everyone has the power to affect the direction of an organisation

White Paper

CONSCIOUS CULTURE

Raising Consciousness within organisations and other ecosystems as the pathway for outstanding performance

A White Paper by Peter Leong
in collaboration with Sujith Ravindran and Mark Vandeneijnde

BEING AT FULL POTENTIAL

consciousculture

Executive Summary

This White Paper lays out a comprehensive framework and a concrete roadmap that will give confidence to and make it easier for executives and culture change leaders who want to transform their organisational culture in the most impactful and powerful way. One consequence of this transformation would be that the organisation will raise its long term strategic capacity and capability to its highest level of potentialities. Here are the highlights:

I.   <u>Culture is now acknowledged as a key strategic business driver</u>

- Culture has taken centre stage. Leaders today understand that they must transform their organisational culture to achieve their long term strategic outcomes in this ever changing, fast-paced, complex and globally connected economy.

- Culture transformation has the greatest impact when we understand how the underlying forces of culture (and its manifestations) impact the individual and organisational Human Potential for breakthrough performance.

II. <u>However, most culture programs fail</u>

- There has been a lack of systematic ways to address the human experience and multiple dimensions of people and yet this is at the heart of impactful culture programs.

- Trying to achieve deep culture change is hard to do for leaders because it involves having to dive deeper into the 'messy' human dimensions and dynamics.

III. <u>Higher impact culture transformation programs must acknowledge the WHOLE 'culture iceberg'</u> (See [Figure 2](#))

- A simplistic approach to culture change often leads to short term and temporary increase in performance.

- We use the metaphor of the 'culture iceberg' to help leaders to dive deep to understand what culture is, what deeper content culture covers, how to assess it and what to focus on at each level of the culture iceberg.

- Most culture change programs address the (simpler) *first two culture levels (artifacts and espoused values)*, without adequately addressing the *third and deeper level at the bottom of the 'culture iceberg' (basic underlying assumptions)* and as such often fail to deliver their objectives and key results.

- As a result, the impact of culture change is unstable and marginal. Things soon get back to the 'default' mode. The solution lies in creating a conscious culture of growth and empowerment by acknowledging all three levels or the WHOLE of the culture iceberg using our HP assessment tools and methodology.

IV. <u>Raising awareness and consciousness of people in organisations and other ecosystems is the new change-lever for cultural transformation (& value creation)</u>

- It is our contention that only by raising the individual and collective consciousness can we create that 'space' where sustained breakthroughs in performance and results can truly take place.

- Culture and consciousness being integral to each other and operating consistently from this deep 'space' will lead to real and profound culture change. We will examine the various shift and levels of consciousness, and *this is the new change lever for profound culture transformation.*

- It is becoming evident that science alone cannot explain some of the most perplexing subjects in our Human lives, like consciousness and love. The knowledge and ancient wisdom from 'metaphysical or mystical science' help to overcome this limitation.

V. <u>Human Potential assessment tools, analytics and methodology are the conduit to the bottom layer of the culture iceberg</u>

- The HP assessment tool and methodology laid out in this paper offer the solution to executives and change leaders to conduct deep-level culture change where the real impact of culture change is.

- The 'space' at the bottom of the culture iceberg is where the ultimate source of Human values and actions originates from.

VI. <u>The Road Map – addressing the WHOLE culture iceberg for outstanding performance through conscious culture</u>

- We take you through a six steps Road Map that gives culture change leaders a practical way to make better sense of the WHOLE of the culture iceberg to bring about outstanding performance of everyone across the organisation.

- A new kind of shared learning will emerge and a new kind of leadership is being formed in the process by *Assessing, Discovering and Harnessing* the immense, yet untapped, Human Potential of everyone in the organisation.

- In the process a culture of self-mastery (empowerment) and growth will evolve.

This White Paper shows us that there is great reward in raising or shifting the consciousness maturity levels within organisations. Leaders can now have access to a new way to re-imagine and re-sculpt their organisational culture today as the pathway for outstanding performance by everyone in the organisation.

This paper prepares organisations and their people to increase their core Human capabilities, namely to thrive and create value for others, to commit and to act, to self-renew and adapt, and to build cohesive, inventive and evolutionary organisations able to sustain long-term growth and prosperity.

Table of Contents

I. Introduction

> "Imagine making the organisation itself — and not separate, extra benefits — the incubator of capability …. asking whether your culture is fostering the other elements of business success … *demand that your culture is a whole*, visibly and in the regular, daily operations of the company, being a continuous force on behalf of people overcoming their limitations and blind spots and improving their mastery of increasingly challenging work." [1]

Today the discipline of organisational culture has taken centre stage in the management world (from over the last decade or so). It is not surprising that a Google search on 'organisational culture' yields about 2.79 million results due to the vast amount of written information on the importance of culture and culture change in organisations in the last few years. Culture really matters.

Image by Vanessa Smith - www.craftingconnection.com

Leaders today understand that organisational culture is the paramount factor in growing its future strategic capacity and capabilities to achieve sustainable and outstanding performance and results in the face of today's 'age of disruption'. Ignoring culture will leave in its wake a large trail of struggling, underperforming or uninspired businesses and organisations around the world.

---

[1] Kegan / Lahey – An Everyone Culture; (italics mine)

> "… we know that the pace of industry disruption means that modern organisations must be truly customer-centered and continually innovating. Many organisations need to transform their culture to match the different business models from the one with which they started in the decade." [2]

Study after study shows that there is breakthrough value to be created with culture transformation. One such research found that:

> "84 percent said that the organization's culture was critical to the success of change management, and 64 percent saw it as more critical than strategy or operating model." [3]

Culture is now acknowledged as a key strategic business driver. It is not surprising that one finds many phrases in management literature that highlight how important culture is as a strategic imperative for breakthrough performance in organisations. A few examples are listed below as example.

- ✓ "Culture eats strategy for business" *(Attributed to Peter Drucker)*
- ✓ "Culture by itself is strategy" *(Adapted - Kegan/Lahey; Everyone Culture)*
- ✓ "The thing I have learned at IBM is that *culture is everything*" *(Lou Gerstner; italics mine)*
- ✓ "Your company's culture is the foundation of everything you do. It is the real bottom line" *(Barry Phegan)*
- ✓ "Your company culture is your major asset – understand and take charge of it" *(Barry Phegan)*
- ✓ "Culture is perhaps the ultimate strategy and risk management tool: get the culture right and objectives will more likely be achieved and risk managed. Get the culture wrong and failure will be just about inevitable" *(Andrew Smart & James Creelman)*
- ✓ "I came to see, in my time at IBM, that culture isn't just one aspect of the game; *it is the game*" *(Lou Gerstner – IBM; italics mine)*

This White Paper shows us that there is great reward in raising the consciousness level of maturity within organisations. Leaders can now have

---

[2] Bendelta – The role of human potential in creating exponential organisations; italics mine
[3] Survey by Katzenbach Center - quoted in a Strategy + Business Article; June 6, 2014

access to a new way to re-imagine and re-sculpt their organisational culture today as the pathway for outstanding performance by everyone in the organisation.

We provide a roadmap to *shift mindset and raise consciousness of the people so that we can unleash the immense (but untapped) Human Potential in the process of co-creating and actualising a conscious workplace culture.*

> "Far from denying the play of freedom and human agency, the discipline of culture …. enables us to create, in our social and individual beings, the wildest thoughts and feelings our imaginations allow and the selves we choose to actualize. The more, and the better, the collective constructions of culture work for us, the freer are we, as individuals, to be, to do, and to think as we please." [4]

II.   But here is the problem – most culture programs fail

> "It is particularly annoying to managers that culture is not easily measured and controlled. In the occupational culture of management, to be able to measure and control things is a sacred cow. If you can't put numbers on it, it is "soft stuff" not to be trusted or taken seriously. Cultural forces therefore pose an automatic problem because they cannot be controlled." [5]

*Most culture programs fail because it is hard for leaders to **try to achieve deep culture change.*** It is hard because it involves having to dive into the 'messy' human dimensions and dynamics that, until now, are difficult to assess and measure.

Organisational leaders sense and understand that changing organisational culture is a finicky and messy thing - many choosing not to go down this path of deeper level culture change involving the Human dimensions, not wanting to rock the boat.

---

[4] Simona Giorgi, Christi Lockwood & Mary Ann Glynn (2015) – "The Many Faces of Culture" - quoting from Patterson, 2014, pp. 22–23)

[5] Edgar Schein – The Corporate Culture Survival Guide; italics mine

> "One cannot really build, evolve, or change culture without getting into the messy details of particular cultures." [6]

All too often leaders see cultural change initiatives as a last resort. They prefer to take on the safer (and more visible and externally oriented) change management initiatives like changing organisational and management structures, systems and processes, and operational designs.

These 'externally oriented' change initiatives and organisational development do give the desired results for a while but soon they fall back to a default culture of the "old ways" of doing what is expected and little more. Change fatigue and exhaustion creeps in and it looks like any new change initiative appears to have reached the limits of the value creation for breakthroughs or exponential growth in the face of this new, complex and fast changing world.

> "The more things change the more they remain the same." (Jean-Baptiste Alphonse Karr - 1849) [7]

Image by Vanessa Smith - www.craftingconnection.com

---

[6] Edgar Schein – The Corporate Culture Survival Guide

[7] Source - David Leonard and Claude Coltea - Most Change Initiatives Fail - But They Don't Have To (Gallup)

Many studies have shown that organisational change interventions (including culture change) have had a poor track record and this reduces the confidence of leaders to undertake culture change initiatives.

> "70% of all change attempts fail to deliver the desired outcomes." *(McKinsey & Company research)*

But even if executive leaders and HR managers wanted to launch culture change interventions, they will come across two key stumbling blocks[8]:

i. There is a lack of structured processes for deep level culture deployment and intervention; that is, how do we put culture into actions and use?

ii. There is also a lack of systematic ways to address the Human experience and multiple dimensions of people – and yet, this is at the heart of organisational culture.

> "… more than 60% of change projects are people related, and they "stumble on … trying to transform employees' attitudes and management behavior"[9]

Human science and research show us that we need to go *beyond and beneath the surface of Human systems and the deep rooted intrinsic nature of Human Beings*.

While today's leaders are steep in management knowledge, skills and capability in implementing strategic organisational, systems and process improvements by leveraging the latest IT technology and intelligence, *they are mostly unsure of how to walk down the road of deep culture transformation, including how to shift mindset and consciousness to the next higher level of maturity.* Hence this is the frustration that leaders face today – being wary or uneasy and not trusting themselves and external consultants to step into new but important culture change initiatives where it really matters.

This frustration can now be overcome knowing and trusting that there is a systematic way for impactful deep level culture change intervention that will reap the reward of breakthrough performance outcomes, as we will now show in the pages below.

---

[8] Reference - Onirik – "Cracking the Change code"; with adaptation
[9] Kotter 1995, McKinsey 2002 & 2008, and Prosci 2005, 2009

Image by Vanessa Smith - www.craftingconnection.com

III. Higher impact culture transformation programs must acknowledge the WHOLE culture 'iceberg' structure

> "For (the) organisation to change its way of working would require a complete assessment of all aspects of its culture".[10]

Edgar Schein (one of the preeminent thought leaders and practitioner on organisational culture since 1980s) explained that "the biggest danger in trying to understand culture *is to oversimplify it"*, for example, to say that culture is just 'the way we do things around here' or that culture is 'the company climate' and so on. These are only manifestations of culture, **but none is at the level where culture matters.**

The term 'levels' of culture means the degree to which a cultural phenomenon is visible, or not visible, to us as leaders of culture change.

---

[10] Edgar Schein – Organisational Culture and Leadership

> "In order to manage culture, you must understand what culture is, what content culture covers, *and how to assess it.* It is dangerous to oversimplify this concept because of the illusion that one is managing culture when one is, in fact, managing only a manifestation of culture and, therefore, not achieving one's change goals."[11]

He adds that a better way to think about culture is *"to realise that culture exists at 3 'levels',"* namely, the Artifacts, the Espoused Values and the Basic Underlying Assumptions levels, and that *"**we must understand and manage the deeper levels of culture"*** for greater impact of the culture change process. This is illustrated in Figure 1 below.
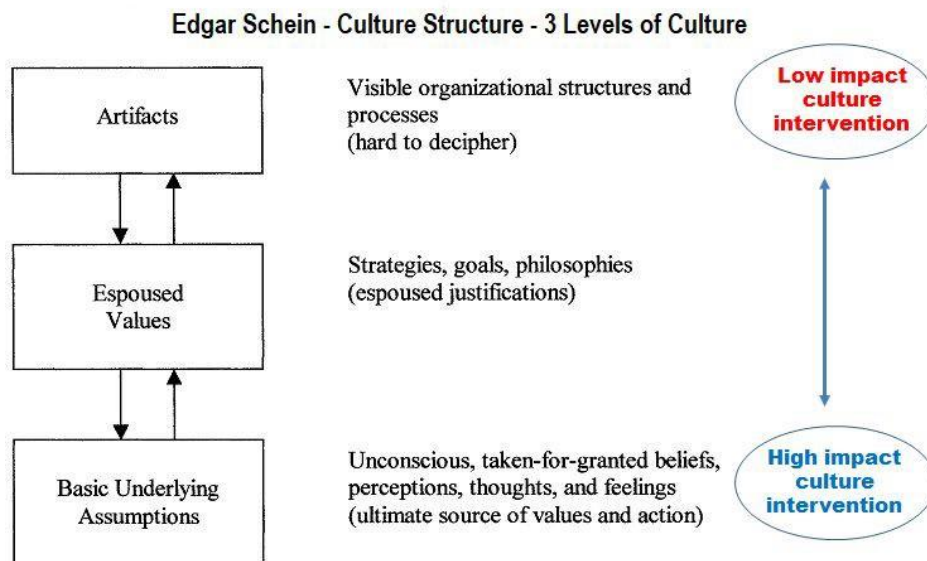
Figure 1 – Edgar Schein's – Structural Framework - 3 Levels of Culture

---

[11] Edgar Schein – The Corporate Culture Survival Guide

The HP culture iceberg

> "**Culture is deep**, extensive, and stable. It cannot be taken lightly. *If you do not manage culture, it will manage you*—and you may not even be aware of the extent to which this is happening. *But this is not easy.*"[12]

Let us expand and transform Edgar Schein's 3 level culture structure into a more comprehensible and practical 'HP Culture Iceberg'. This will make it easier for change leaders to take a closer look at what they are dealing with in terms of the *management issues* at each level of the culture iceberg, and the *corresponding types of Human Potential (HP) assessments* that they can now use to measure how well they are doing in overcoming and solving these management issues, as illustrated in Figure 2 below.
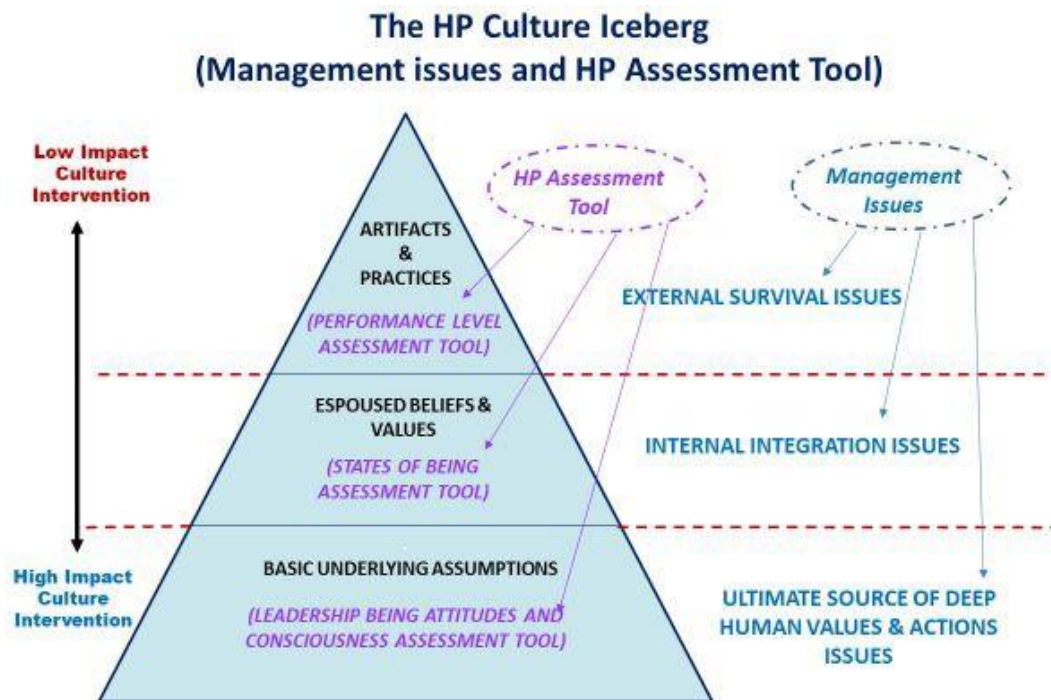
Figure 2 – HP Culture Iceberg – The 3 levels of culture

- <u>Top level</u> - Artifacts and practices – *looking primarily at **external survival issues** and how we can manage and track these issues with the **HP Performance Level assessment tool***

---

[12] Edgar Schein – Organisational Culture and Leadership

- <u>Middle level</u> - Espoused beliefs and values – *looking primarily at **internal integration issues*** and how we can manage and tract these issues with the ***HP States of Being assessment tool***

- <u>Bottom level</u> - Basic underlying values – *looking primarily at the **ultimate source of deep Human values and actions issues*** and how we can manage and tract these issues with the ***HP Leadership BEING Attitudes and Consciousness assessment tool***

The iceberg metaphor helps us to explain the importance and impact of all 3 levels of culture more clearly, especially in paying attention to the 'invisible' and deeper layers of the culture iceberg. What we see (or is visible) above the surface of the water is only the tip and a very small part of the total iceberg. The rest of the iceberg is 'invisible', being below the water. The point is that we cannot ignore this massive and 'dangerous' chunk of the iceberg that is hidden from us if want to safely navigate around the 'invisible' danger posed by the iceberg, even though we can see where the visible tip of the iceberg is.

Most culture change programs navigate and address the (simpler) first two culture levels (artifacts and espoused values) without adequately addressing the third and deeper level at the bottom of the 'culture iceberg' (deep underlying assumptions). They are in fact mainly addressing the visible (or surface) manifestations of culture, but not adequately addressing the ultimate source of deep Human values and actions in the organisation's culture.

> "We cannot oversimplify culture, *it gives us the illusion of managing culture with managing only manifestation* of culture - therefore not achieving one's change goals or performance." [13]

To achieve the high-performance goal of any culture transformation initiative, *we must acknowledge the WHOLE (all three layers) of the HP culture iceberg to gain the full impact of any culture transformation*.

The most important advantage of the HP culture iceberg as shown in Figure 2 above is that ***it gives change leaders a new solution*** *– how to successfully manage and change not only the top two levels, but especially the bottom level of the culture iceberg - the most elusive, troublesome and ignored aspect of culture change initiatives in the past - where the greatest impact and reward lies.*

---

[13] Adapted from Edgar Schein – The Corporate Survival Guide; italics mine

> "It is the degree of alignment or congruity between the 3
> levels that determines how an individual's 'sincerity' or
> 'integrity' is judged by others." [14]

IV. Raising awareness or consciousness is the new change lever for impactful culture transformation and value creation

> "Unconscious assumptions sometimes lead to
> ridiculously tragic situations."[15]

The third level of the culture iceberg (deep underlying assumptions) deals with the ultimate source of Human values and actions. We can now associate the third level of the culture iceberg with raising the awareness and consciousness of people in organisations and other ecosystems as the ultimate source of Human values and actions.

Our first contention in this paper is that *the more we understand, manage and nurture culture on all three levels and especially at the third level of culture, the higher and greater the impact in achieving breakthrough performance (and results) that are long lasting.*

There has been a lack of know-how (or practical knowledge) that can help culture change leaders to address this third level of the culture iceberg. But not anymore. *Change leaders can now lead and manage the third layer of the culture iceberg by using the HP Leadership Being Attitudes and the Consciousness Maturity assessment tool.* We will examine the various maturity levels of consciousness in this paper.

> "Conscious culture is driver of peak performance and
> value creation in the organisations." [16]

Our second contention is that *only by raising the individual and collective awareness or consciousness can we create that 'space' where sustained breakthroughs in performance and results can truly take place.* Culture and consciousness being integral to each other and operating consistently from this

---

[14] Edgar Schein – Organisational culture and Leadership

[15] Ibid

[16] www.consciousculture.nz

deep 'space' will lead to real and profound culture change. ***This 'space' is the new change lever for high-impact culture transformation.***

> "No problem can be solved from the same level of consciousness that created it." [17]

Figure 3 – The Space is the Secret – the Wisdom Carrier
Image by Vanessa Smith - www.craftingconnection.com

In a recent HBR article [18] by Tasha Eurich, she wrote that *"Self-awareness seems to have become the latest management buzzword — and for good reason."* She went on to write that *when we are more self-aware or conscious* (when we see ourselves clearly),

---

[17] Albert Einstein
[18] What Self-Awareness Really Is (and How to Cultivate It) - 2018

> "we are more confident and more creative. We make sounder decisions, build stronger relationships, and communicate more effectively. We're less likely to lie, cheat, and steal. We are better workers who get more promotions. And we're more-effective leaders with more-satisfied employees and more-profitable companies"[19]

In this white paper, when dealing with the deep and basic underlying assumptions of culture, we are treating 'awareness' and 'consciousness' as the same thing.

> "… awareness or consciousness is all that is ever known or experienced, and it is awareness or consciousness that is knowing and experiencing itself" [20]

A peek into science, metaphysics and consciousness

> "The next wave of global disruption is consciousness."[21]

Science in modern times has advanced our knowledge and understanding to incredible new levels. Scientific progress has transformed the modern world today at faster speed than in past years. Science has been relentless in its pursuit to unravel the origin of our physical universe and to 'conquer nature' so to speak.

Yet science cannot today explain a few basic puzzles of life. One of the most perplexing and unsolvable puzzles for science is that it cannot fully explain and prove what consciousness is.

> "… science doesn't have a clue what consciousness is."[22]

We, the authors of this paper, love science for its purity and purpose in the world throughout modern times. Science by itself is a beautiful tool of the mind. We like to think that scientific progress can be for good or bad, depending on the way people are, the way they perceive the reality of the world and the choices they make with the scientific knowledge they have.

---

[19] Tasha Eurich – HBR article - What Self-Awareness Really Is (and How to Cultivate It)
[20] Rupert Spira – The Nature of Consciousness
[21] Sujith Ravindran – Being at Full Potential Annual Strategy meeting in April 2018
[22] Quote in parenthesis by Robert Lanza – Beyond Biocentrism

The point the authors are making here is that science does indeed have its limitations as a tool of the mind. It is becoming more evident that science cannot explain some of the most perplexing subjects in our Human lives (like consciousness and love for example).

> "Most people believe that science is gradually inching its way towards an understanding of the fundamental reality of the universe. However, *until consciousness itself becomes the focus of scientific interests*, researchers will still be seeking the fundamental reality of the universe in a thousand years' time ."[23]

Therefore, we (the authors) consciously adopt the practice of also embracing the knowledge and wisdom from 'metaphysical or mystical science', rooted in the ancient wisdom of the East that for centuries has "… *given the world deep knowledge and profound insights on the human order and the meaning of life.*"[24]

There is much that we can learn with an open mind to the language, words and thinking of ancient wisdom from the East and also grow as a Human person. Both modern and mystical science can come together in a very powerful way to transform individual and organisational lives in a profound way, beyond the limitations we face in our complex world today.

coming up from a well spring inside

---

[23] Bernardo Kastrup – in the Afterword of "The nature of consciousness" by Rupert Spira (italics mine)

[24] Inspired by Alan Watts – The Supreme Identity

Image - Vanessa Smith - www.craftingconnection.com

In this white paper we also humbly acknowledge that we make no claims to be experts in the field of consciousness. Rather, it is our passion in our individual professional and work practice in the field of Human Potential Realisation that connects us intricately and ultimately in the pursuit of the knowledge of pure consciousness for our self-actualisation and self-realization.

> "It seems to me that the invisible forces and energy of people are connected with the evolution of consciousness of people in organisations at deeper human (or source) level. The collective consciousness and energy in an organisation is clearly phenomenally immense and potentially limitless."[25]

Here is how we may think about **consciousness and about 'being conscious'** in the context of organisational conscious culture transformation.

- … *"It is important to note that we do not become conscious; we already are conscious" (Dean Ackerman and Linda Anderson Ackerman)*
- *"We are in consciousness. Everything is consciousness. Everything is lit up by consciousness" (Dr. Solomon Katz – Beauty as a state of Being)*
- *The ultimate source of all knowing is consciousness. (www.consciousculture.nz)*
- *Culture and consciousness exist within each other. It cannot be separated. It is said to be non-dual knowledge. (www.consciousculture.nz)*
- *"Consciousness and Being are synonymous and the same thing. To BE is to be Conscious" (Dr. Solomon Katz – see above)*
- *"When the BEING is alive, the DOING thrives" (www.beingatfullpotential.com)*
- *Conscious culture is one where culture takes on the invisible form of consciousness and consciousness becomes the unifying substance (or essence) for awakening the organisation. (www.consciousculture.nz)*
- *"The only reality is pure consciousness*, and everything else, including mind and matter, is a modulation of that reality." *(Rupert Spira)*

---

[25] Peter Leong – LinkedIn blog

> "Our own consciousness is the tool ... of change. When I
> am aware or conscious of something, change can happen.
> If I am not aware, things continue as they were."[26]

V. Human Potential assessment tools and analytics are the conduit to the bottom of the culture iceberg

Now we can do something about it – change leaders can use Human Potential data points to access the bottom layer of the culture iceberg.

We present a unique way of supporting change leaders to use *Human Potential measures and data-points* as the conduit to assess the bottom of the culture iceberg, *where the real impact of culture change is*. In the past, without this conduit, change leaders did not have *a systematic way to address the deep human experience and dimensions of people, where the heart of organisational culture is.*

> "The power of culture comes about through the fact
> that the (basic underlying) assumptions are shared and
> are therefore mutually reinforced."[27]

As mentioned above, it is our contention that only by raising the individual and collective consciousness can we create that cultural 'space' where sustained breakthroughs in performance and results can truly take place.

This 'space' that is at the bottom of the culture iceberg is where the ultimate source of Human values and actions originates from and it has been mainly neglected by culture change leaders and consultants. This is the culture 'space' from which we all operate from – in reconnecting with the source of our full Human potentialities and peak performance at work and in life. This very important bottom layer of the HP Culture Iceberg is illustrated in Figure 4 below.

---

[26] Joanne Barclay – Conscious Culture
[27] Edgar Schein – Organisational culture and Leadership (parentheses mine)

The HP Culture Iceberg (Accessing the bottom layer)

ARTIFACTS & PRACTICES

EXTERNAL SURVIVAL ISSUES

ESPOUSED BELIEFS & VALUES

INTERNAL INTEGRATION ISSUES

High Impact Culture Intervention

BASIC UNDERLYING ASSUMPTIONS

(LEADERSHIP BEING ATTITUDES AND CONSCIOUSNESS ASSESSMENT TOOL)

ULTIMATE SOURCE OF DEEP HUMAN VALUES AND ACTIONS ISSUES

Adapted from Edgar Schein's 3 Levels of Culture – Organisational Culture & Leadership & Corporate Culture

Figure 4 – The HP Culture Iceberg (accessing the bottom layer)

The lever for profound culture transformation at the bottom layer is now enabled by putting Human Potential data points on the table - to address and gain access to the issues (and opportunities) concerning the ultimate source of deep Human values and actions*.*

*Now culture change leaders can create a safe space for people throughout the organisation **to start new and powerful narratives that shift the level of our awareness or consciousness,** to strengthen the inner source of our knowing and our sensing of the promising future cultural form of a renewed organisation that is waiting to emerge into its full potentialities.*

> "The formula for a successful change process is not "form follows function" but *"form follows consciousness"*."[28]

---

[28] Otto Scharmer – Leading from the emerging future; bold & italics mine

VI. The Road Map — addressing the WHOLE culture iceberg for outstanding performance through conscious culture

> "… cultures are learned patterns of beliefs, values, assumptions and behavioral norms that manifest themselves at different levels of observability. *For (the) organisation to change its way of working would require a complete assessment of all aspect of its culture*." [29]

The Road Map (*a six-step culture change process*) described below is a practical way to enable change leaders to make better sense of the WHOLE or all the aspects of the organisational culture to bring about outstanding performance of everyone across the organisation. A new kind of shared learning will emerge, and a new kind of conscious leadership is being formed in the process.

Image - Vanessa Smith - www.craftingconnection.com

The overarching HP methodology we use, is one of *Assessing, Discovering and Harnessing* the immense, yet untapped, Human Potential of everyone in the organisation, as described below. In the process a culture of self-mastery, empowerment and growth will evolve.

---

[29] Quote is put together from Edgar Schein's book – Organisational Culture and Leadership

Step 1 – Leadership commitment and sponsorship

a.   Develop a business case - is there a need for culture change?

> "A culture assessment is of little value unless it is tied to some organisational problem or issue."[30]

The need for culture change may be revealed by asking a few key questions like for example:

- Can we achieve the organisational short-mid-long term strategic goals from where we are today?

- Do the organisational leaders have a clear understanding of the strategic direction and execution plan for the strategy, including their vision and shared values, that show what the current realities of the organisation are in relation to achieving the desired strategic outcomes?

- Have the leaders identified the critical issues or problems in preventing strategic goals to be achieved? These issues have to be meaningful and/or provoking.

- Why is it unacceptable and undesirable to operate and behave in the same way if we wish to become an extraordinary organisation for our customers in the future?

The point is that culture change or transformation is not necessary if the leaders of the organisation think that they are fine and happy with what they have and with what they are doing now, or if they can live with the level of performance they have now to deliver the short-, mid- and long-term- strategic outcomes.

But often though, today's organisational leaders must be constantly seeing a growing and urgent need to transform their culture to help ensure that the people in the organisation can overcome current Human capability and achieve the strategic outcomes.

This is what often keeps the leaders 'awake at night' - asking the question of how they can lead the people and the organisation to stay ahead of the disruptive

---

[30] Edgar Schein – The Corporate Culture Survival Guide

curve, overcome the current challenges, and yet be able to achieve extraordinary growth opportunities and thrive in the marketplace over a sustained period.

Most leaders therefore see or feel the need for constant attention to be given to culture transformation to achieve their vision and strategic goals. For these leaders we present a practical road map to address the WHOLE culture iceberg for outstanding performance through the form of a conscious culture.

b. Revisit strategy, vision/mission and shared values

> "Strategy - is not a discipline to be captured on a document - it is an application. "Strategy is simply distributed consciousness - an alignment of epistemologies and intent where cognisance is both implicit and explicit knowing. Strategy is dynamic, transparent and constantly present; manifested in every moment."[31]

Furthermore, strategy and culture are two sides of the same coin in OD.

> "We tend to think that we can separate strategy from culture, but we fail to notice that in most organizations strategic thinking is deeply colored by tacit assumptions about who they are and what their mission is."[32]

Culture has come to the forefront of OD and change management and it has been said that "… culture by itself is strategy."[33]

Before we begin the conscious culture transformation process, the leaders of the organisation need to step back and review and reaffirm the following aspects of strategy and shared values:

- What is the organisation's shared Vision – what does the long term picture of success look like for customers, people and stakeholders?
- What is the core purpose of the organisation? Why does the organisation exist?
- How are we going to implement or execute our strategic plan?
- What is the mission of the organisation?

---

[31] Richard D Hames – The 5 Literacies of Global Leadership
[32] Edgar Schein – The Corporate Culture Survival Guide
[33] Source – Kegan / Lahey – An Everyone Culture

- What are the high-level strategic goals and objectives?

- What are the organisation's shared or espoused values that guide the people's behaviour and choices?

- What does a one-page strategy map to achieve the strategic objectives look like?

- What are the constraints and gaps in achieving the strategic goals and outcomes? How do we decipher and clearly state the business problems?

Visioning + Holding a Creative Tension

It is worthwhile to engage a professional consultant or coach to conduct a 'Visioning' workshop, primarily to gain a deeper insight into "where we are now" and a visualised form (or imagined picture) of 'what we truly want' as people in the organisation. A certified and experienced Human Potential consultant or coach will be a good option.

When engaging HP consultants or coaches in culture transformation initiatives, invite them to 'stand inside' and be immersed longer in the broader organisational strategic and day-to-day work. This is an important principle of OD change mindset. "*Their mere presence is part of the discursive narrative that influences the meaning making taking place.*"[34]

From this visioning experience and learning the leadership team begins to get a good understanding of its highest aspirations and the relationship with *what the current realities of the organisation and its people are at*. The gap between the current reality and the Vision (*what we truly want to be and become*) is the source of creative energy, often called the *creative tension*.[35] The principle of creative tension is the central principle of personal mastery.[36] Visioning and Creative Tension is illustrated in Fig. 5 below.

---

[34] Bushe & Marshak – Dialogic Organisational Development
[35] Source – Peter Senge – The Fifth Dimension – referring to work of Robert Fritz
[36] Ibid
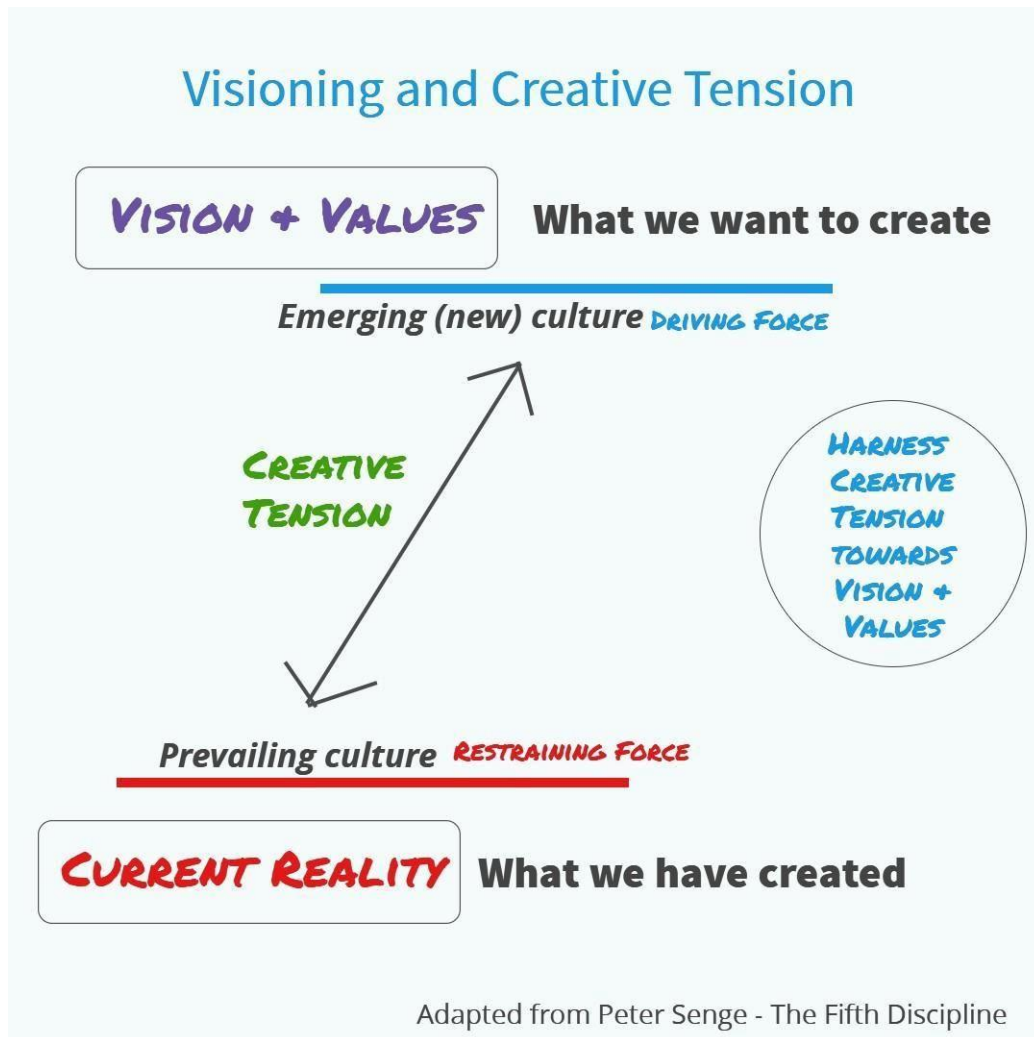
Figure 5 – Visioning and Creative Tension

Step 2 - Create a conscious culture change leadership team – planting the seed of conscious culture

> "Companies big and small are coming to realize that it will take leaders with a different way of thinking and different skills to reinvent the business." [37]

Before conducting the Organisational HP assessment we need to identify and select who the culture change leaders are and form a conscious culture change

---

[37] Ram Chanran – The High Potential Leader

leadership team to champion the conscious culture change initiatives in the organisation.

i. *Culture starts with leadership.* As mentioned above, executive leadership commitment is needed. Culture change initiatives must be sponsored by the CEO.

ii. Create a conscious culture leadership team (from cross functional leaders or managers) to lead the conscious culture transformation process.

iii. Alternatively, the HR Manager or People and Capability Manager (for example) can head the culture change process and draw from cross functional leaders or managers to form a conscious culture change team.

iv. Select and make the external culture change consultant and coach a part of the culture transformation process (early in the process).

v. Identify and select the group of managers and/or employees that have the most potential to impact organisational performance and outcomes in the culture transformation process, to be the first group to participate and be developed in the Organisational HP assessment.

Step 3 - Baseline measurements — Organisational Human Potential assessment tools and methodology

"A baseline measurement helps management to see the progress and most importantly, to communicate the same throughout the organization, to create conscious awareness and competence." [38]

● Conduct the Organisational Human Potential assessment with the culture change leader team that can include other cross-functional leaders and managers and acquire the assessment report for the group.

● Once the report is acquired, we conduct an assessment debrief with the lead culture team. The debrief of the Organisational HP assessment report will provide the change leaders with new insights that will:

o use Humanistic data points from the HP assessment to create 'spirit of inquiry' in all 3 levels of the culture iceberg

---

[38] Joanna Barclay – Conscious Culture

- help culture change leaders gain deeper insights in elements, factors and forces maintaining the current social reality (relationships, mindsets and behaviors)

- help face and address the collective readiness for change

- help understand what forms the foundation for culture transformation

- help assess the capability of individuals in the group to act and to commit

- After that, we can develop a customised workshop to:

  - further identify opportunities and obstacles to cultural change

  - identify key performance and results areas that align with high-level strategic objectives

Accessing a range of powerful Human Potential data-points to confidently change the conversations with new language and words to encourage new potentialities and differentiations

"… it was not a set of skills or capabilities that made leaders legendary, instead it was a certain 'inner state' that made them so. It was going beyond the 'Doing' to master the realm of true 'Being'. This realm is one of great personal mastery and self-authorship, a very high level of self-awareness (or consciousness) and a life expressing their highest ideals each day."[39]

Previously, change leaders did not really have an accepted language for explaining or discussing new ways of unlocking Human potential through self-awareness. Now change leaders can begin the conversational and developmental process of experiencing and seeing 'old' things happening in new ways through the championing of new conversations or narratives with new language and words, supported by the full range of Human Potential data-points and their definitions.

---

[39] Sujith Ravindran -
http://www.beingatfullpotential.com/community/philosophical-scientific-foundation/

> "Language, broadly defined, matters. Words, writings, and symbolic forms of expressions … create (new) meaning. "[40]

With trained facilitators and coaches 'standing in' the organisation as part of the change process and working in close partnership with internal change leaders, the whole culture transformation work can be carried out in a safe space (or a safe container), introducing and using new language, rituals, symbols and ceremonies to harness the full potentialities of people in the organisation.

> "… (where) learning occurred in a cultural island that provided a container in which people could say more safely what was on their minds and therefore open up brand-new opportunities for learning about groups, self and leadership"[41]

We note also that the data points from Human Potential Realisation assessments are coming to the same conclusion from new and early findings in the modern science of "transient hypofrontality":

> "… (the) so called flow States are defined as an optimal state of consciousness where we feel our best and we perform our best. Science is showing us that instead of working harder and faster, the brain actually slows down thanks to what's called transient hypofrontality."[42]

---

[40] Bushe & Marshak – Dialogic Organisational Development; parentheses mine

[41] Ibid – in the Foreword by Edgar Schein; parentheses mine

[42] http://www.beingatfullpotential.com/community/philosophical-scientific-foundation/

Step 4 – Begin the ENQUIRY AND DIAGNOSIS stage (Assessing & Sensing)

a. Assessing and sensing the top layer of the culture iceberg – HP Organisational Performance Metrics
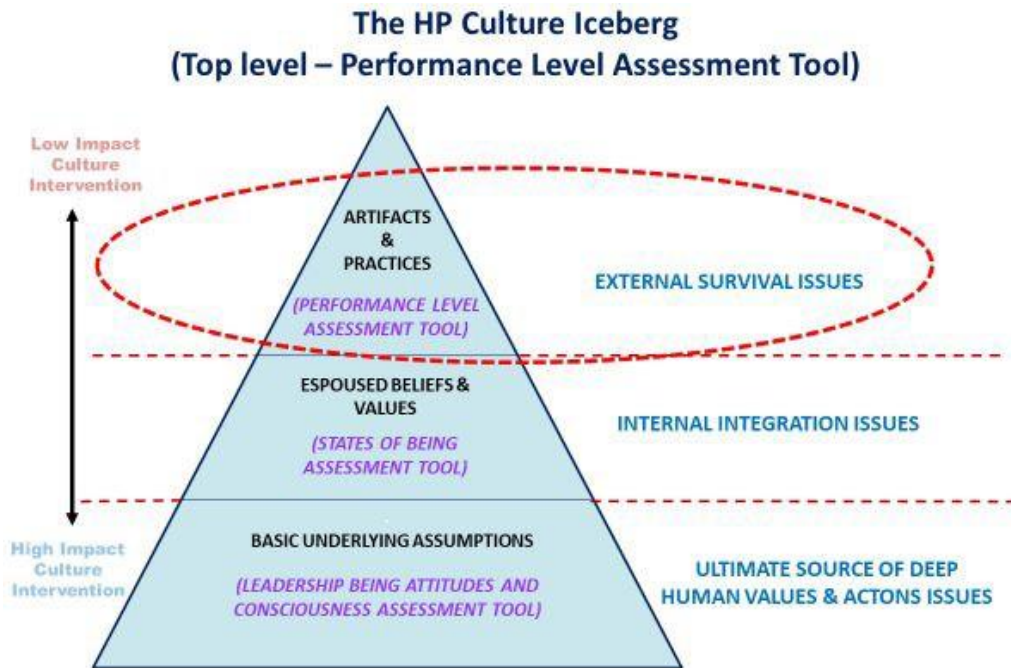
The HP Culture Iceberg
(Top level – Performance Level Assessment Tool)

Low Impact Culture Intervention

High Impact Culture Intervention

ARTIFACTS & PRACTICES
(PERFORMANCE LEVEL ASSESSMENT TOOL)

EXTERNAL SURVIVAL ISSUES

ESPOUSED BELIEFS & VALUES
(STATES OF BEING ASSESSMENT TOOL)

INTERNAL INTEGRATION ISSUES

BASIC UNDERLYING ASSUMPTIONS
(LEADERSHIP BEING ATTITUDES AND CONSCIOUSNESS ASSESSMENT TOOL)

ULTIMATE SOURCE OF DEEP HUMAN VALUES & ACTONS ISSUES

Adapted from Edgar Schein's 3 Levels of Culture – Organisational Culture & Leadership & Corporate Culture

Figure 6 – Top layer – HP Culture Iceberg Performance Level Assessment Tool

The challenge of organisational leaders to develop and execute a coherent strategy in an increasing complex and fast changing world and market is constantly a serious threat and an external survival issue. The leading indicator to show how well the organisation is tracking and managing the threat and the external survival issues is by finding out measurable levels of performance and results, often called the high-level 'performance dashboard'.

Therefore, leaders must be interested to know how culture forces impact performance of people in the organisations. They want to know how to transform the culture of the organisation that will empower everyone to realise and shift their performance to new levels beyond current limits.

Our research has identified six high level organisational performance measures or criteria that organisational leaders wish for most - not only to survive but to thrive and excel in a complex business world. We call these the *six Organisational Performance Metrics (OPM)* – or the six drivers of performance in an organisation.

The higher the level of performance in each of the performance measures, the higher the success of the organisation will be in terms of increasing the capacity and capability to grow in the long run.

These six organisational performance metrics are the visible and measurable part of the culture iceberg. A sample of the Organisational Performance Metrics, shown as a spider graph, is given in Figure 7 below.

Figure 7 – Organisational Performance Metrics (OPM)

What is revealing (in new insights) and very helpful for culture change leaders is the additional ability to gain deeper insights of elements, factors and forces regarding the performance of the organisation, *in that each of the OPM's can be further broken down to give more detailed findings.*

For example, we can drill down and diagnose the **Getting Things Done** and **Employee Engagement** Performance metrics to show ranking by score (position of the arrow indicates what the score is for the company). This is illustrated in Figures 8 and 9 below.

GETTING THINGS DONE

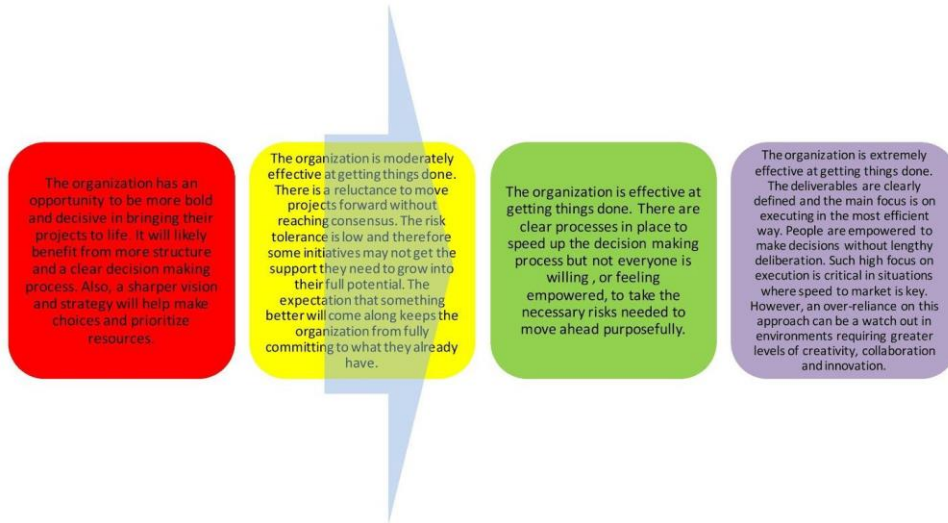Measures and organization's ability to execute and deliver concrete results

The organization has an opportunity to be more bold and decisive in bringing their projects to life. It will likely benefit from more structure and a clear decision making process. Also, a sharper vision and strategy will help make choices and prioritize resources.

The organization is moderately effective at getting things done. There is a reluctance to move projects forward without reaching consensus. The risk tolerance is low and therefore some initiatives may not get the support they need to grow into their full potential. The expectation that something better will come along keeps the organization from fully committing to what they already have.

The organization is effective at getting things done. There are clear processes in place to speed up the decision making process but not everyone is willing, or feeling empowered, to take the necessary risks needed to move ahead purposefully.

The organization is extremely effective at getting things done. The deliverables are clearly defined and the main focus is on executing in the most efficient way. People are empowered to make decisions without lengthy deliberation. Such high focus on execution is critical in situations where speed to market is key. However, an over-reliance on this approach can be a watch out in environments requiring greater levels of creativity, collaboration and innovation.

Figure 8 — Levels in the GETTING THINGS DONE Performance Metric

EMPLOYEE ENGAGEMENT

Measures the level of dedication and commitment exhibited in the day-to-day work activities

Employees have a low level of intrinsic motivation. They don't see the meaning in their work and simply do the minimum that is required of them in order to collect a pay check.

Employees are extrinsically motivated. The harder they work and the better they "perform" the more likely they are to be promoted and receive a raise. At the end of the day however, they often feel unfulfilled or in some cases, even burnt out.

Employees are seeing more meaning in their work. Their jobs are an extension of who they are, in the sense that more of their unique strengths and talents are being valued in what they do.

Employees act as true owners of the organization. They not only bring the best of themselves to work but they are also encouraged to step beyond their roles and responsibilities to challenge the status quo and proactively bring new ideas into the organization.
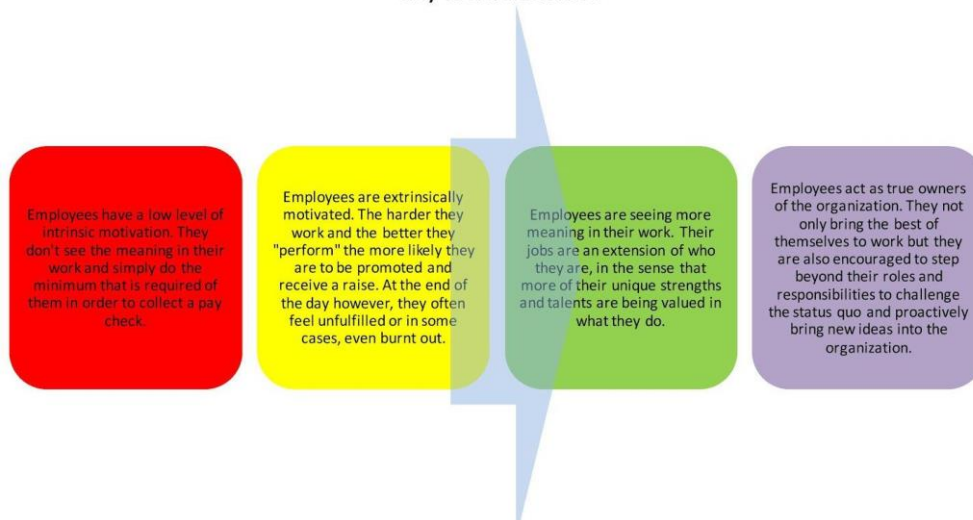
Figure 9 — Levels in the EMPLOYEE ENGAGEMENT Performance Metric

b. Assessing and sensing the middle layer of the culture iceberg — HP Human Potential Realisation data-points

"Ultimately all organizations are socio-technical systems in which the manner of external adaptation and the solution of internal integration problems are interdependent and intertwined and are occurring at the same time."[43]
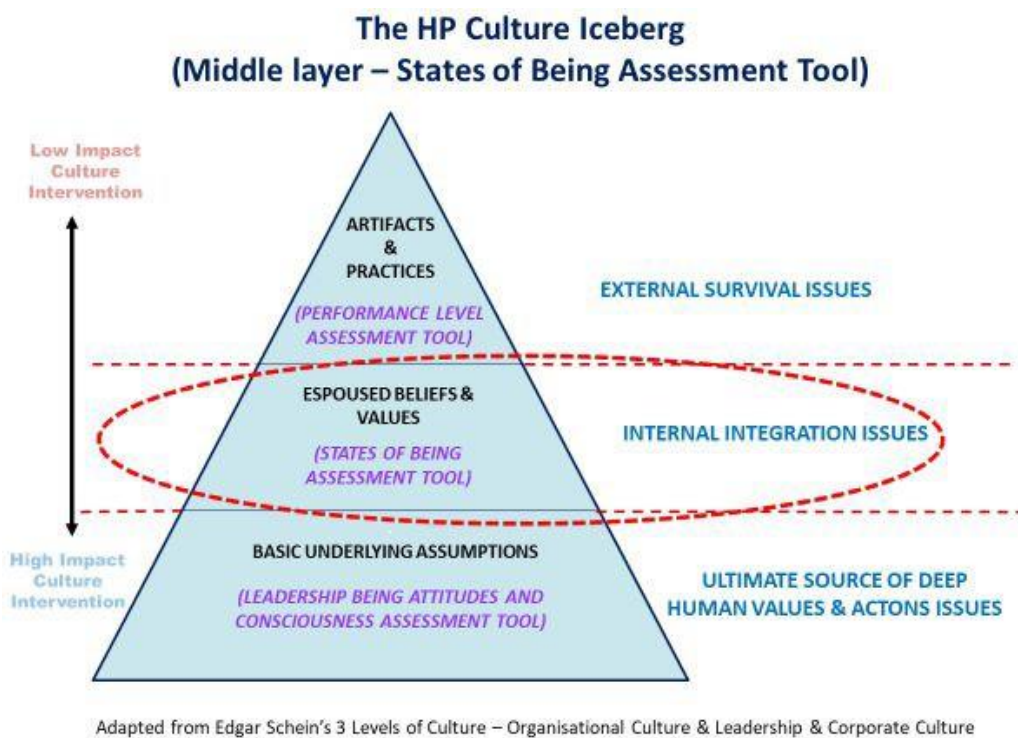
The HP Culture Iceberg
(Middle layer — States of Being Assessment Tool)

Low Impact Culture Intervention

ARTIFACTS & PRACTICES

(PERFORMANCE LEVEL ASSESSMENT TOOL)

EXTERNAL SURVIVAL ISSUES

ESPOUSED BELIEFS & VALUES

(STATES OF BEING ASSESSMENT TOOL)

INTERNAL INTEGRATION ISSUES

High Impact Culture Intervention

BASIC UNDERLYING ASSUMPTIONS

(LEADERSHIP BEING ATTITUDES AND CONSCIOUSNESS ASSESSMENT TOOL)

ULTIMATE SOURCE OF DEEP HUMAN VALUES & ACTONS ISSUES

Adapted from Edgar Schein's 3 Levels of Culture — Organisational Culture & Leadership & Corporate Culture

Figure 10 — HP Culture Iceberg — Middle layer — States of Being Assessment Tool

All groups or the whole organisation need to deal with the fundamental problem of how to "*organize themselves internally to deal with the inevitable human problems that arise in collective life*."[44] The highest impact from culture transformation happens when *executive and change leaders focus on shared learning*, seeing positive shifts in behavioral change happening in the organisation or in groups.

---

[43] Edgar Schein – The Corporate Culture Survival Guide
[44] Ibid

Edgar Schein states that *"When reduced to their essence, the problems of internal integration are language."* In carrying out the Organisational HP assessment we are rewarded with access into a deep pool of Human metrics *that can now be used to bring in a new language and to start new narratives on the Human states and dimensions* as the pathway to address the internal integration issues that are unique and different for each organisation.

> "It is language that makes thought possible ... (not the reverse...)"[45]

Using the language and measures associated with Human Potential realisation, we are able to go beneath the surface and explore the deeper human dynamics at play in the organisation. Specifically, we measure the extent to which the collective Human Potential is utilized. There are three sets of additional Human Potential data points, as described below:

i.   ***Human Potential Realisation Meter***

Here we get to "see" and gauge *the overall measure, in percentage of Human Potential realisation of people in the organisation at a glance.*

The Human Potential Meter gives a snapshot of a "data-picture" to introduce and begin new conversations and words about what is our overall level of Human Potential Realisation and where we are now, as the starting point of our personal growth, development and performance. See Figure 11 below:
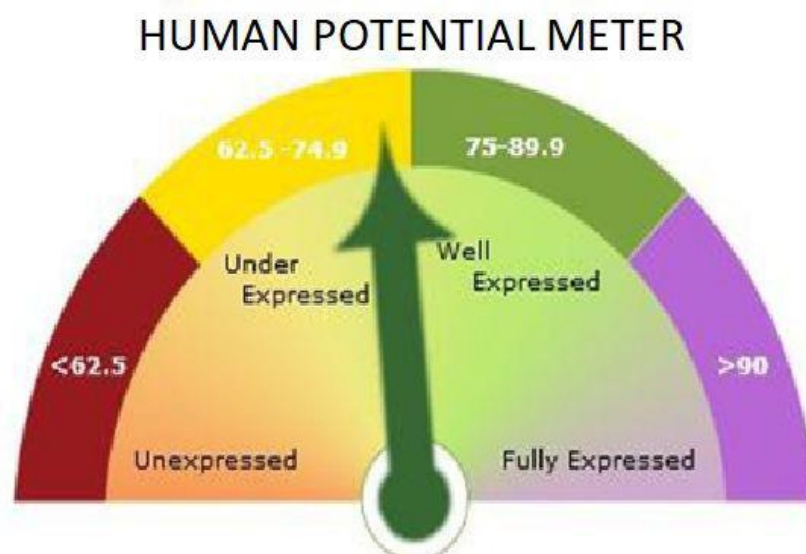

Figure 11 – Overall view – Human Potential Realisation Meter

---

[45] Ibid – referencing Heidegger and Gadamer

ii.   *House Framework for Human Potential Realisation*

"In order to optimize the Whole, we must improve relationships among the parts." [46]

Each person is unique and responds to different insights and discovers different levers for behavioral change to happen. To further help the conscious culture change leaders find new inter-related levers to unlock and unleash the Human Potential of people who are unique in their own ways, we get to dive into additional measures showing how the Human Potential Realisation is broken down into the *4 Being States and 23 Dimensions*. The HP House Framework is shown in Figure 12 below:
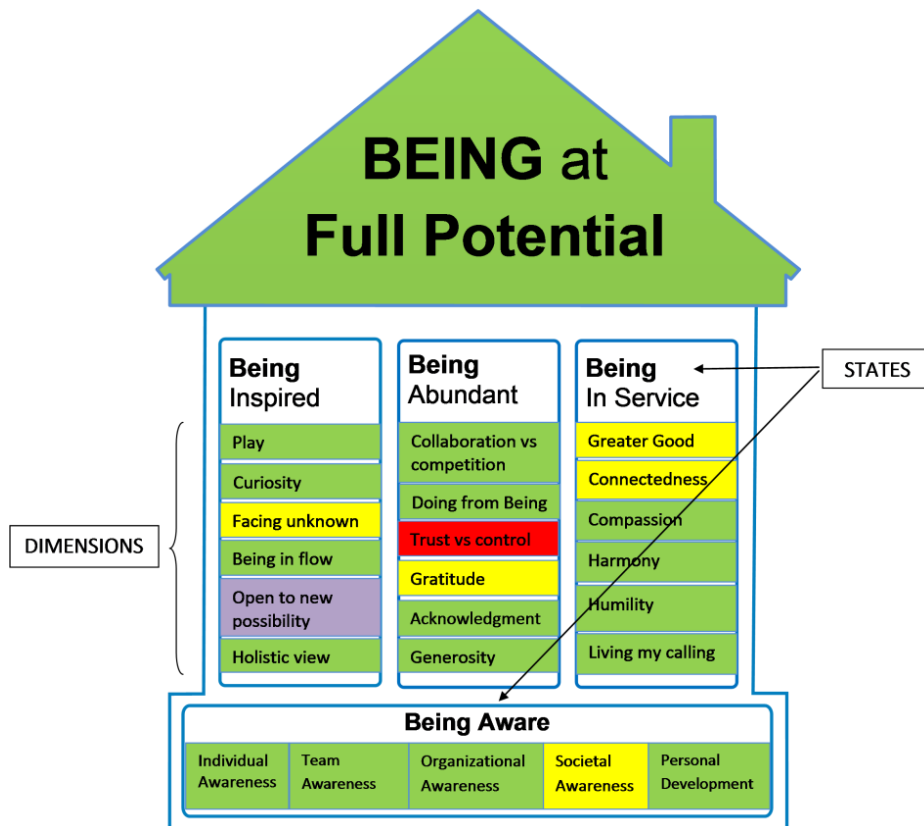

Figure 12 – The HP House Framework – 4 Being States and 23 Dimensions

[46] Systems Thinking – source David Peter Stroh – Systems Thinking for Social Change

iii.   *The most and least expressed Human Potential Dimensions*

"The relationship between problems and their causes is indirect and not obvious." [47]

Furthermore, the conscious culture change leaders can draw more coaching and mentoring insights and knowledge in looking for new opportunity areas for personal development by looking at data points that are most expressed and/or least expressed. See Figure 13 below:
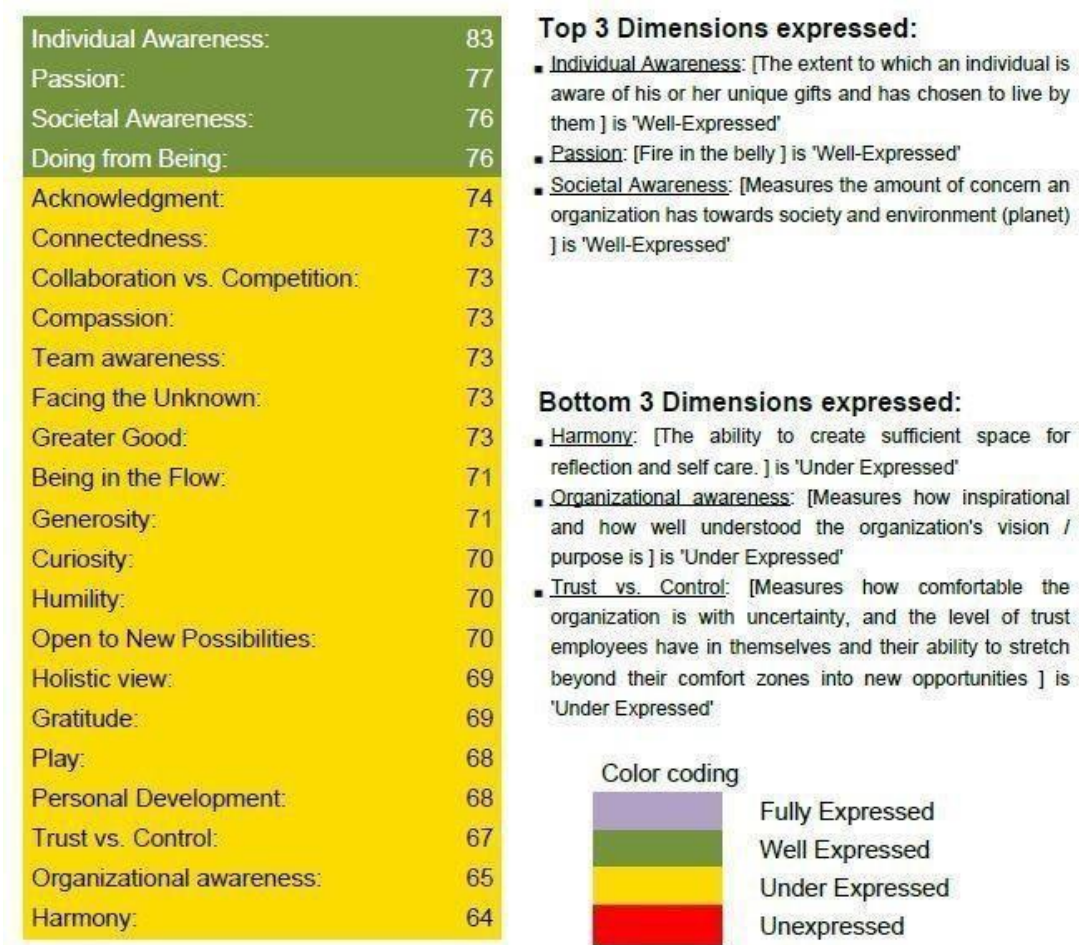
Dimension	Score
Individual Awareness:	83
Passion:	77
Societal Awareness:	76
Doing from Being:	76
Acknowledgment:	74
Connectedness:	73
Collaboration vs. Competition:	73
Compassion:	73
Team awareness:	73
Facing the Unknown:	73
Greater Good:	73
Being in the Flow:	71
Generosity:	71
Curiosity:	70
Humility:	70
Open to New Possibilities:	70
Holistic view:	69
Gratitude:	69
Play:	68
Personal Development:	68
Trust vs. Control:	67
Organizational awareness:	65
Harmony:	64

Top 3 Dimensions expressed:

- Individual Awareness: [The extent to which an individual is aware of his or her unique gifts and has chosen to live by them] is 'Well-Expressed'
- Passion: [Fire in the belly] is 'Well-Expressed'
- Societal Awareness: [Measures the amount of concern an organization has towards society and environment (planet)] is 'Well-Expressed'

Bottom 3 Dimensions expressed:

- Harmony: [The ability to create sufficient space for reflection and self care.] is 'Under Expressed'
- Organizational awareness: [Measures how inspirational and how well understood the organization's vision / purpose is] is 'Under Expressed'
- Trust vs. Control: [Measures how comfortable the organization is with uncertainty, and the level of trust employees have in themselves and their ability to stretch beyond their comfort zones into new opportunities] is 'Under Expressed'

Color coding

	Fully Expressed
	Well Expressed
	Under Expressed
	Unexpressed

Figure 13 — Most and least expressed Human Potential Dimensions

---

[47] Systems Thinking – source David Peter Stroh – Systems Thinking for Social Change

c. Assessing and sensing the bottom layer of the culture iceberg — HP Consciousness Maturity Index and Leadership Being Attitudes
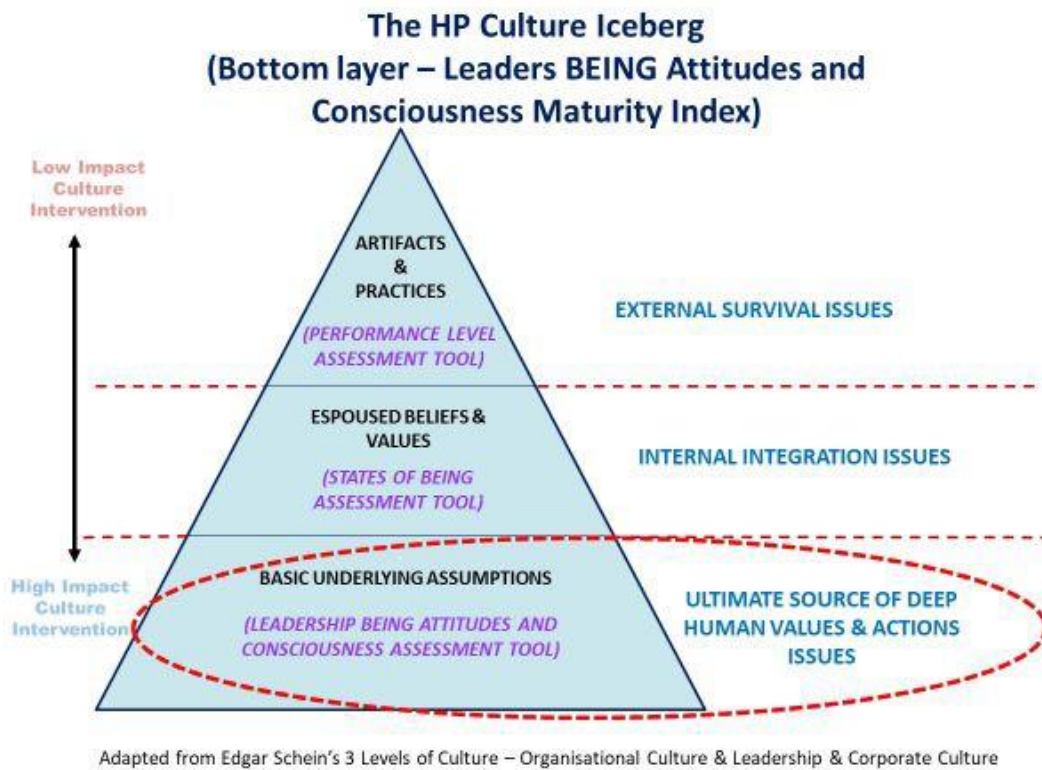

Figure 14 — HP Culture Iceberg — Bottom layer — Consciousness Maturity Index and Leadership BEING attitudes

i. *Consciousness Maturity Index*

"By asking the hard questions of the new science and ancient traditions, of art and culture, of businesses and politics, "What is Enlightenment?" seeks to create a dynamic context for conscious engagement with the greatest challenge of all times, a groundwork for the ongoing liberation of human potential." [48]

We get a first peek at one of the most insightful data point from the Organisational HP assessment report - the "Consciousness Maturity Index".

---

[48] Jessica Roemicher – The Never-Ending Upward Quest – An interview with Dr. Don Beck

For the first time, we have a way to assess, 'see' and experience the consciousness level (index) of the organisation. Now we can begin new and rich narratives and dialogues as to what the result of the assessment of the Consciousness Maturity Index means to the group. See Figure 15 below:
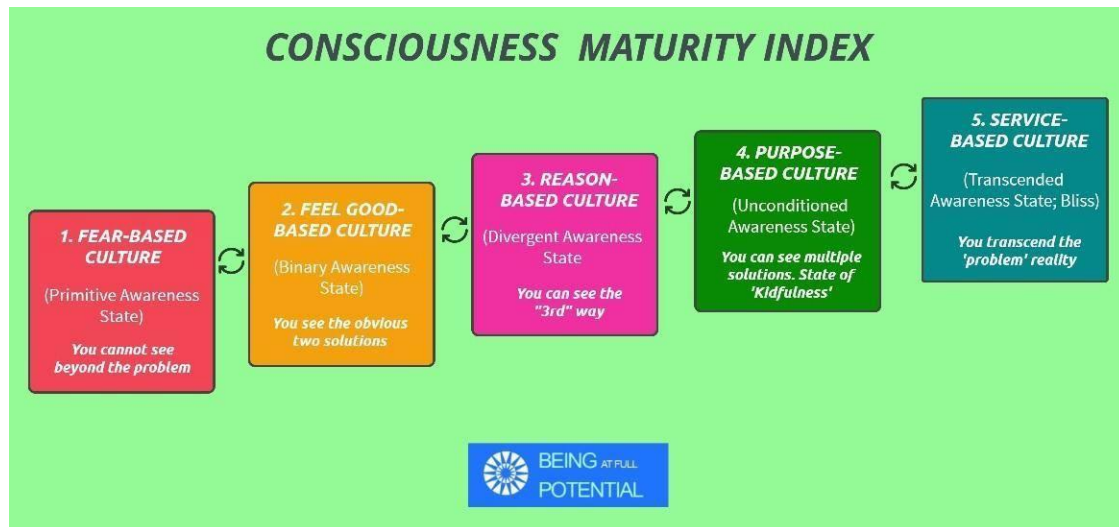

Figure 15 – Conscious Culture Maturity Index

Whether an organisation thrives or struggles along is highly dependent on whether top leaders have the desire and will *"to yearn to bring more consciousness to the way (they) run organisations"*,[49] to overcome the current limits of people's performance as they face this technology-driven, fast changing, complex and uncertain business world.

The Consciousness Maturity Index has been adapted from the "five Koshas" which are the basis of Indian spiritual traditions. These five layers measure the level of consciousness (or consciousness maturity) of an organization at a given point in time and indicate its next stage of growth or maturity in consciousness.

The Conscious Culture Maturity Index is a useful guide and predictor of organisational performance. It also provides practical insights to organisational performance *"in relation to internal cohesion and external fit with the environment"*,[50] and to the alignment of individual aspiration with that of the leadership team and the organisation on the whole.

Example:

---

[49] Frederic Laloux – Reinventing Organisations – Foreword by Ken Wilber; parentheses mine
[50] Reference: "The many faces of culture: making sense of 30 years of research on culture in organisational studies (2015)"; Denison & Mishra, 1995 and Arogyaswamy & Byles, 1987)

Take the example of Company X whose level of conscious culture maturity index shows that the company is operating at the level of a "REASON-BASED CULTURE" (or rational) organisation. Based on other related data points and measurements in the Organisational HP assessment report, we are able to gain deeper insights and see that:

- the organisation is adept at problem solving and applying logic to understand the root causes and underlying motives

- decisions are typically made with a lot of forethought and plenty of supporting data

- the organization tends to play it safe in order to avoid making 'mistakes'

However, in 'hiding' under the current culture based on reason and rational, we can also discover that:

- the organisational leaders and managers also forgo the opportunity for passion, creativity and breakthroughs to emerge

- *growing into the next level of organisational maturity (PURPOSE-BASED CULTURE)* will require more compassionate and visionary leadership, that is committed to realizing the full potential of its people

- the organization will learn to access and rely more on its intuition (in addition to the rational processes) in order to make informed decisions about the 'emerging future' vs the best practices of today

In their explorations many researchers found consistently that humanity evolves in stages of consciousness. High consciousness creates the 'silence' from where we show up in our fullest Human potentialities. By expanding our consciousness, we are more able to source from our highest level of Human energy to become more of 'who am I', emerging and converging ultimately into our highest Self.

> "That is the true genius of organizations: they can lift groups of people to punch above their weight, to achieve outcomes they could not have achieved on their own." [51]

ii. *Leadership BEING Attitudes*

> "If we are to really grow on the job, though, it becomes vital for us to not simply ask our regular questions again and again, but to ask questions that move us beyond the frontier of our current understanding."[52]

We examine the bottom of the Iceberg and get more insight on how each participant in the conscious culture leadership team is doing on the eight inner-leadership BEING ATTITUDES. These are the leadership attitudes and mindsets that he/she needs to adopt in order to further enhance the HUMAN EXPERIENCE while working and, as a result, create the conditions for a new wave of individual and collective value creation to emerge.

In the assessment The Leadership Being Attitudes are ranked according to the expression of the participants in their life. This helps identify the attitudes and mindsets that are already present within them as well as those that can be further strengthened.

The following spider diagram illustrates how COMPANY X is currently doing with respect to the 8 Leadership Being Attitudes. See Figure 16 below.

---

[51] Frederic Laloux – Reinventing Organisations
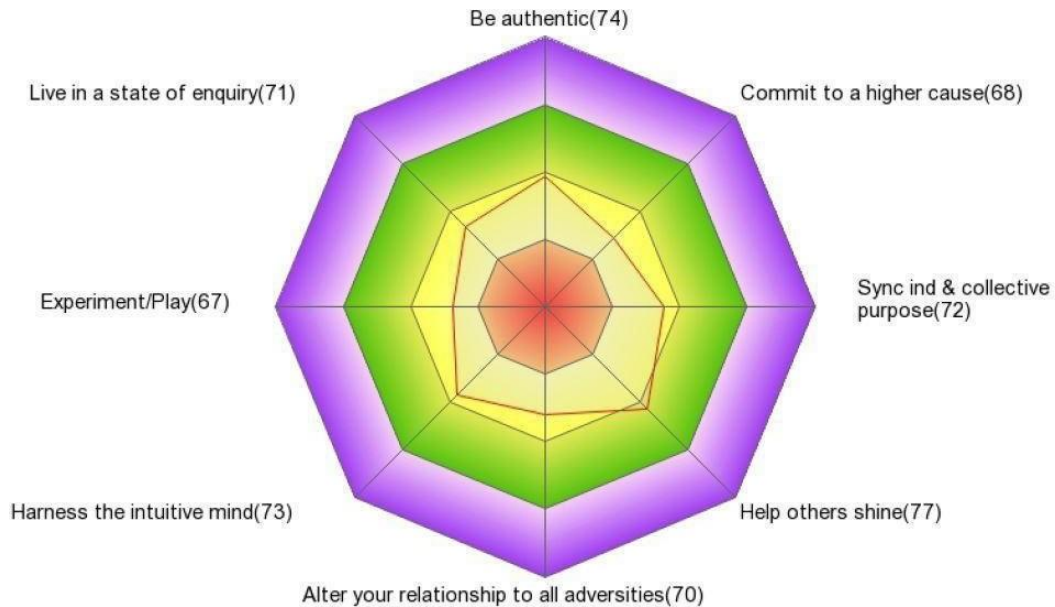[52] Jennifer Berger – Changing on the Job

Figure 16 – The 8 Key Conscious Change Leadership Attitudes

Step 5 – Begin the DISCOVERY stage – immersing into the findings

In this Discovery stage, facilitated by trained and certified Human Potential assessment consultants and coaches, the change leaders learn, acquire and adopt a new language to lead new conversations that help to reconstruct a new and more meaningful organisational and social reality through shifts in mindset and consciousness - beyond the limits of current thinking and practices based on 'fixed pre understandings' or mindsets that no longer serve the new social-economic realities of the fast changing and volatile world.

The Discovery stage or phase is where the conscious culture team leaders begin to immerse into the findings in step 4 and discover a new and profound way of making meaning in the organisation. Change leaders will be able to see opportunities in uncertainties and allow the new possibilities to reveal themselves in emerging ways.

The change leaders can now make the findings 'their own' to reflect the uniqueness of their organisation with regard to current challenges they face and opportunities that can now be realised to their fullest potentialities. In short, it sheds light on the deeper drivers of organisational performance and abounds value creation.

Figure 17 – About Openness, Discovery and Safety
Image - Vanessa Smith - www.craftingconnection.com

The **Discovery stage** helps to:

- get leaders, managers and everyone in the organisation to deepen their awareness (or consciousness) to a place of new receptivity to new possibilities

- ideate the ideal future of the people in the organisation - to change the narrative in favour of new possibilities aligned with shared vision and aspirations

- align individual aspirations with organisational aspirations and shared vision

- understand the gap – to clarify and understand the disconnects and shortfalls with the current thinking and practices in the organisation

- provide a safe place for new conversations to release control of familiar uncertainties and processes that no longer serve the current realities

- provide a personal development platform to increase the core capability of employees to self-renew and adjust to disruptive change, and to learn and absorb new ideas

- help the people to know and make clear choices on what they really want that is aligned to the vision and purpose of the organisation

The beauty of the Discovery stage is that it becomes the conduit to access all 3 levels of the culture iceberg – making culture change a holistic and powerful enabler of the Human potentialities of everyone in the organisation. It is not a 'one-size-fits-all' methodology but it is customised by the conscious culture change leaders to meet the unique needs and aspirations of the organisation. It

helps to reinforce and align the shared learnings of people throughout the organisation.

Step 6 – Begin the HARNESSING stage – translating the new ideal into concrete language, symbols, rituals and ceremonies

"From a developmental perspective, real growth requires some qualitative shift, not just in knowledge, but in perspective or way of thinking. Growing is when the form of our understanding changes; we often call this 'transformation'. As we grow, the previous form is overtaken by the new form, leaving traces of the less-mature form behind like rings in a tree trunk."[53]

In the Harnessing phase, the new discoveries made in stage 5 can now be fully integrated and transformed into actionable next steps, fully owned by the organisation. This is reinforced by new practices of adopting **new language, symbols, rituals and ceremonies.**

"…. you design a (conscious) culture that itself immersively sweeps every member of the organisation into an ongoing developmental journey in the course of working every day."[54]

We encourage the leadership team to get together and go through a process to re-visualize what the emerging future organisation looks like, based on new learnings and experience in shifting to a new level of consciousness created by conscious culture change processes. People (everyone) in the organisation are also encouraged to speak about their new intentions with clarity and detail.

"…. there is little point in doing culture studies that do not factor in the shifting motivations and evolving norms of non-leader stakeholders and employees."[55]

The HARNESS phase prepares and enables organisational leaders and employees to speak about their new intentions in full details and start shaping and implementing them:

---

[53] Jennifer Berger – Changing on the Job
[54] Kegan / Lahey – An Everyone Culture; (parentheses mine)
[55] Edgar Schein – Organisational Culture and Leadership

- integrating and translating the new ideal into concrete *language, symbols, rituals and ceremonies so that employees are engaged in new empowering ways* through shifts in consciousness or self-awareness (see below for more details)

- developing a new implementation plan – making explicit choices in favour of a higher purpose

- focusing on high leverage change and development interventions, based on what the leaders and people in the organisation deeply care about

- developing targeted personal development training and coaching programs that are rolled out at the individual and group levels to make the new inner states a reality

- collectively adopting new language and customs so that employees are engaged in more empowering day-to-day conversations and ways

- management embracing new Leadership BEING Attitudes and habits, and the new consciousness being reflected in the management objectives and planning tools, like Balance Scorecard, Strategy mapping, Performance Measures, Lean Management practices, Objectives and Key Results (OKRs), etc.

The four levels of HARNESSING the results of conscious culture transformation into a new way of BEING and doing[56]

There are four levers that have been used for centuries to shift mindset (self-awareness or consciousness) and we will look at how these can be applied to creating self-realized organizations.

1. *Language (or vocabulary)*

The first and foremost lever to shift individual or organizational mindset is VOCABULARY or LANGUAGE. If we want a new reality, we must speak a new vocabulary. For example, if there is only talk of war, war is what we will end up with. That is how we operate in consciousness. What we keep repeating to ourselves gradually becomes our reality. Alter your vocabulary and – in due time – your reality will change.

---

[56] Sujith Ravindran – The 4 levers for shifting mindset

2.   **_Rituals_**

Rituals are perhaps the most effective lever to transform an individual's or organization's mindset. They rewire your brain and impact the way you think, speak and do things.

The following definition of *rituals* is found on the net: *Rituals are a series of actions or type of behaviour, regularly and invariably followed by someone*

When rituals are adopted while holding the right intention in your thoughts, these will swiftly transform your mind and body. The secret is to conceive the right ritual that holds the appropriate intention behind it. *How quickly a ritual transforms your mindset depends on how intensely you hold the intention in your awareness and how frequently you engage in the ritual.* Whether at an individual or organizational level, you can achieve transformation in a matter of days with the right rituals. Such is the power of rituals.

3.   **_Ceremonies_**

Ceremonies have the power of raising us to different levels of awareness, where we start to see solutions to problems that eluded us previously. Ceremonies offer us a broad picture of the future and instil in us a common sense of purpose.

Ceremonies have the power to develop greater meaning and deeper relationships, whether they be personal, organisational or community ceremonies. Ceremonies help focus the collective intentions for yourself and your organization. Ceremonies acknowledge that life as it has been is changing and it is important to process the change collectively. Going through any type of ceremony reminds us of what has been happening in the past and what we are moving towards.

Participants in a ceremony should not be engaged solely at the mental level. They should engage in the ceremony with their whole body with no inhibitions holding them back.

4.   **_Symbols_**

Symbols resonate with you on a deep level. They are reminders of what you stand for. They stimulate your thoughts and ideas and awaken your deeper mind. They have the power to penetrate you and code their message deep within your subconscious.

The meaning that you assign to the symbol is what it will stand for. So continue to enforce its meaning, and slowly others will also associate the symbol with its

meaning. The more a symbol is used to convey a particular message, the more timeless the message becomes in your mindset.

Your life is shaped by the many symbols that have passed through your life, inherited from your culture, your family, your mythology or your society. Newspapers, magazines, TV, and movies have a similar impact. These symbols are the models that you pattern your life after.

Symbols becomes potent when they are distinct and represent one clear message. Symbols should be placed everywhere where you – and others – can encounter them.

Coaching and training programs

> "Consultants (and developmental coaches) are a part of the process, not apart from the process."[57]

Targeted training and coaching programs are rolled out at the individual and group levels to make the new inner states a reality. There is a global network or pool of experienced Organisational Human Potential Assessment coaches that can be called in as resource to help in the Conscious Culture transformation process described in this White Paper.

> "Conscious change leadership infers that leaders and consultants become more 'conscious' and aware of the deeper and more subtle dynamics of transformation, especially regarding people and process dynamics."[58]

---

[57] Bushe / Marshak – Dialogic Organisation Development – 8 Premises of Dialogic Mindset; (parentheses addition is mine)

[58] Dean Anderson and Linda Ackerman Anderson – Beyond Change Management

VII.   Conclusion

> "I was a Hidden Treasure and I longed to be known, so I created the world that I might be known."[59]

Organisational leaders and senior managers know that they must create a workplace culture to develop the capability of people in the organisation to self-renew, grow and adapt in the face of new challenges (and opportunities), brought upon them by the new realities of a complex, fast changing and disruptive business world.

They understand and know that they must 'create and transform' their organisational culture to achieve this strategic capacity and capability.

This White Paper conveys the message to organisational leaders that they can now go about transforming their organisational culture (at a deep consciousness level where the real transformational impact lies) with a high degree of confidence, *based on new tools that generate deep level Human dimensions data-points.* With these as a starting point, what was hard before in a deep culture change process is now made easier - to create new meanings and purpose at the highest aspirational level for the people in the organisation.

> "… the experiential component of interactive consciousness-raising activities can unlock possibilities and awareness that lead to broadened perspectives."[60]

As a platform to broaden our perspectives on performance, we present a unique conscious culture transformation solution in the form of practical methodology and tools (with analytics) that help change leaders to use and create new narratives for raising or shifting the personal and collective consciousness of people in the organisation.

- Working in tandem with our Human Potential consultants and coaches, we show how we can support leaders and managers to co-create a conscious culture in organisations with our Organisational Human Potential assessment and tools (by addressing the WHOLE of the HP Culture Iceberg).

---

[59] Source - http://www.sevenpillarshouse.org/article/a_hidden_treasure/
[60] Bushe / Marshak – Dialogic Organisation Development

- We show a rich array of Human analytics, based on Human data collected through our assessment process.

- We support organisational leaders to harness the fruits based on shifting to new levels of consciousness maturity in the organisation through coaching and Human developmental training programs.

Through these new culture-enhancing conversations, what unfolds are fresh and profound insights and levers for shifting mindset, self-renewing awareness and consciousness of people in the organisation - where they experience, practice and shine at their full Human potentialities and capability in the 'awakened' workplace grounded on consciousness.

> "What do organizations molded around the next stage of consciousness look and feel like? Is it already possible to describe their structures, practices, processes, and cultures (in other words, to conceptualize the organisational model) in useful detail, to help other people set up similar organizations?"[61]

Imagine your organisation immersed in a high conscious culture. While the everyday business and operational challenges must be attended to, there is a sense and feeling among everyone of a unique and elevated 'silence in consciousness' in the background – in tune with a sense of higher meaning, purpose and aspiration - as the ground upon which everyone works alongside each other in unity, in spite of different viewpoints and personal preferences.

People in the organisation play as a super high-performance team where they knit together *a playbook that confidently relies on themselves to contribute to the play and to adapt by being at their own personal peak performance self,* while at the same time knowing that their teammates are doing likewise – shining at their own highest Human capability and potential. *Together, they may lose a game or two, but they soon emerge as champions.*

> "It so happens that the future is not just around the corner—it is already blending into the present." [62]

---

[61] Frederic Laloux – Reinventing Organisations
[62] Frederic Laloux – Reinventing Organisations

In our work with clients as Human Potential consultants and coaches we certainly believe the frontier of conscious culture transformation is easier now and certainly real, because we have the conscious culture transformation methodology and tools to make it real and to make it happen, as we have shown in this White Paper.

everyone has the power to affect the direction of an organisation

Note from Peter Leong

I write this White Paper with full and humble acknowledgement that my personal learning and knowledge is derived from the wise and intelligent work of many other preceding authors, researchers, thought leaders, and especially the ancient masters and sages of wisdoms from both the East and the West. More recently, I cherish the wisdom I gained from Sujith Ravindran and Mark Vandeneijnde in their passionate work in the field of Human Potential Realisation – from a beautiful blend of both scientific and ancient mystical approach. I also draw new inspiration from the growing network of deep thinkers and practitioners at Being at Full Potential from around the world.

This White Paper is simply a curation of these wisdoms and knowledge weaved into my own thoughts and words that I hope do justice to those wise and enlightened people who influenced my life.

For more information

If you wish to obtain the definitions of any or all the Human Potential measures and data-points mentioned in this White Paper, please contact a certified Organisational Human Potential Assessment consultant or coach. Please visit our website for more information.

www.consciousculture.nz

www.beingatfullpotential.com

Or please contact pleong@changestrategy.co.nz, mark@beingatfullpotential.com or sujith@beingatfullpotential.com