



The Importance of Culture Change Management

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iCARES Values: Committed to change thinking

“There is no quick fix, but a deliberate shift in thinking and practice. The long term supportive steps will ensure that over time, the “face” and perception of traditional mining will change” ...
Neal Froneman, Sibanye Stillwater Chief Enabling Officer



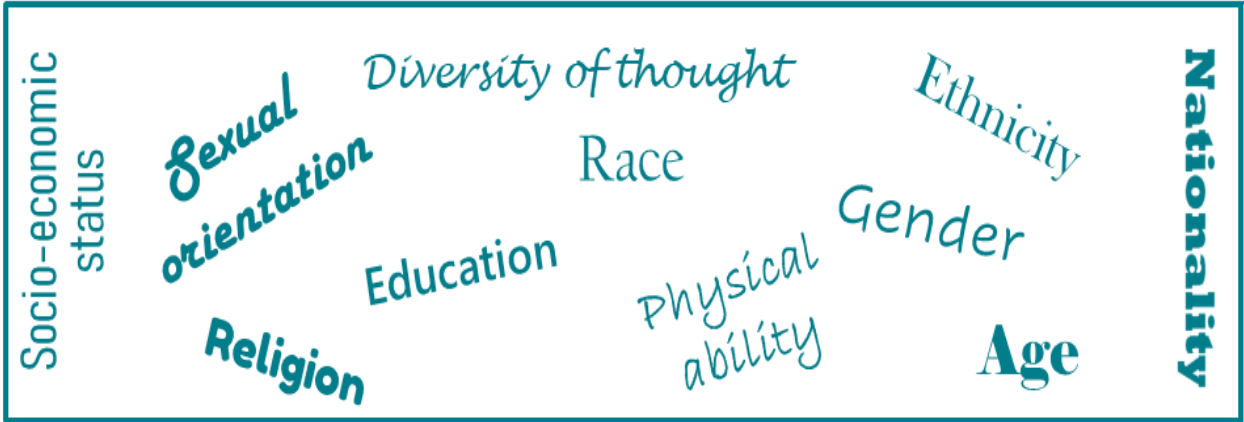


Diversity

... is a fact

Diversity describes the variation in personal, physical, and social characteristics, such as gender, ethnicity, age, and education. It can be a visually obvious variation, such as gender, the colour of someone's hair or skin, or may not be immediately apparent, such as diversity of thought, personality, nationality or sexual orientation.

Diversity brings different people into the same territory. The focus is on specific dimensions of diversity.




Inclusion

... is an act

Inclusion refers to the process to integrate everyone in the workplace, allowing for differences to coexist in a mutually beneficial way. The goal of inclusion strategies is to make all people feel valued and respected and have access to the same opportunities. All human beings possess a fundamental need for inclusion and belonging.

Inclusion deals with **psycho-social initiatives** to make diversity work. The focus is on everyone in the system.



Inclusive leaders cast a long shadow!

- Leaders are crucial in the process of creating and sustaining organisational culture, and therefore inclusivity **relies heavily on inclusive leaders**
- It is crucial to align the thinking and understanding of executive and senior leaders with those of middle managers by exposing them to diversity and inclusivity initiatives focussed on developing the traits mentioned below
- The following signature traits are evident in inclusive leaders:

1

Committed to diversity and inclusion and take personal responsibility for the change

- ❑ They are committed to diversity and inclusion because these objectives align with their personal values and because they believe in the business case
- ❑ They are committed to staying the course consistently – even though it is not always the easiest path

2

They are **collaborative** and empower others to contribute – allowing diversity of thought to prosper

- ❑ Empower individuals and create and leverage the thinking of diverse groups
- ❑ They create environments where teams feel safe to voice their different opinions and perspectives (Imperative for collaboration to be successful)
- ❑ Mindful about and address group-think (for example including minority views) to create a sense of an inclusive team

3

They are aware of their **own blind spots and systemic barriers** and are focused on ensuring opportunities for others

- ❑ They are mindful of personal and organisational blind spots
- ❑ They know how to self-regulate to help ensure 'fair play'.
- ❑ They act from an awareness of their own biases and stereotypes
- ❑ They understand that policies, processes, and structures should be updated to prevent organisational biases or barriers from eroding a culture of inclusion

4

Seek to understand team members – curious and non-judgmental

- ❑ They have an open mindset and a desire to understand how others view and experience the world
- ❑ Open to consider new ideas, perspectives and how others see the world
- ❑ They continually look for diversity and inclusion learning opportunities, listen, inquire and have empathy

5

They have **cultural intelligence** and are aware that not everyone sees the world through the same culture frame (**worldview**)

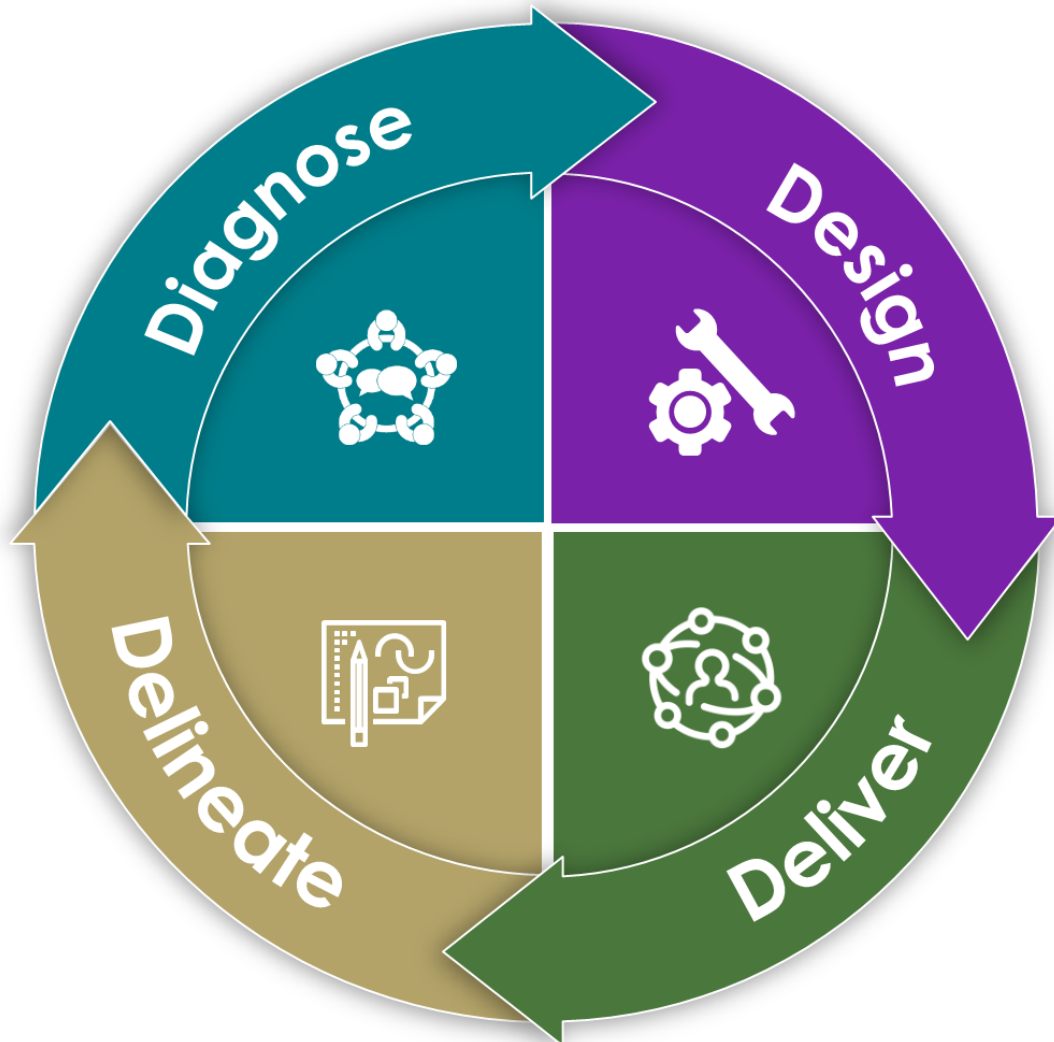
- ❑ They are confident and effective in cross-cultural interactions
- ❑ They understand their own worldview and how that may impact their interactions with people with different worldviews
- ❑ They are deliberate in adapting to and learning from colleagues representing different cultures, genders, personality types, diversity of thought, etc.

It's a culture adjustment, not a tick-the-box program

- Based on the information provided in the previous slides, and by results of various other global studies on diversity and inclusion, workplace leaders reported that they feel ill-equipped to navigate the often murky waters of inclusion – buying in too the business case but feeling uncertain and questioning what to say (and what not to say), as well as what to do (and what not to do) ¹
- The following **actions** are required to address this:
 - ➔ Diversity and Inclusion forms part of an integrated culture adjustment strategy and not a tick-box exercise
 - ➔ The focus is on **all** diversity dimensions, including diversity of thought, personality typology, etc.
 - ➔ Focus on building and optimising inclusive leadership capabilities – taking middle managers on the journey
 - ➔ Strengthen accountability, recognition and rewards
 - ➔ Ensure re-wiring of policies, procedures and practices to support the inclusion strategy

¹ Bourke, J. and Dillon, B. (2018) The Diversity and inclusion revolution. Eight powerful truths

Organisational Design 4D process



Diagnose

Measure on individual, group and organisational level with scientific and validated multicultural sensitive instruments

Design

The transformation journey must support the OG Culture Growth framework to create safe performance in an enabling environment

Delivery






Deliver interventions included in the transformation journey by best-of-breed internal and external facilitators

Delineate

Re-assess effectiveness to determine whether initiatives were successful as it pertains to safety beliefs and individual, team and organisational growth



In addressing the complex factors that affect behaviour change, the following change management approach will be included to support the initiative:

-  Facilitate **alignment** across the organisation
-  Ensure **mutual awareness** and **understanding**
-  Encourage **commitment** and **support**
-  Improve **ability, knowledge & skills**
-  Facilitate **sustainable adoption**



End
Thank You