



# Building a Resilient Culture of Excellence

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Kirby James, MHSc, MBB, FBG

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UNLEASHED

## Introducing Our Mission:

To unleash the potential of people and business.

## Our View on Culture:

A resilient culture sustains excellent results. Resilience starts with our mind, is applied with every decision and ultimately leads to an excellent business culture that thrives when challenged.





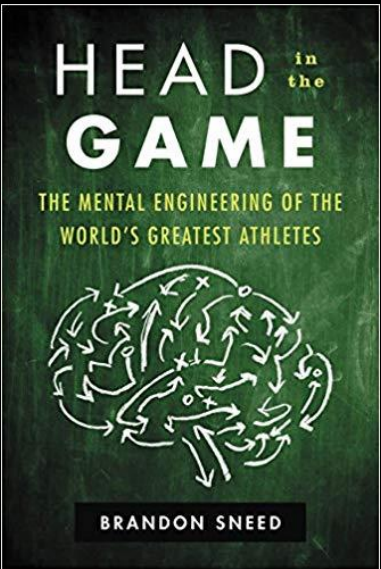
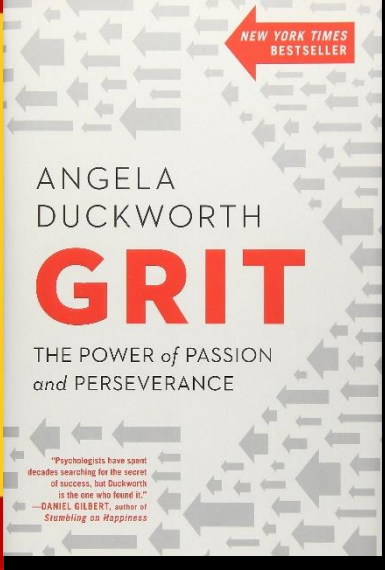
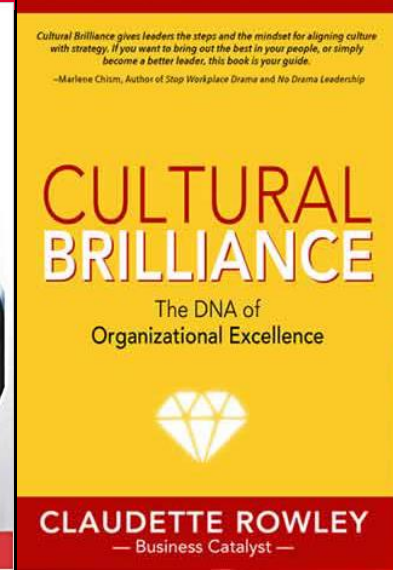
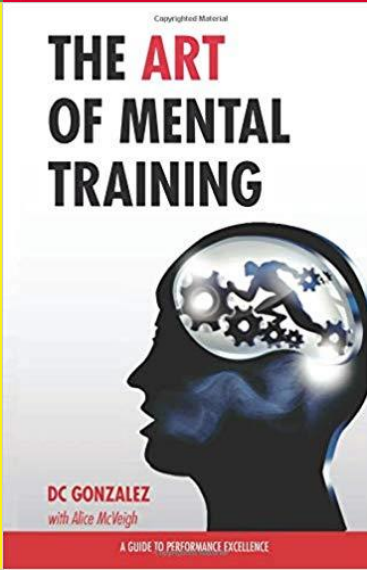
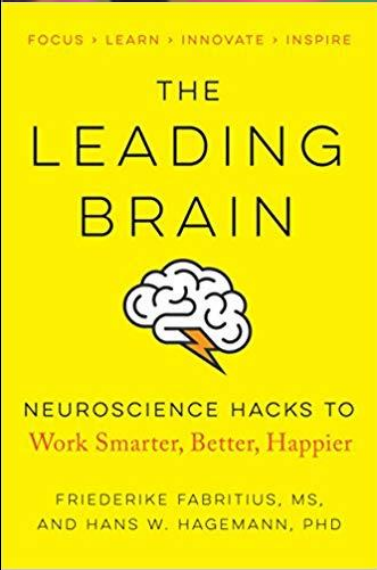
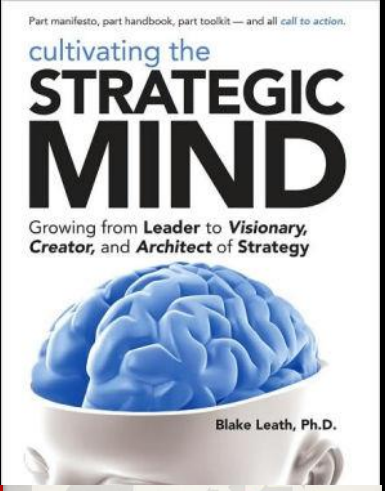
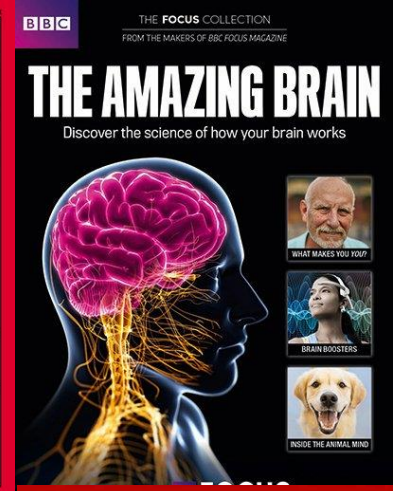
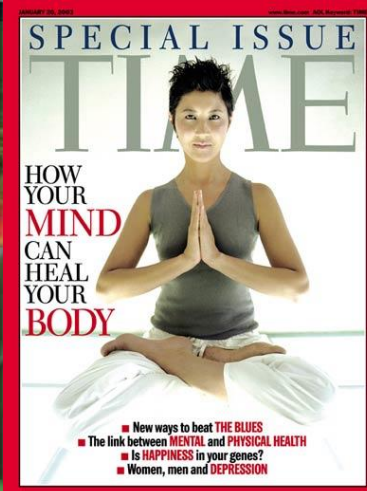
# Neuroscience & Building Resilience



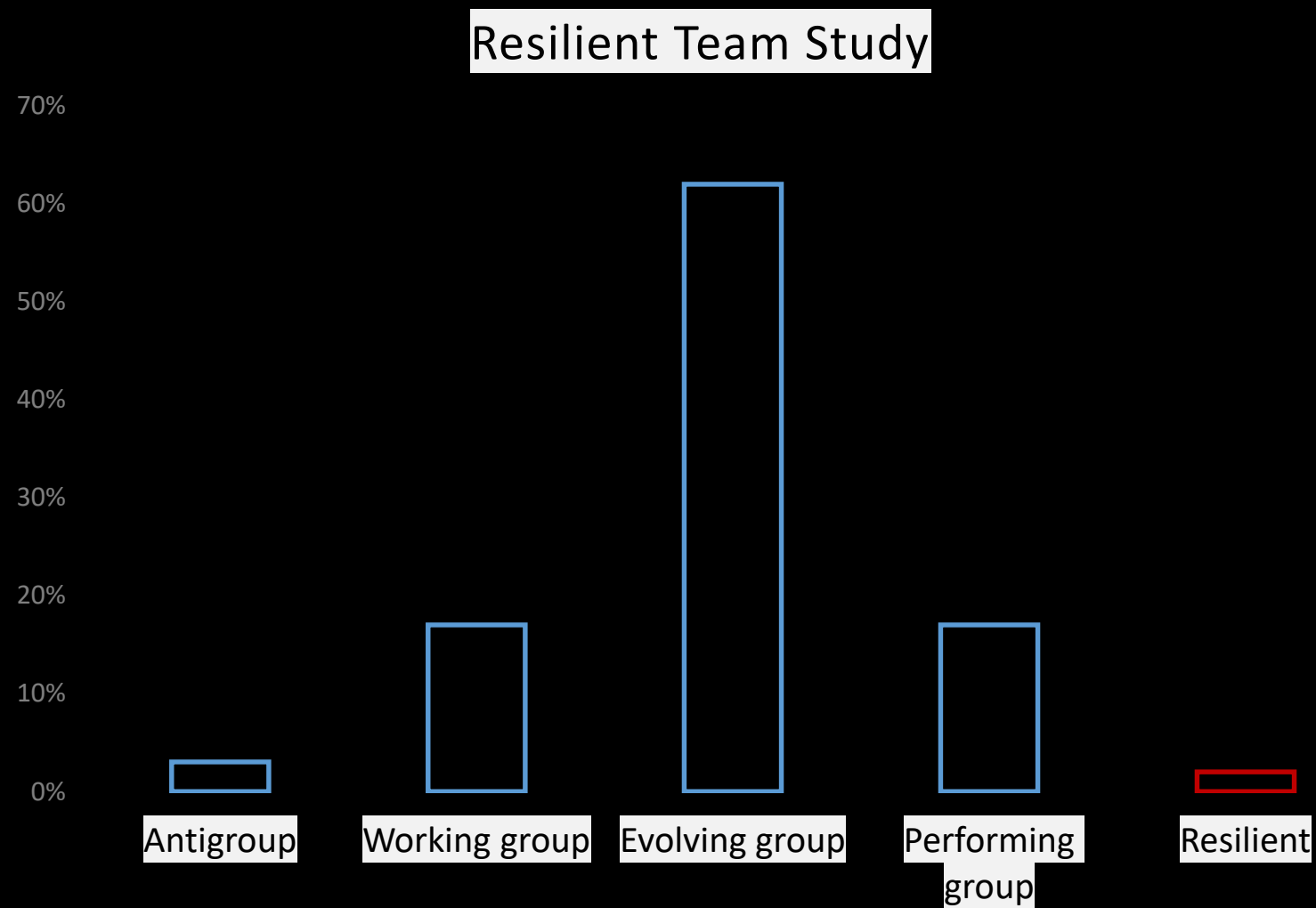
“YOU WILL NEVER BE IN COMPLETE CONTROL OF WHAT HAPPENS TO YOU IN LIFE; HOWEVER, YOU ARE ALWAYS FULLY IN CONTROL OF THE WAY IN WHICH YOU RESPOND TO WHAT HAPPENS IN YOUR LIFE.”







2%

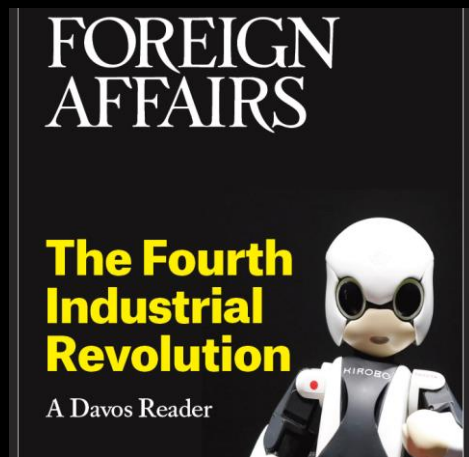


<https://www.glassdoor.com/employers/blog/only-2-of-teams-are-resilient-heres-how-to-change-that/>

According to Davos WES,  
Singularity University and a  
parade of experts ...

... the pace of Change is  
**ACCELERATING.**

Those who will **thrive** need  
a more Resilient Culture.



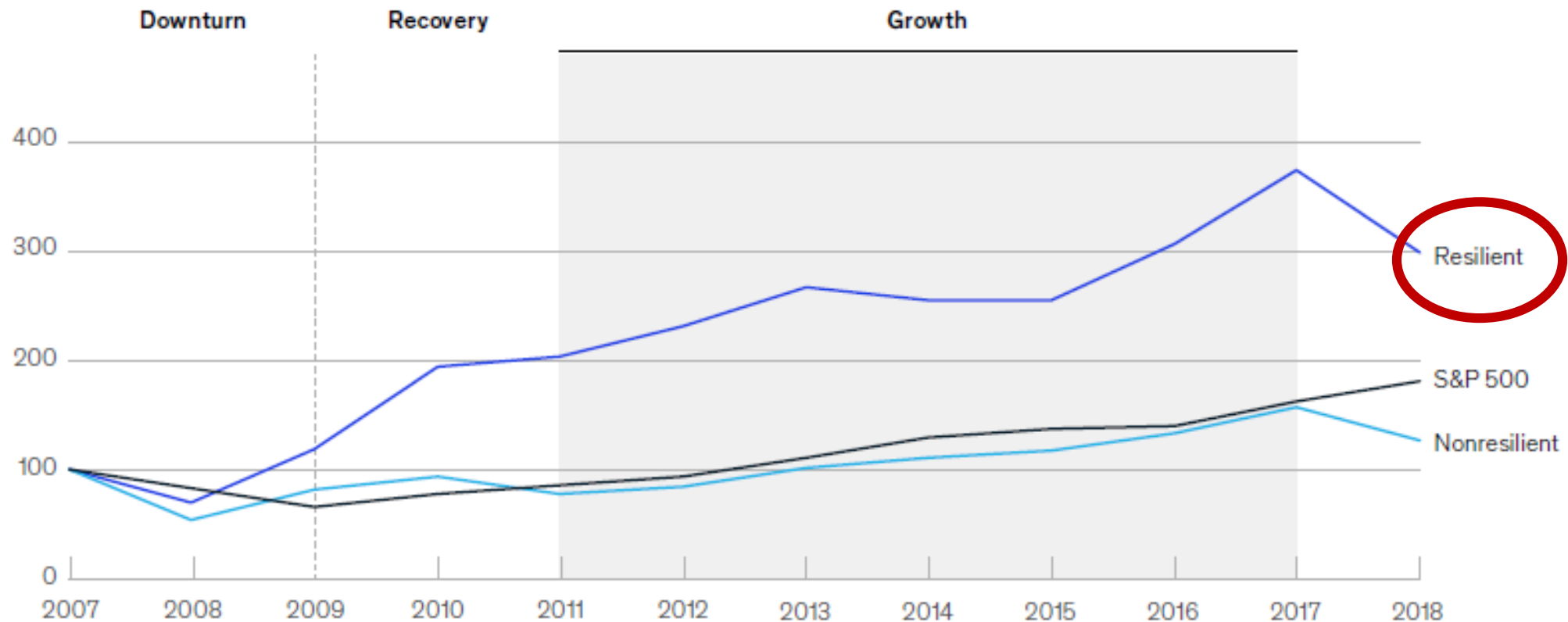
## Strongest Cultures **Thrive** In Challenging Times



# How did the 2% Perform Financially?

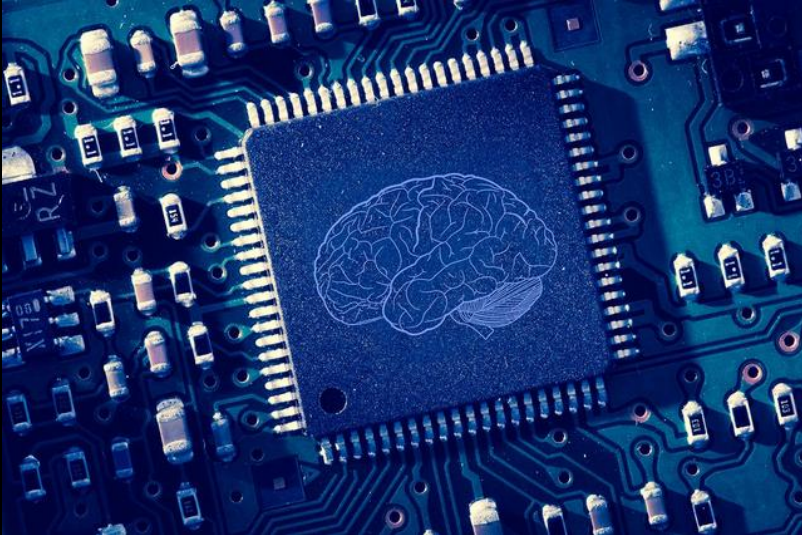
While the last economic downturn was severe, some companies flourished.

Total shareholders return, indexed to 100 (FY 2007)



Source: CPAAnalytics; McKinsey analysis

***Our Mind is “software”. Our brain is a computer. Together they interface with the real world ...***



***... to translate a lifetime of experiences, memories and lessons that dictate how we **respond** to life.***

# Neuroscience View of Mindset

( fMRI impact )

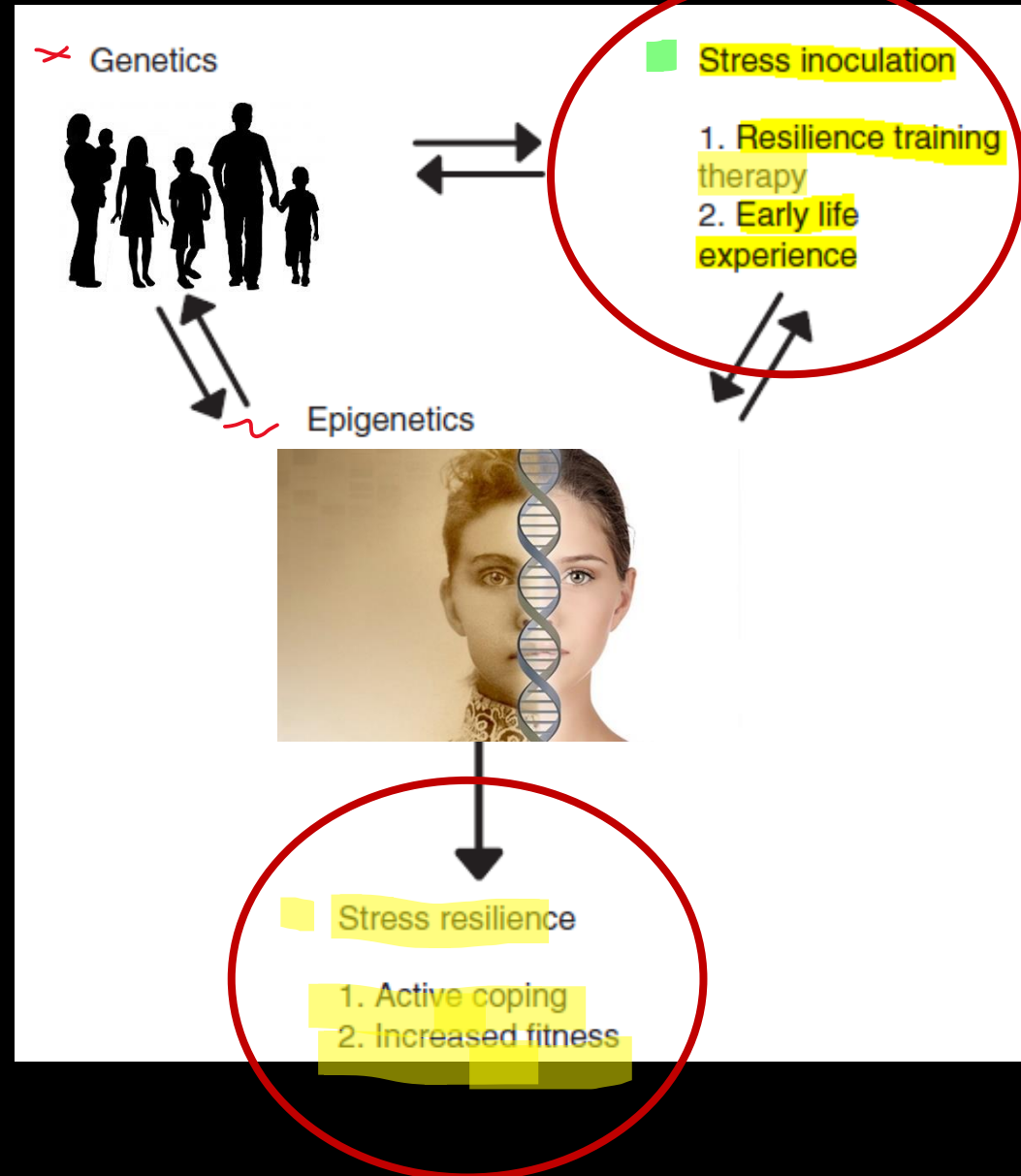


*Recently neuroscience, more than psychology,  
delivered breakthroughs to understand our mind.*

*Neuroscience research shows when we change our  
Mindset, we actually change our brain **connections**.*

# Can We Learn Resilience (and Does it Change Our Brain)?

[Neuroscience Researchers]



*American Psychology Association Acknowledges this process*



# 4 Main Truths of Resilience

1

**Learnable**

2

**Too Rare**

3

**Valuable**

4

**Universal**

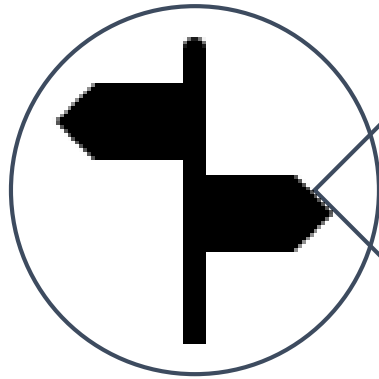


What Makes a **Culture**  
Resilient?

A modern office interior with large glass walls and black frames. Inside, there is a light-colored sofa with dark cushions, a floor lamp with a white shade, and a tripod stand. The floor is polished and reflects the interior lights.

# What Makes a Business Culture **Resilient**?

- **Intentional**
- Founded on **Purpose & Values**
- Behaviours, Values and Performance **aligned & rewarded**
- **Core competencies** include Decision Making and Implementation



First, Measure Culture  
Then, **Nurture** Resilience



## Why Measure Culture?

- Boeing
- Uber
- USAGA

## How to Measure Culture?

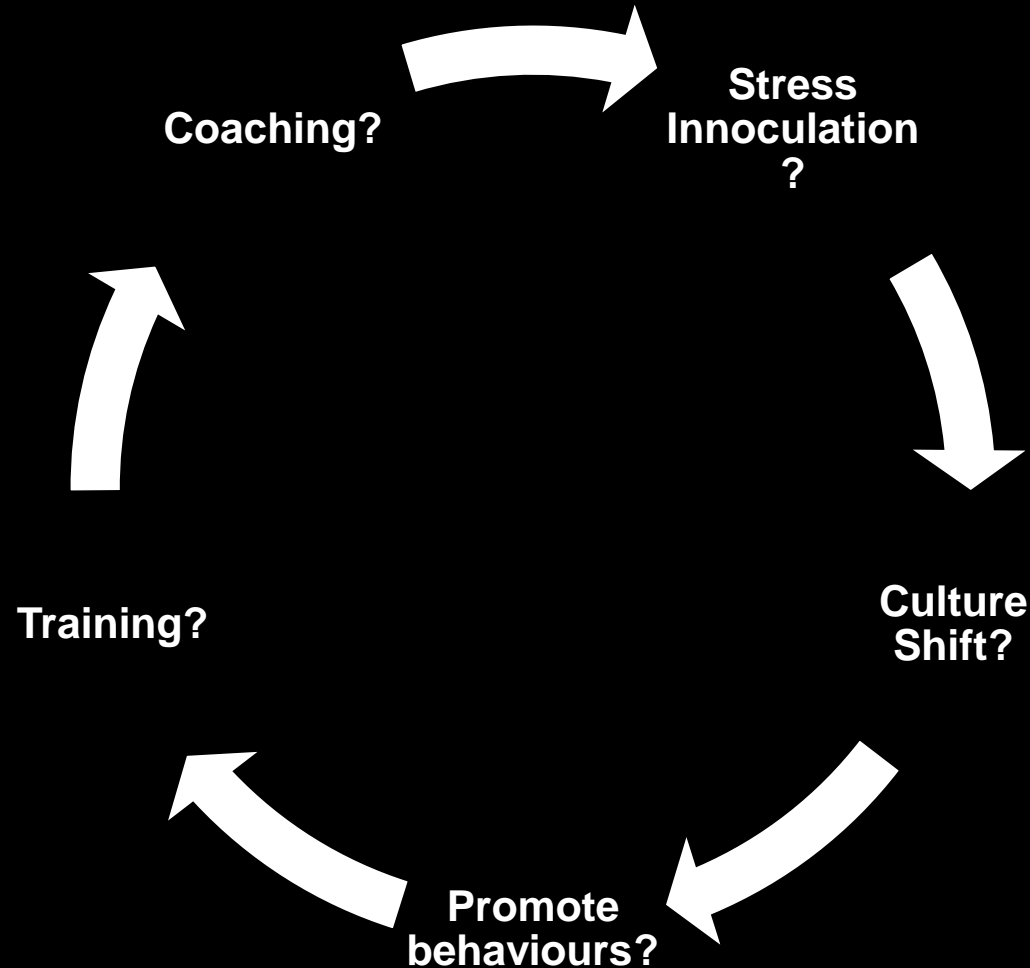
- Validated Tool
- Correlation to Value
- Practicality

# Getting Practical: How Would You Build Resilience in **Your** Organization?

How Would You

**Decide**

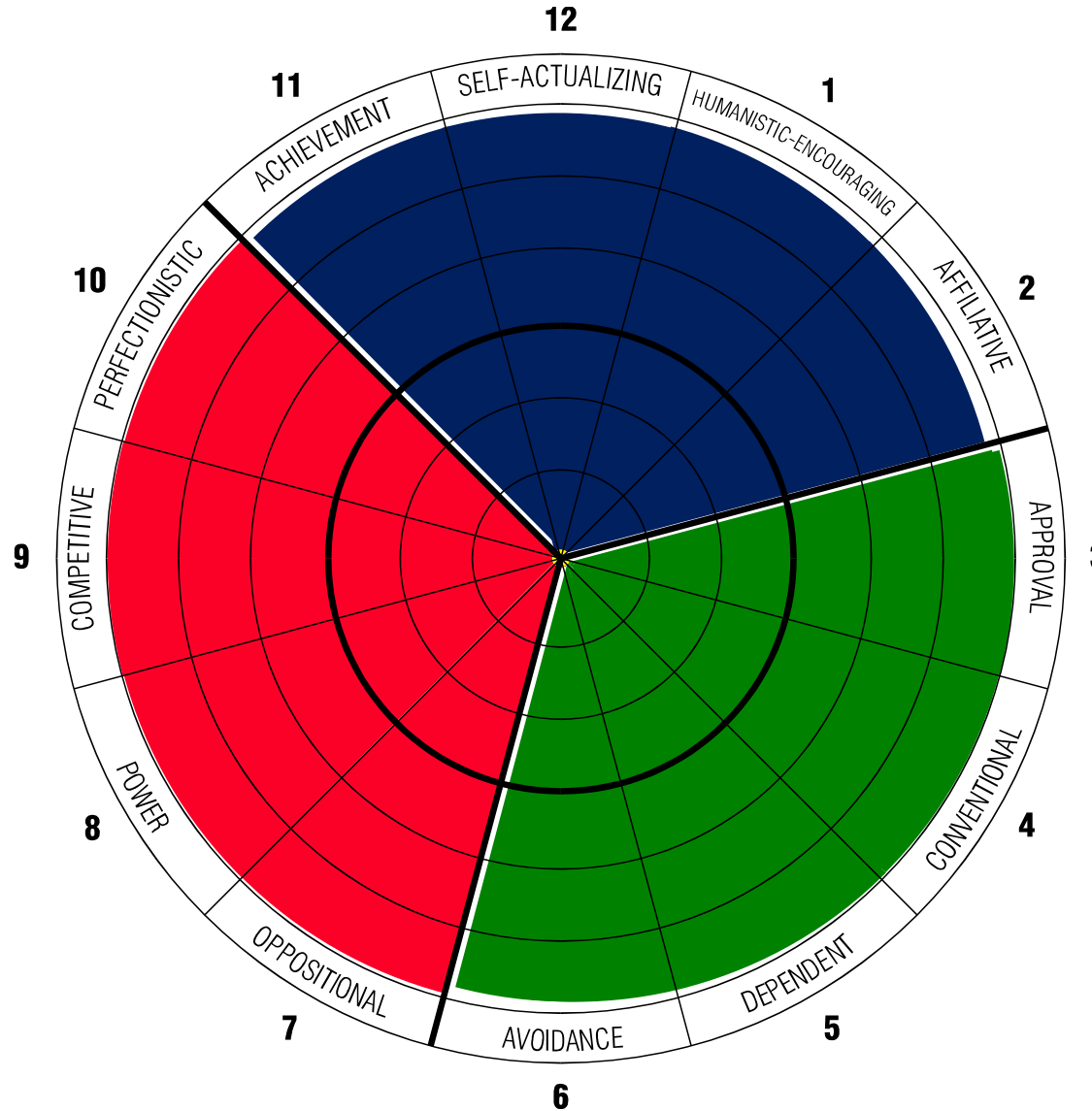
Where to Start?



You **Need** the **RIGHT** **Data**.

# Organizational Culture Index [OCI]

**Aggressive  
Defensive  
? Variable**



**Constructive  
+ Positive**

**Passive  
Defensive  
- Negative**



# Passive Defensive

- **Approval**

Organizations that promote **superficially** pleasant interactions. People get ahead by being well-liked.

- **Conventional**

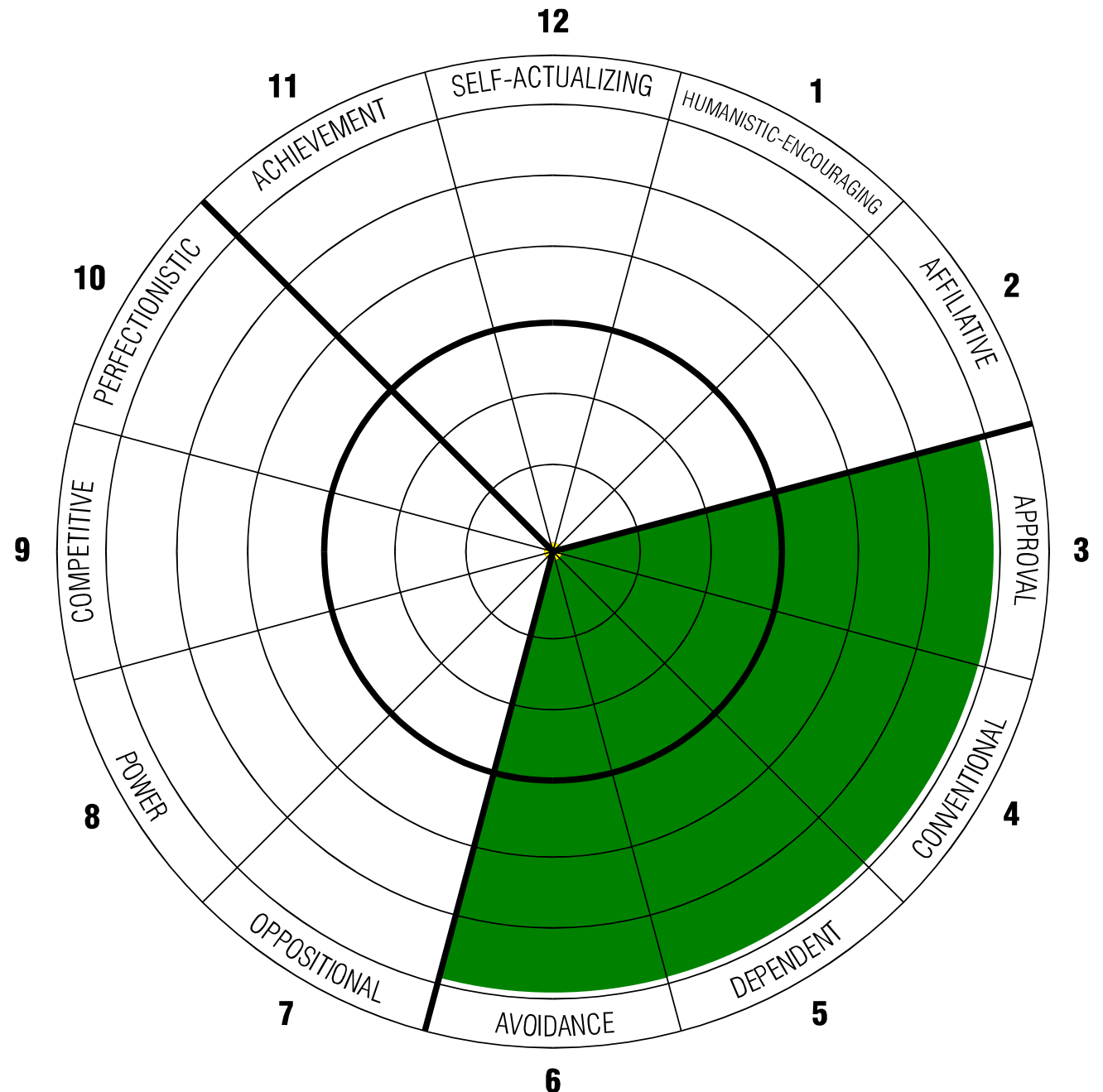
Conservative, traditional and **bureaucratically** controlled organizations. People get ahead by being “policy experts”

- **Dependent**

Hierarchy-based organizations, controlled by non-participative management. People get ahead by being good **followers**.

- **Avoidance**

Organizations that encourage people to **hide** and not make decisions. There is no clear reason why or how people get ahead.



# Aggressive Defensive

- **Oppositional**

Organizations that value confrontation and **negativism**. People get ahead by being argumentative and effective in an argument.

- **Power**

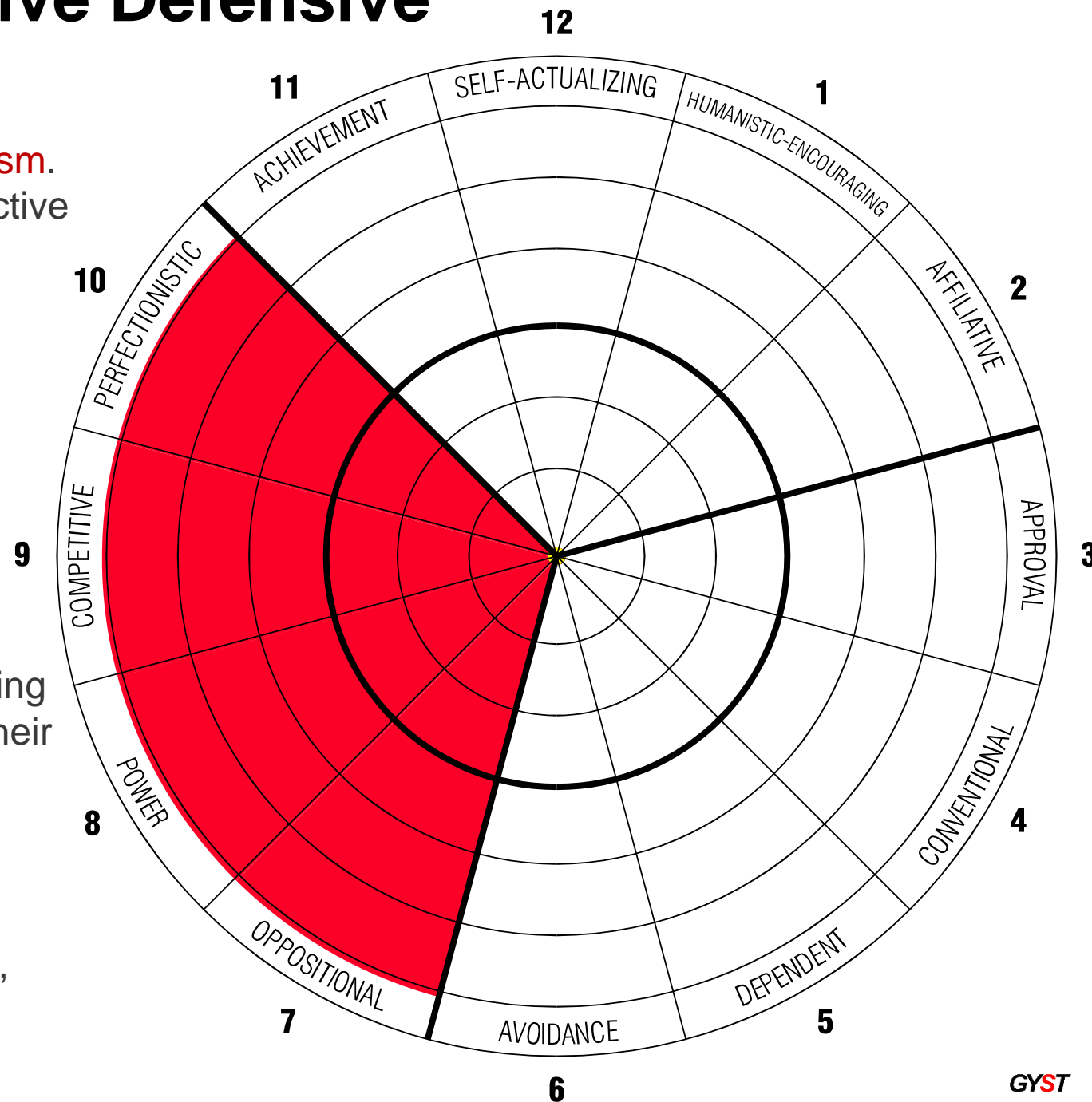
Autocratic organizations that value strong control, hierarchy and authority. People get ahead by being **tough** and demanding.

- **Competitive**

Organizations that reward winning and out-performing others. People get ahead by drawing attention to their “**victories**”.

- **Perfectionistic**

Organizations that value perfectionism, persistence, hard work, and zero defects. People get ahead by long-hours and never making a **mistake**.



# Constructive

- **Achievement**

Organizations that value continuous improvement and accomplishment. People get ahead based on merit.

- **Self-Actualizing**

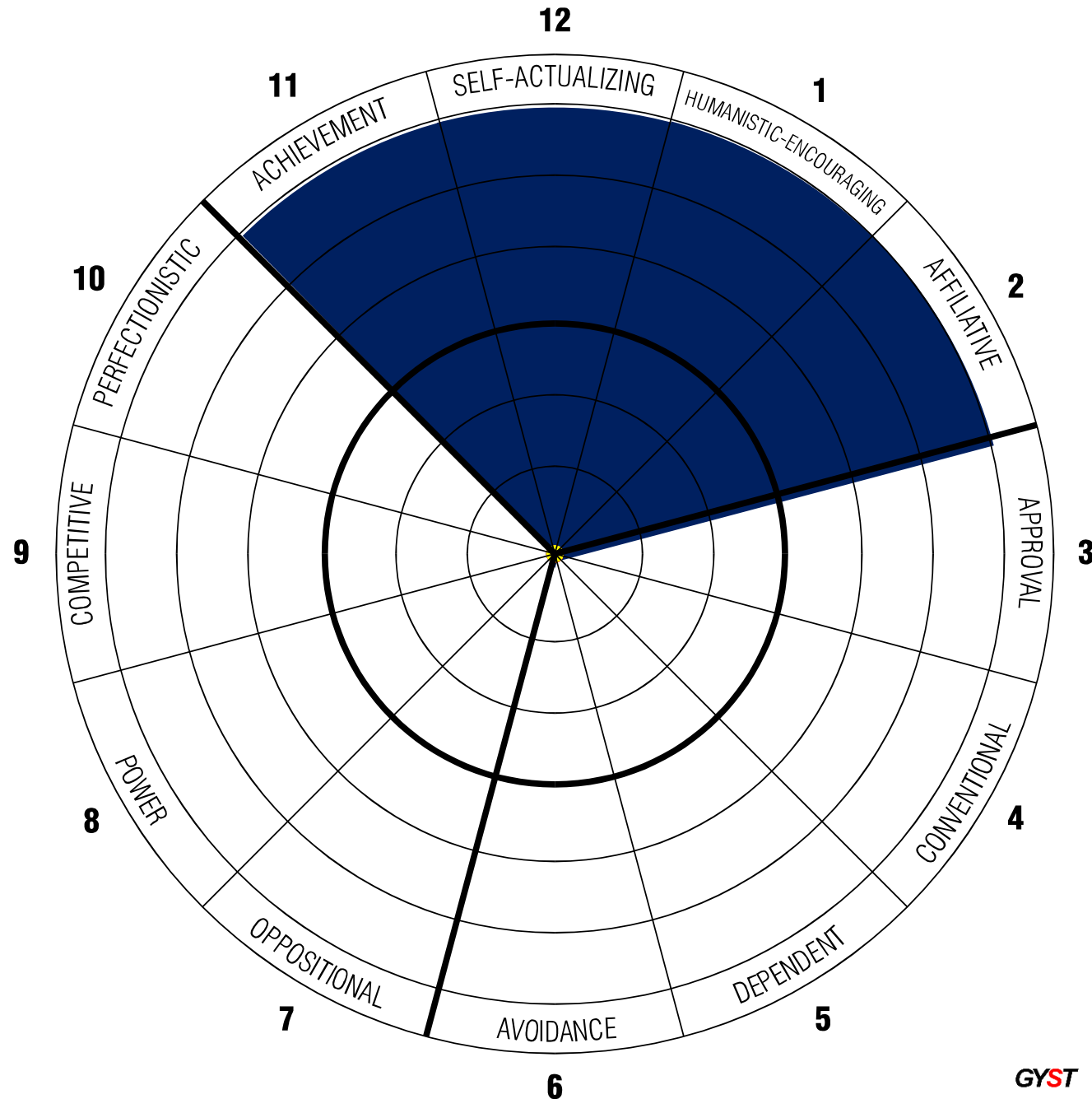
Organizations that value creativity, personal autonomy and individual growth. People get ahead based on merit and creativity.

- **Leader / People Skills**

Participative and person-centered management and organizations. People get ahead based on their leadership and human-relations skills.

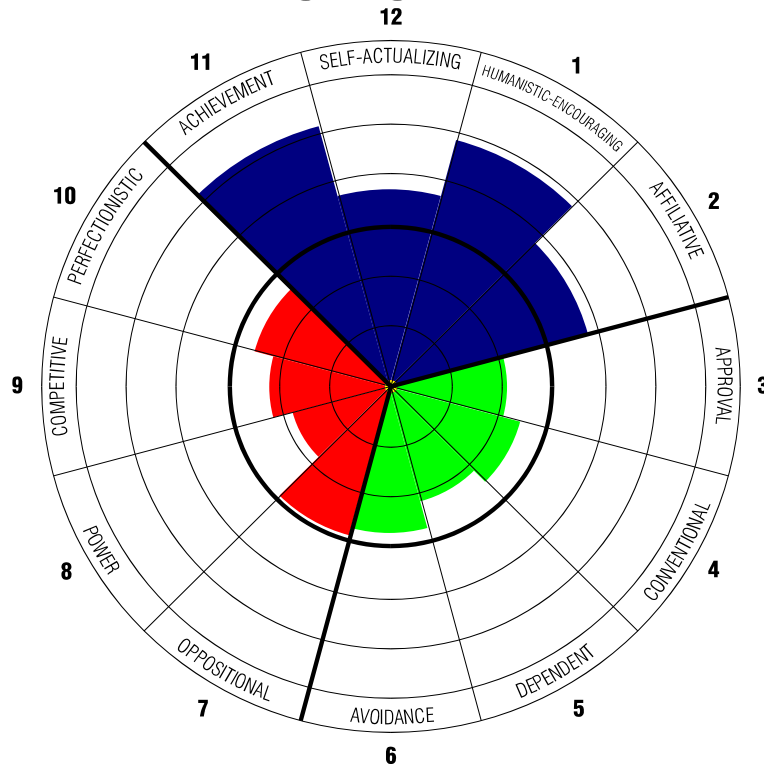
- **Trust Building**

Organizations that value cooperation and teamwork to accomplish tasks. People get ahead by being good communicators and team leaders.



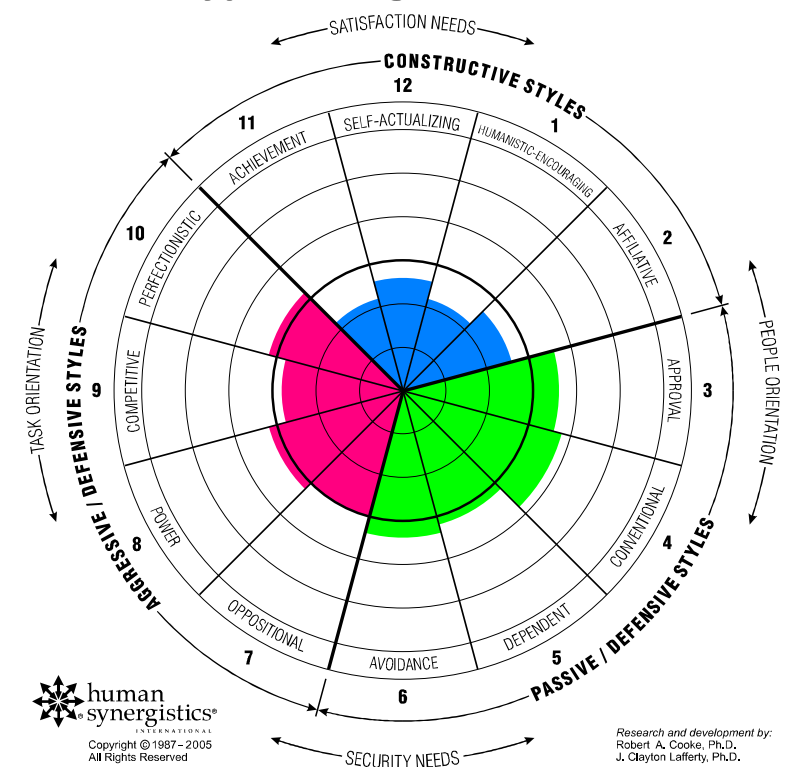
# Culture (Leading vs. Typical)

## Leading Organizations



Large scale studies show that **some** elements of ALL Culture styles is normal and healthy.

## Typical organizations



Resilient and Excellent Cultures are:

- **Constructive** dominant,
- minor amounts of Passive & Aggressive

Most organizations have:

- too little Constructive
- are imbalanced Passive &/or Aggressive



# OCI Outputs

## Organizational Culture Inventory® OCI® Detailed Report

Accurate Reliable Culture  
Data

Precise **Actionable** Insights

### Current Culture versus Ideal Culture All Respondents



Passive/Defensive Styles	Current Percentile	Ideal Percentile	Percentile Gap*
Approval	59.00%	9.00%	50.00%

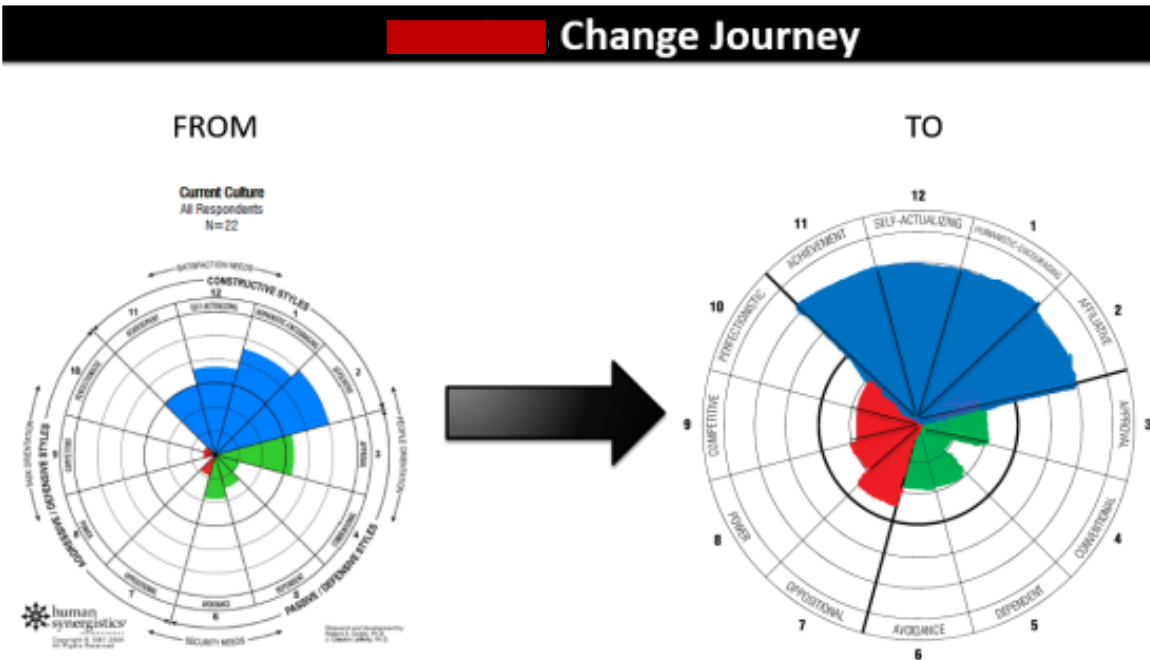
Current Culture

Ideal Culture



All Respondents	Answering in Terms of:		
	Current Mean	Ideal Mean	Gap Mean
"go along" with others	3.09	1.83	1.26

# Case Study: Entrepreneur Transformation (<40 staff)



Attribute	Current State	Goal	Percentile Gap
Achievement	51%	~90%	+49%
Oppositional	9%	40%	+31%
Approval	59%	25%	-24%

This successful company is:

- “too nice” [high **Approval Seeking**]
- isn’t open and honest with each other [low **Oppositional**],
- and while good, not as good as they think [below **Achievement** potential].

# The Goal

Nudge (not push) a  
successful, good place to  
work For and WITH ...

... into an industry leading,  
excellent, scalable, resilient  
and sustainable business  
culture ...

... to create long term  
value for owners.

## Building Resilient Cultures

01

**Defined Purpose  
& Values**

02

**Translated Values  
into Performance  
Expectations**

03

**Converted  
Managers into  
Coaches**

04

**Applied to  
Everyone and  
everything.**



## Conclusions

01

### Resilience is Learnable

Everyone can become more resilient, **IF** they choose to.

02

### Resilient Cultures **Are Essential** for **Excellence**

A culture that is not resilient, is not sustainable. Resilient cultures are intentional, purpose & values based.

03

### Cultures Can Be Systematically ‘Nudged’

Using **measurement** tools and a systematic approach, culture change is more manageable & precise.

Your Challenge:

Unleash Your Business  
Potential by Nurturing  
**Resilience**

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Special for FEMSA Members

<https://gystmethod.ca/resilient>