



“The key to successful leadership today is influence, not authority”

- Kenneth Blanchard

## Why understand your leadership culture?



- It is common knowledge that most change interventions fail. Change interventions, re-branding, values exercises, strategic plans and even a new leadership can give the illusion of transformation, but is unlikely to result in the desired changes unless they are internalised by people and serve to influence the way people and teams do things.
- We often see organisations that want to change, make beautiful strategic plans, and implement them (mechanistically). However when they fail to recognize the impact of the leadership behaviour on the change effort and take measures to analyse and then align the leadership culture through out the organisation prior to implementing change, the change often does not stick. This is because leadership is a key driver of changing people's behaviour and the organisational culture.
- Conducting the **Leadership Culture Survey (LCS)** allows the organisation to proactively identify and change leadership behaviours thereby reducing constraints, and optimizing the enablers to the change efforts, rather than pour more resources into interventions that will not stick.

## About the Leadership Culture Survey

- The **Leadership Culture Survey (LCS)** identifies patterns of leadership behaviours that help or hinder organisational effectiveness.
- For the LCS, each individual is asked to **rate his / her own leader's actual behaviour in the workplace**. This means that individuals are not asked to generalise based on limited information, but rather to give opinions based on what they see everyday.
- The LCS report and Diamond Model become tools that the management team can use to understand the *status quo* in **different divisions / teams within the organisation**.
- As it provides a benchmark against which the impact of leadership development initiatives can be compared, organisations are encouraged to use the LCS as a pre- and post- assessment.



## Administration, reporting, feedback and action planning



- Prior to administration, the organisation will need to select the number of divisions or teams they would like assessed and reported on separately. The client will also be guided as to communicating the purpose and process of the LCS, in order to encourage participation, and address concerns.
- Psychology at Work manages the administration and follow-up process. The LCS can be administered electronically (email attachment) and / or on paper.
- Participants complete the LCS and email it back to us. This ensures confidentiality. Weekly reminders are sent to raters via email.
- The feedback and reporting process is conducted as a joint action planning process that allows the context of the organisation and the **desired changes per division / team** to be further explored and agreed upon, and related targets and practical action plans to be decided and then implemented.