



Culture Assessment

Transformational & Change Management Strategies

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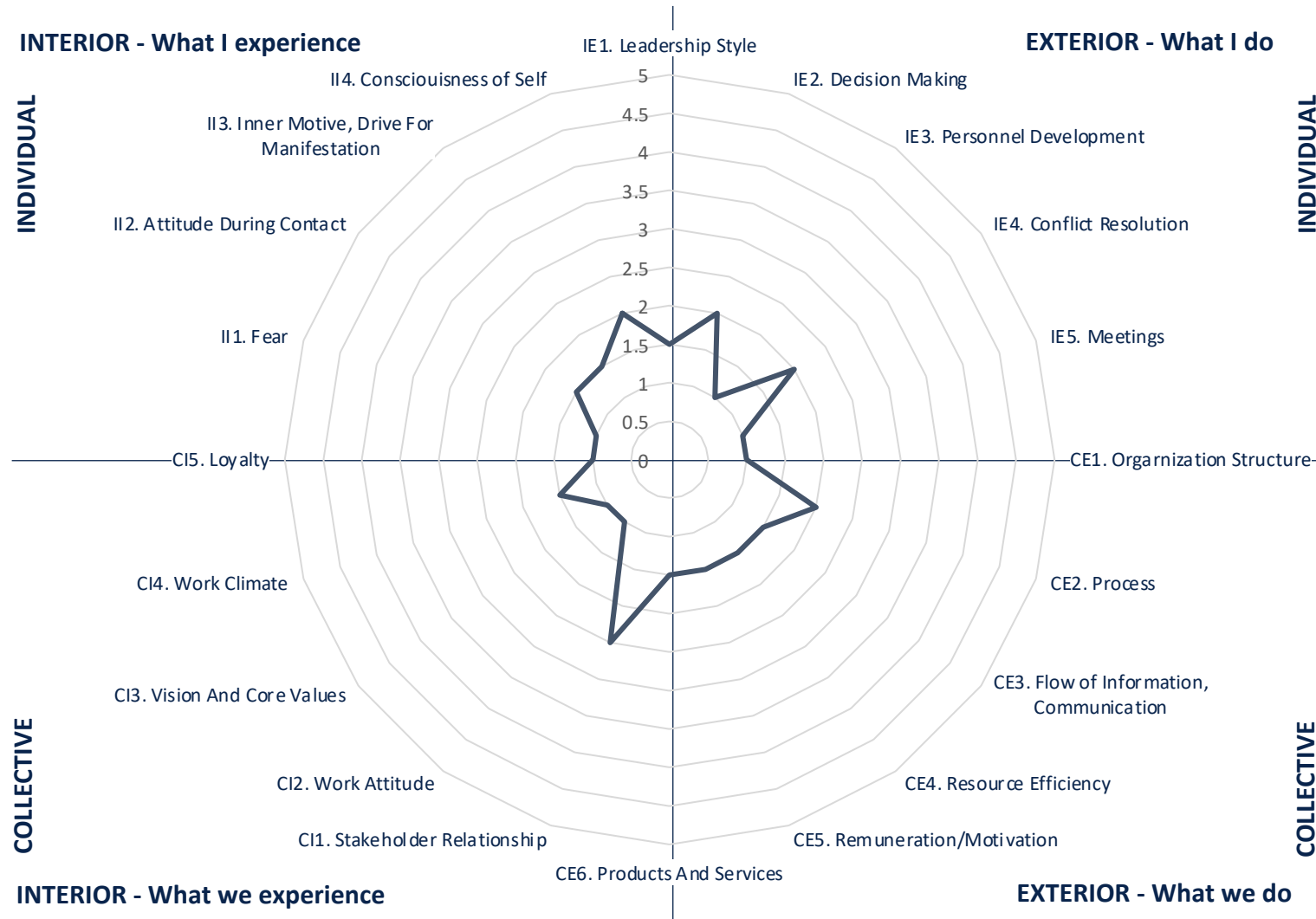
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Culture Transformation Goals

		Current (Example)	Target	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Knowledge Skills Behavior	IE1. Leadership Style	1.5		Command and decide	Gives proper instructions	Motivates by targets, accountability	Inspires & involves everyone - empowerment	Gives open space and participate situationally - self management
	IE2. Decision Making	2		Boss decide	Leaders (not transparent)	Goals and strategy	Values	Evolutionary purpose
	IE3. Personnel Development	1		Survival of fittest	Instruction / education	Training	Coaching / networking	Open space even beyond the organizational context
	IE4. Conflict Resolution	2		Power over	Being correct and compliant	Struggle for most effective solution	Find solution that considers everyone's needs	Perceive and use conflict as an opportunity
	IE5. Meetings	1		Go ahead with energy & power	Keep order and document contents	Solving & results orientation	Pay attention to diversity of opinion & sentiment	Hold space (physically mentally and emotionally present)
Products Processes Structures	CE1. Organization Structure	1		Autocratic, division of labor	Industrial divisions, formal roles	Matrix	Network	Fractal / holarchy
	CE2. Process	2		Provisional	Standardized processes	Flexible processes with goal focus	Cross-organizational processes with culture focus	Free cross-disciplinary networks
	CE3. Flow of Information, Communication	1.5		Unscheduled and direct	Working groups meetings	Meetings, strategic information	Informal and formal communication platforms, transparency	Free networking, peer consulting
	CE4. Resource Efficiency	1.5		Production at any cost	Compliance with laws / sector obligations	Cost efficiency and material alternatives	Sustainable supply chain	Intelligent systems
	CE5. Salary	1.5		Without legal basis	According to the tariff	Achievement oriented	Participation oriented	Possibility oriented
	CE6. Products And Services	1.5		Product at any price	Copied / established product	Trend products	Meaningful, sustainable product	Ethical disruptive innovation
Values Culture Relationship	CI1. Stakeholder Relationship	2.5		Radical	Hierarchical	Purposeful, strategic	Based on partnership	Co-creative
	CI2. Work Attitude	1		Orders - enforced through power & manipulation	Guideline - skepticism & obedience	Goal - everything is possible	Vision - idealistic, culture over strategy	Big picture
	CI3. Vision And Core Values	1		Not articulated	Dogma's from above - long term perspectives	Basic awareness cultivated from both directions	Instruments of decision making	Evolutionary purposes and values
	CI4. Work Climate	1.5		Combative	Experienced cooperation & co-existence	Pragmatic & results driven	Friendly & community-oriented	Open & creative
	CI5. Loyalty	1		To the boss	To the department	To the organization	To shared values	Eco-centric values
Thinking Feeling Attitude	II1. Fear	1		Arbitrariness, humiliation	Good/bad. Loss of position	Of failure	Of rejection	As an informative feeling
	II2. Attitude During Contact	1.5		Egocentric, competing for dominance	Careful - rank is important	Strategic, benefit-oriented	Empathetic	Complete acceptance of other - wholeness
	II3. Inner Motive, Drive For Manifestation	1.5		Survive	Generate security	Entrepreneurial thinking & acting - innovation	Inspiring people / meaning & harmony	Trust one's own authenticity
	II4. Consciousness of Self	2		Unconscious thoughts & feelings	Repressed thoughts & feelings	Conscious thoughts, unconscious feelings	Conscious thoughts & feelings	Awareness of intelligence beyond thoughts & feelings (wholeness)

Culture Assessment (Example)

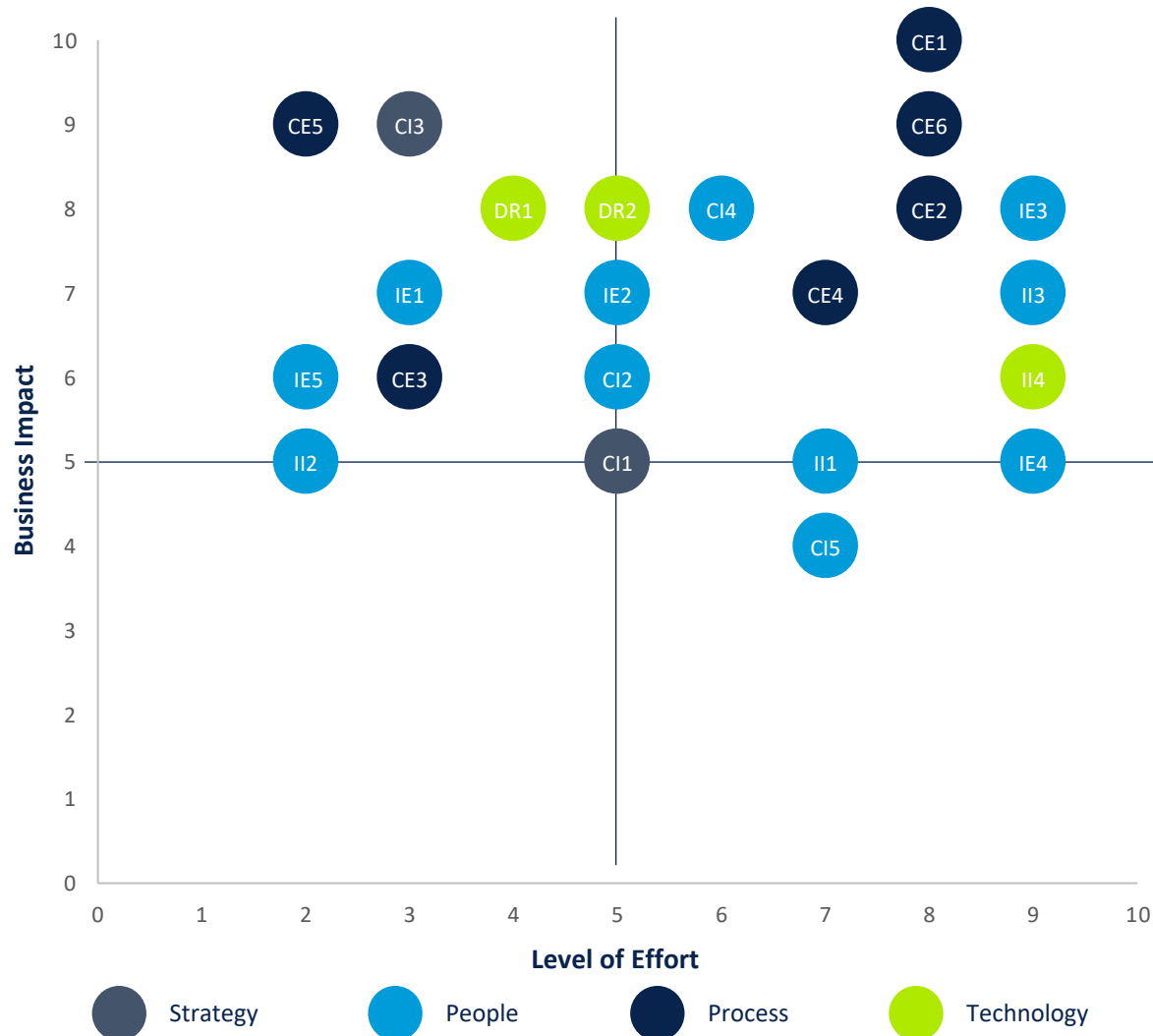


20 Components of a Wholistic Transformation Plan

- Split 4-ways:
 - Individual Interior
 - Individual External
 - Collective Interior
 - Collective External
- Each requires a dedicated development plan with a clearly stated goal and milestones
- Progress needs to be monitored and reported on a regular basis

Culture Transformation Plan - Roadmap & Priorities (Example)

Roadmap Priorities



Goals

Near-Term – Dec 2021

- CI3 - Vision Mission Values
- IE1 - Leadership style change
- IE2 - Decision Making
- IE5 - Meetings
- CE1 - Organizational structure
- CE2 - Processes
- CE3 - Flow of information/communication
- DR1 - Single Communication and project management platform (slack/teams)

Mid-Term – Mid 2022

- IE4 - Conflict resolution
- CI2 - Work attitude
- II1 - Fear
- II2 - Attitude during contact
- CE5 - Remuneration/Motivation
- CE6 - Products/services

Long-Term – End 2023

- CI1 - Stake holders relationship
- CI4 - Work climate
- CI5 - Loyalty
- IE3 - Personal development
- II3 - Inner Motive, Drive For Manifestation
- II4 - Consciousness of Self
- CE4 - Resource efficiency
- DR2 - ERP system



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