

RO&Ming with Lil Episode 25

Doing a cultural audit in
a toxic workplace - Tim



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Introduction to Episode 25

Welcome to Tim Dyer

- Organisational consultant
- Works with religious organisations, not for profits and teams
- Aiming for cultural health

Factors to consider in a cultural audit

1. Degree of people orientation – task v people
2. Degree of rule, role and process formalisation – rigid roles v chaos
3. Degree of strategic focus – locked purpose v no purpose
4. Degree of openness to innovation , creativity, change

A bipolar scale is useful to evaluate each:



Challenges

- Individual vs communal approaches
- Necessary invisible work
 - Building relationships
 - Caring for others
- Formal and informal roles
 - Formal = meeting protocols, rituals, documented methods
 - Informal = unwritten processes, gatekeepers allowing or blocking action
 - Formal and informal need to be in conformity in a healthy community
 - Document the informal
 - bring it to attention – complaints process can do this
 - come to agreement
 - integrate decisions in culture

Team Roles – Meredith Belbin

The nine Belbin team roles fall into three broad categories: thought-oriented roles, action-oriented roles and people-oriented roles.

1. The Monitor Evaluator (thought-oriented)
2. The Specialist (thought-oriented)
3. The Plant (thought-oriented)
4. The Shaper (action-oriented)
5. The Implementer (action-oriented)
6. The Completer/Finisher (action-oriented)
7. The Coordinator (people-oriented)
8. The Team Worker (people-oriented)
9. The Resource Investigator (people-oriented)

<https://www.indeed.com/career-advice/career-development/belbin-team-roles>







The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations (6th Edition)

by Kouzes and Posner (2017)

Five practices of extraordinary leaders:

1. Model the way
2. Inspire a shared vision
3. Challenge the process
4. Enable others to act
5. Encourage the heart

6 Thinking Hats (de Bono)

COLOURED HAT	THINK OF	DETAILED DESCRIPTION
	<i>White paper</i>	The white hat is about data and information. It is used to record information that is currently available and to identify further information that may be needed.
	<i>Fire and warmth</i>	The red hat is associated with feelings, intuition, and emotion. The red hat allows people to put forward feelings without justification or prejudice.
	<i>Sunshine</i>	The yellow hat is for a positive view of things. It looks for benefits in a situation. This hat encourages a positive view even in people who are always critical.
	<i>A stern judge</i>	The black hat relates to caution. It is used for critical judgement. Sometimes it is easy to overuse the black hat.
	<i>Vegetation and rich growth</i>	The green hat is for creative thinking and generating new ideas. This is your creative thinking cap.
	<i>The sky and overview</i>	The blue hat is about process control. It is used for thinking about thinking. The blue hat asks for summaries, conclusions and decisions.

Process

- Keeps a lid on undisciplined behaviour
- Choose a process that helps the group move forward
- Aim for collectively owned action
- Australians attuned to good process
 - In other cultures, leader's authority is unquestioned
 - In Australia:
 - Tall poppy syndrome
 - Fair go – this is reasonable
 - Even if I don't agree, I can see how you got to that decision

Should I stay or should I go?

- Substance and consequence
 - Is the issue substantial?
 - What are the consequences?
- Is the situation costing you physically, emotionally?
- Are there justice issues – should you act on behalf of others?
 - Do not fossick and stir up dissention
- What is the process to take it to the next level, and the cost?

PPE in adversity

- Ordinary life calls for self care practices
- Adversity calls for resilience
- Personal protective equipment = suite of practices & supports
 - Realistic assessment of adversity
 - What am I likely to experience?
 - Set up external relational supports
 - mentor, coach, counselling sessions can provide a regular circuit breaker
 - family, friends to look out for you
 - process advice
 - legal advice

Conferences earning COMS points

- SPEVI Conference – Celebrating Change!
 - 18-19 January 2021
 - <https://www.speviconference.org.au/>



- International O&M Online Symposium
 - 4-6 February 2021
 - <https://orientationandmobilitysymposium.com/>



Contact & Credits

- To offer feedback, suggest a topic, or record an episode together:
Email: lil@deverell.net Mobile: +61 418 370 312
- Links and PowerPoint slides for *RO&Ming with Lil*
www.lildeverell.net/resources/roaming-with-lil/
- Music: *Happy Stroll*, a royalty-free download from Purple Planet Music
- Graphics by Lil Deverell, with technotherapy from Erin Deverell

