THE ROLE OF TD IN CULTURE

TRANSFORMATION

- **The Digitization of the Workplace**

- Uncertainty about what businesses will look like

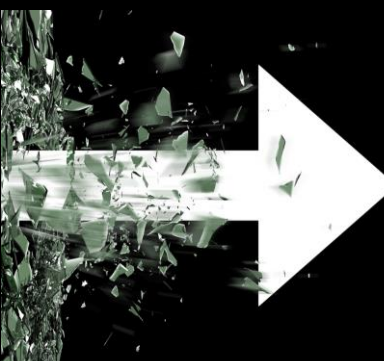- Upskilling/Reskilling

- Transparency

- ETC

HUMAN IMPLICATION

In an environment of constant disruption, Organizational Culture has become critical to success.

DROPBOX

Working Definition of Culture:

The shared attitudes, behavioral patterns, and values that cohesive human groups pass on from one generation to the next. In the business context we look at culture as the values, philosophy, shared expectations, environment and behaviors that define the organization.

-Corporate Culture and Performance, John Kotter

A NOTE ON CULTURE & PURPOSE

- **Ideological Purpose.**

- **Social Culture**

- **Operational Culture**

- When all three are aligned, so is the culture.

We can be deliberate about Culture

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The new importance of culture

CULTURE AS CONSTANT

Businesses and more importantly the people in them are looking for something to hold onto, something that does not change. **Ideological culture** is that touchstone.

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The new importance of culture

CULTURE CREATES COMMUNITY

People want a sense of connection and belonging. They want to feel cared about and respected by others. They want to be trusted and to trust, to be part of the community. The **sociological culture** of a company can fill that important need.

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The new importance of culture

CULTURE AS PURPOSE

Purpose will become increasingly more important as generations shift in the workplace. Employees not only want to know their role, but how it contributes to the overall purpose of the organization. They want to know how their work contributes to the vision of who the company is, what it does, how it serves its clients, and even how it contributes to a better world.
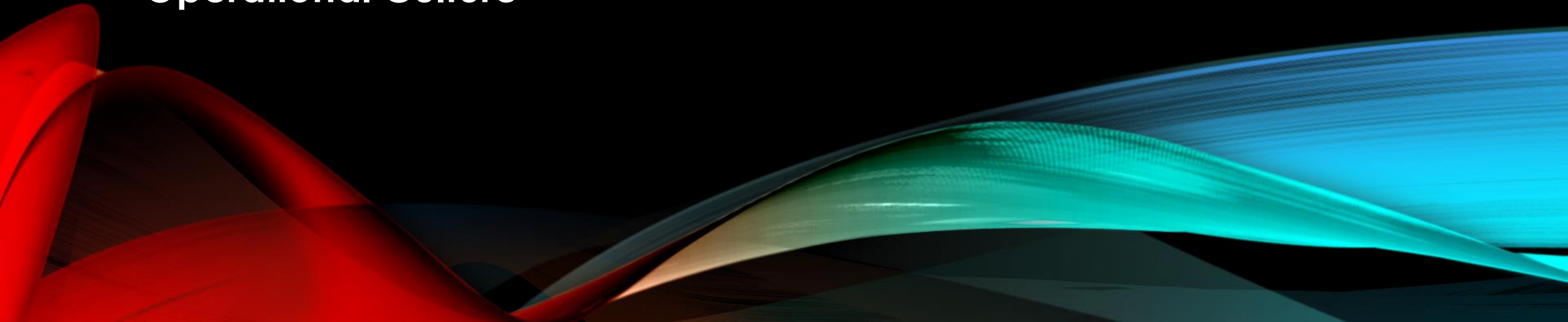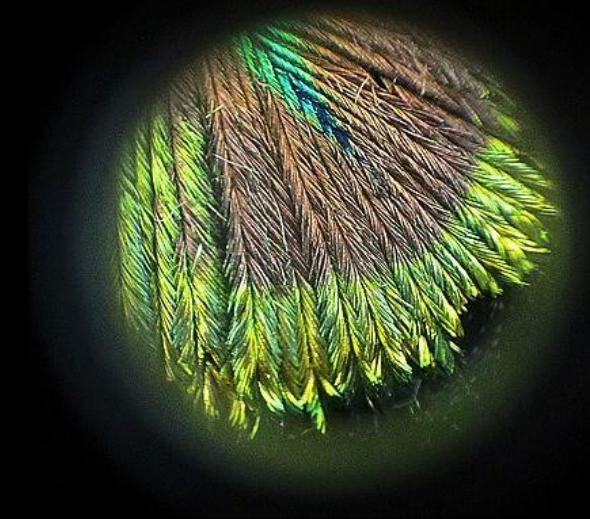
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WHAT IS OUR ROLE IN CULTURE?

Ideological Purpose.

Social Culture

Operational Culture

What about "micro-cultures"

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The new importance of culture

CULTURE AS BUSINESS DRIVER

HBR, Forbes, Mercer and others have all reported that the revenues, earnings and stock prices of companies with a strong culture are between four and twelve times better than those without. Studies from Gallop to the Karolinska Institute to the American Psychological association all show that positive cultures drive markedly better business results. The 2019 i4cp study showed that high performing companies routinely score higher on the Healthy Culture Index.

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The **ATD Study on Culture, TD and Organizational Change:**

High-performance organizations leverage L&D to protect their cultures.

During major change, culture alignment is a priority for TD in top companies.

When culture needs to shift, TD is directly involved in shaping culture.

Top companies tap TD for their change management teams.

TD's efforts to positively affect culture encounter many roadblocks, and learning functions in lower-performing companies are impacted at significantly greater rates.

Necessary Changes:

TD becomes not just the trainer, but the curator, the guardian, the voice and the facilitator of culture.

In the future, TD will be called upon to lead in all three categories of cultural endeavors:
1) Sustaining and Reinforcing the fundamental and unchanging elements of the culture,
2) Integrating new groups, new processes, even new technologies, into the organization in ways that are consistent with the culture, and
3) Devising and executing the plan when Renovating the existing culture is required.

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Necessary Changes:

The Culture You Have

Your Aspirations

Curation

Culture Roadmap

Driving Forces

Measures

Enabling Behaviors

DRIVE THE CULTURE ROADMAP

Necessary Changes:

Understanding Culture

Necessary Changes:

Defining Aspirations

Necessary Changes:

Driving Forces

Necessary Changes:

Enabling Behaviors

Necessary Changes:

Measures

Necessary Changes:

Curation

Necessary Changes:

Culture Roadmap

FINAL THOUGHTS