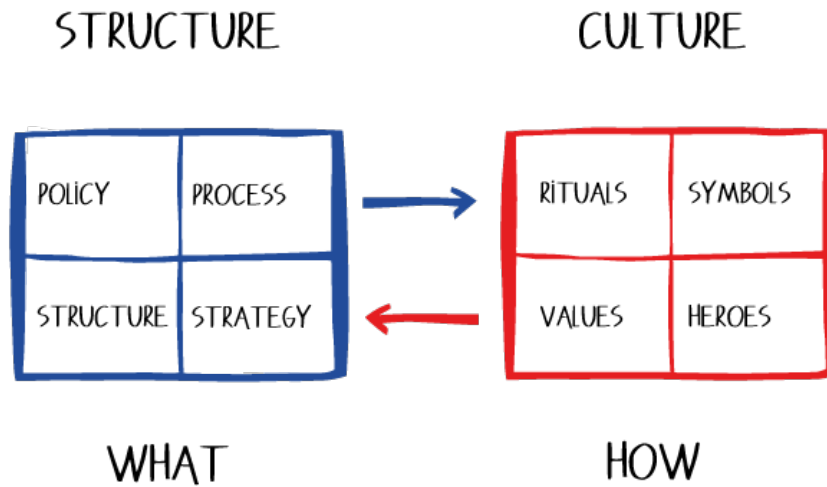


# manuel knight **ACADEMY**

Equips people for better business

*Season 2 GMMT  
Team and Team Development*

# CSI – Culture Structure Interaction



All companies have two steering systems. One is the culture system and the other is the structure system. Our performance level is determined by the interaction of these systems. Healthy, open and positive interaction equals superior performance. The Culture – Structure Interaction in an organization is the collective responsibility of all individuals in the organization.

## Policy

The written down principles, guidelines and rules that guide our decisions and actions.

## Process

The written down descriptions of how we conduct our business. Processes for budgets, recruitment, production etc.

## Structure

The organizational overview. The role definitions and descriptions. The goals and the time line.

## Strategy

The plan of action for achieving our long-term results.

## Ritualess

Actions liked or disliked, but allowed, become habits. Habits become rituals. Rituals are part of our everyday lives. Rituals in meetings, how and whom we greet etc.

## Symboless

Words, gestures or objects which have a meaning to us within the culture, but maybe not to others. Examples are clothes and uniforms, top floor office, company car or not. Symbols express which group or category I belong to.

## Values

Our deeply held views of what we find important. Values guide our actions. Simply put; What you do is who you are. The values of the culture must be compatible to the company values.

## Heroes

The heroes of the organization are chosen by the culture. They can be the source of engagement or resistance. It is important if the heroes and the organization have the same agenda. The Hero system provides knowledge about the type of people who are successful or who the focus is on in our organization.

## Summary of the Structure

- Owned by the company
- Determines WHAT
- Is FAST
- **Application: Draw a line in the sand**
- Bottom-line message: Execute or Evacuate

## Summary of the Culture:

- Owned by everyone in the company
- Determines HOW
- Is SLOW
- **Application: Create strong horizontal communication**
- Bottom line message: If you want corn, plant corn.

## From words to action:

Below are examples of questions that you can continue working on:

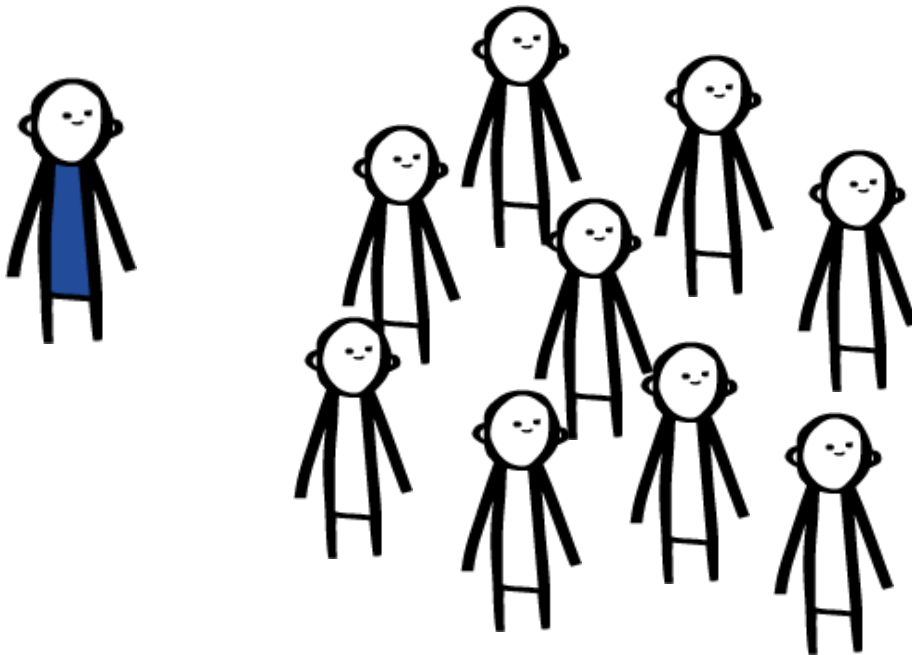
1. Do we have a common view of the structure?  
Write down individually and then compare your notes with each other.
  - Do we have the same picture? If not, what picture do we agree on?
  - Do we understand, accept and jump?
2. What characterizes our culture in the current situation?
3. What is my contribution to us, getting the culture we want?
4. What is our common contribution, getting the culture we want?
5. Which rituals do we have that give energy?
6. How can we build on those rituals?
7. Which rituals do we have that take energy?
8. How can we change those rituals?
9. Who or what types of people are heroes in our company?

## Two laws in culture

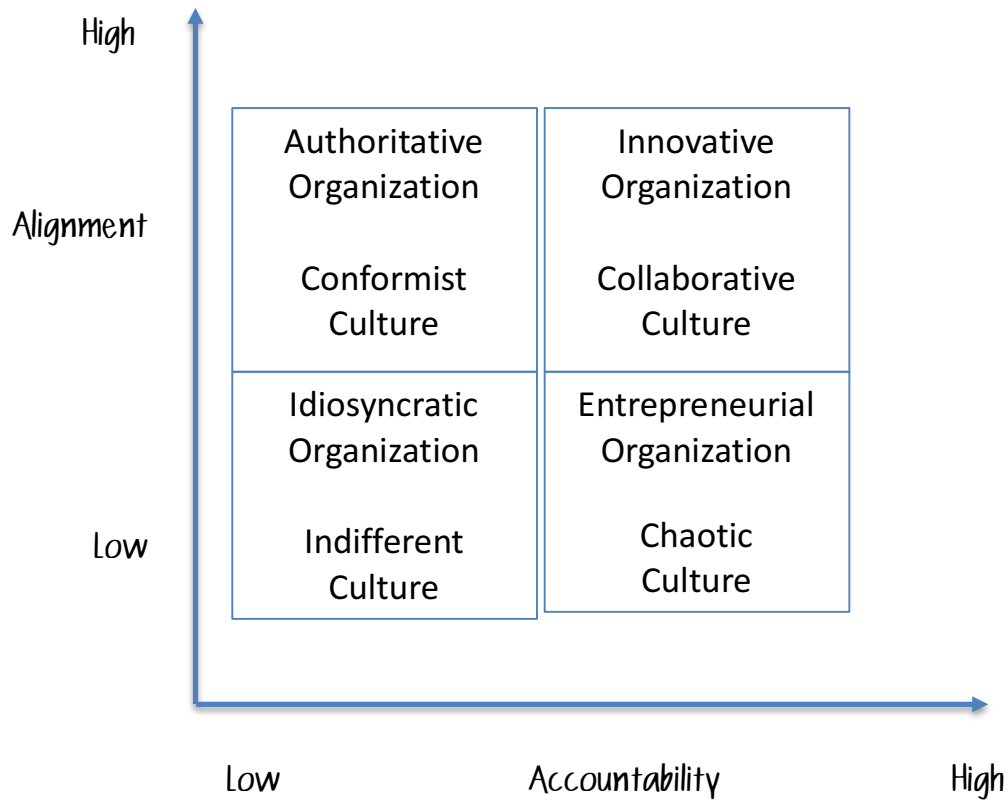
Culture is most active in the informal.

1. As a leader you will automatically be excluded from the informal information.
2. The culture is most active when the leader isn't there.

Due to these laws, it is important to have a strong horizontal communication and accountability for what we are here to achieve.



# CSI status



The culture-structure-interaction status can be visualized in a simple framework. The goal for many organizations is to create an interaction that gives us a collaborative culture.

Use the CSI applications to create the right balance.

# Alignment

Alignment is a **broad organizational agreement to move forward** and take accountability to achieve the organizations directives.

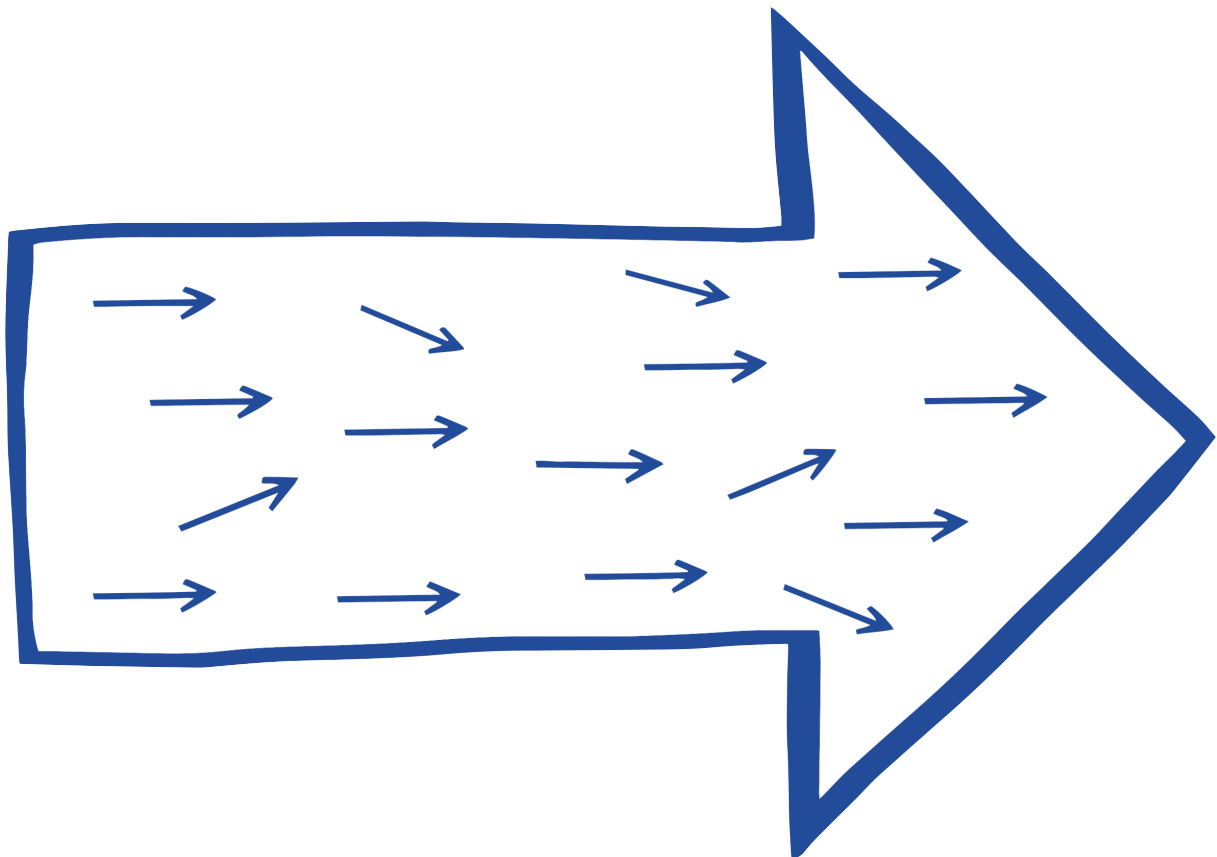
Alignment is **not** an overall agreement on the organizational direction.

Alignment is not one event or action, it is a process that needs to be understood and applied.

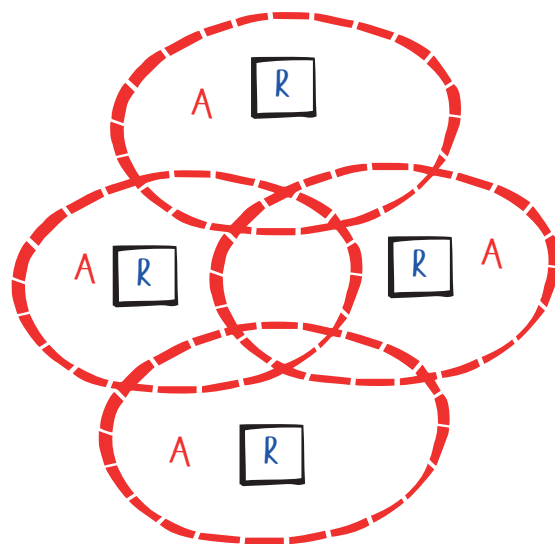
To be able to reach top performance it is important that the organization or the team is aligned around the structure.

Ask yourselves:

-Do we have the right understanding of the directives?



# Joint Accountability



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R = Responsibility – is consistent with the job description. Responsibility is structural.

A = Accountability – with accountability we mean that the individual consciously makes the decision to look outside his box and take ownership for the overall goals. Accountability is cultural.

Joint accountability – the intersections of multiple accountable people. This requires communication, trust and proactivity.

*Application – if you see the problem, you own it .*

# F. i. R.O

## Fundamental Interpersonal Relationship Orientation

FIRO, Fundamental Interpersonal Relationship Orientation was developed by the American psychologist Will Schutz. He found that teams undergo three main phases in its evolution towards unity and efficiency.

A group that strives towards openness and efficiency must undergo the Belonging Phase, The Control Phase and the Openness Phase in that order to succeed. A team that has reached the third phase - Openness - will occasionally return to the earlier phases. Reasons can be that a new task falls outside the group frame, or that a new group member comes or a member leaves. It is a cultural process (See circle on last page.)

In every phase all the individuals within the group must answer some basic questions in order to proceed further.

The BELONGING phase

- Do I belong in this group?
- Am I accepted in this group?
- Do I accept others in this group?

The CONTROL phase

- What is my role?
- What is your role?
- Who is the leader?

The OPENNESS phase

- How close, how far apart?



## Av overview of the phases

As a leader or team member you can look at different characteristics and behaviours to find out in what phase the group is. Based on where the group is, you can adapt your leadership and behaviours to help the group develop further.

### Belonging Phase:

Group focus:	Membership
Basic feeling:	I am significant
Basic value:	Dependence
Conflicts:	Quiet
What we talk about:	Small talk, weather
Actions:	Talk too much or is very quiet Questioning of goals
Situation-adapted leadership:	Direct
To continue to the next phase:	Build trust, encourage openness, show more of yourself

### Control Phase:

Group focus:	Leadership
Basic feeling:	I am competent
Basic value:	Independence
Conflicts:	Open
What we talk about:	Things, competence
Actions:	Achieve or avoid leadership Forming subgroups
Situation-adapted leadership:	Supportive/tutorial
To continue to next phase:	Give the group a challenge that requires real team work Respect diversity Build bridges

### Openness Phase:

Group focus:	Relationships (how close or far apart)
Basic feeling:	I am likeable
Basic value:	Interdependence
Conflicts:	Mutual exchange of feelings
What we talk about:	You and me
Actions:	Making efforts to be close I'm comfortable expressing personal feelings It is OK to work in subgroup It is OK to be quiet.
Situation-adapted leadership:	Delegating
To stay in this phase:	Keep having high demands on the group Be content with your role in the group. Everyone takes responsibility and performs.

## The development process

A group striving towards the openness phase must pass through all three phases. There can be no shortcuts. If the group reaches the third phase of development, openness, it can still go back to the control phase or the belonging phase. It all depends upon how the group handles different situations such as a new goal from the organization's leadership, a task that falls outside of the group's normal operating area or the introduction of new group members.

The journey through the three phases is characterized by open communication and the evolvment of strong relationships, which are the core of strong teams. A group that has established solid routines, roles and developed a strong common maturity needs less time to return to the openness phase.

The belonging phase is characterized by quiet conflicts. Group members don't feel secure enough to speak of their conflicts openly.

In the control phase conflicts are open and can be loud. The group members talk openly about their feelings in the conflicts they experience. In the control phase, the leader should support conflict solving. A group that has successfully reached the openness phase the conflicts are characterized by mutual exchange of feelings. The individuals in this phase can solve their conflicts without outside help by speaking openly and honestly to each other.

Leadership and leadership needs vary depending upon in which phase the group is. In the belonging phase, the most appropriate leadership style is direct because the group is new and most likely has no experience together as a group. In the control phase the most appropriate leadership style is supportive and in the openness phase delegating leadership is the best choice.

The most important thing is that the leader has the ability to adapt his leadership to the individuals and the situations he or she faces.

This is called situation-adapted leadership. Remember: As a leader you should always be half a step in front of where your group is.

### Reflect over a current relationship

- What do you recall from the beginning of the relationship?
- What characterized the relationship?
- How is the relationship now?

### Reflect over your work group

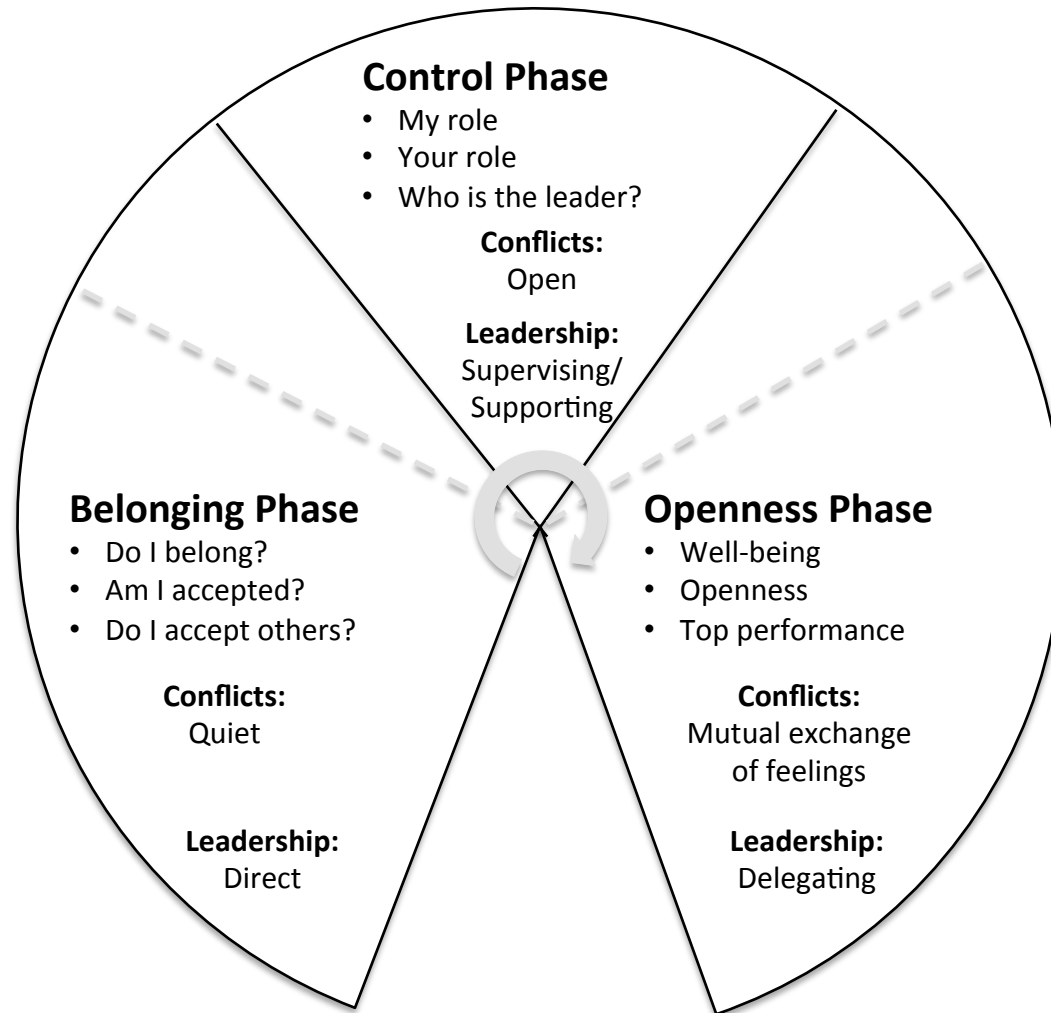
- What is the basic feeling in your work group right now?
- What characterizes your work group?
- Can you recognize the different phases in a group's development?
- What do you need to do to come to the next phase?

For further reading:

- The Human Element: Productivity, Self-Esteem, and the Bottom Line by Will Schutz

# F.I.R.O

Fundamental Interpersonal Relationship Orientation



# The four types of decision-making

<u>Style</u>	<u>Advantage</u>	<u>Disadvantage/risk</u>
<b>Authoritarian decision making</b>	quick	low buy-in
<b>Democratic</b>	high engagement	risk for sub groups
<b>Consensus</b>	very high buy-in	very slow
<b>Participative</b>	high involvement	Risk if leader's competence is insufficient

Which style is most appropriate to use depends on the situation. In some situations, such as crisis or the like, that require a quick decision, the authoritarian style is most appropriate.

Participative decision-making style is best for having a good and productive CSI. It encourages employees to participate and creates a dialogue (-the red arrow from the culture). However, it needs clarity of time- when the decision is made- and who the decision maker is.

Ask yourself: Which is my preferred decision making style?

## 4 roles in decision making

It's good to be aware of that there are four roles in decision making, and that your own role might vary depending of the situation:

**Decision maker**

**Advisor**

**Recipient**

**Implementer**

# Our Interim Rules of Engagement.

## GMMT rules of engagement:

- **This is my Go to team - for energy, inspiration, fun**
  - Pick up the phone (bollplank, bjud in, vara tillgänglig för varandra)
  - Seek to understand and share your opinion
- **Contribute beyond own team**
  - Honour our Reason to be and contribute beyond own objectives
- **Be proactive**
- **Honest peer coaching and feedback**

*Hold each other mutual accountable for your rules of engagement!*

## You also proposed:

- Stronger feedback culture (need to decide how)
- Open dialogue, feedback => trust
- Give each other constructive feedback, support and advice. Don't let bad behavior of others be an excuse for your/my/our behavior.
- Common understanding- address important issues, more time for prepp, more time for discussions
- Avoid competing with each other
- Reach out to each other=> collaborative, horizontal collaboration. How do we reach the goal together? Discuss how.
- Find synergies to reinforce each other's messages (to the markets)
- Support each other's objectives and challenges by understanding and listening. Show interest.
- Openness and transparency; I need from you..., you can support me by...

## Actions you said you need to take:

- Share with others what you do in advance (I god tid)
- Invest time in team- common goals, common message, common view on how
- Define common key messages and working approach. Clear and in advance. If late accountability is lost.
- Proactive planning of year calender
- Improve planning and structure. Smarter meetings and modern technique
- Map stakeholders and open doors.

*Prioritize. Decide who, when and how. Do it. Follow-up.*

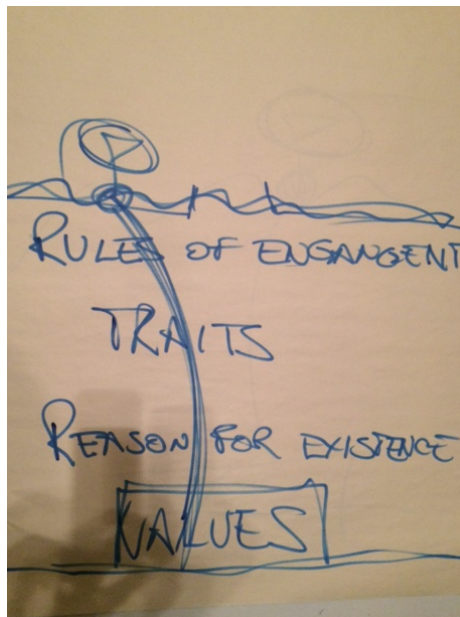
## 13 Steps to Create Trust

Relationship trust is about consistent behavior. The first five behaviors = character, next 5 = competence and the last 3 are a combination of character and competence.

- 1. Talk straight**  
Communicate clearly so that you can't be misunderstood.
- 2. Demonstrate respect**  
This is based on the principles of respect, kindness, love and fairness.
- 3. Create transparency**  
Be open and authentic.
- 4. Right wrongs**  
Instead of just apologizing, take action to right the wrong.
- 5. Show loyalty**  
Give credit to others and speak as if they are present. Show integrity.
- 6. Deliver results**  
Establish a track record of making the right things happen, i.e. reaching budget, being on time.
- 7. Get better**  
Continuous improvements. Don't be afraid to make mistakes, but learn from them.
- 8. Confront reality**  
Take the tough issues head-on. Lead courageously.
- 9. Clarify expectations**  
Create shared vision and agreement up front. Discuss and reveal expectations.
- 10. Practice accountability**  
Hold yourself and others accountable.
- 11. Listen first**  
Genuinely understand another person's thoughts and feelings before trying to diagnose or advice.
- 12. Keep commitments**  
The quickest way to create trust in a relationship!
- 13. Extend trust**  
Become a more trusting leader.

# Homework assignment

- Invest 15 minutes per week in your Special Friend. Help, challenge and support each other.
- Run the Rules of engagement:
  - **This is my Go to team - for energy, inspiration, fun**
    - Pick up the phone (bollplank, bjud in, vara tillgänglig för varandra)
    - Seek to understand and share your opinion
  - **Contribute beyond own team**
    - Honour our Reason to be and contribute beyond own objectives
  - **Be proactive**
  - **Honest peer coaching and feedback**



**Remember:**

*The stakeholders need to feel it.  
They see the flags-your actions.*