

CHANGING NATURALLY

“The most strategic use of your energy as an executive team is nurturing a culture that embraces ongoing change willingly.”



Change-Loving Cultures

For the executive team seeking visionary adaptability

Many executive teams are finding it hard to get out of the weeds.

The executive team knows they should spend more time on vision and strategic matters, but it can feel like the whole organisation is relentlessly pulling them back into the day-to-day.

The big risk is that your organisation will eventually become irrelevant if this keeps happening.

You need an upgrade to your organisational operating system. New lines of code for everyone to create an organisational culture that's fit for purpose in a rapidly changing landscape.

Imagine everyone connected to the vision, purpose and values – a culture that allows the organisation to be responsive, team members to be innovative, and everyone making autonomous decisions to serve your customers and each other.

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Dr Josie McLean

Culture is not just a 'soft and fluffy' element of doing business - it is the main game.

How people think and feel, how they interact, how they implement their work, the possibility of innovation, and their satisfaction and engagement at work - everything is influenced by culture.

The most strategic use of your energy as an executive team is nurturing a culture that embraces ongoing change willingly.

Our solution: Change-Loving Cultures

I offer a series of tailored and masterfully facilitated conversations to enhance the executive team's capability to nurture change-loving cultures.

These conversations are designed specifically for each executive team and their circumstances, but topics may include:


- Identifying your executive team's desired and heart-felt purpose.
- Managing the tension between the reactive day-to-day and emergent strategy to bring your purpose into being.
- Understanding what culture is and how to influence it.
- Exploring ways to connect your team members to the vision, purpose and values.
- Identifying what needs to change – for the executive team and others.
- Exploring how you engage others to re-activate their sense of agency to make a difference in the direction of the collective shared sense of purpose?

This is a process of 'team coaching' rather than a series of lectures and we will work with you to design the process that works for your executive team.

Rationale: The upgrade is a different way of seeing the organisation

Most organisations are still unconsciously programmed by assumptions published in 1911 in the *Principles of Scientific Management* by Frederick Taylor. Taylor was an engineer and his thinking was very mechanistic. We now understand that organisations, full of people as they are, do not operate like machines and are more like 'living systems'. Yet, the way many organisations manage, lead and think about change is stuck in the thinking of the early last century. It is time for an upgrade!

Living systems exist as nests of systems, with every element existing in relationships with the other subsystems and the larger system. We need to understand these relationships to influence how a living system like your organisation delivers different outcomes. Because the outcomes, like culture, are emergent.



Exec team focus	Exec team feels	Staff feel	Org impact
Purposeful culture	Riding an energetic wave	Engaged & satisfied	Evolving
Process of engagement	Invigorated	Agency	Learning
Knowing the answers	Stressed	Controlled	Limited
Tradition	Pressure of the past	Irrelevant	Stagnant

Table 1: The value of expanding the executive team's focus of attention

All my work is underpinned by an understanding of living systems (or complexity) and I can help you navigate this too. There is simplicity and less stress on the other side of complexity.

Design and delivery process

Meet with Dr Josie McLean to discuss your challenges and team dynamics. We will then invite all team members to complete our Adaptive Leadership Scorecard. Based on these discussions and feedback, we will co-create a series of conversations. This process typically looks like this:

- Initial meeting
- Diagnostic phase
- Co-create program outline, which may comprise 6 x 2-3 hour facilitated conversations and / or team coaching sessions that work on live challenges.
- Review progress conversation and assessment.

About the facilitators

Dr Josie McLean **Founder and Principal Consultant.**



Josie is an expert in change, and has a broad business background. Roles have included financial analyst and corporate strategic planner in the auto and finance industries. She was a pioneer in Australia's professional coaching industry and now systemic change. The thread in her work has been strategy, people, process, and change.

Josie has also delivered executive coaching, team and group coaching, leadership development programs and cultural change initiatives in state and local government, small to medium-sized enterprises and not-for-profit organisations. Some of Josie's clients have earned national recognition for their cultural transformations. Clients have been from a diverse range of industries, including defence, research, agricultural, aerospace, finance, retail, arts, and universities.

Josie's award winning PhD was entitled *Embedding Sustainability into Organisational DNA: a story of complexity*. She has published several books: *Big Little Shifts: a practitioner's guide to complexity for organisational change and adaptation* (2020), *Ecological and Climate Conscious Coaching: a companion guide to evolving coaching practice* (2023) and *Purposeful Cultures* (in press). These are complemented by peer reviewed papers and book chapters.

Dr Sam Wells **Senior Consultant.**



Sam became South Australia's 1979 Rhodes Scholar and completed his PhD at Oxford University. He spent 18 years in corporate human resource management that has included overseeing major restructures, and leading enterprise bargaining. Before leaving the University of Adelaide in 2021, Sam was the Academic Director of the MBA program and Senior Lecturer in Organisational Behaviour and Systems Thinking for Managers.

Sam has been a senior consultant with The Partnership since 2009 and supports Josie in program design and facilitation. He is a deep and critical thinker with a capability of drilling down to essence of an issue.

Contact Details

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