"It was the best of times, it was the worst of times..."

Dickens' "Tale of Two Cities" is his best known work with a concisely constructed plot..., the suggestive imagery and atmosphere..., and the narrow division between reality and unreality.
A Tale of Two Cultures

- Non-Profit
  - School
  - Development Office
  - @200 Employees
  - Consistent Fund-Raising Growth
  - 3-Person Senior Management Team

- Entertainment
  - Regional Movie Chain
  - @1000 Employees
  - Consistently Profitable
  - 8-Person Executive Team

A Tale of Two Cultures

- Non-Profit
  - Strategic Planning
  - Vision Process
  - Full Employee Involvement
  - LSI-Stylus
  - Planned Leadership/Impact

- Entertainment
  - Operational - not Strategic Planning
  - Management Competency Assessment
  - Leadership/Impact
The Process - Entertainment

- Initiative started by:
  - CEO reading article on "culture."
  - Key managers exposed to "Culture for Quality" exercise.
- Expectation for better "actual" results clear.
- Culture Change Committee formed to discuss action planning.

The Process - Non-Profit

- Initiative started by:
  - Executive Committee
  - Strategic Planning Process
    - Creating "Vision 2005"
- Expectation for better "actual" results low.
- Involvement of 100% of staff.
- Regular goal setting and review involving consultant.
Non-Profit School - Fund-Raising
Ideal Culture 2002

Non-Profit School - Fund-Raising
Actual Culture 2002
Non-Profit School - Fund-Raising
Ideal Culture
1999
Non-Profit Results

- Ideal Culture
  - Stronger scores desired in 10/12 styles
  - .1 to 6.0 points range

- Actual Culture
  - Stronger scores on 11/12 styles
  - 2.0 to 4.8 points range
  - "Swings" of 5 - 6 points

Theatres

Ideal Culture

1998
Theatres
Actual Culture
1998

Theatres
Ideal Culture
2001
Theatres Actual Culture

2001

Entertainment Leadership/Impact
Impact on Others
Theatre Results

- **Ideal Culture**
  - Stronger scores desired in 11/12 styles
  - .9 to 6.4 points range

- **Actual Culture**
  - Weaker scores on 11/12 styles
  - .3 to 3.4 points range
  - Gaps increased by as much as 4 - 5 points.

Some Issues on Cultural Change
Culture Change

"...you must hit with enough shock effect to immobilize the old culture at least temporarily."

Culture Change

"...you'll have trouble creating a new culture if you insist on doing it in ways that are consistent with the old one."
Culture Change

"The change effort needs to become a cause, a crusade, and your job is to champion the vision."

Culture Change

"If it does happen that you hang on to all your people, it's either a near miracle or a sure sign of bad management."
Culture Change

"People have to believe you're dead serious about this endeavor and determined to see it through."

A Tale of Two Cultures

"It was the best of times, it was the worst of times..."