Agile Better Worlds

Enabling Cultural Evolution
Alison Cameron
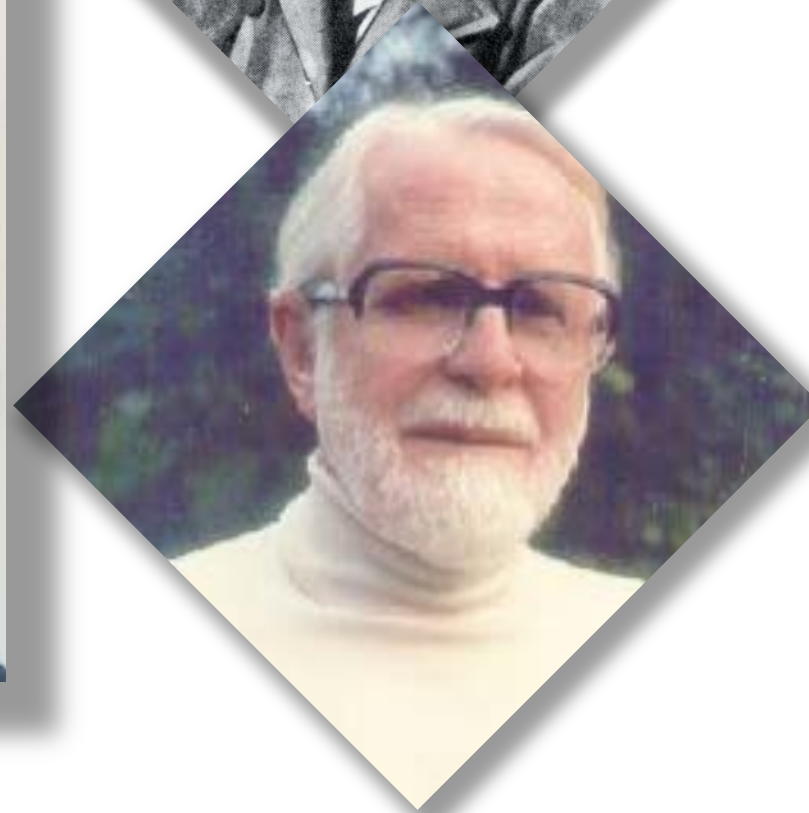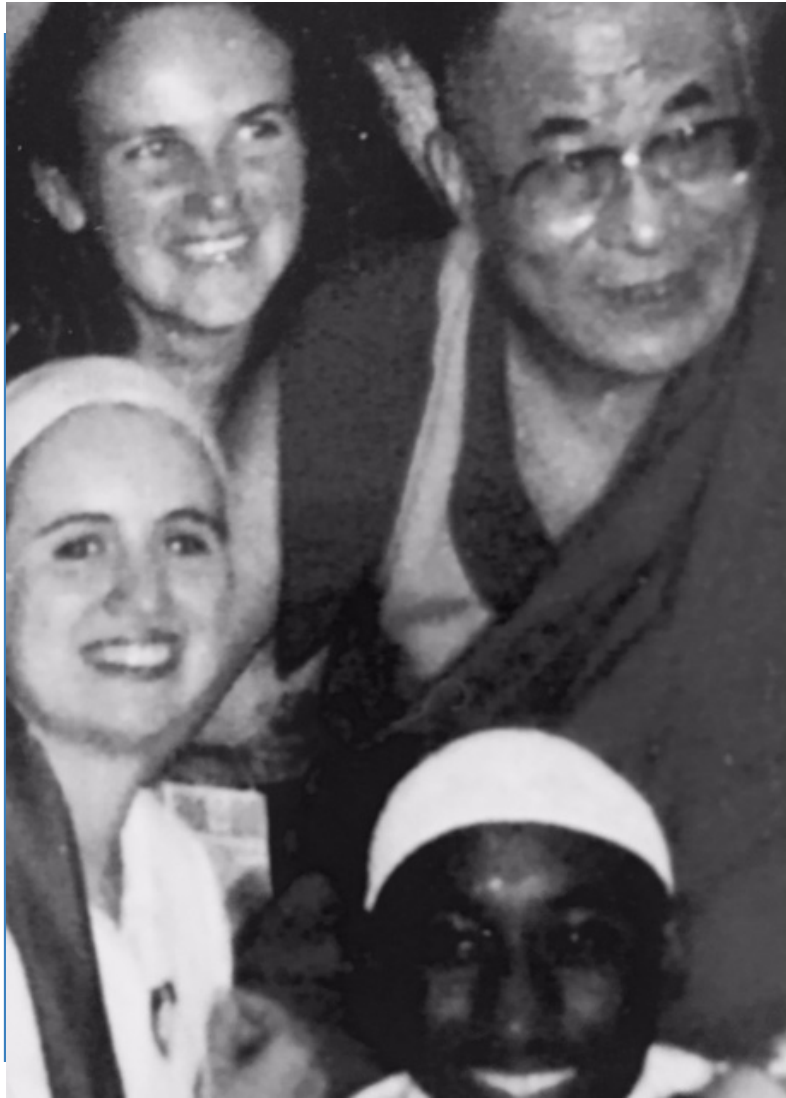
Adaptive Cultures
enabling cultural evolution

Looking for answers to complex challenges

What might it take for humanity to solve some of the really challenging problems we have created?

Evolving Culture

1   The role of human consciousness in enabling collective evolution

2   A framework for cultural evolution
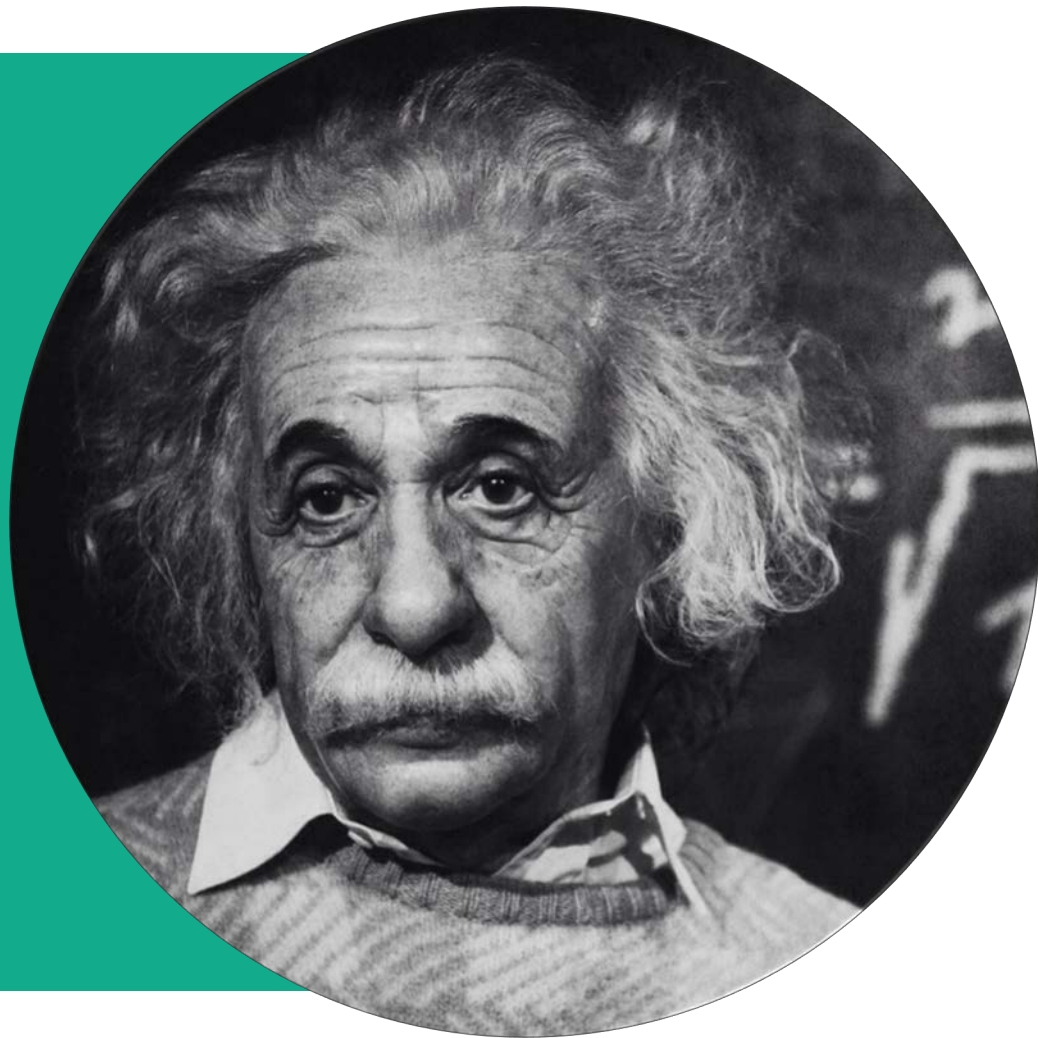
3   The 3 most common mistakes people make when working with culture

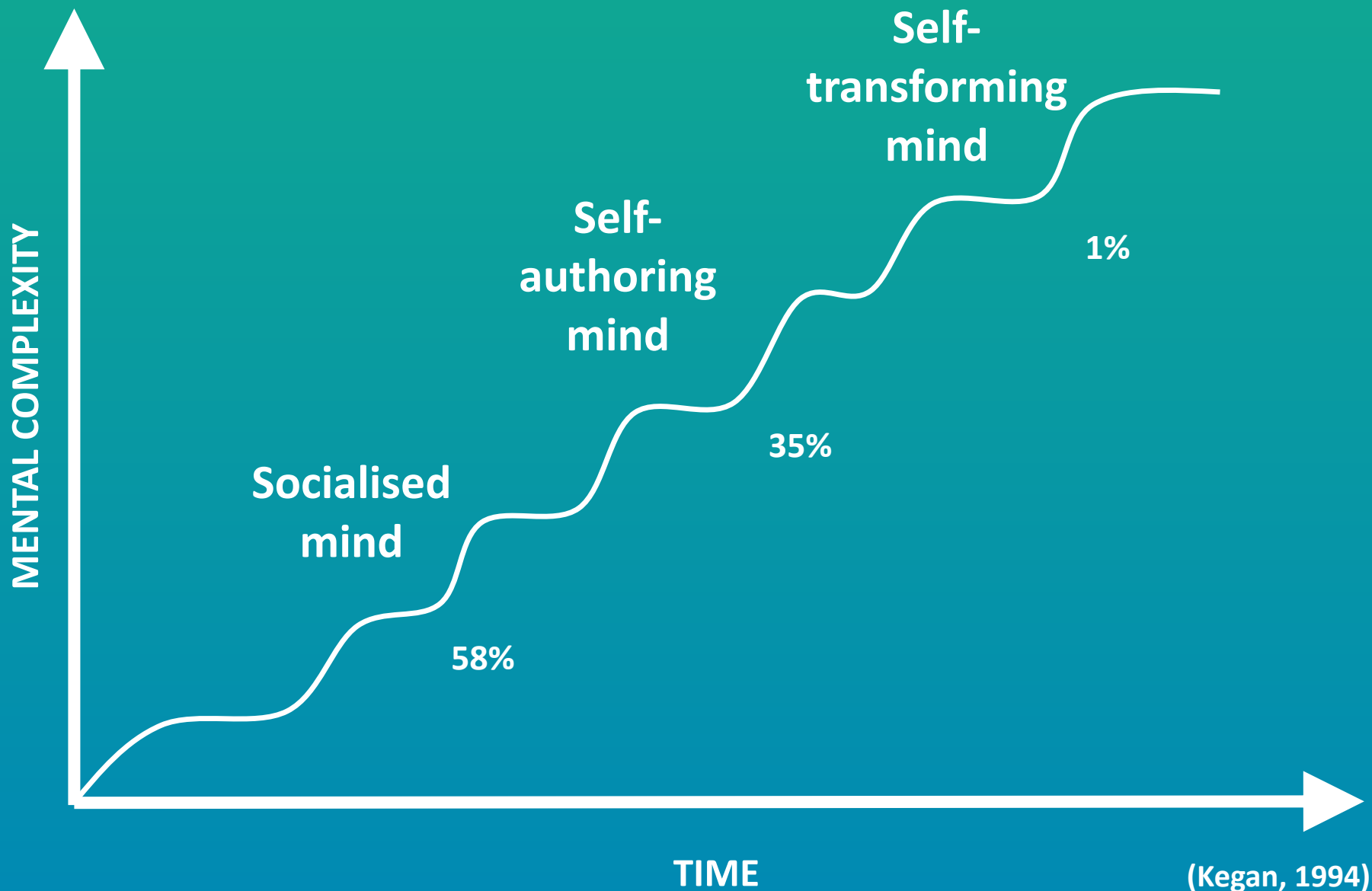**4**   7 principles for creating more adaptive organisations
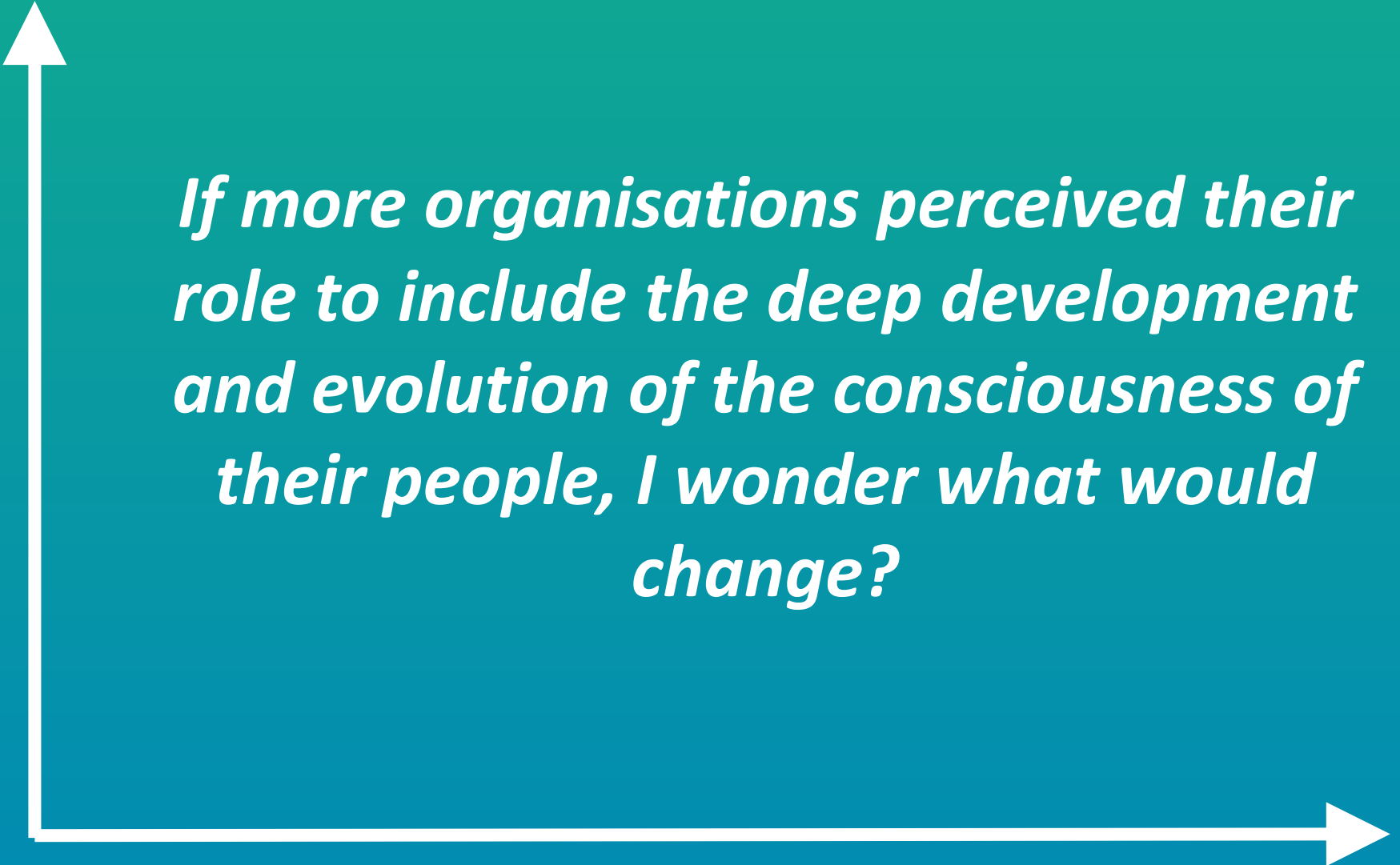
"We cannot solve our problems with the same level of thinking with which we created them"

MENTAL COMPLEXITY

TIME

Self-transforming mind

1%

Self-authoring mind

35%

Socialised mind

58%

(Kegan, 1994)

MENTAL COMPLEXITY

If more organisations perceived their role to include the deep development and evolution of the consciousness of their people, I wonder what would change?

TIME

(Kegan, 1994)

WAYS OF WORKING

CO-EVOLVING
- Co-Adaptive Leadership
- Co-Creation Culture

INTER-DEPENDENT
- Co-Achievement
- Collaborative Growth Culture
- Accelerated Evolution

INDEPENDENT
- Professionalism
- Achievement Culture
- Purpose Driven

DEPENDENT
- Compliant Dependent Culture
- Driven

Pre Culture Impulse Oriented

COMPLIANCE | **RESULTS** | **CAPACITY BUILDING** | **EVOLVING SYSTEMS**

← **ORGANISATIONAL FOCUS** →

Cultural Evolution – Key Ideas

1   Cultures are not static, they are living systems

2   Culture should enable the purpose, essence, strategy and aspirations of the organisation

3   Culture needs to evolve as external markets and internal aspirations evolve

4   Transcend and include - "Don't throw the baby out with the bathwater"

Agile and Adaptive Cultures - Insights

The more adaptive the culture, the more likely the organisation is to successfully adopt a more agile way of working

Agile and Adaptive Cultures - Insights

If an organisation is going to be successful in its agile transformation, its whole culture needs to evolve (not just the parts practising "agile")

Agile and Adaptive Cultures - Insights

Adopting an Agile way **can** help to shape culture, however the lens, focus or world view of the organisation determines how far agile can go towards creating a truly adaptive organisation

Envisioning the Aspirational Culture

**What is occurring in the market?
Stability or disruption?**

What are the organisation's aspirations/strategy and goals?

What is the organisation's purpose?

How does the organisation need to adapt or stay the same?

How does the organisation need to adapt or stay the same?

WAYS OF WORKING ↑ ↓

CO-EVOLVING

INTER-DEPENDENT

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Pre Culture
Impulse Oriented

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RESULTS

CAPACITY BUILDING

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← **ORGANISATIONAL FOCUS** →

Diagnosing the Current Culture

Diagnosing the Current Culture

What are the taboos?

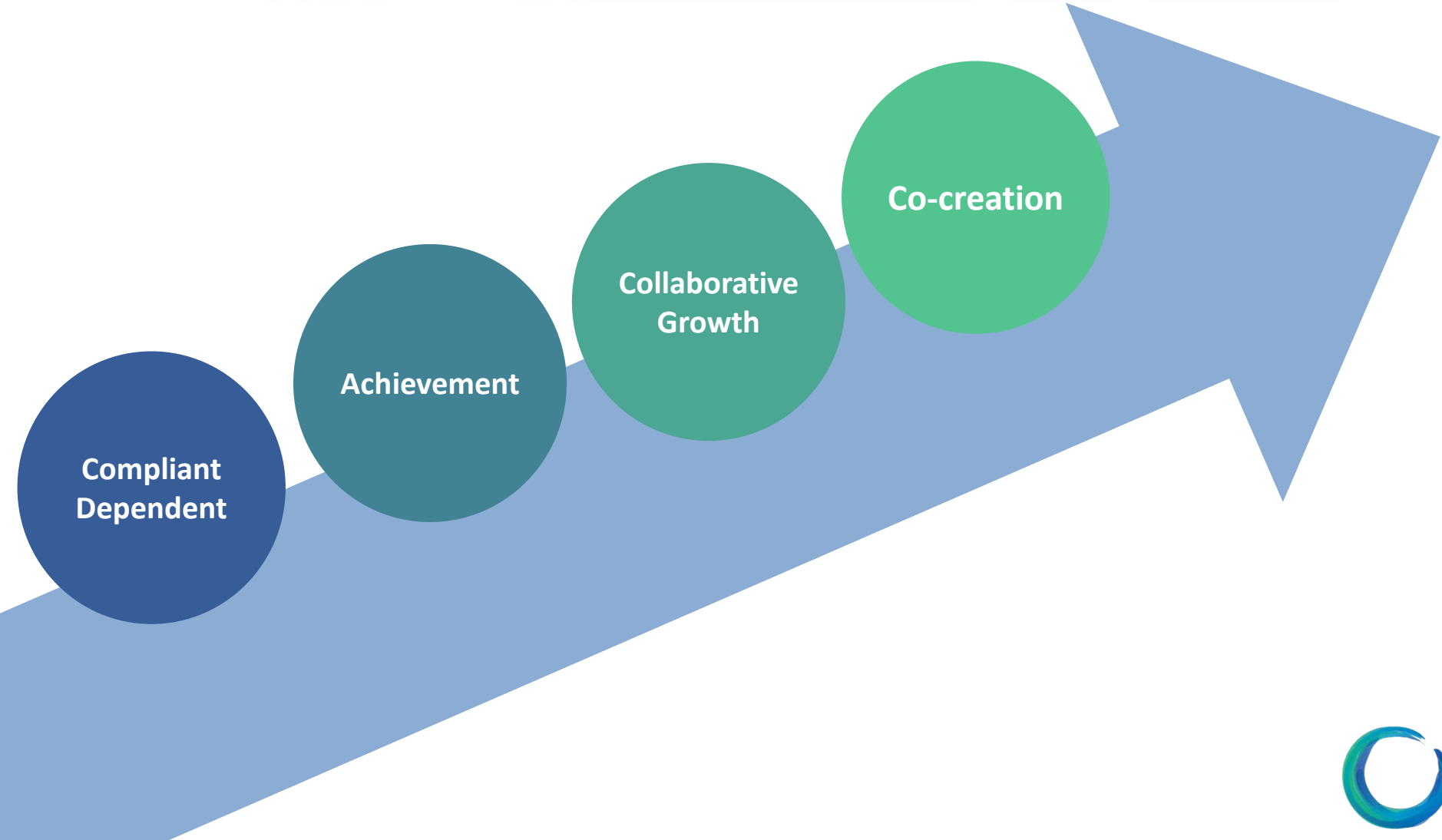What is celebrated and measured?

What does leadership look like?

How do people respond to challenges and crises?

How would you describe the overall environment?

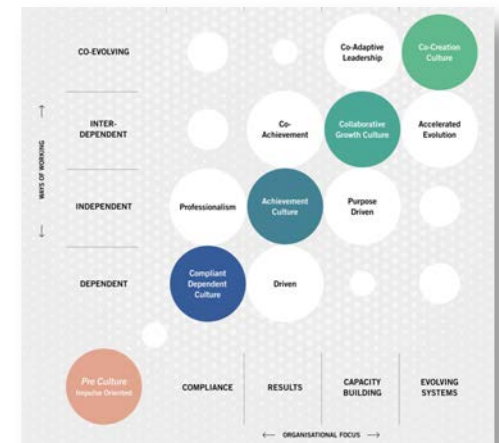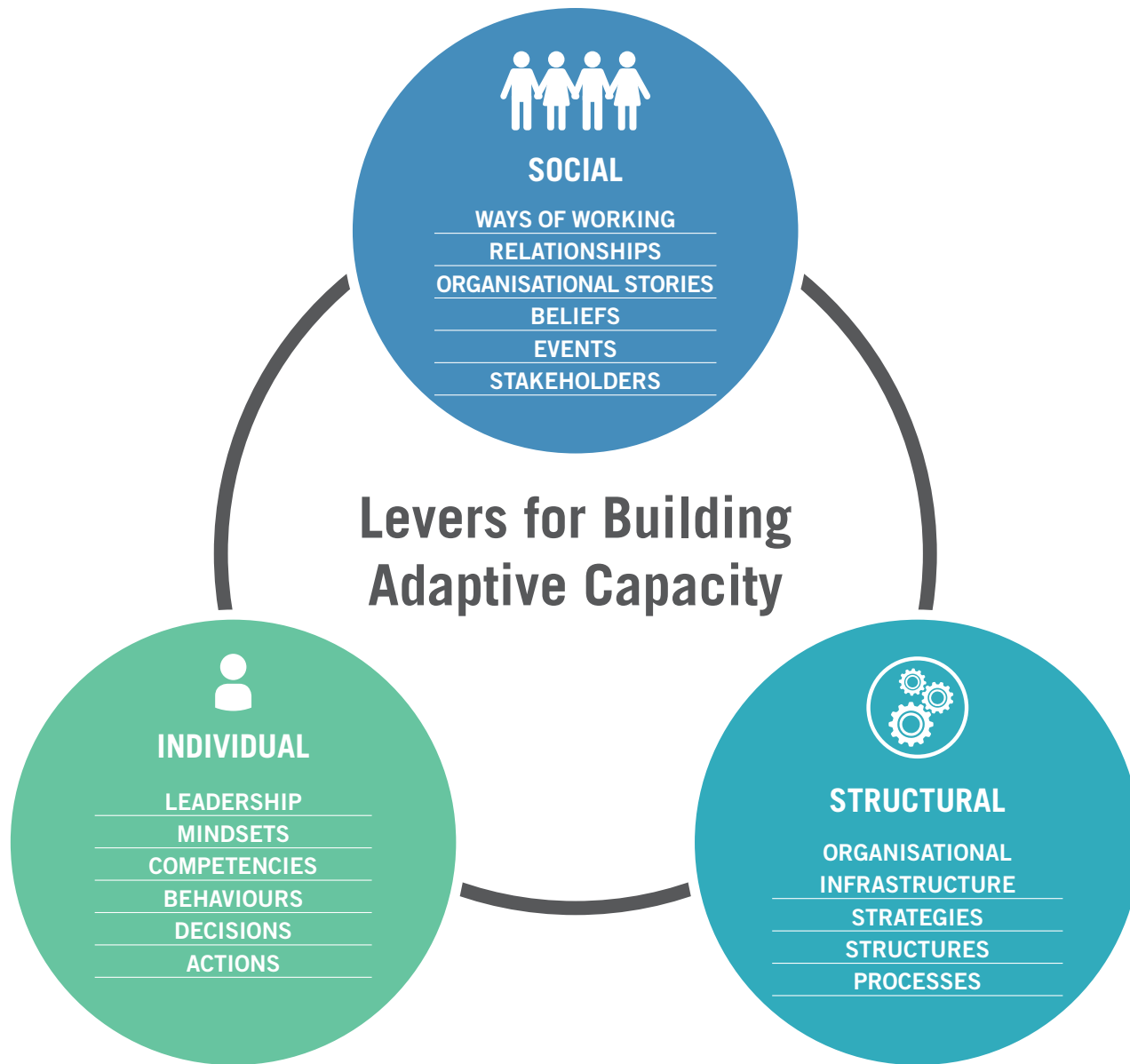# Capacities built at each Stage

Cultural Evolution Insights

Many organisations are trying to move more than one stage of evolution at a time

If we focus on only one axis, we are not able to truly evolve

Individual, Social and Structural elements all need to evolve to embed a new stage of cultural evolution

Levers for Building Adaptive Capacity

SOCIAL
WAYS OF WORKING
RELATIONSHIPS
ORGANISATIONAL STORIES
BELIEFS
EVENTS
STAKEHOLDERS

INDIVIDUAL
LEADERSHIP
MINDSETS
COMPETENCIES
BEHAVIOURS
DECISIONS
ACTIONS

STRUCTURAL
ORGANISATIONAL INFRASTRUCTURE
STRATEGIES
STRUCTURES
PROCESSES

Outcomes: Societal, Industry, Organisational, Collective, Individual

Moments of Transcendence

3 biggest mistakes

Not doing the inner work of culture

Making it too easy to turn back

Not linking to strategy, purpose and performance

7 Principles for creating a more Adaptive Culture

Future and external orientation — 1

2 — **Humane leadership qualities**

Radical openness, courage and transparency — 3

4 — **Build adaptive capacity (individually, socially and structurally)**

Momentum through ongoing development — 5

6 — **Shared responsibility for broader systems**

Respond to higher calling and mission when in crisis — 7

Form follows consciousness

The quality of results produced by any system depends on the quality of awareness from which people in the system operate. The formula for successful change is not 'form follows function', but 'form follows consciousness'.

Otto Scharmer

Developing Ourselves

The success of an intervention depends on the interiors of the intervener.

Bill O'Brien, former CEO of Hanover Insurance

Your Development

What is the personal work that I need to do to develop greater courage, compassion and consciousness in service of the communities I work with?

Resources

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