

Changing Organizational Culture: The Executive Perspective

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**Culture is a key part
of our job**

Key Tools for Organizational Change

Reporting

Your view of what your team is doing

Process

How your different teams interoperate to get things done

Culture

Who you hire, who you fire, who you promote and the cultural narration you provide around that

Culture By Design

Larger Organization

What's valued on a company level?

Outcomes

What does your team need to accomplish?

Personal Values

What makes you proud?

Example: My Personal Values

Transparency

Learning

Respect & Inclusion

Excellence in Execution

**What happens when team
culture clashes with company
culture?**

Example 1: Loyalty vs Accountability

Example 2: Results vs Innovation

Key Tools of Cultural Change: Hiring, Firing & Promotion

Hiring

**Your senior staff are
culture carriers for your
org**

**Evaluate for culture when
interviewing**



Firing

**Culture needs
accountability**



Promotion

**Check your career
ladder**



The Executive as Cultural Narrator

Cultural Narration Points

Model the tradeoffs

**Provide context for
departures and promotions**

Unintentional Toxicity

Creating Toxic Cultures

Easy to accidentally create

**Feedback and accountability
matter (especially for high
performers)**

Conclusions

**Creating and sustaining culture is a key part of
an executive's job**

When designing culture, consider personal values, outcomes and company “fit”

Culture is who you hire, who you fire, who you promote and the cultural narration you provide around these events

**Without accountability, it's easy to
unintentionally create toxic cultures**