

The Impact of Culture: Creating and Sustaining High Performance

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PCBS

Pacific Coast Banking School
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**WASHINGTON
BANKERS ASSOCIATION**

Characteristics of the Leader of the Future...

- Extraordinary levels of perception and insight into the realities of the world and into themselves...
- Extraordinary levels of motivation to enable them to go through the inevitable pain of learning and change...
- The emotional strength to manage their own and others' anxiety as learning and change become more and more a way of life...
- New skills in analyzing cultural assumptions, identifying functional and dysfunctional assumptions, and evolving processes that enlarge the culture by building on its strengths and functional elements...
- The willingness and ability to involve others and elicit their participation, because tasks will be too complex and information too widely distributed for leaders to solve problems on their own...
- The willingness and ability to share power and control according to people's knowledge and skills, that is, to permit and encourage leadership to flourish throughout the organization...

E. Schein in
The Leader of the Future
(the Drucker Foundation)

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The Critical Role of Organizational Culture...

“There is growing concern that companies cannot live by numbers alone... The one thing that set the top ranking companies apart is their robust cultures.”

“Most Admired Companies”
Fortune Magazine

A company’s culture, like a person’s character, drives reputation. It should come as no surprise that the companies whose cultures honor customers, employees, and shareholders alike have excellent reputations.

“Culture is one of the most precious things a company has. So, you must work harder at it than anything else.”

Herb Kelleher
CEO, Southwest Airlines

Leadership That Shapes The Future...

In its most ideal form, leadership provides the fuel for the successful, efficient operation of contemporary organizations...

The most effective leaders tap into the talents and potential of others and create a culture of shared responsibility...



At the same time, these leaders shape the future of their organizations by emphasizing personal and professional growth, individual and organizational improvement, and continuous learning.

Leadership - a critical factor to achieve sustained success...

- “Leadership is a process that gives people a genuine sense of purpose and energizes them to willingly put forth their individual and collective efforts to achieve that purpose.”

- Leadership can be felt throughout an organization. It gives pace and energy to the work and empowers the workforce...
- Leadership does not have to be imposed like authority, rather it is welcomed and wanted by the people we lead.
- ...Everyone believes that he or she makes a difference to the success of the organization.

Theoretical Model

Environmental/Organizational Factors

External Environment
(simple/complex, placid turbulent)

Economic
Technological
Social
Legal
Competitive

Organizational

“Foundations”

Leadership philosophy,
assumptions, power,
continuity

History – “tests of time”

“Emergent”

Missions, goals, strategies
Policies
Size/Logistics
Structures/Systems

Organizational Culture

Culture
(direction, intensity, potency)

Shared values
and beliefs

Norms and
expectations
(OCI styles)

**Factors Leading to and Reinforcing
Norms and Expectations**

“Culture Bearing Mechanisms”

Managerial/Supervisory Styles
Reward Systems
Performance Appraisal Systems
Decision-Making/Influence Structures
Communication Structures
Oral/Written Communications,
Language
Training and Development

Outcomes

Individual Level

Motivation to
Perform
Role Clarity/Conflict
Stress/Strain
Job Satisfaction
Intention to Leave

Group Level

Cooperation
Trust
Problem-Solving
Effectiveness
Coordination
Creativity

Organizational Level

Efficiency
Reliability
Adaptability
Quality of Products
& Services

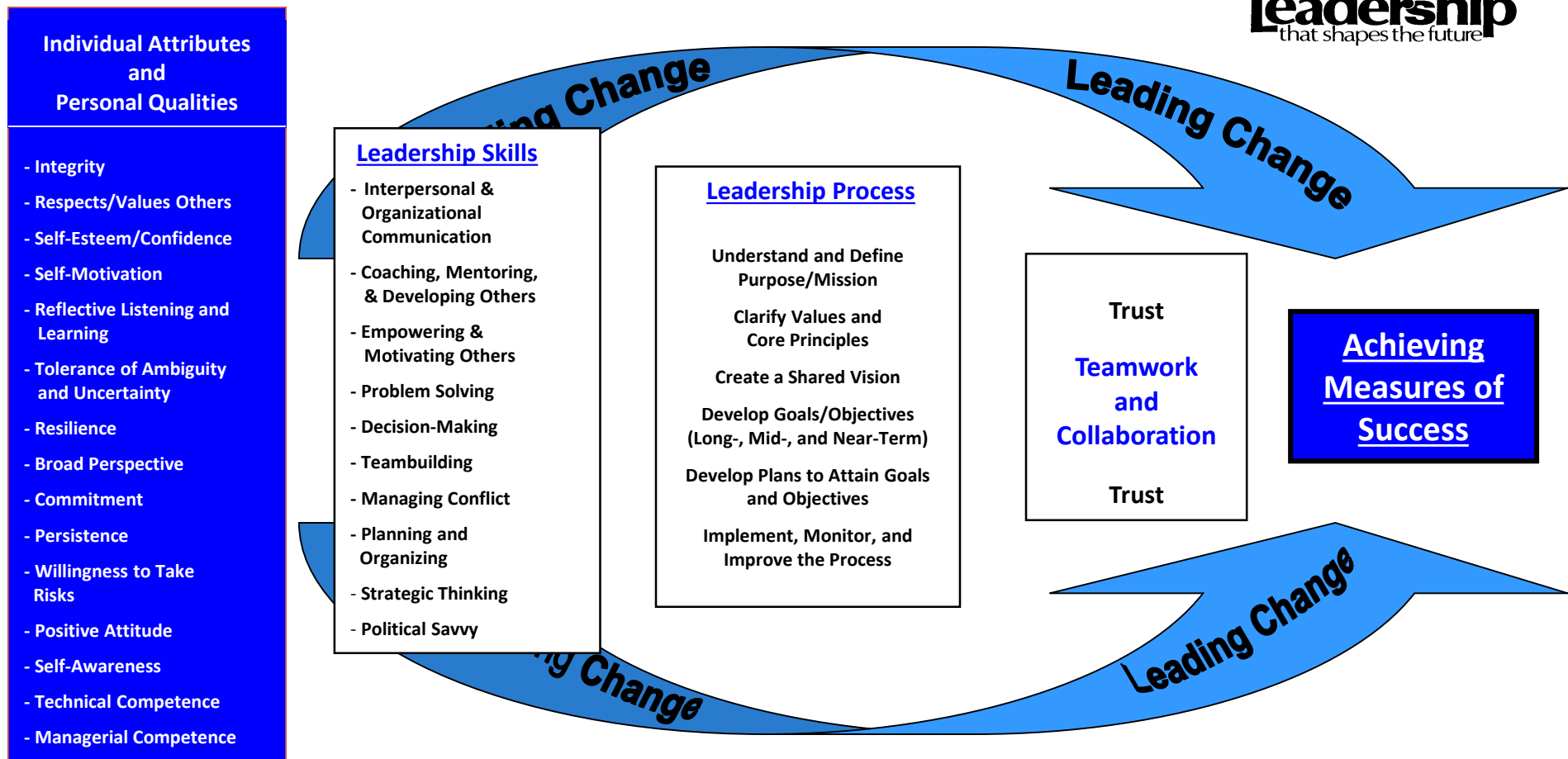
Team Member Expectations...

- To be given meaningful, challenging tasks that contribute to organizational success
- To learn, develop, and apply specific skills of interest to them
- To be a contributing part of the team
- To be a respected member of the team

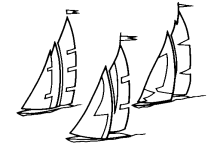
Team member job satisfaction does not result in better performance.



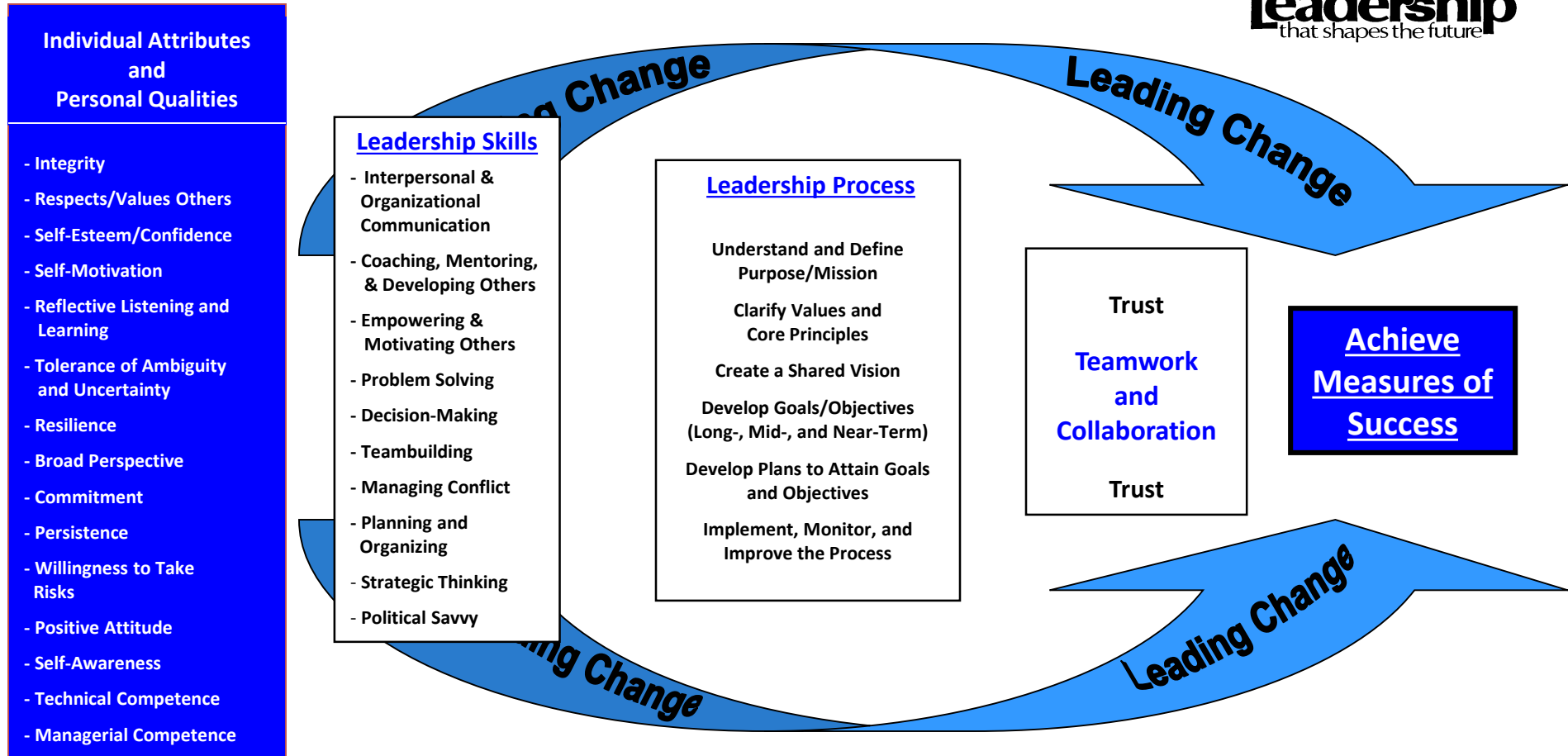
Leadership
that shapes the future



A Model of Effective Leadership



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Shaping the Future...

To lead others, leaders must first know themselves...
They should listen, reflect, and use their power wisely.

