



# A Tale of Two Cultures

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



## A Tale of Two Cultures

***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

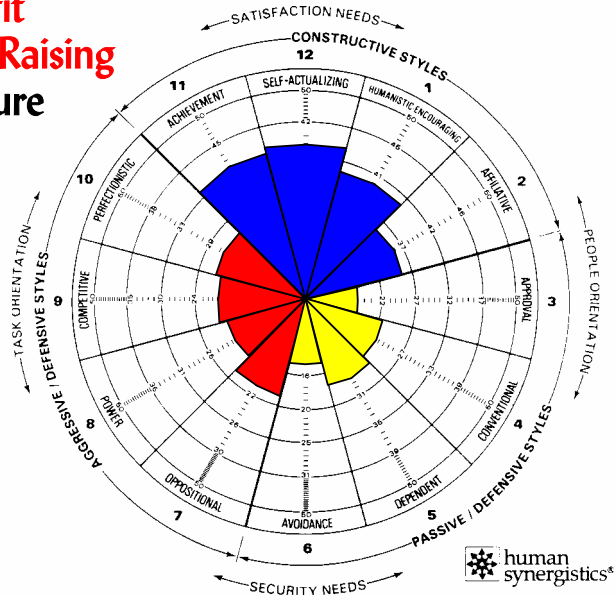
## The Process - Entertainment

- 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.

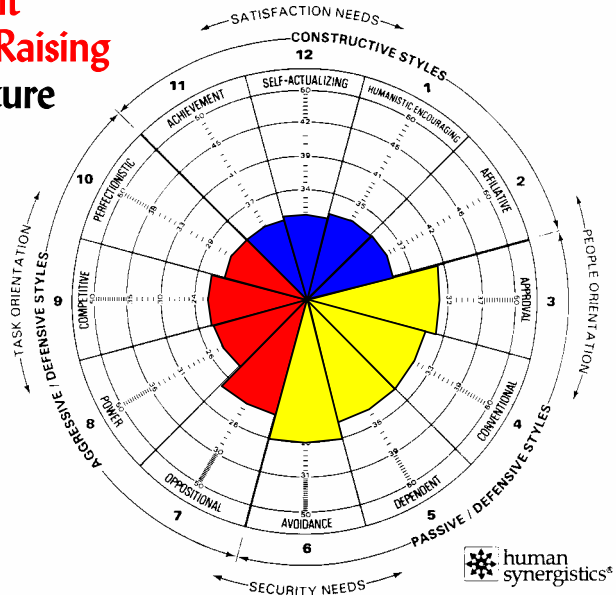
## The Process - Non-Profit

- 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.

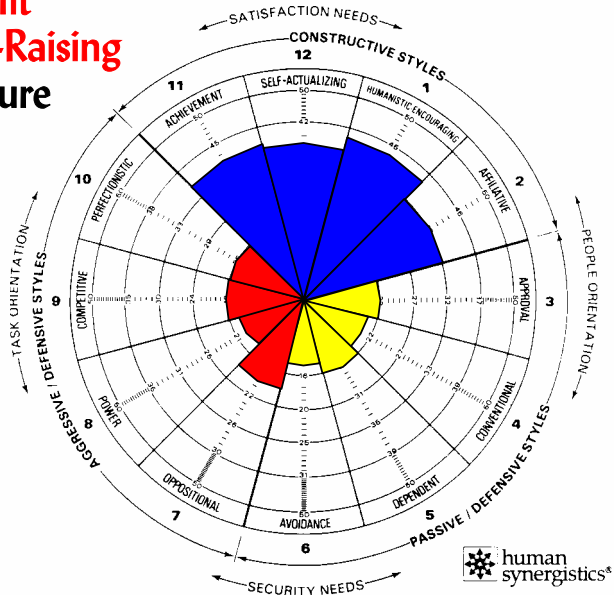
**Non-Profit  
School - Fund-Raising  
Ideal Culture  
1999**



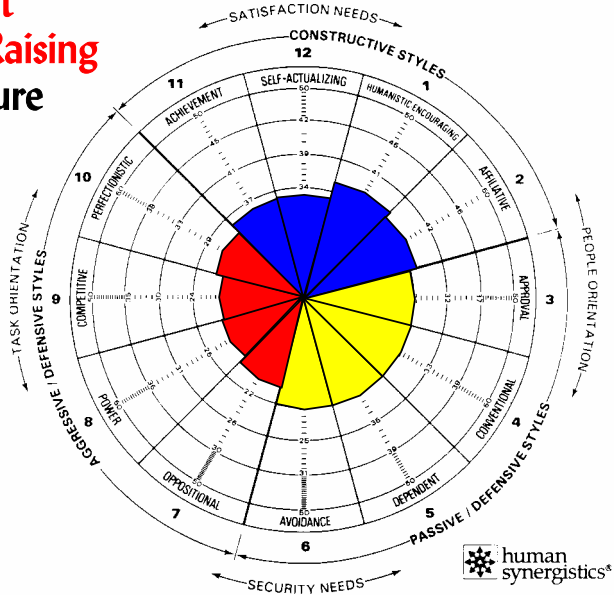
**Non-Profit  
School - Fund-Raising  
Actual Culture  
1999**



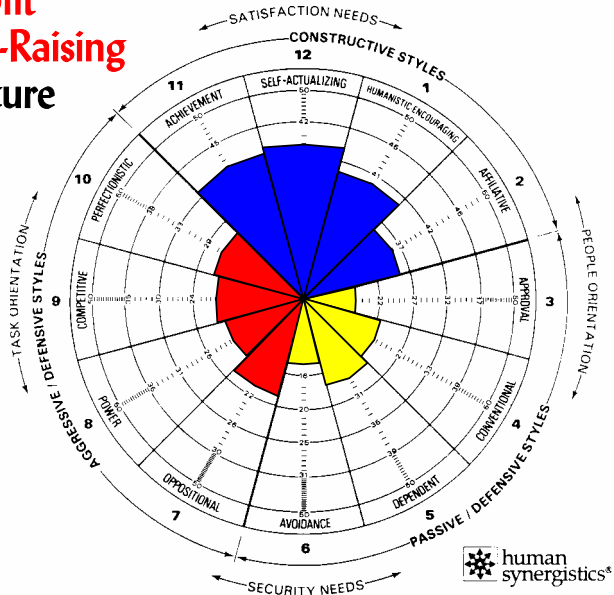
**Non-Profit  
School - Fund-Raising  
Ideal Culture  
2002**



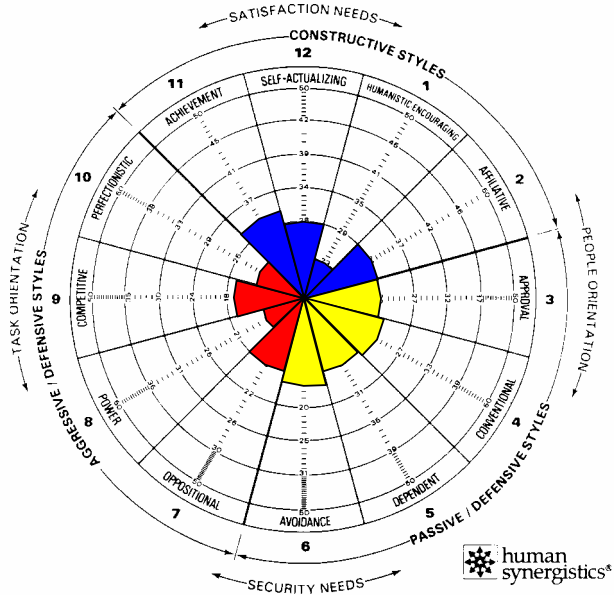
**Non-Profit  
School - Fund-Raising  
Actual Culture  
2002**



**Non-Profit  
School - Fund-Raising  
Ideal Culture  
1999**



**Non-Profit  
LSI-Stylus  
Others**

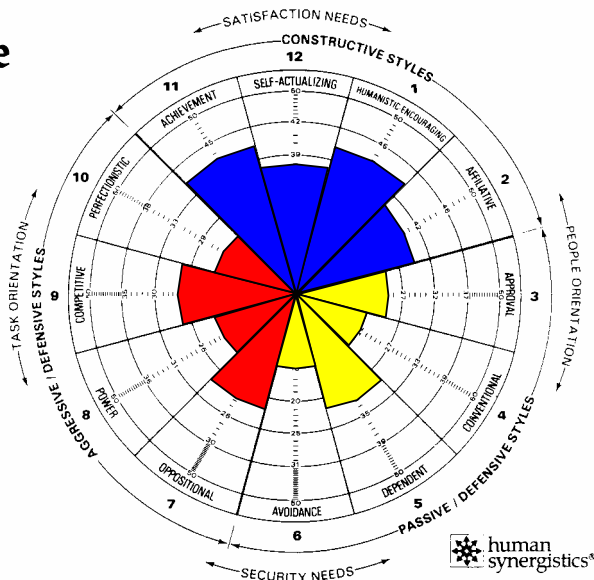


## Non-Profit Results

- 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

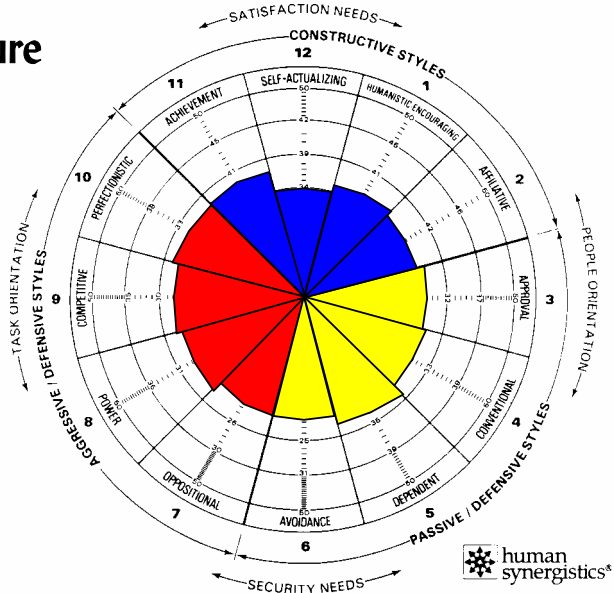
## Theatres Ideal Culture

1998



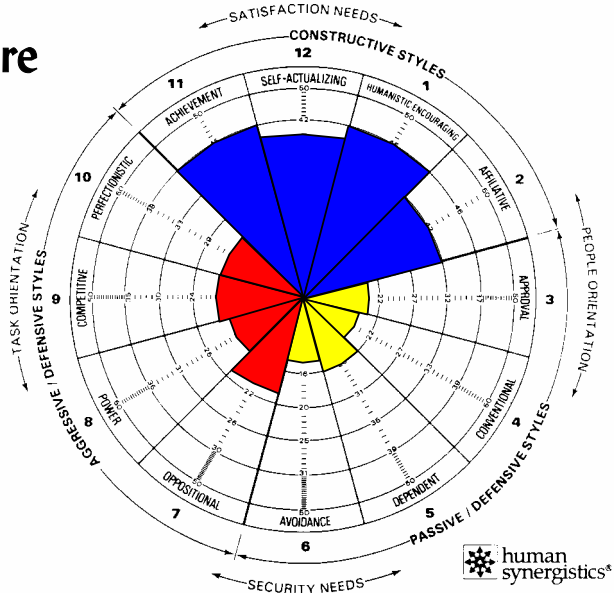
# Theatres Actual Culture

1998



# Theatres Ideal Culture

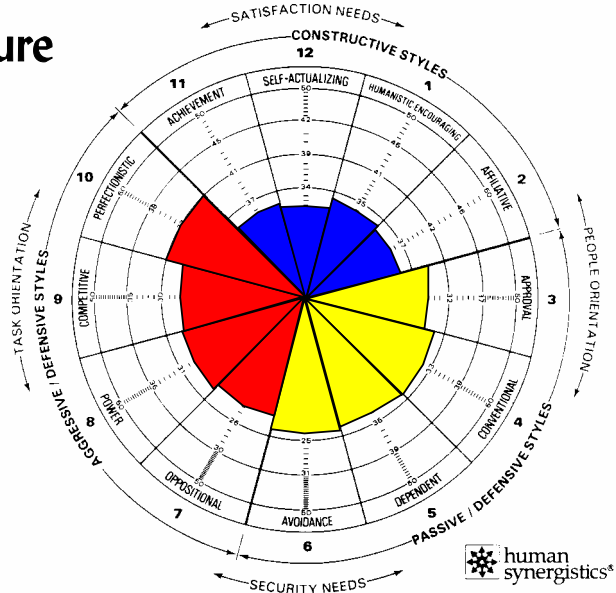
2001



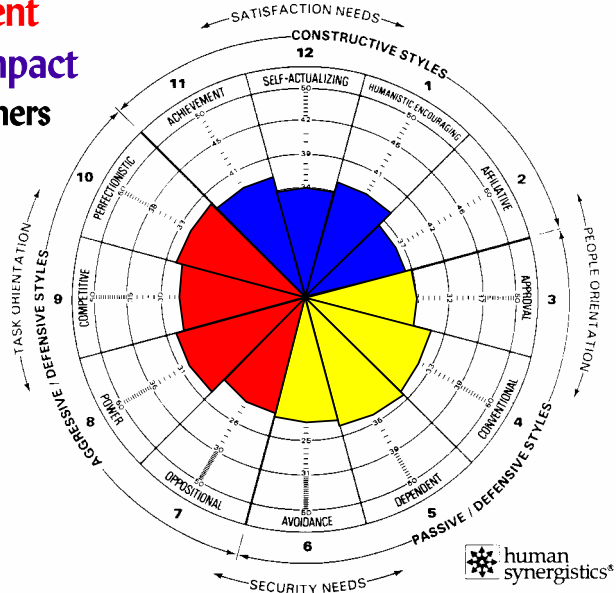


# Theatres Actual Culture

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

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