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## Introduce Cultural Norms

Start by imagining an iceberg – the link between what is visible and what lies beneath i.e., values, beliefs, norms.

“The only thing of real importance that leaders do is to create and manage culture.” Schein 1985

We have known this for a long time... yet...

### Reminder from previous discussions:

- Awareness Focus Creativity Integrity Perseverance Service (AFCIPS) provides a structure/framework for values discussions at Columba 1400 (C1400).
- Runs vertically through all C1400 experiences.
- Weave through AFCIPS discussions re culture – creating/centring/embedding/protecting/evolving.

### Culture

So much said/written about culture but one of the most succinct is Peter Drucker's Culture Eats Strategy for Breakfast.

John Timpson, founder and chair of the current iteration of Timpsons, is even more succinct: Conversations Before Spreadsheets i.e., get the relationships right and the balance sheet will take care of itself.

A business model but, alongside other core principles, there are wider applications:

- three key words: quality, service, people
- 'upside down' management – empowered front line
- stripped back bureaucracy – absolute minimum
- trust and kindness as operating principles

### Great relationships at the heart of great culture

Not a 'quick fix'. Built gradually via:

- multiple conversations/interactions
- active listening
- responsiveness to what is heard
- small acts of thoughtfulness/recognition of high-quality service

From all of that, connection, commitment and trust emerge.

*"Our task is not to put the greatness back into humanity but to elicit it, for the greatness is there already." John Buchan*

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In all of the above the leader has a key role: "What leaders consistently pay attention to powerfully communicates their values." Alan MacLean

But values become embedded and sustained via shared experiences, shared stories, shared purpose, shared values, beliefs and attitudes.

These, then, underpin 'shared norms'.