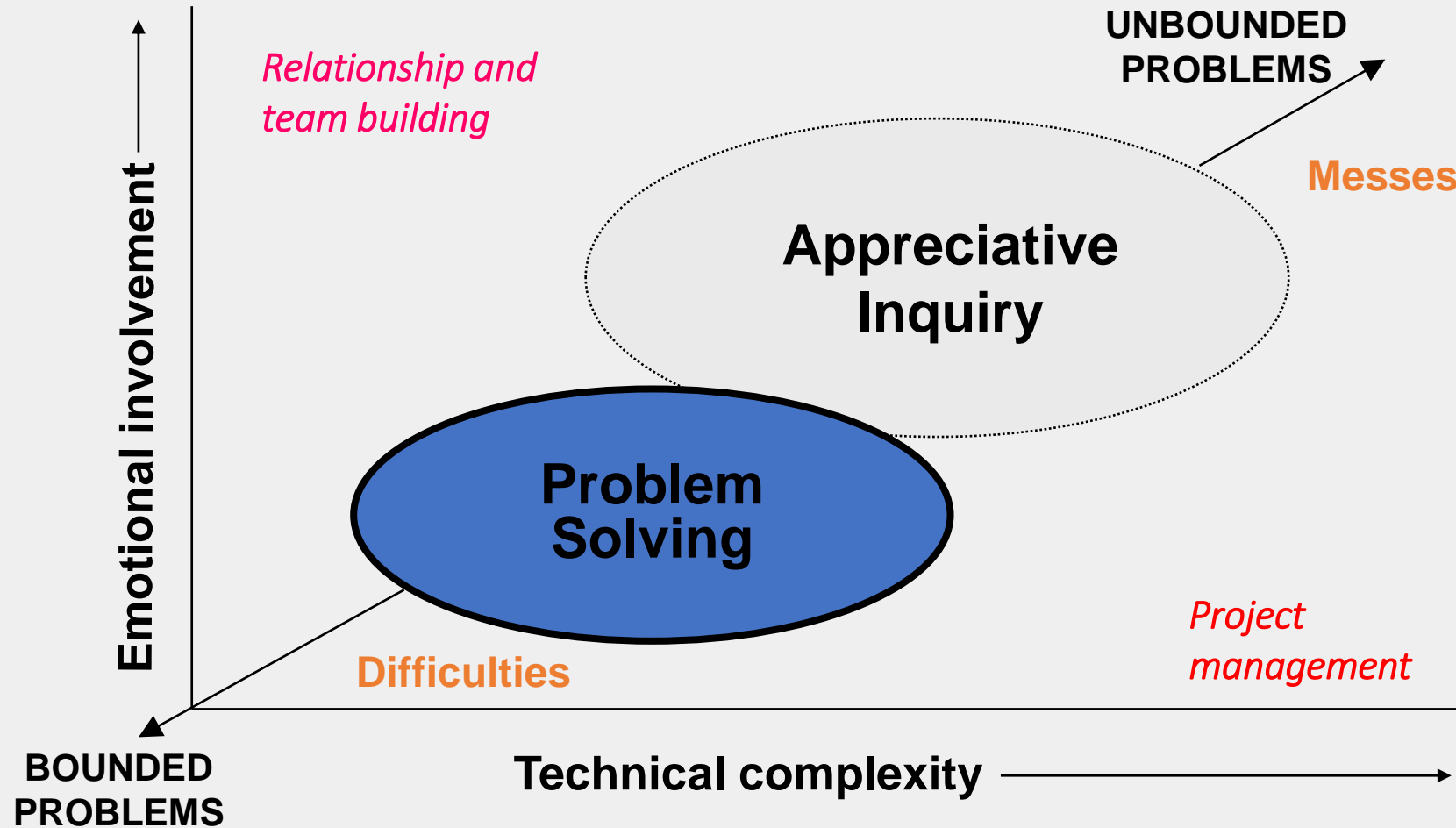
Tell me about a **peak experience** in your company, a time when you felt most **alive, engaged, energized**, and **proud** of yourself and your company. What happen?





If you could make **three wishes** for your company, that would come true in the next year, what would they be?

Why Appreciative Inquiry?

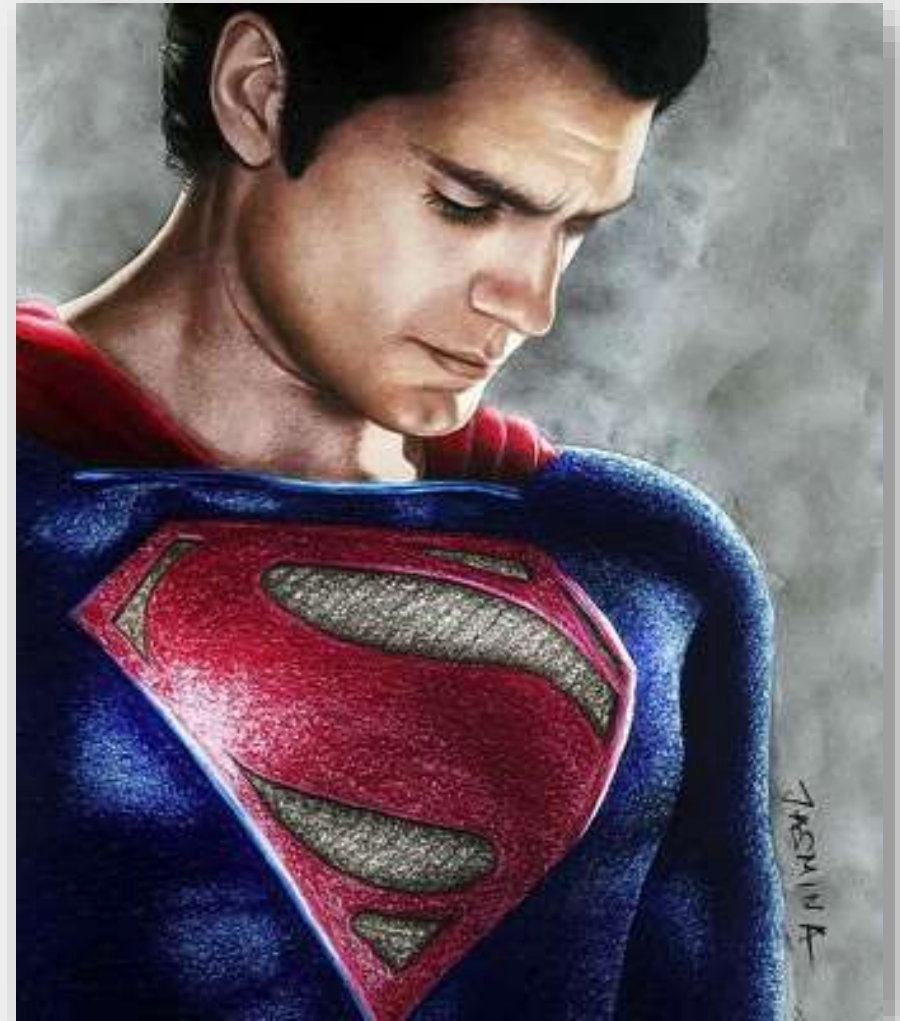


Appreciative Inquiry as “Focus”



“Appreciative Inquiry (AI) is about the search for the **best** in **people**, their **organizations**, and the **strengths-filled, opportunity-rich** world around them. AI is a fundamental shift in the overall perspective taken throughout the entire change process to **“see” the wholeness of the human system** and to **“inquire” into that system’s strengths, possibilities, and successes.**”

David Cooperrider



AI is about Conversation Worth Having



Conversation 對話 本質	Inquiry Based 探索	Statement Based 陳述 / 表明
Appreciative 增值	Conversation Worth Having	Affirmative Conversation
Depreciative 貶值	Critical Conversation	Destructive Conversation

It's not Magic, It's Science!



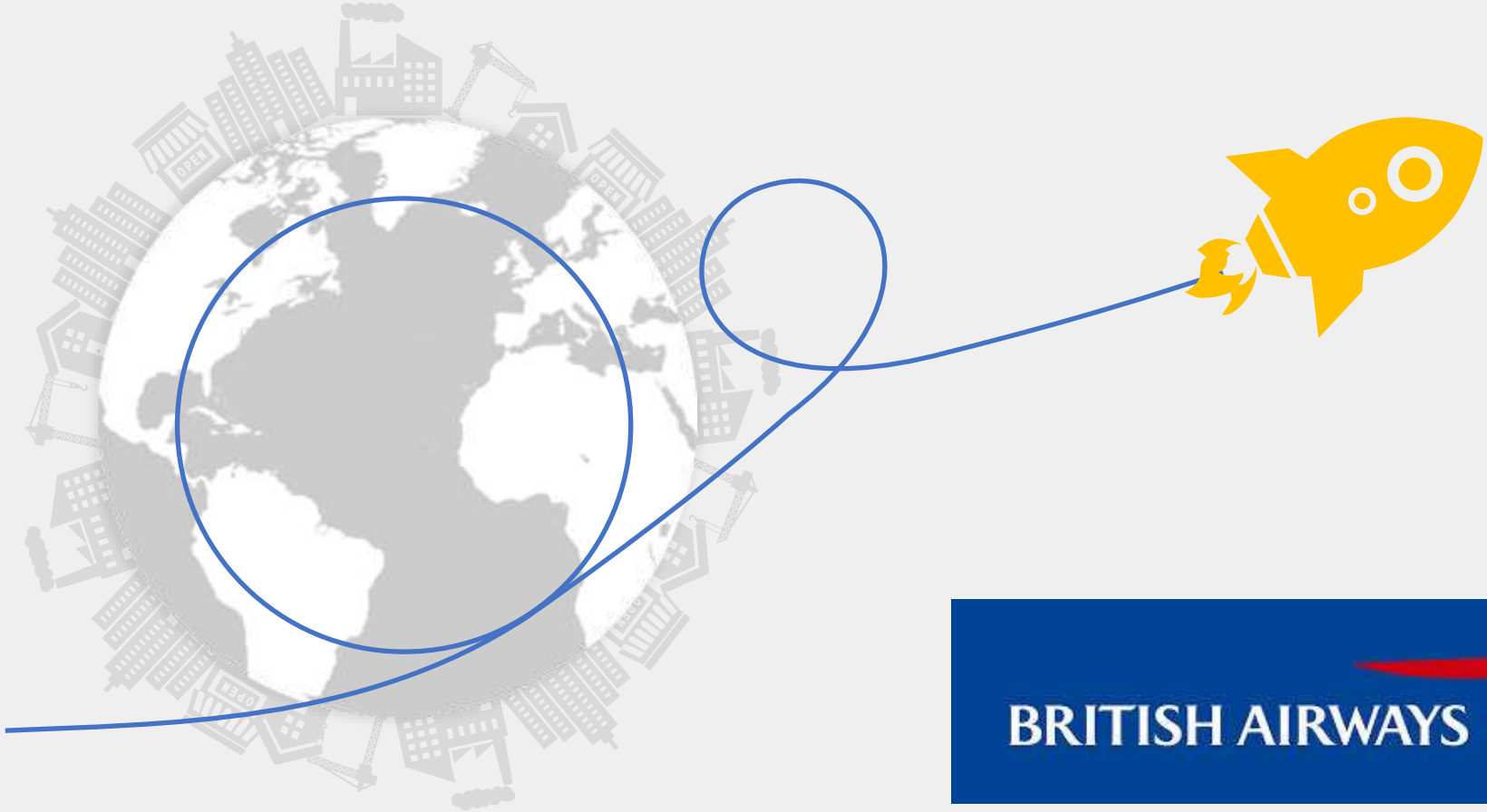
Types of Talk 對談的種類	High Performance Teams 高效團隊	Low Performance Teams 低效團隊
Positive vs. Negative 正向 vs. 負面	6 to 1	1 to 20
Inquiry vs. Advocacy 探詢 vs. 倡議	1 to 1	1 to 3
Self vs. Others 自我 vs. 他人	1 to 1	30 to 1

Appreciative Inquiry as “Focus”



- A **positive, strength-based** approach to change.
- Finding the best in people and the world around them.
- Co-creating **inspiring future** images.
- Focusing on **what we want** more of.
- Finding and unleashing the **positive core**.

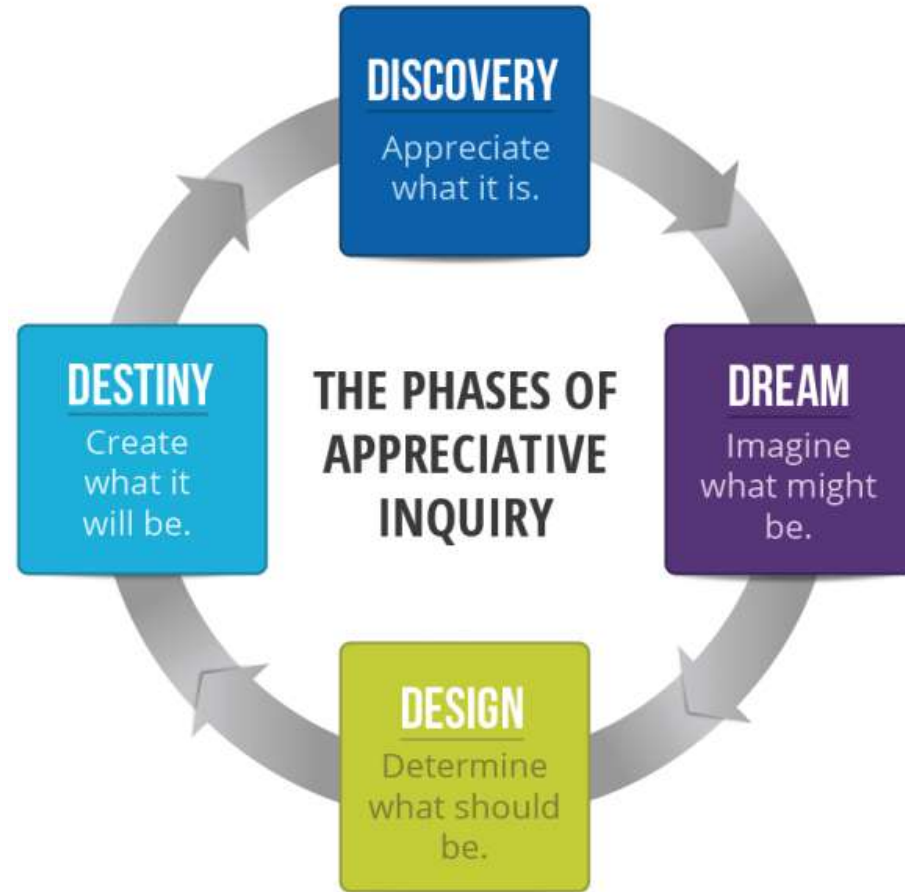
Case Studies – British Airways



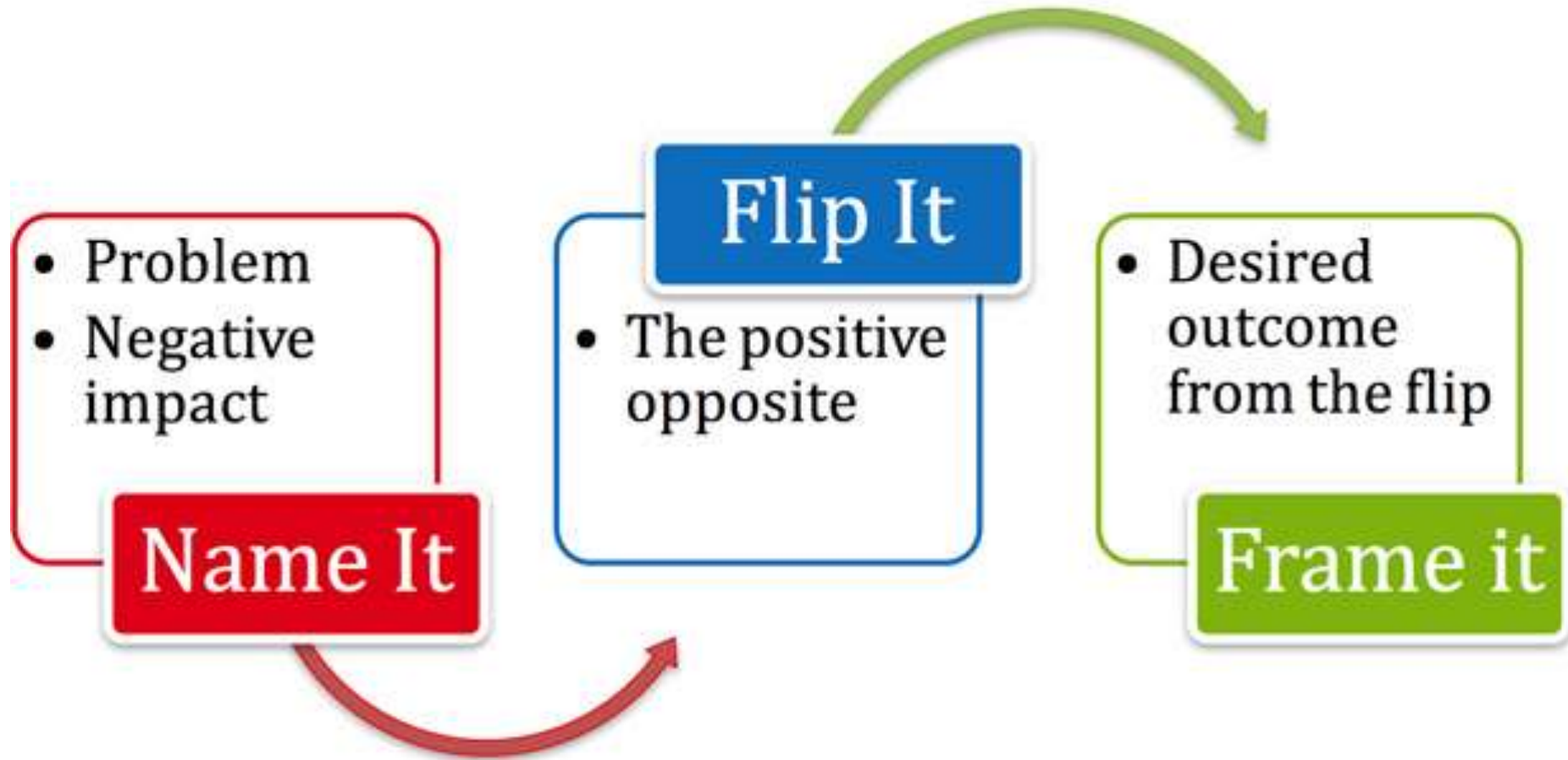


4D of Appreciative Inquiry

1. **Discovery** – Inquire into the **best** of the **past** and the **present**. Choose the positive as the focus of inquiry.
2. **Dream** – Use the **findings** and **stories** from the Discovery phase to create a **compelling, memorable and ambitious picture of the desired future**. Locate themes that appear in stories and select topics for **further inquiry**.
3. **Design** – Create **shared images** of a preferred future. Determine what should be.
4. **Destiny** – Determine what will be. Find **innovative ways to create** that future.



4D Model



Reframing: Name – Flip – Frame



Reframing Negative Questions

1. Why the staff turnover is high?
2. Why the sales is low?
3. Why the customer service is bad?
4. Why the meeting is so boring?
5. Why we have so many complaints?
6. Why we have no vision?



Into Positive Questions

1. How to attract loyal staff with great performance?
2. How to achieve great and sustainable sales?
3. How to provide excellent customer service experience?
4. How to have effective and efficient meeting management?
5. How to gain the recognitions and appraisals from customers?
6. How to develop the compelling and shared vision?



Benefits of Appreciative Inquiry

1. Increases the **rate of improvement** and the **speed of attainment** of goals and results.
2. Creates **motivation** and **energy** amongst the people who are changing
3. Improves **communication, trust, understanding** and **relationships**.
4. Changes the basic orientation from **problem-focused to possibility-focused**.
5. Increases **curiosity** and sense of **vitality**.
6. Empowering and gives people the **confidence** to **take risks**.

Problem Solving

Appreciative Inquiry



	Problem Solving	Appreciative Inquiry
Starting Point	Problem	Problem or Opportunity
Determine	What is not wanted	What is wanted
Situation Analysis	<ul style="list-style-type: none">• Root cause of failure• Weaknesses & problem areas• Breakdowns & low points• Negative deviance from norm	<ul style="list-style-type: none">• Root causes of success• Strengths & best practices• Breakthroughs & high points• Positive deviance from norm
Key Tools	Surveys, assessments, data analysis	Appreciative interviews, reframing, best practice stories & studies
What is involved	Task force	Task force with input from larger community & stakeholders

Problem Solving

Appreciative Inquiry



Analysis Summary	What went wrong, why, and who is to blame	What works, why & who is to celebrate and learn from
Analysis Outcome	A list of possible solutions based on what does NOT work	A list of possible solutions based on what does work, along with a collective vision of the ideal future
Change Process	Action planning & implementation using a problem-focused approach	Action planning & implementation using an appreciative approach
Change Leaders	Managers/task force leaders	Shared ownership among managers, task force, and inspired participants from larger community
End Results	Fix the problem, return to status quo	Create new innovative possibility that far exceeds the problem
Emotional Input	Fear, mistrust, defensiveness, resistance Disengagement / Active Disengagement	Enthusiasm, trust, cooperation, ownership of change, sense of hope Appreciative Engagement

Key Assumptions Behind Appreciative Inquiry

1. In every situation, **something works**. Find it and let it flourish.
2. What we focus on becomes our reality. If we **focus on possibilities we find possibilities**, and if we focus on problems we find problems.
3. There are always multiple realities, as **different ways of seeing a situation**.



Key Assumptions Behind Appreciative Inquiry



4. The way we ask **questions either creates or denies possibilities**. So it's important to be mindful how we do this.
5. The **language** we use creates our reality.
6. If we carry forward some of our old ways into the future they should be the **very best of our old ways**.
7. Diversity nourishes **creativity** and **resilience**, so value difference by seeking it out and welcoming it.

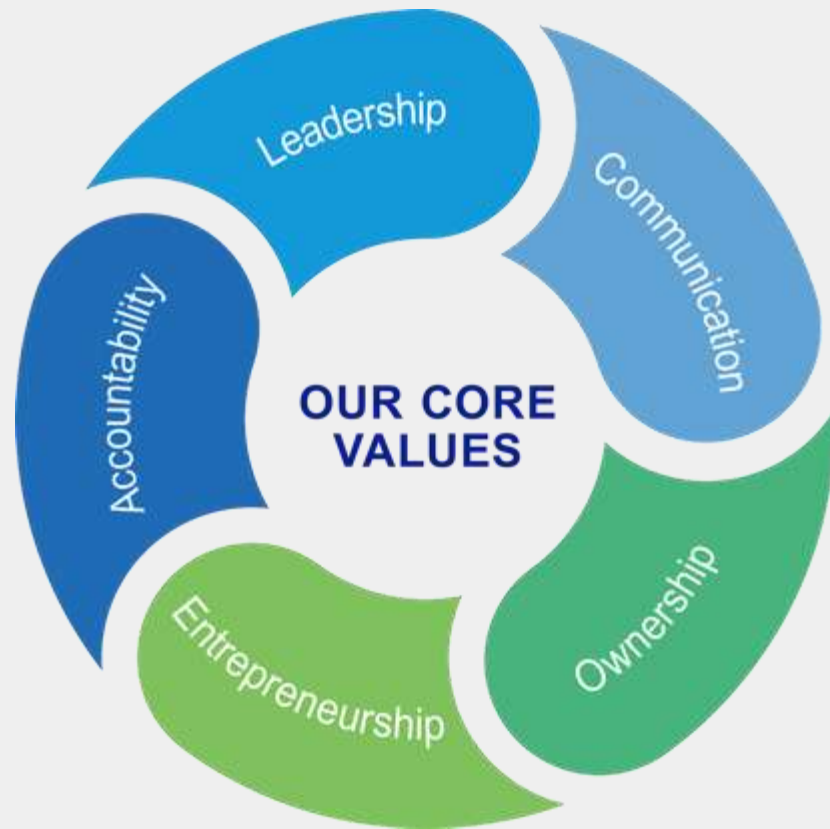
Core Conversations for Appreciative Inquiry



1. Think of a time or experience when you were proud of what you achieved and when you have made a difference. What was **successful about it** and what did you **achieve**?
2. What are the two **greatest strengths or skills** you bring to your work and life?



Core Conversations for Appreciative Inquiry



3. If you were asked to describe the **core values** that underpin your work what are they and why they are **important** to you?
4. What do you think needs to be done differently to make you even more effective?

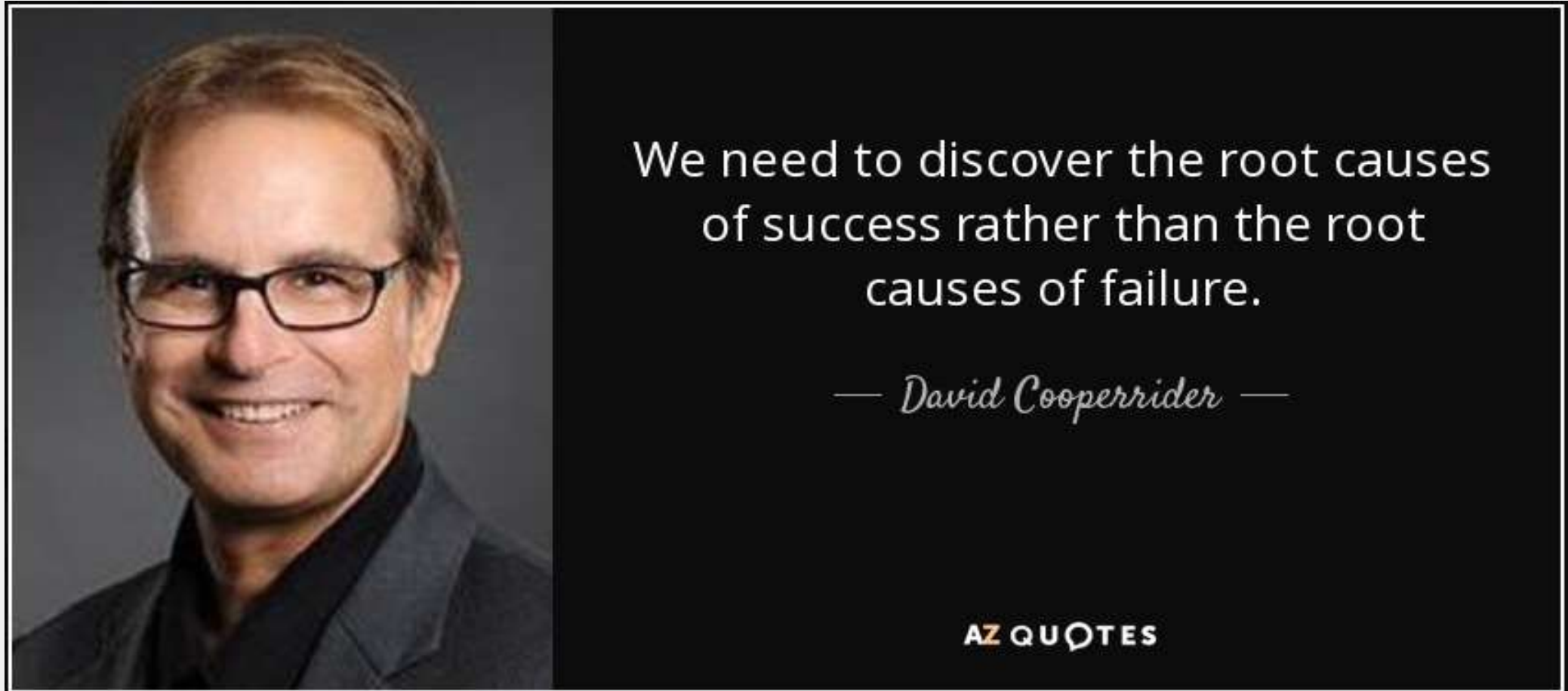
Core Conversations for Appreciative Inquiry



5. Imagine: We are meeting on this day in a year's time and you are reviewing your journey in the previous 12 months. What were its successes, **what is different and how have any challenges been resolved?**
6. From where you are now, what would be the **smallest step** to move things on and what would be the **most challenging or radical action** that you could take?



Root Causes Analysis For Success



8 Principles of Appreciative Inquiry



Constructionist Principle

Words Create World

Poetic Principle

We can choose what we study

Simultaneity Principle

Inquiry Creates Change

Anticipatory Principle

Images inspire Action

Positive Principle

Positive questions lead to positive changes

Wholeness Principle

Wholeness brings out the best

Enactment Principle

Acting "As if" is Self-fulfilling

Free-Choice Principle

Free Choice Liberates Power

Evaluation



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