

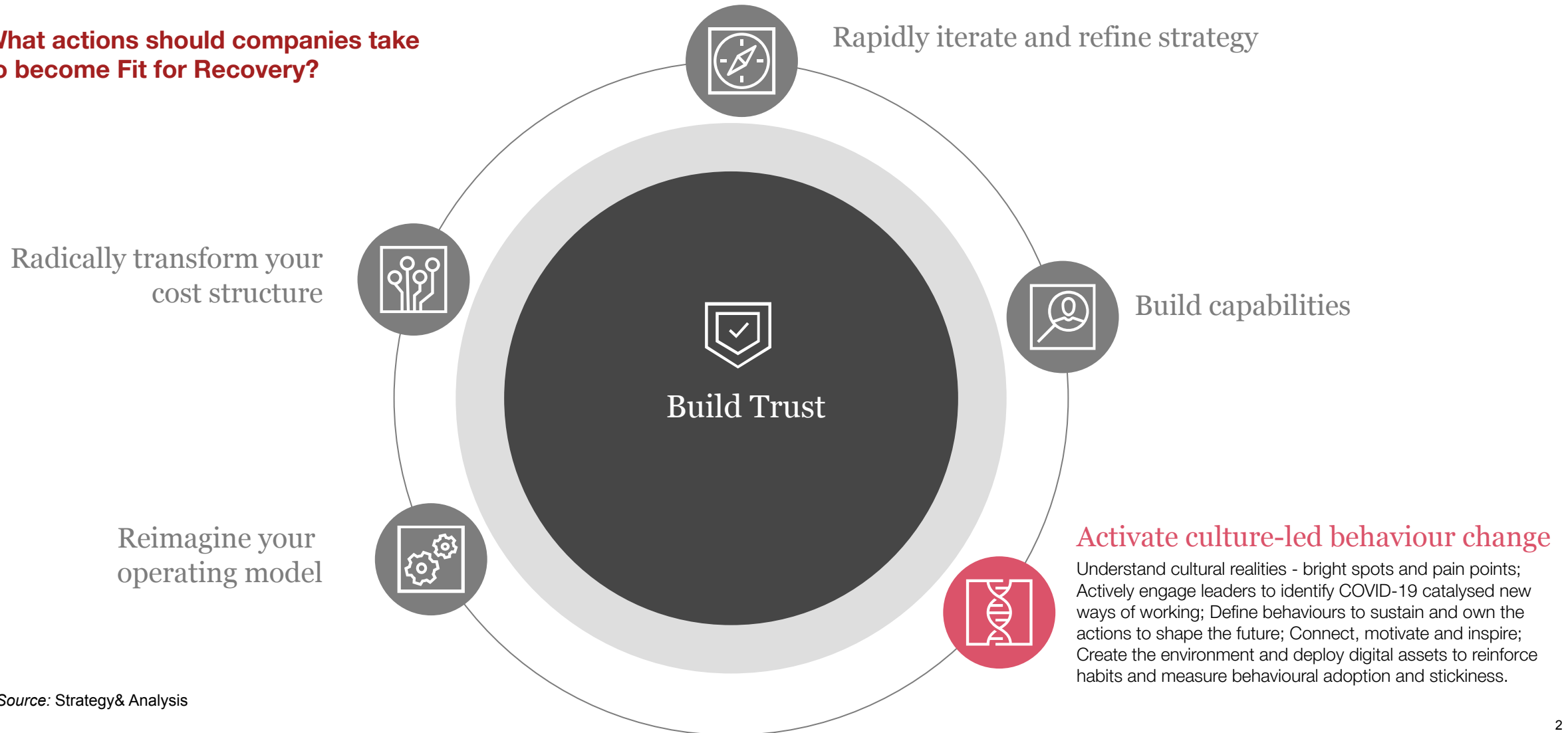
Energise your organisation's culture to recover

May 2020



Culture is a critical element to our *Fit for Recovery* approach, enabling organisations to emerge stronger in the new normal

What actions should companies take to become Fit for Recovery?



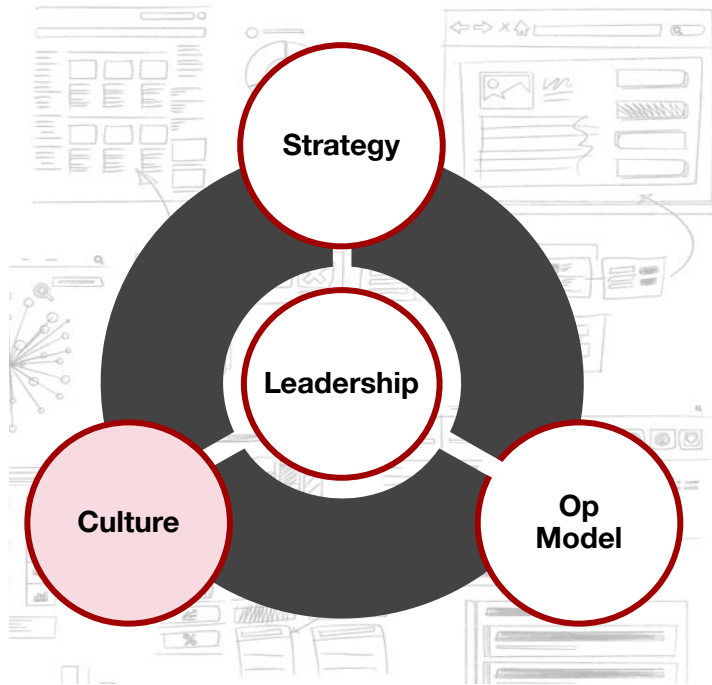
Source: Strategy& Analysis

Deeply understanding cultural realities uniquely positions organisations to harness strengths and navigate recovery

Culture is just as important as strategy and operating model ...

...understanding and working with the current cultural situation ...

... bottles emerging positives while mitigating COVID-related speedbumps



- **Culture does not usually change... very much or very fast** – work with and within your multifaceted cultural situation
- **Culture itself is rarely all good or bad** – don't blame your culture, ignore it or try to manage it "formally"
- **Behaviours, not mindsets, are the best starting point** - it's easier to act your way into a new way of thinking than to think your way into a new way of acting
- **Focus on the critical few** – culture traits, behaviours, and authentic informal leaders leverage the positive energy and pride
- **Don't forget the need to align the informal organisation** – change requires both formal and informal organisational interventions, don't just rely on traditional cascades fail



- **Many enduring traits of an organisation remain constant**, so we can take comfort in "how things get done around here" providing a sense of stability
- However, just as individuals working under pressure can "**dig deep and shine**" or can be "**triggered**" to act out in unhelpful ways, we are witnessing **organisational cultures** responding in a similar way
- These stresses are **causing strengths to be amplified**, spurring **new behaviours** and more efficient ways of working and decisioning
- But, these challenges are also presenting new and more **extreme risks** through individuals **cutting corners, trading speed for quality**, and **acting in isolation**
- Remoteness has **shifted hidden networks** providing equally an **opportunity to accelerate or barrier to change**
- In addition, infrequent social interactions means each **behaviour carries significantly more weight and symbolism** than in the past

Are you using culture to bottle COVID-19 catalysed change and position the organisation for behaviour-led growth?



Have you built social cohesion that motivates, inspires, and creates meaning within your new, remote networks and teams?



Have you defined the critical few behaviours that are necessary to shape your organisation in the post COVID-19 world?



Are your leaders stepping up to get more, not less, connected and are they role modelling for positive behavioural impact?



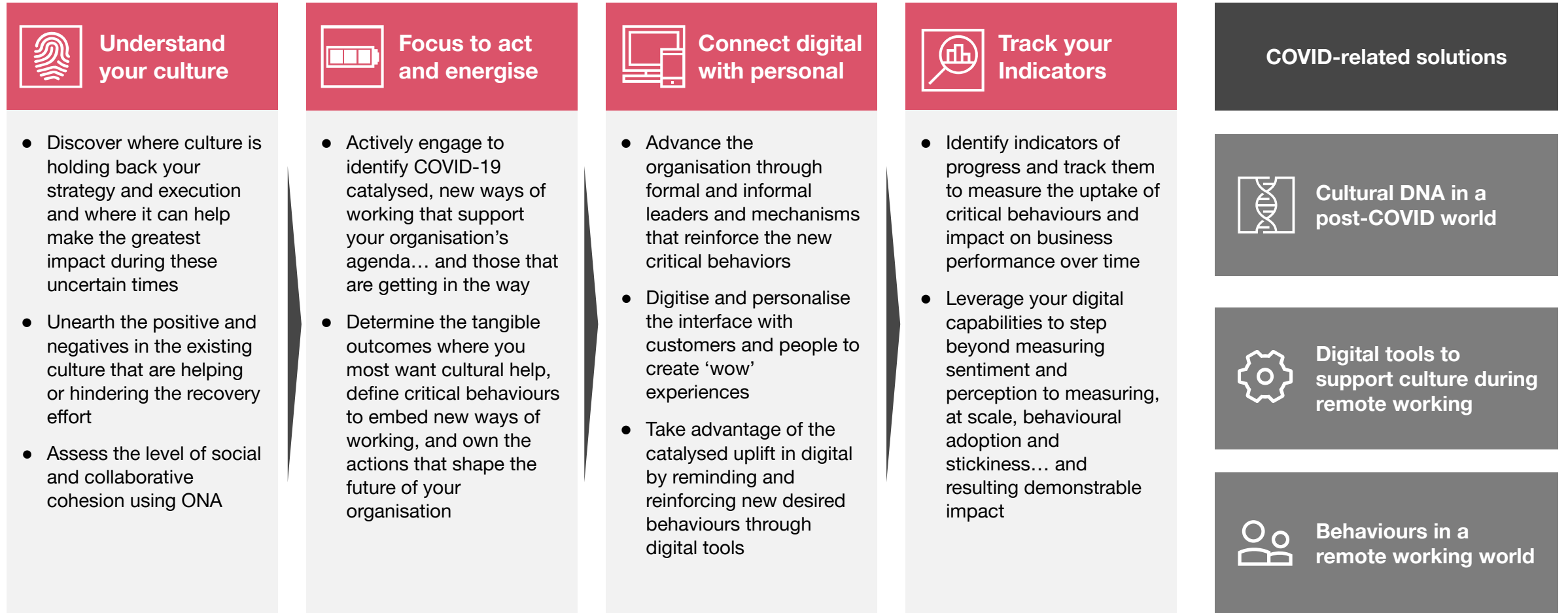
Are you leveraging your cultural realities to accelerate business model recovery and mitigate habits that could undermine this?



Do you have the digital assets to reinforce the new habits and measure their adoption and stickiness following the recovery?

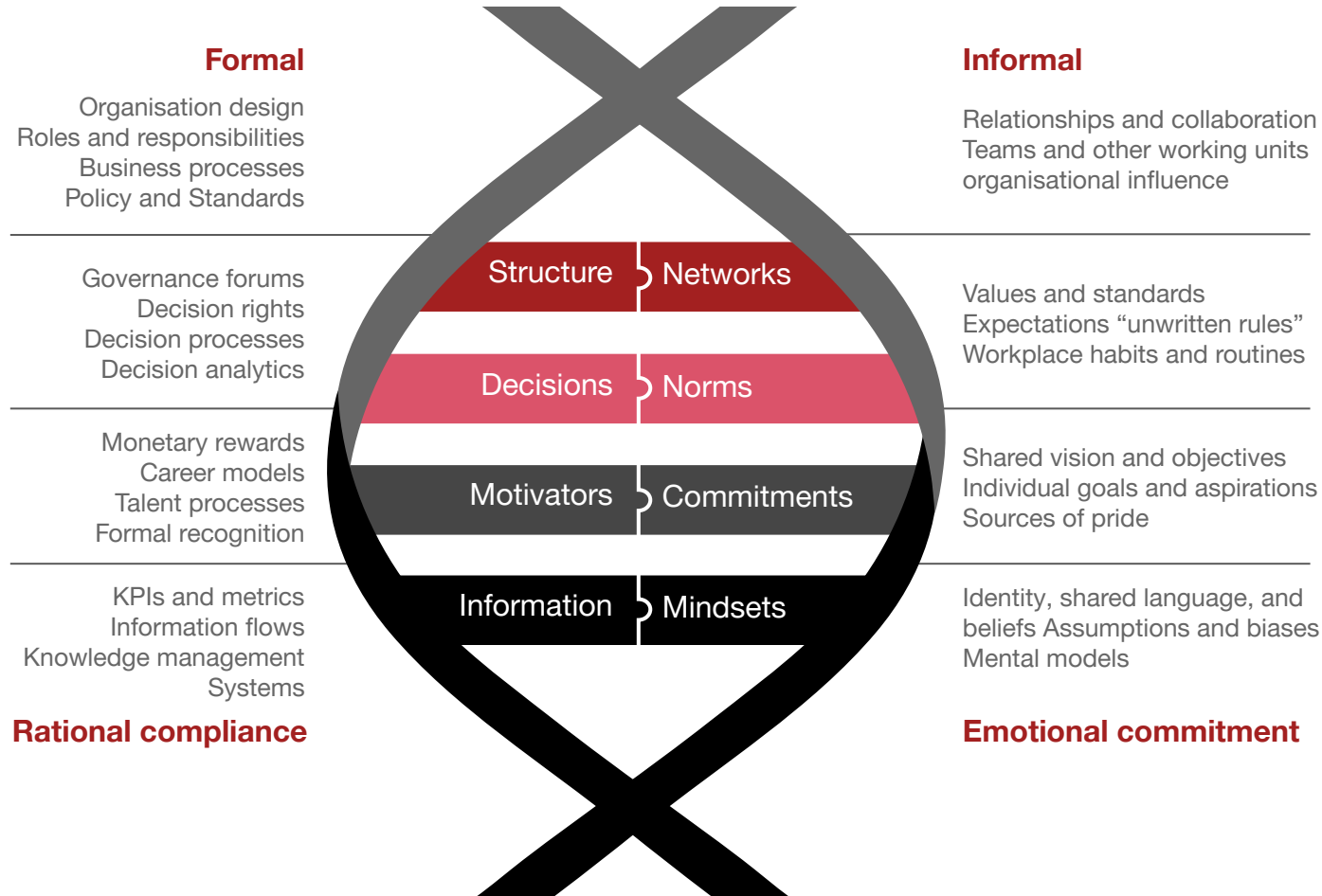
Proactively working with culture will enable organisations to outperform their peers during the COVID-19 recovery

Digitally-enabled culture transformation approach



Driving lasting organisation and workplace change requires activating both informal and formal levers

Organisational DNA framework – How to embed culture



Application in the COVID-19 context

Structure	Networks
Optimise business productivity by digitising operations and re-orienting FTE footprint and roles	Mobilise authentic informal leaders to support motivation and energise cultural efforts
Decisions	Norms
Lock-in faster, streamlined decision processes to increase organisational agility	Introduce digital tools and cadences to support the diffusion of positive norms
Motivators	Commitments
Identify new ways to formally and informally recognise and reward great performance	Reaffirm or realign individual goals and connect to moments of pride that have emerged in response and recovery efforts
Information	Mindsets
Improve transparency and certainty of communications to reduce stress and risk	Shine a light on proof points that challenge deep set biases

Digital tools are necessary in a remote working world to understand and support your organisation's cultural initiatives

Hackathons, kanban, and agile tools



Apply **lean startup methodologies** such as hackathons, kanbans and agile team platforms that empower your organisation with the **innovation** and **flexibility** to **quickly adapt** promoted behaviours to environmental changes

Connecting as a team



Appellon promotes **team dynamics** and **alignment** on **common goals** and **behaviours**. In addition, collaborative music playlists, virtual activities, and office fitness-challenge apps **build positive sentiment** and a sense of **community** amongst remote workers

Enterprise social networks



Enterprise social media enables **collaboration** over cultural initiatives to generate **excitement** and foster a **sense of ownership and community**. Employees can engage with their favourite aspects of your culture whilst learning from others and **resetting norms**

Digital collaboration workspaces



Digital collaboration tools enable Exemplars and Pride Builders to **demonstrate respected and recognised behaviours** within teams. Adoption can be enhanced by implementing **digital immersion training** to raise digital literacy

Workforce sentiment tools



Seek timely and relevant feedback to track **change, culture, performance** and **employee sentiment** through the use of **surveys** and **analytics**. It's important to integrate these tools with measures that matter to the organisation's **purpose**

Intranet wikis, forums, and microsites



Digitally accessible behavioural nudges, job aids, change journey maps and creative visualisations can support and **trigger positive employee behaviours and skills** and provide vital **education** about your **cultural initiatives**

Gamification tools



Enterprise gamification improves **employee engagement** and promote **positive cultural behaviours** by applying gaming techniques and mechanics to tap into user desire for non-monetary rewards such as achievement and status

Peer-to-peer training and mentoring



Peer-to-peer training platforms complement and integrate with your existing learning management systems by **digitally enabling knowledge sharing** of skills and **behaviours** between exemplar employees and the rest of the organisation

Behaviours have heightened importance in a remote working world, providing opportunity to accelerate organisation change

Why are behaviours more important than ever in the COVID-19 context?



Behaviours carry significantly more impact and symbolism due to the infrequency of social interactions - every behaviour counts more



Hidden informal networks, that can equally accelerate or hinder organisational initiatives, are relied upon even more in physical remoteness and separation



Operational risks are increasing because individuals are cutting corners, trading speed for quality, and acting in isolation as new siloes emerge or deepen



Pressure and stress is leading some people to revert to poor habits and can also result in panic and paralysis



Ways of working and decisioning are becoming more efficient through the use of digital and remote working tools

How can you take advantage of these effects?

Identify behavioural patterns that have emerged - both the positives and the speedhumps. Close the vacuum of remoteness with repeated demonstration of the 'critical few' behaviours that will shape your future

Tap into organisational social networks to spread the critical few behaviours through formal leaders, but importantly, also informal authentic leaders who can accelerate accelerated adoption.

Digitise connection in everyday ways of working. Integrate connectedness rather than asking people to connect on top of their work. Energise and build pride through critical behaviours, resetting norms around quality, collaboration, and trust

Track connectivity and intervene quickly to act where disconnection, panic and paralysis occurs. Spread positive changes by recognising those behaviours and disseminating those practices more broadly within the organisation.

Go further with digital productivity with culture and behaviour embedding tools such as Appellon, hackathons, kanban, enterprise social networks, and sentiment measurement and reporting tools

Which critical behaviours will lead you through recovery?



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