

# LeaderShape Online Culture Shaper

**Improves organisational performance by identifying behavioural shifts to build a Performance-Enhancing Culture**

## What is LOCS®?

The LOCS® survey identifies both the actual and ideal culture for your organisation and the gap analysis created provides a practical blueprint for change. Through a facilitated process, the organisational change agents create a roadmap and action plan to shift climate and culture.

Developing the ideal culture of an organisation is worth the effort

- ✔ Culture is the prime internal influencer on performance, get it right and profitability follows
- ✔ Key in retaining talented people
- ✔ Fosters an environment where innovation, initiative and adaptability flow
- ✔ Changes 'this is how we do things' to 'this is how we do and improve things'
- ✔ Creates engagement and enjoyment so colleagues apply more discretionary effort
- ✔ Neuroscience shows people work at their most effective when they are happy

## How Does LOCS® work?

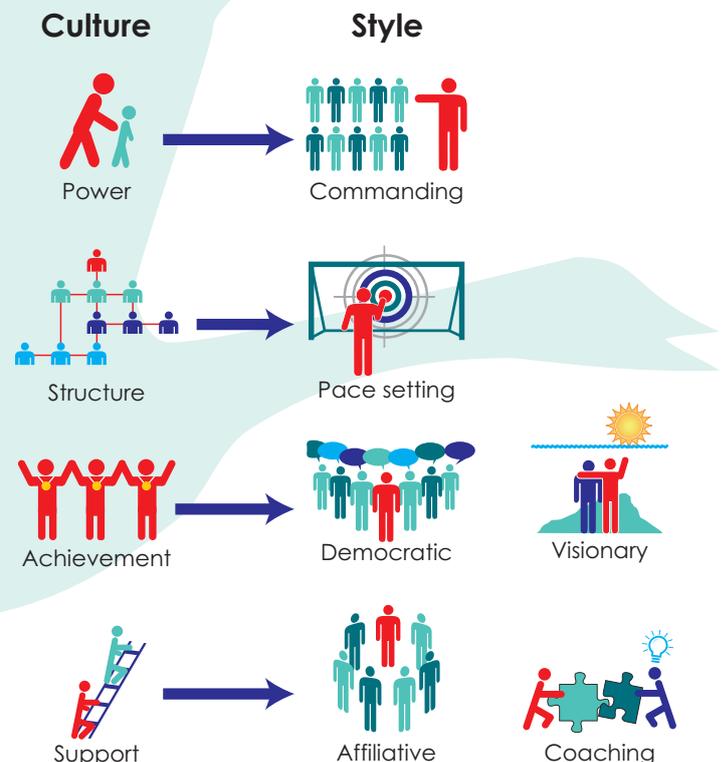
LOCS® provides a precise, defined plan for culture change, tailored to the context of your organisation whatever the sector. The survey process ensures a rounded view from a cross-section of people in the organisation, focusing on the type of behaviours that are successful and identifies those that need changing to create a performance enhancing culture.

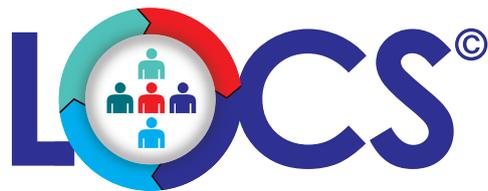
LOCS® uses best practice in an online format by identifying and then comparing the observed behaviours and related leadership styles to those which will create the ideal organisational climate and culture. The report is provided to the members of the leadership change team in readiness for a facilitated workshop. The workshop aligns the team behind a desired culture profile and from that identifies both the most important leadership styles and the key behavioural shifts that will deliver once implemented.

## Key Features of LOCS®

- ✔ Provides a sense-making framework to describe organisational culture using four domains of Power, Structure, Achievement and Support.
- ✔ Uniquely correlates leadership styles with cultural impact, identifying those one or two that need to be developed across the organisation to promote the desired profile.
- ✔ LOCS® is an adaptation of proven models of leadership styles<sup>1</sup> culture types<sup>2</sup> and performance enhancing cultures<sup>3</sup> together with LeaderShape's research and experience since 2003.

## Relationship: Culture Parameters vs Leadership Styles





## Key Features of LOCS® (continued)

- It places an objective focus on the actual versus ideal behaviours within the organisation(s), making this tool invaluable when looking at cultural integration of merger partners or acquisition targets.
- Not reliant on standard 'norms' across organisations, LOCS® is contextual to any organisation in any geography.
- Provides a specific action plan for immediate and future development of the desired culture
- An on-line tool that is easy to set up, manage and deliver
- Can look at organisations from different perspectives e.g. management level, departmental function, geography

## Benefits for Leaders

- Clear and contextual information creates a positive pathway for commitment to change
- Identifies practical ways to develop new behaviours and flex leadership styles – to establish the desired climate and culture of the organisation.
- Increases confidence, strengths and team relationships, and improves engagement

## Benefits for your organisation

- Provides the tools to improve the bottom line through a Performance-Enhancing Culture
- Opens up communications, involvement and collaboration, and awareness grows in boards, teams and groups
- Delivers a return on investment

## When to use LOCS®

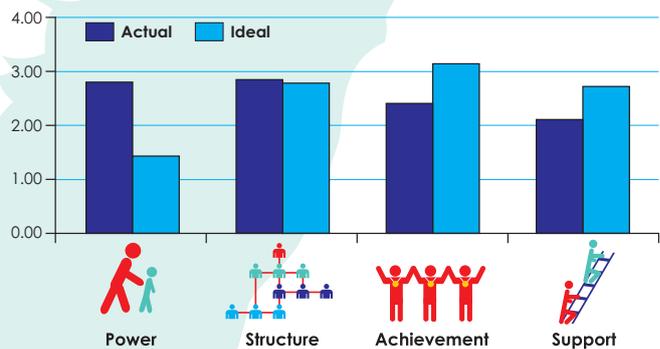
- When you want to determine the ideal culture for your organisation to improve performance
- When you want to align an organisation behind one ideal culture
- When you are considering a merger or acquisition and want to see how aligned the organisations are and how they would perform at their best

## What information do I get in my report?

- Actual vs ideal culture across organisation
- Actual vs ideal by organisational level and grouping by parameter
- Behaviours to give priority to 'how do we make these statements come true'?
- Behaviours to give priority to 'how do we reduce the occurrence of these'?

## Actual vs Ideal Culture across organisation

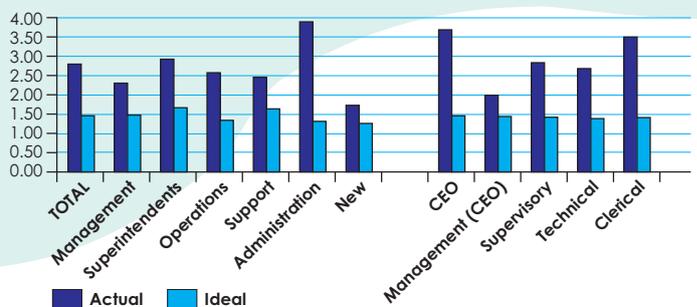
Summary of Total Raters



This illustrates how each parameter needs to shift to create the ideal culture.

## Actual vs Ideal by organisational level and grouping by Parameter (Power example)

POWER Parameter



We provide this information for all 4 culture parameters, by function or department.

## Biggest +VE Difference

### How do we make these statements come true?

| Question Group   | Question Description  | Actual | Ideal | Difference | Parameter   |
|--|---|--------|-------|------------|-------------|
| Different work groups:   | Co-operative for common goals and cross boundaries to achieve results | 2.97   | 4.55  | 1.58       | Achievement |
| To survive in the organisation, a recruit must:                | Co-operate, build relationships and be a good team member             | 1.94   | 3.29  | 1.35       | Support     |
| Solutions come about through:                                  | Discussion and involvement to achieve consensus                       | 1.90   | 3.19  | 1.29       | Support     |
| Employees are treated as:                                      | Members of a supportive family  | 1.97   | 3.19  | 1.23       | Support     |
| Conflicts are usually solved by:                               | An approach that protects individuals and relationships               | 1.90   | 3.10  | 1.19       | Support     |
| Different work groups:   | Are very friendly and responsive to requests for help                 | 2.87   | 4.03  | 1.16       | Support     |
| Employees are treated as:                                      | Colleagues committed to common achievement                            | 2.81   | 3.97  | 1.16       | Achievement |
| Faced with procedures or rules that get in the way, employees: | Stick by them or try to avoid them through the proper procedures      | 4.68   | 5.77  | 1.10       | Structure   |
| Conflicts are usually solved by:                               | Discussion aimed at identifying win win solutions                     | 1.97   | 3.06  | 1.10       | Achievement |
| One person has legitimate authority over another when:         | Using greater competence and knowledge to support the other           | 2.06   | 3.13  | 1.06       | Achievement |

An example of behaviours, which, if made to come true, will shift the Actual culture, towards the Ideal. From these an action plan is developed to start to change behaviours.

## Biggest -VE Difference

### How do we reduce these statements being true?

| Question Group   | Question Description   | Actual | Ideal | Difference | Parameter |
|--|--|--------|-------|------------|-----------|
| Employees are given tasks or jobs as a result of:              | Management requirements and decisions                                  | 3.61   | 2.45  | -1.16      | Power     |
| One person has legitimate authority over another when:         | He/ she is in a senior position  | 3.97   | 2.77  | -1.19      | Power     |
| Faced with procedures or rules that get in the way, employees: | Break them if they think they can get away with it                     | 1.39   | 0.16  | -1.23      | Power     |
| Different work groups:   | Work on their own unless led to work together by convenience or decree | 2.42   | 1.10  | -1.32      | Structure |
| Employees are motivated to do things by:                       | Senior people using reward and punishment                              | 2.35   | 0.94  | -1.42      | Power     |
| Different work groups:   | Compete, only helping each other when it is to their advantage         | 1.74   | 0.32  | -1.42      | Power     |
| People are mainly motivated by:                                | "Carrot and stick" or personal loyalty to manager                      | 2.48   | 1.00  | -1.48      | Power     |
| Conflicts are usually solved by:                               | Interventions by higher authorities                                    | 2.87   | 1.32  | -1.55      | Power     |
| Successful people in my organisation are those who:            | Have good relations with their superiors and are politically astute    | 3.13   | 1.35  | -1.77      | Power     |
| Solutions come about through:                                  | Decisions handed down from above                                       | 3.68   | 1.77  | -1.90      | Power     |
| To survive in the organisation, a recruit must:                | Learn who is important and what behaviours are acceptable              | 3.19   | 1.16  | -2.03      | Power     |
| Employees are treated as:                                      | Human machines to be directed from above                               | 2.74   | 0.55  | -2.19      | Power     |

An example of behaviours, which, if reduced will shift the Actual culture, towards the Ideal. Being aware of these means they can be recognised and discouraged.

### In Summary:

Most culture surveys just give a momentary snap shot of the perceived culture of an organisation. Identifying the Ideal culture provides additional benefits:

- ✔ Clear, early identification of significant differences.
- ✔ A rich engaging dialogue to find the best "Ideal" culture is established and owned throughout the organisation.
- ✔ An opportunity for senior leaders to explain and influence other levels as well as listening to diverging opinions.
- ✔ Provides the ideal opportunity to create a process that

engages the maximum number of people in contributing to the necessary changes.

“LeaderShape has been instrumental in helping me create the right culture, environment and will to win within our newly formed team... aligning behind a single view and creating a culture of trust, self belief and passion.”

**Mark Slater – Commercial Director Dixons Store Group**

References:

- (1) Goleman *et al*, 2002
- (2) Harrison, 1985
- (3) Ogbanna and Harris, 2000

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### Contact Information

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