

# Culture is King

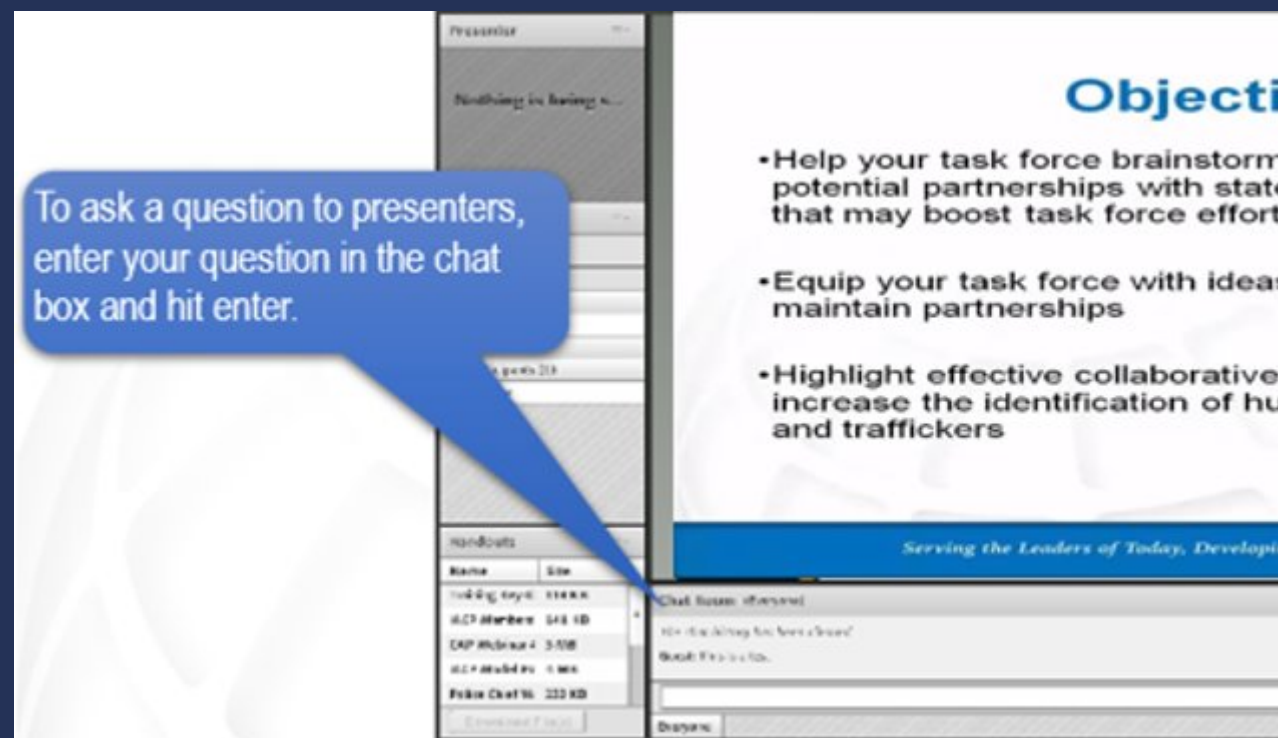
Diagnosing and Addressing Organizational Culture  
for Change and Implementation

The IDEATE Framework

**Glenn A. Tapia**

Director of Leadership & Organizational Intelligence

# Webinar Tips



The screenshot shows a webinar interface. On the left, a 'Presenter' window displays 'Nothing is being s...'. Below it is a 'Handouts' table with columns 'Name' and 'Site'. The table lists several items, including 'ACJ Member' and 'Police Chief'. A blue callout box points to the chat box area, containing the text: 'To ask a question to presenters, enter your question in the chat box and hit enter.' The main content area shows a presentation slide titled 'Objective' with three bullet points: 'Help your task force brainstorm potential partnerships with state that may boost task force efforts', 'Equip your task force with ideas maintain partnerships', and 'Highlight effective collaborative increase the identification of human and traffickers'. The slide footer reads 'Serving the Leaders of Today, Developing...'. At the bottom, a chat box is visible with a 'Dropins' button.

To ask a question to presenters, enter your question in the chat box and hit enter.

**Objective**

- Help your task force brainstorm potential partnerships with state that may boost task force efforts
- Equip your task force with ideas maintain partnerships
- Highlight effective collaborative increase the identification of human and traffickers

*Serving the Leaders of Today, Developing...*

Name	Site
ACJ Member	548 ID
CAP Member	5-518
ACJ Member	1-186
Police Chief	222 AD

Chat Room: [Name]

How are things for you today?

Dropins

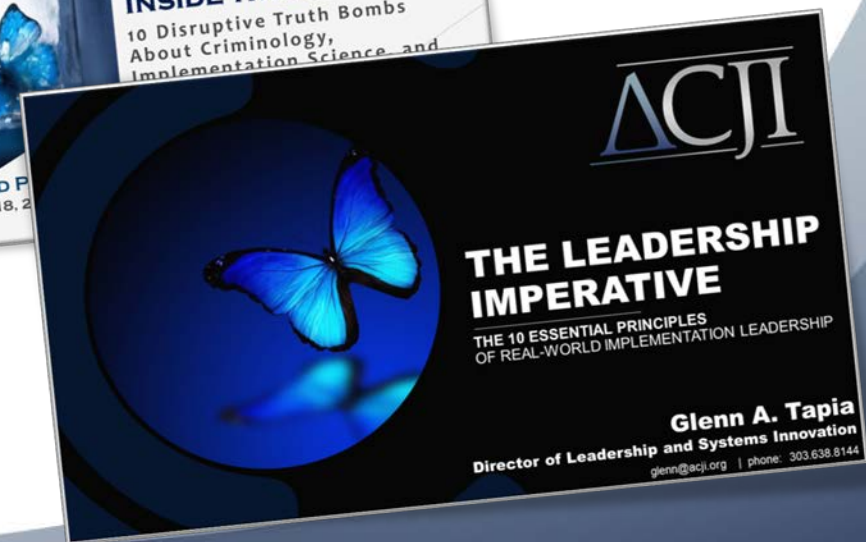
# Webinar Tips (continued)

- For technical support, send a chat message to “Tech Support.”
- For the best quality, close other browser windows and tabs during the webinar.
- If you click on the icon of the speaker at the top of the screen, you can adjust your speaker volume.
- This webinar is being recorded. A link will be emailed to you following weeks.
- At the end of the webinar, there will be an opportunity to evaluate the presentation by answering the poll questions.

# POLL QUESTION 1

Did you get to see the other video presentations called *You Can't Read the Label from Inside the Jar* and also *The Leadership Imperative: 10 Essential Principles of Implementation Leadership*

- Not yet
- I saw one but not the other
- I saw some of both but not all
- Yes, I watched both completely





Organizations and  
Systems are Perfectly  
Designed to Achieve  
the Outcomes they  
Get



# THE JAR AND THE BUTTERFLY

*You Can't Read the Label From Inside the Jar*




# What Does Harvard Know?



70%  
Of  
“Top  
Down”  
Change  
Initiatives  
Fail  
(Theory E)



70%  
of  
“Bottom  
Up” Change  
Initiatives  
Fail  
(Theory O)



70%  
of “Critical Mass” Change  
Initiatives Fail

# Criminal Justice System Gaps Leading to Ineffective Outcomes



- **Science to Service Gap**

- What is known to be effective through research is not adopted by the organization

- **Implementation Gap**

- **QUALITY:** What is adopted by the organization is not used with fidelity (as it was designed to be used) to produce outcomes
- **TIME:** What is used with fidelity is not sustained for a useful period of time
- **DENSITY:** What is used with fidelity is not used on a scale sufficient to make an impact

- **Leadership and Culture Gap**

- Traditional leadership strategies are insufficient to apply implementation science to real-world settings
- Organizational and system cultural traits are not hospitable to sustained innovation



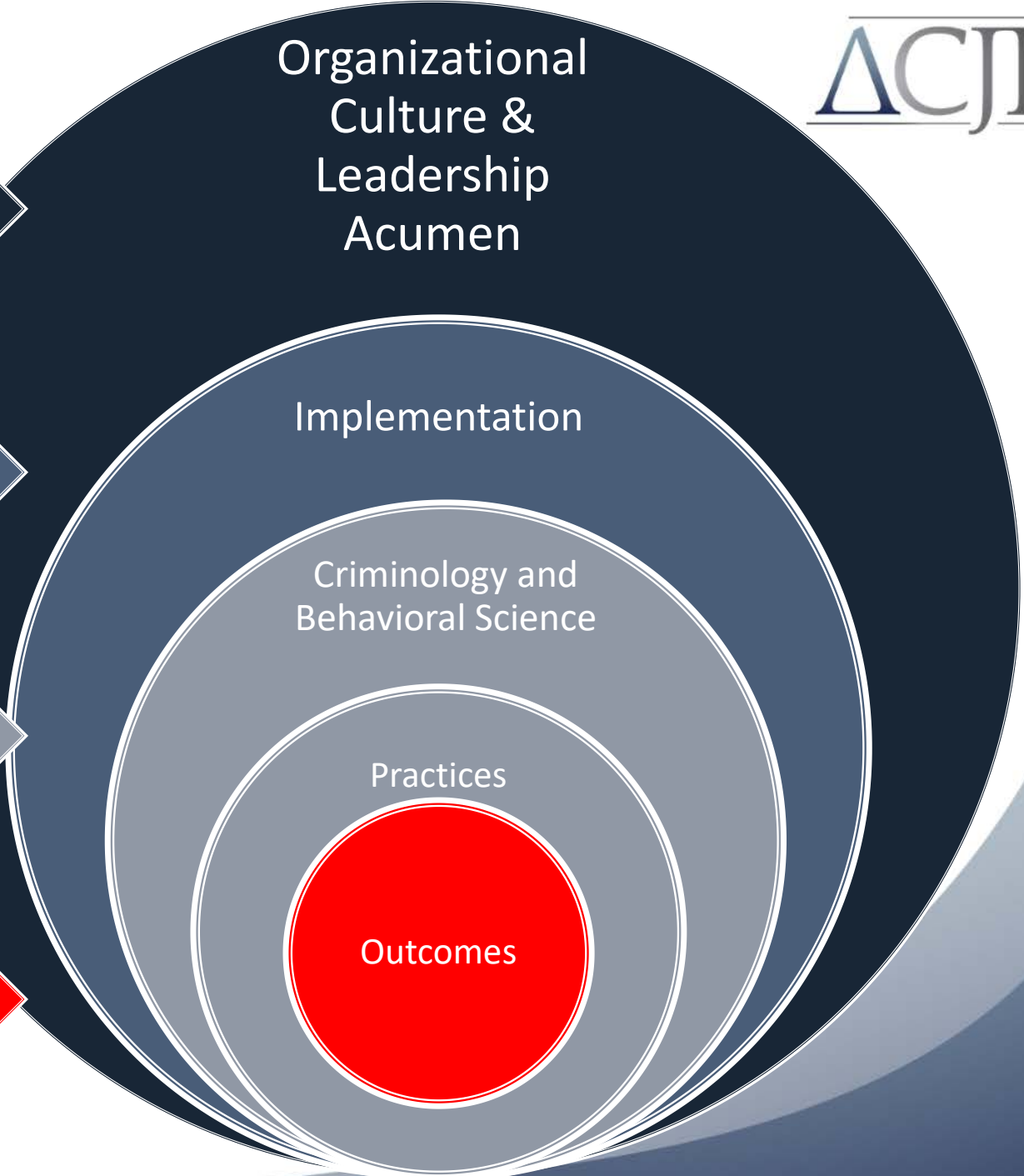
Matching the science to the job

Organizational Science

Implementation Science

Criminology and Behavioral Science

Results of Our Efforts



Organizational Culture & Leadership Acumen

Implementation

Criminology and Behavioral Science

Practices

Outcomes

# 10 Essential Principles of Implementation Leadership



## IMPLEMENTATION LEADERSHIP<sup>TM</sup>

THE TEN ESSENTIAL PRINCIPLES FOR ORGANIZATIONAL INTELLIGENCE

# The 10 Essential Principles



**01** TRUST  
THE  
VISION



**02** MURPHY  
HATES  
US



**03** BE  
COMFORTABLE  
BEING  
UNCOMFORTABLE



**04** ADAPT  
OR  
DIE



**05** FAIL  
FORWARD  
FAIL  
OFTEN



**06** CULTURE  
IS  
KING



**07** LEAD THE  
HEARTS  
LEAD THE  
MINDS



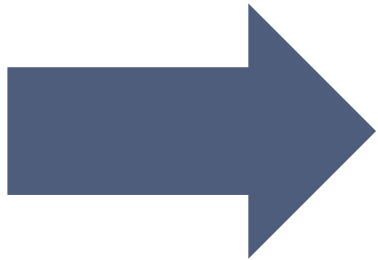
**08** BE  
INTENTIONALLY  
INFINITE



**09** TAKE  
THE  
LEAP



**10** SAVOR  
THE  
JOURNEY





**CULTURE IS  
KING**



If you neglect to diagnose and fully understand your organizational culture, you will become its victim.

All implementation and all strategy are downstream from culture.

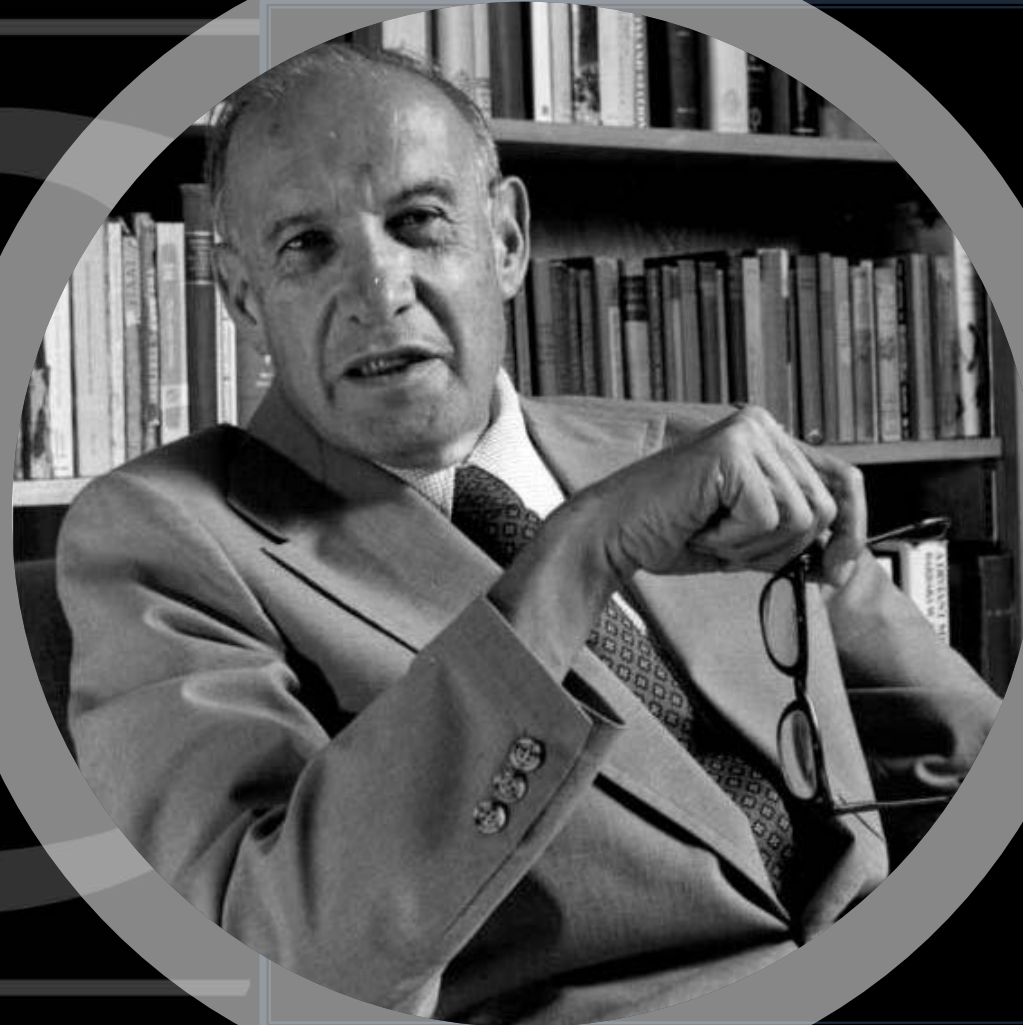
Culture is King





# PETER DRUCKER

*Culture eats strategy for breakfast*



# WARD GOODENOUGH

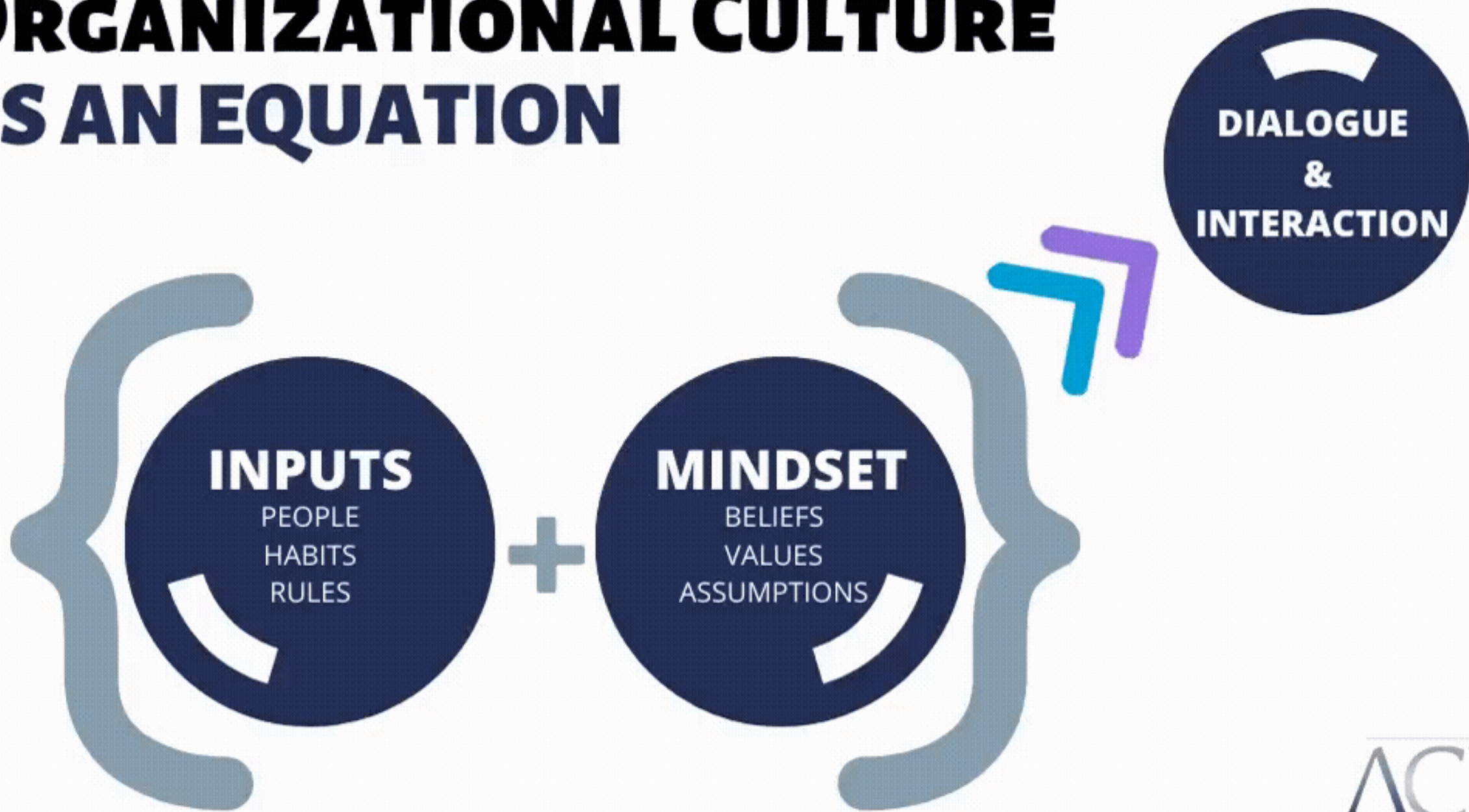
CULTURAL ANTHROPOLOGIST, 1957

*“...culture consists of whatever it is one has to know or believe in order to operate in a manner acceptable to its members....”*

*Culture Is not a material phenomenon; it does not consist of things, people, behavior, or emotions. **It is rather an organization of these things.** It is the forms of things that people have in mind, their models for perceiving, relating, and otherwise interpreting them”*



# ORGANIZATIONAL CULTURE AS AN EQUATION





# YET ANOTHER OLD GUY ON CRIMINAL JUSTICE CULTURE

The underlying eco-system of beliefs, thoughts, attitudes, perceptions, behaviors, traditions, and habits of the collective sum of people in an organization.

It is omnipresent, but is impalpable and invisible and thus, often neglected in organizational change efforts.

In the public sector, and especially in criminal justice, it is more powerful than any budget, any leader, any policy, any strategy, any set of politics, and any law.

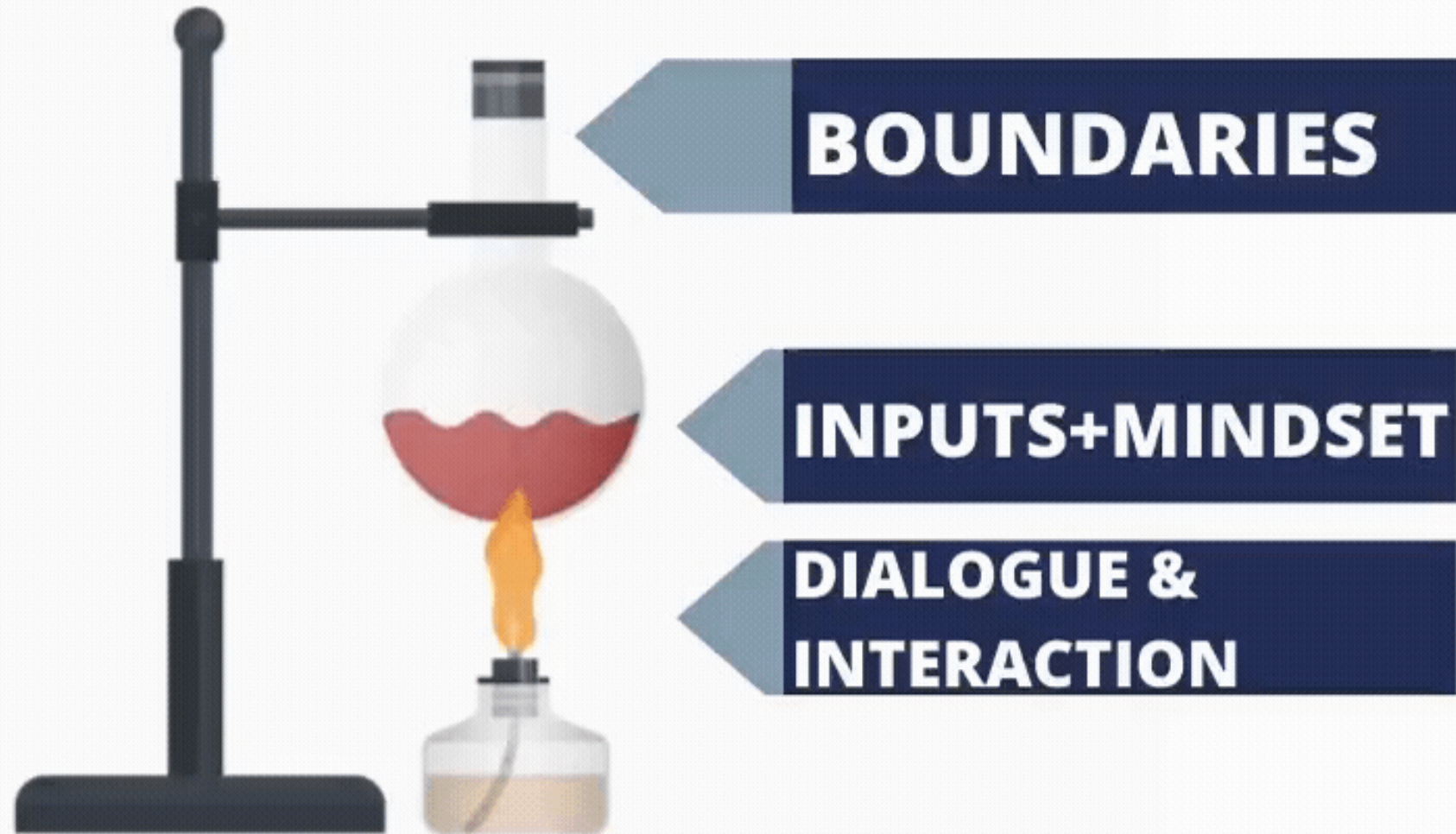
That includes criminology...

That includes implementation science...



*North A. Taylor*  
ORGANIZATIONAL INTELLIGENCE LEADERSHIP

# ORGANIZATIONAL CULTURE CHANGE AS CHEMISTRY





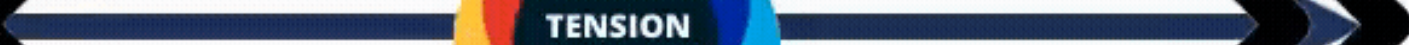
# Organizational Culture & the Competing Values Framework

Flexibility and Discretion

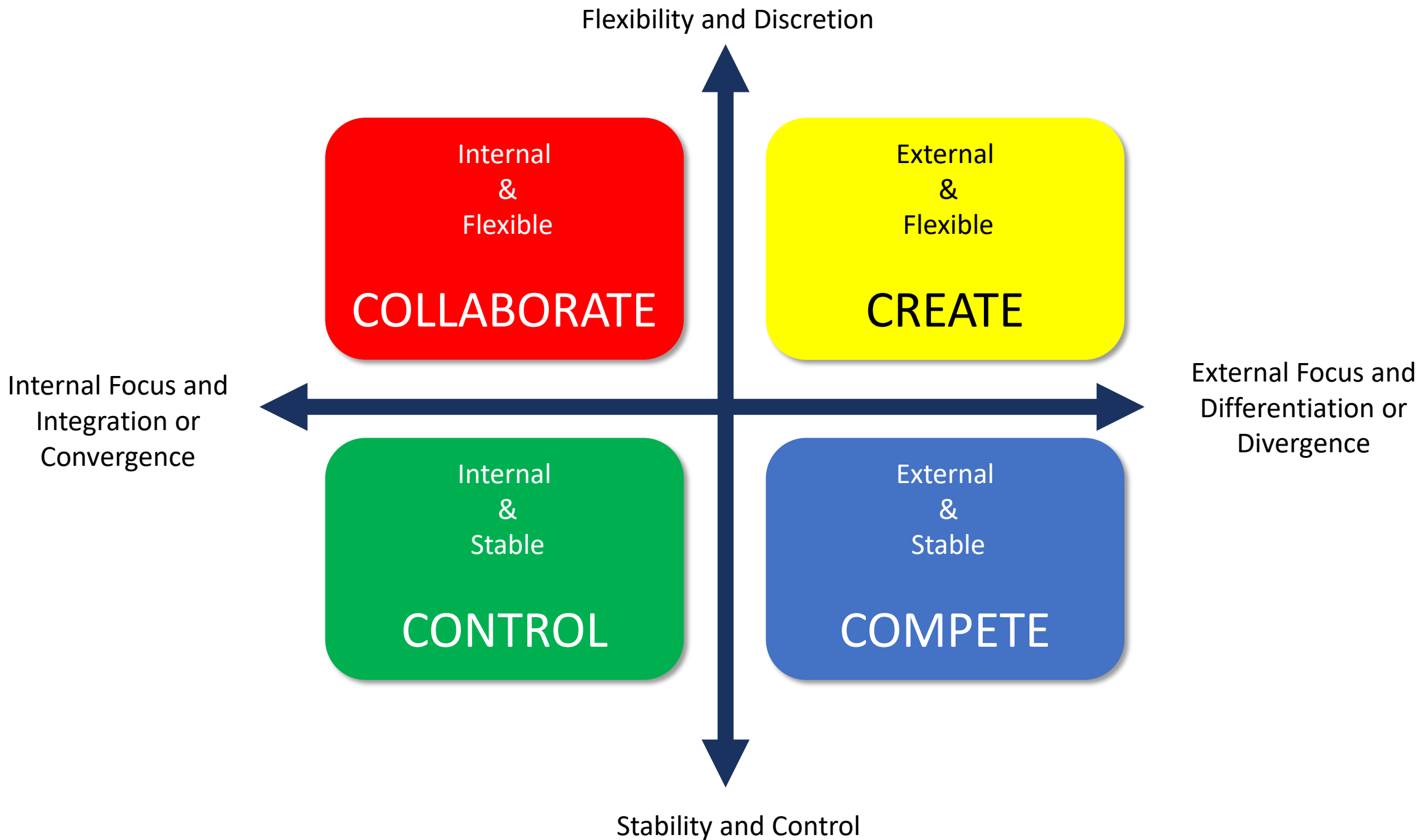


Stability and Control

Internal Focus and  
Integration or  
Convergence



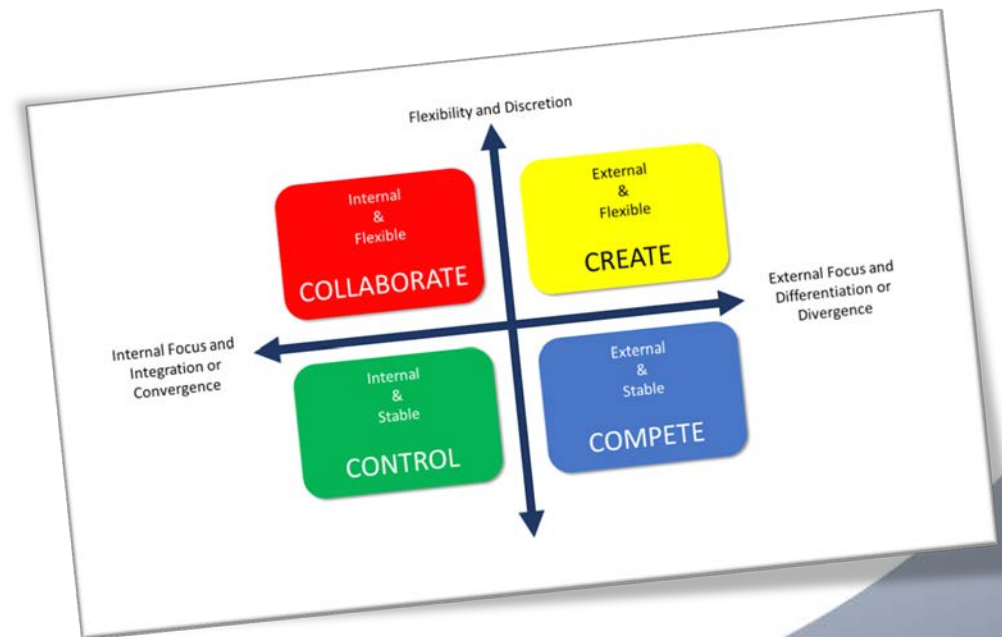
External Focus and  
Differentiation or  
Divergence



# POLL QUESTION 2

Which typology is **MOST** dominant in your organizational culture?

- **Collaborate Culture**
- **Create Culture**
- **Control Culture**
- **Compete Culture**

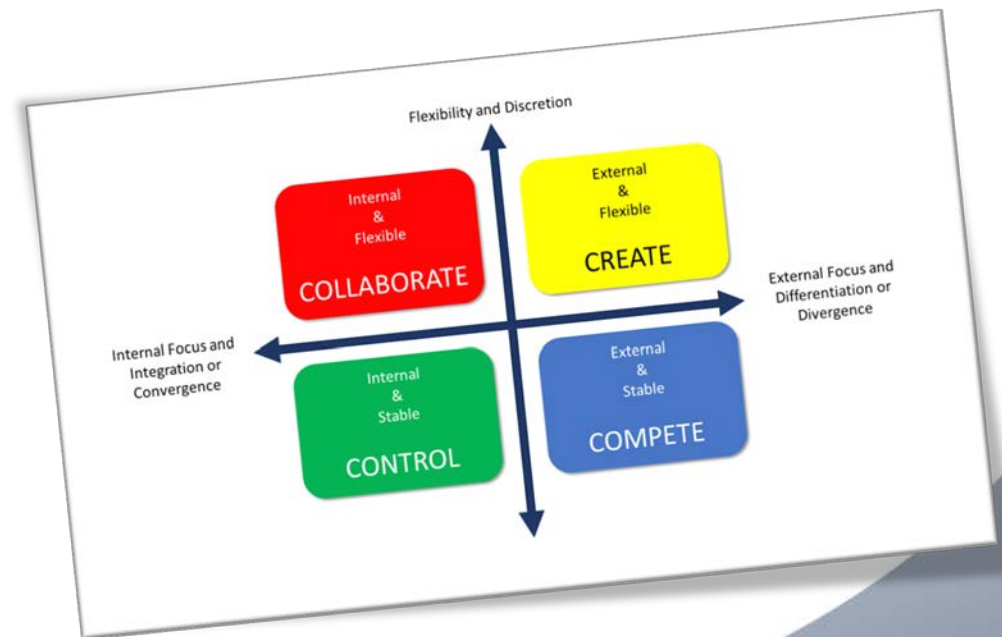


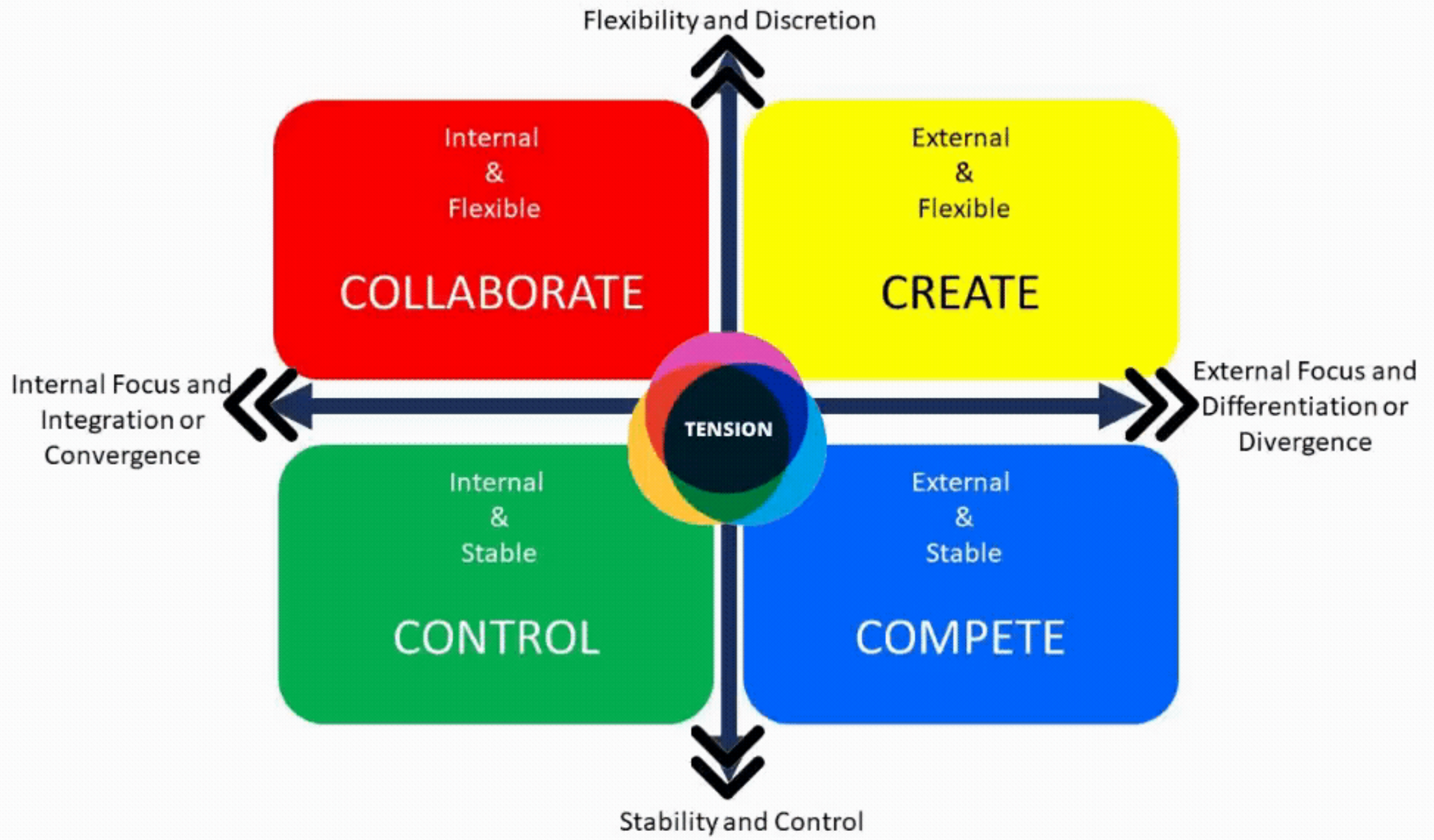


# POLL QUESTION 3

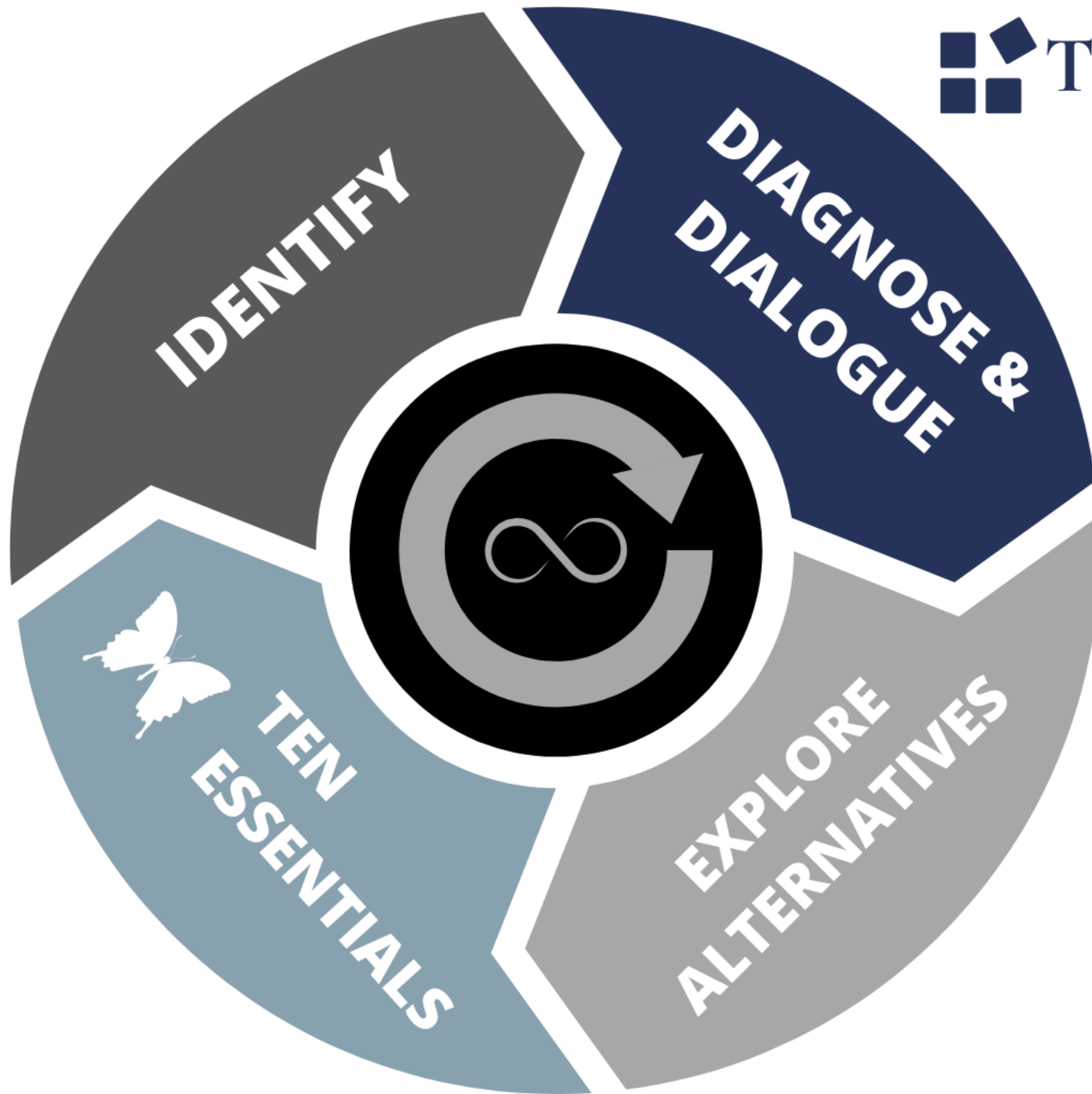
Which typology is **LEAST** dominant in your organizational culture?

- **Collaborate Culture**
- **Create Culture**
- **Control Culture**
- **Compete Culture**





 THE IDEATE<sup>(TM)</sup> FRAMEWORK



**Infinite cycle** of culture and change acumen

Work **ON** the organization not just in it

# THE IDEATE<sup>TM</sup> FRAMEWORK

## IDENTIFY THE CULTURE

using the Organizational Culture Assessment Instrument (OCAI)

## DIAGNOSE & DIALOGUE DEEPLY

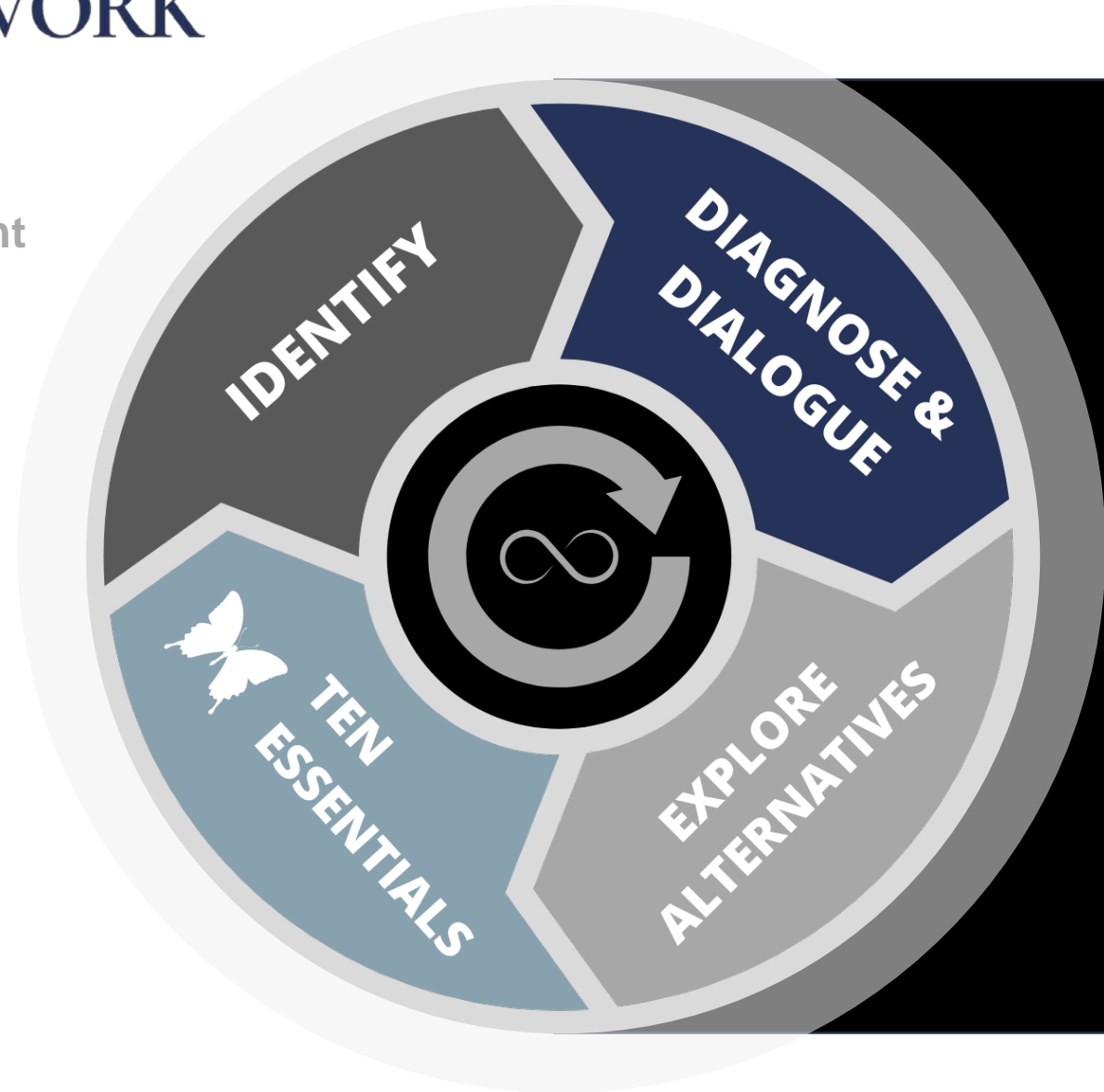
deep and pervasive dialogue to validate and plan around OCAI results

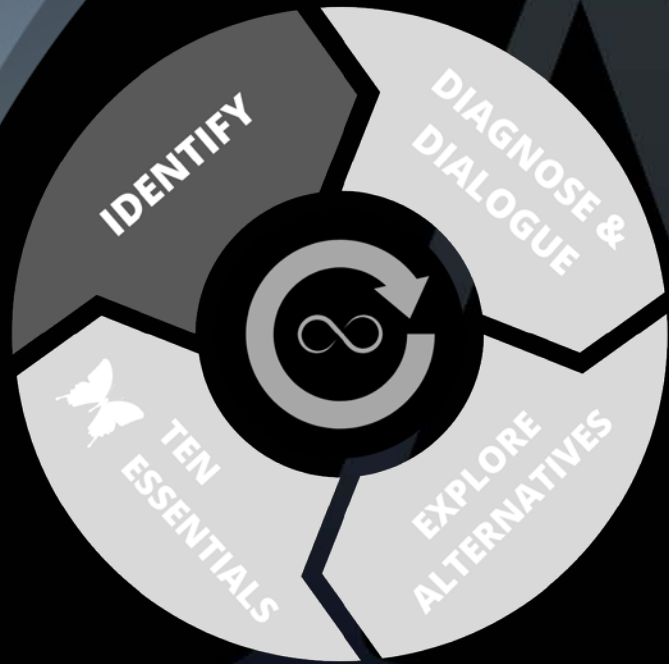
## EXPLORE ALTERNATIVES

to current culture using the Embrace/Avoid Tools and Emergenetics ©

## TEN ESSENTIALS

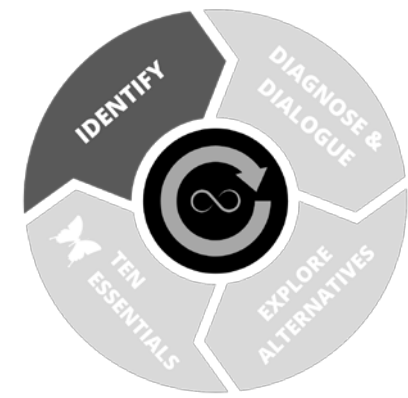
Principles of Implementation Leadership





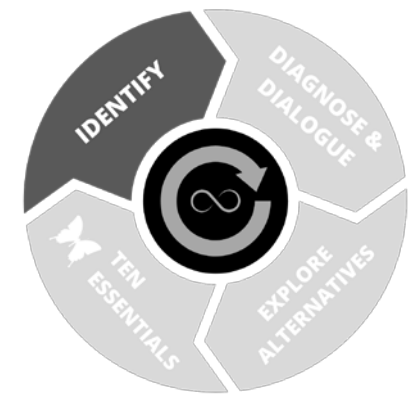
# Organizational Culture Assessment Instrument (OCAI)





# ORGANIZATIONAL CULTURE ASSESSMENT INSTRUMENT (OCAI)

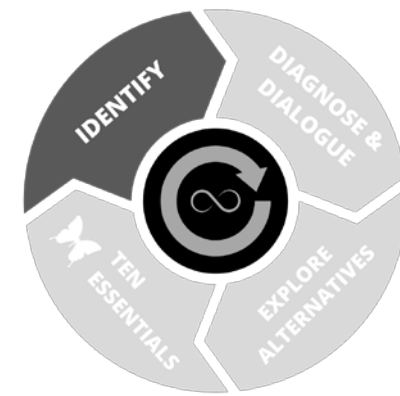
- Developed by Kim Cameron and Robert Quinn at the University of Michigan, is a validated research method to assess organizational culture.
- Based directly on the Competing Values Framework by (Quinn & Rohrbaugh, 1981).
- Measures current and desired culture
- Easy to use, score, interpret with consultant or expert
- Widely used internationally



# 6 DOMAINS OF THE OCAI

## ORGANIZATIONAL DOMAINS

1. Dominant Characteristics
2. Organizational Leadership
3. Management of Employees
4. Organization Glue
5. Strategic Emphases
6. Criteria of Success



# BASIC SCORING METHOD

## 1. Dominant Characteristics

(divide 100 points among these four statements according to how you view your organization. Write numbers in the boxes.)

A. The organization is a very personal place. It is like one big family. People seem to share a lot of themselves.	25
B. The organization is a very dynamic and innovative place. People are willing to stick their necks out and take risks.	15
C. The organization is very results-oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	30
D. The organization is a very controlled and structured place. Formal rules and procedures generally govern what people do.	30

# THE IDEATE<sup>TM</sup> FRAMEWORK

## IDENTIFY THE CULTURE

using the Organizational Culture Assessment Instrument (OCAI)

## DIAGNOSE & DIALOGUE DEEPLY

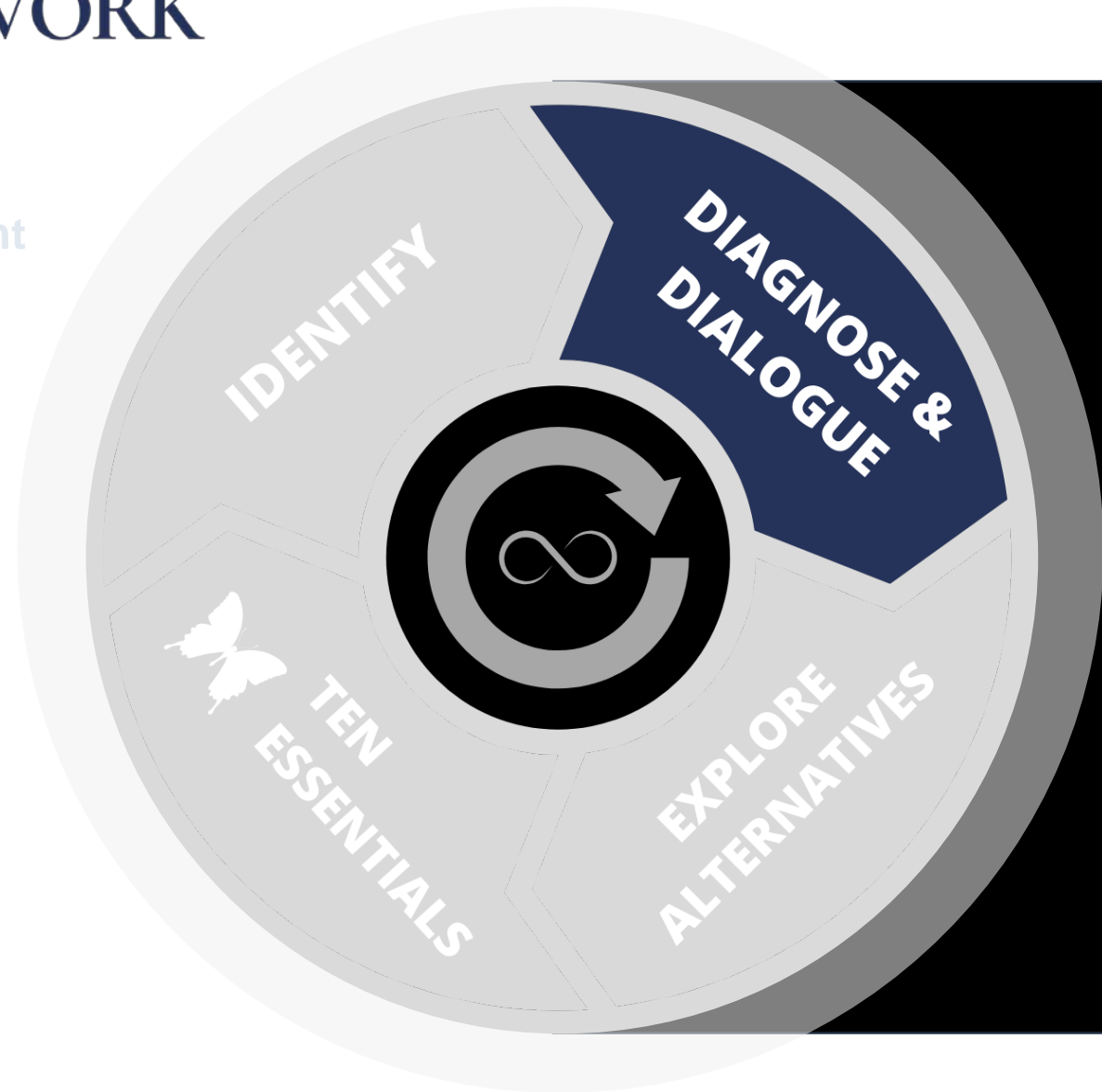
deep and pervasive dialogue to validate and plan around OCAI results

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to current culture using the Embrace/Avoid Tools and Emergenetics ©

## TEN ESSENTIALS

Principles of Implementation Leadership





# ORGANIZATIONAL CULTURE

## PREMISE #1

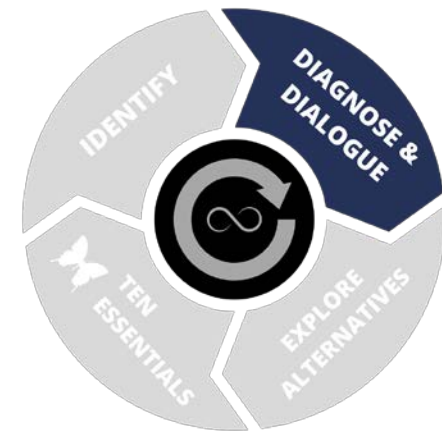
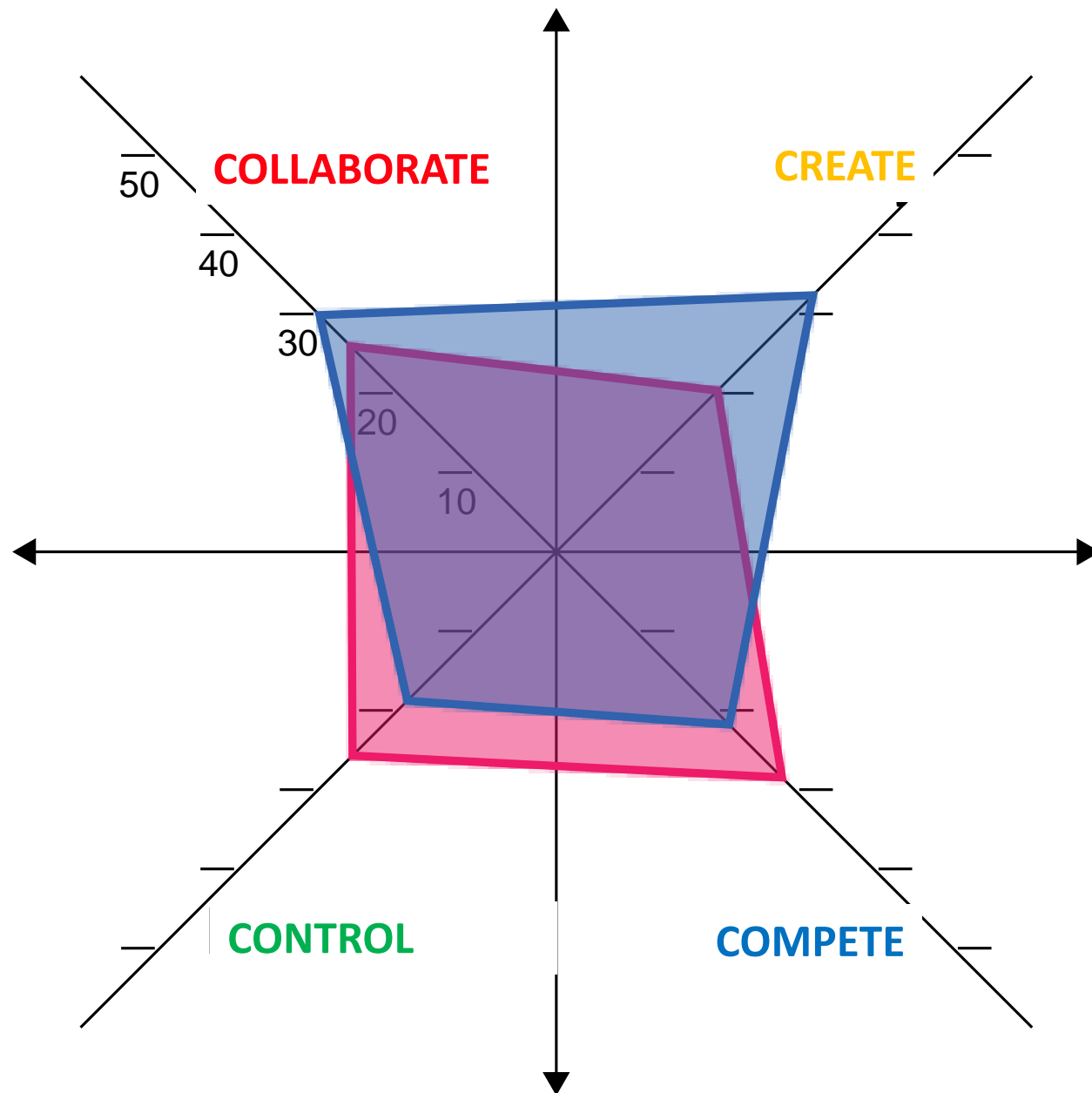
There is very rarely a single culture that describes an organization.

There is no “right” culture – but there is one that fits your business and purpose.

All types within the OCAI have value **and great organizations can be agile within the full spectra of culture.**

**Agility is the key to culture change**







# THE CREATE PROFILE

## [EXTERNALLY FOCUSED & FLEXIBLE]

- Ad Hoc – specialized, dynamic & maybe temporary
- Innovative and transformation-minded
- Idea-minded and creative (e.g. adaptive leadership)
- Focus on the future
- Held together by vision
- Love to experiment (members are idea generators)
- Welcome diversity of thought
- Focus on agility (versus speed) with high readiness for change (e.g. pitching a tent vs building a palace)
- Invite risks and dynamic approaches
- Search for variation and departure from the norm (outside the box is a good thing)
- The leaders are the inspiration, idea-people and champions for change

“The best way to kill an idea is to develop a policy and procedure”



# THE CONTROL PROFILE

## [INTERNALLY FOCUSED & STABLE]

Held together by capable process and logistics such as documentation and procedures (e.g. technical leadership)

Controlled and structured where members conform

Centralized decision-making

Metrics and measurement-minded, especially quality (fidelity)

Risks shouldn't be taken in order to minimize loss (failure is not an option)

Welcome predictability & rigorously tested methods

High value on efficiency, consistency and uniformity

Have to get it right (errors are not tolerated)

Innovation is achieved only incrementally

Eliminate variation in order to protect the norm (work to stay inside the box)

The leader is the coordinator, organizer, and monitor

**“There is a right way and a wrong way”**





# THE COMPETE PROFILE

## [EXTERNALLY FOCUSED & STABLE]

Athletic approach to work (e.g. defeat others, be winners) – HUSTLE!

Focus on speed and short-term wins

External environment (market) is hostile and not benign

Quick to get to solutions

Stretch targets

Focus on market share and market penetration

High value on productivity where members are the producers

Customer focused and meeting stakeholder expectations

Prioritize achievement and the bottom line

Leadership are hard drivers, hard workers, directors and model the aggressive mindset

“Its better to aim high and miss the mark than to aim low and hit it”



# THE COLLABORATE PROFILE

## [INTERNALLY FOCUSED & FLEXIBLE]

Community-minded (individuals are part of a collective) - egalitarian

A sense of “we” – and customers are partners

Organization is less an economic entity and more so an extended family – people share a lot themselves

Held together by human development, human relations, and personal growth

Cohesive and morale-driven with a focus on employee engagement/satisfaction

Held together by shared human values to include loyalty, trust, commitment, tradition, & participation

Slower moving due to a need to get consensus

High values of communication and cooperation

The leader is the connector, mentor, team builder and inclusive collaborator

Management empowers people to make decisions

**“Handshakes are more powerful than contracts”**





# DEEP AND PERVASIVE DIALOGUE

## PRO TIPS

- Use implementation team or change circles
- Design your team/circle with cognitively diverse people
- Dialogue is a process, discussion is an event.
- Use an ongoing process not a single event.
- Turning the abstract into the concrete with deep and pervasive dialogue
- Validate OCAI results by connecting the profile to specific practices and habits of the organization

# THE IDEATE™ FRAMEWORK

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using the Organizational Culture Assessment Instrument (OCAI)

## DIAGNOSE & DIALOGUE DEEPLY

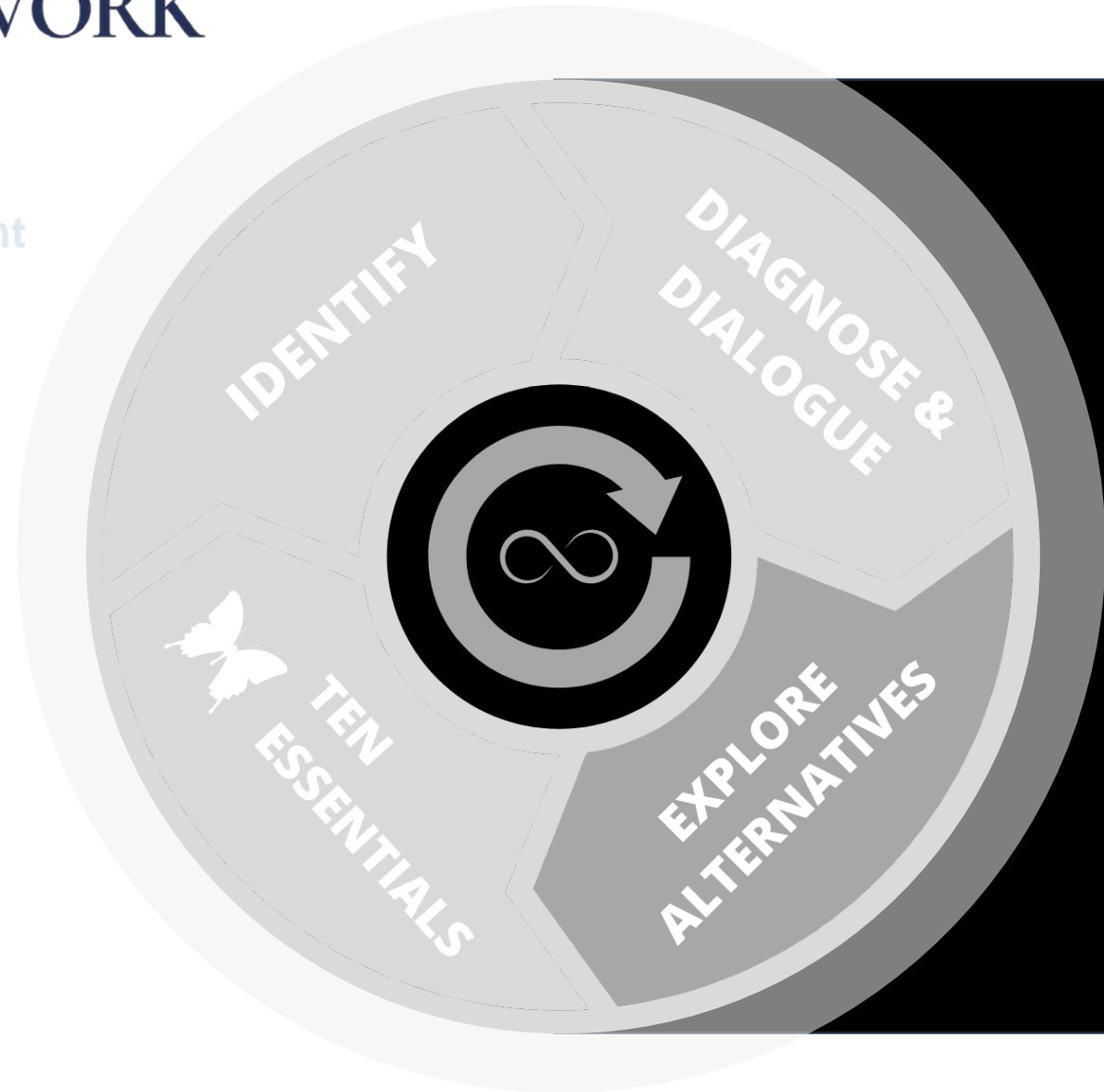
deep and pervasive dialogue to validate and plan around OCAI results

## EXPLORE ALTERNATIVES

to current culture using the Embrace/Avoid Tools and Emergenetics ©

## TEN ESSENTIALS

Principles of Implementation Leadership







## 4-PART SUITE OF TOOLS

- Part I – The OCAI (Organizational Culture Assessment Instrument)
- Part II - Tension Mapping (Dialogue Tool)
- Part III – Embrace and Avoid (Dialogue and Planning Tools)
- Part IV – Emergenetics © Personal Neuro-Leadership Assessment

# CHANGING ORGANIZATIONAL CULTURE

## PREMISE #2

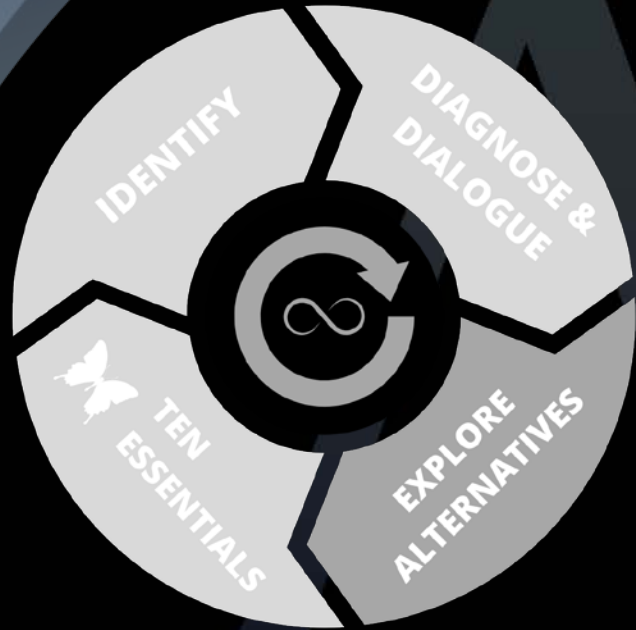


There is no panacea or evidence-based model for culture change

Culture is not a technical phenomenon; therefore change cannot be approached technocratically – **There is no checklist to changing culture**

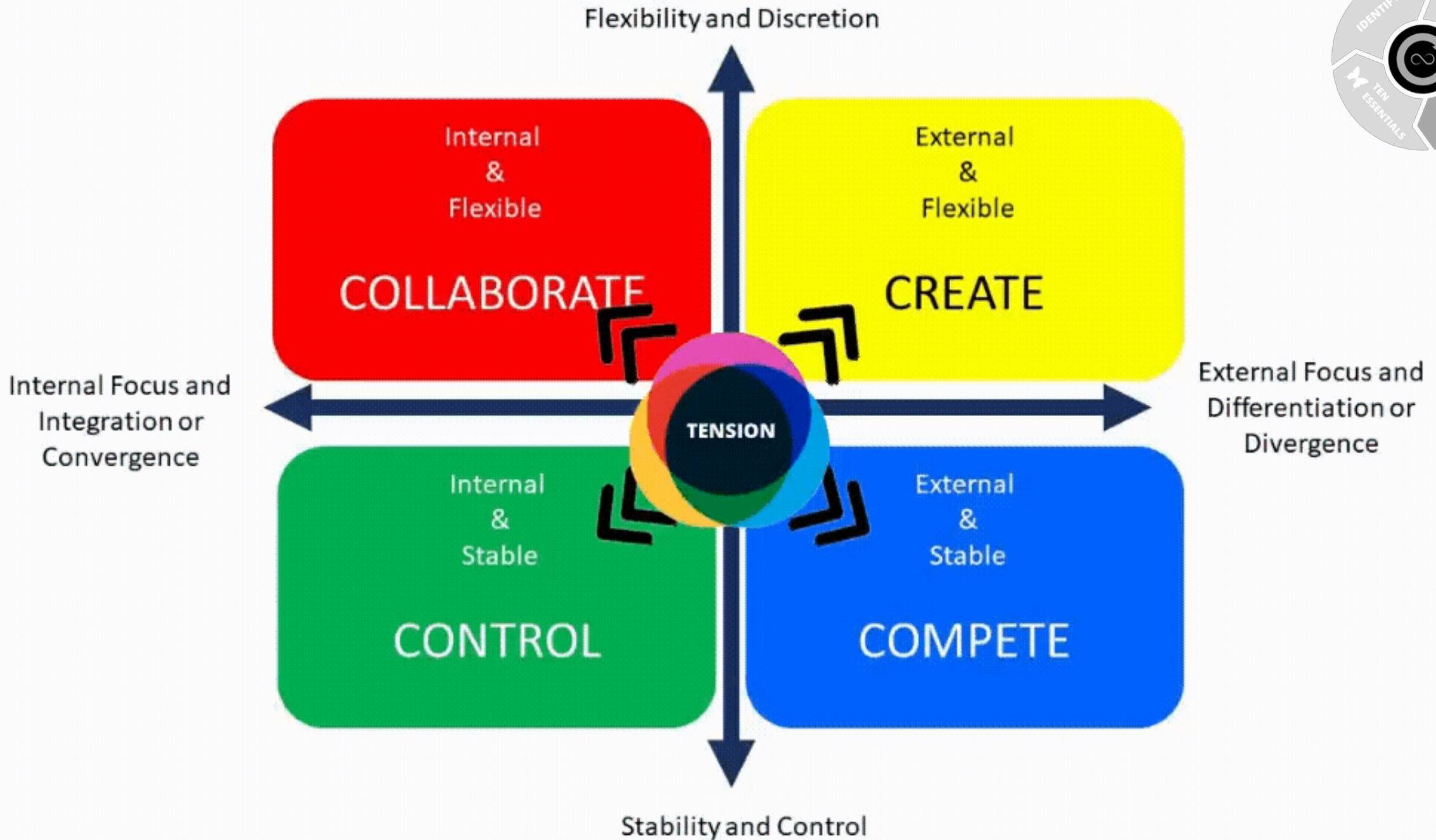
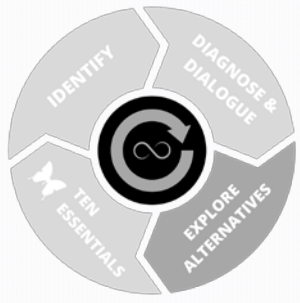
“If you are not confused about culture change, you are likely not paying attention”





# TENSION MAPPING

The **E**mbrace/**A**void Tools





# COLLABORATE (CLAN)



- Community-minded (individuals are part of a collective) - egalitarian
- A sense of “we” – and customers are partners
- Organization is less an economic entity and more so an extended family – people share a lot themselves
- Held together by human development, human relations, and personal growth
- Cohesive and morale-driven with a focus on employee engagement/satisfaction
- Held together by shared human values to include loyalty, trust, commitment, tradition, & participation
- Slower moving due to a need to get consensus
- High values of communication and cooperation
- The leader is the connector, mentor, team builder and inclusive collaborator
- Management empowers people to make decisions
- “Handshakes are more powerful than contracts”
- Athletic approach to work (e.g. defeat others, be winners) – HUSTLE!
- Focus on speed and short-term wins
- External environment (market) is hostile and not benign
- Quick to get to solutions
- Stretch targets
- Focus on market share and market penetration
- High value on productivity where members are the producers
- Customer focused and meeting stakeholder expectations
- Prioritize achievement and the bottom line
- Leadership are hard drivers, hard workers, directors and model the aggressive mindset
- “Its better to aim high and miss the mark than to aim low and hit it”



# COMPETE (MARKET)





# CONTROL (HEIRARCHY)

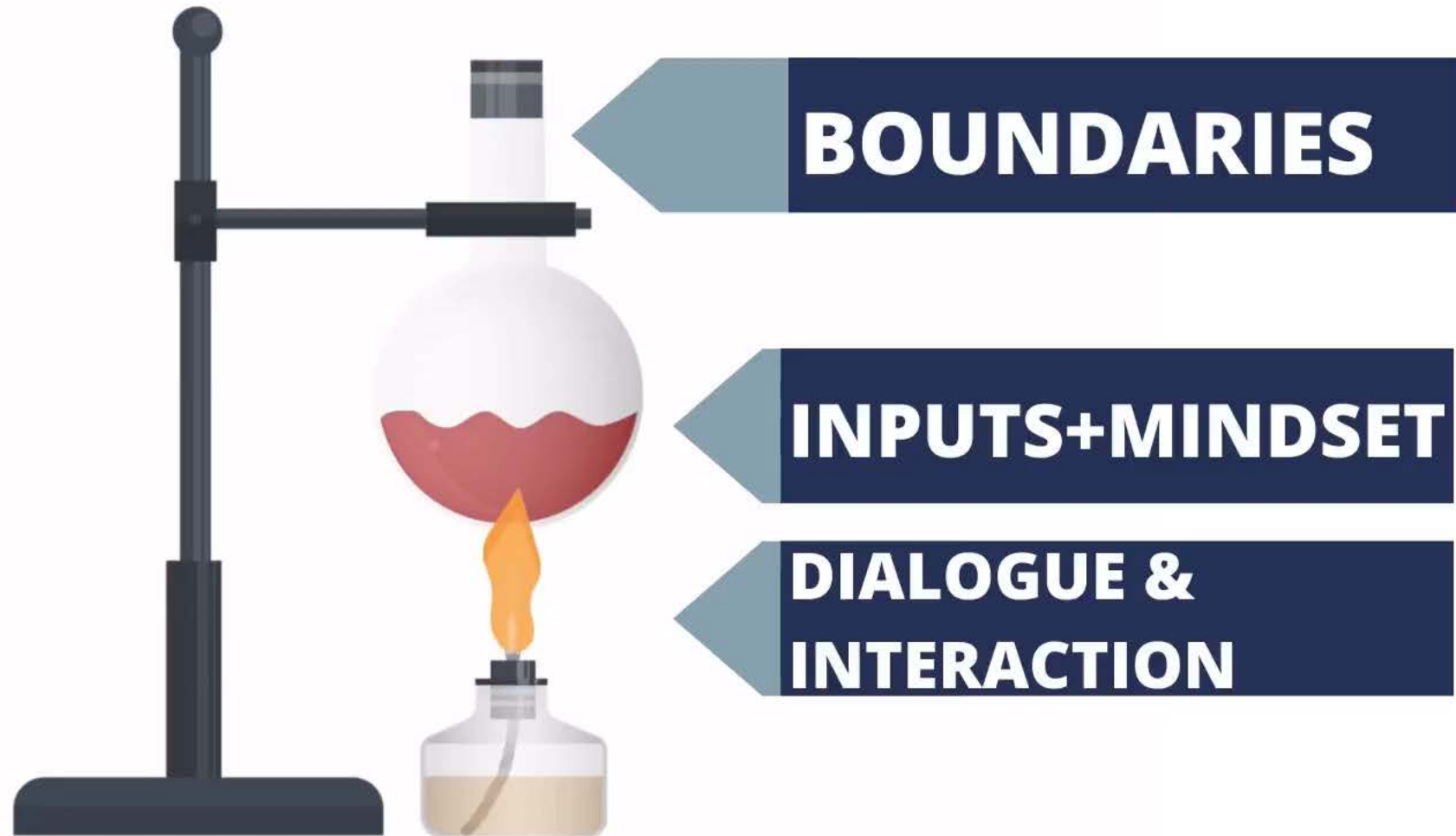


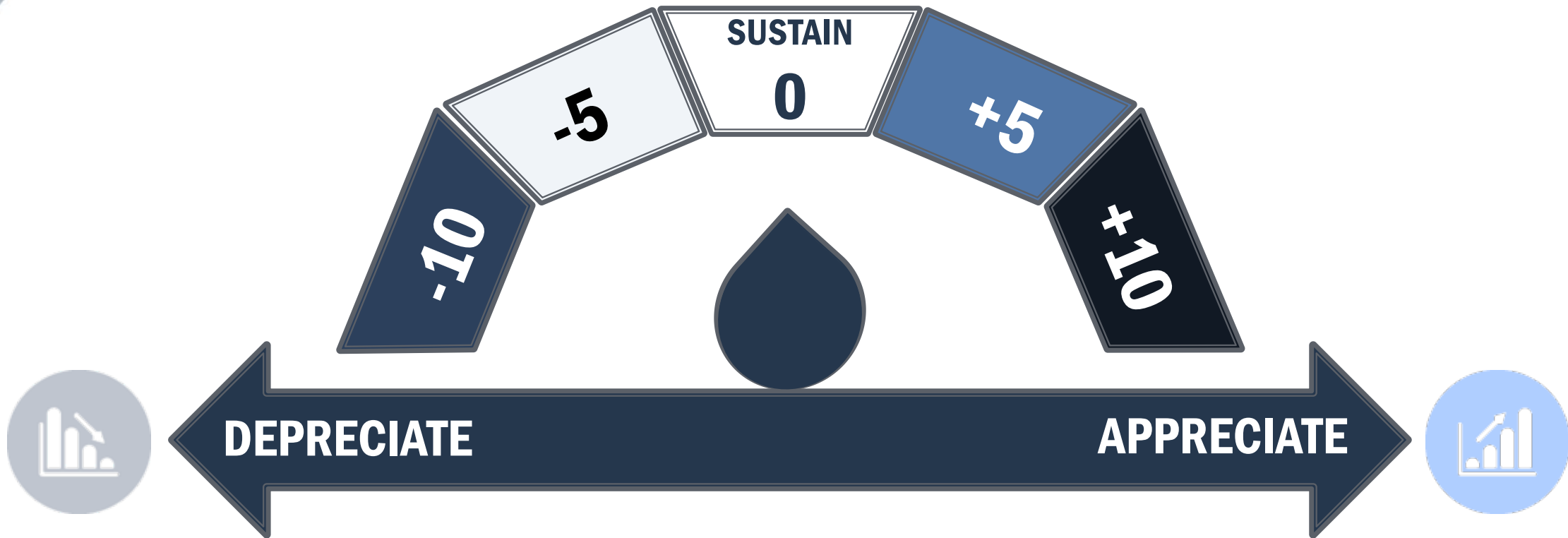
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- Metrics and measurement-minded, especially quality (fidelity)
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- Welcome predictability & rigorously tested methods
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- Have to get it right (errors are not tolerated)
- Innovation is achieved only incrementally
- Eliminate variation in order to protect the norm (work to stay inside the box)
- The leader is the coordinator, organizer, and monitor
- "There is a right way and a wrong way"
- Ad Hoc – specialized, dynamic & maybe temporary
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- Search for variation and departure from the norm (outside the box is a good thing)
- The leaders are the inspiration, idea-people and champions for change
- "The best way to kill an idea is to develop a policy and procedure"

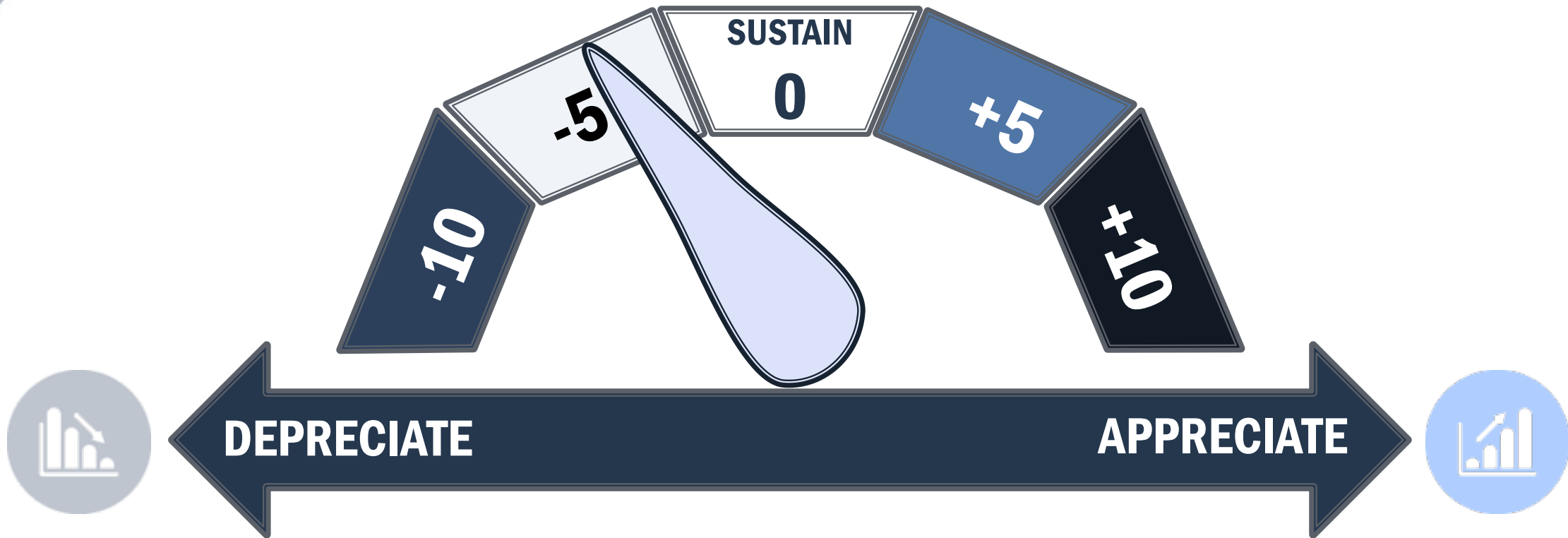


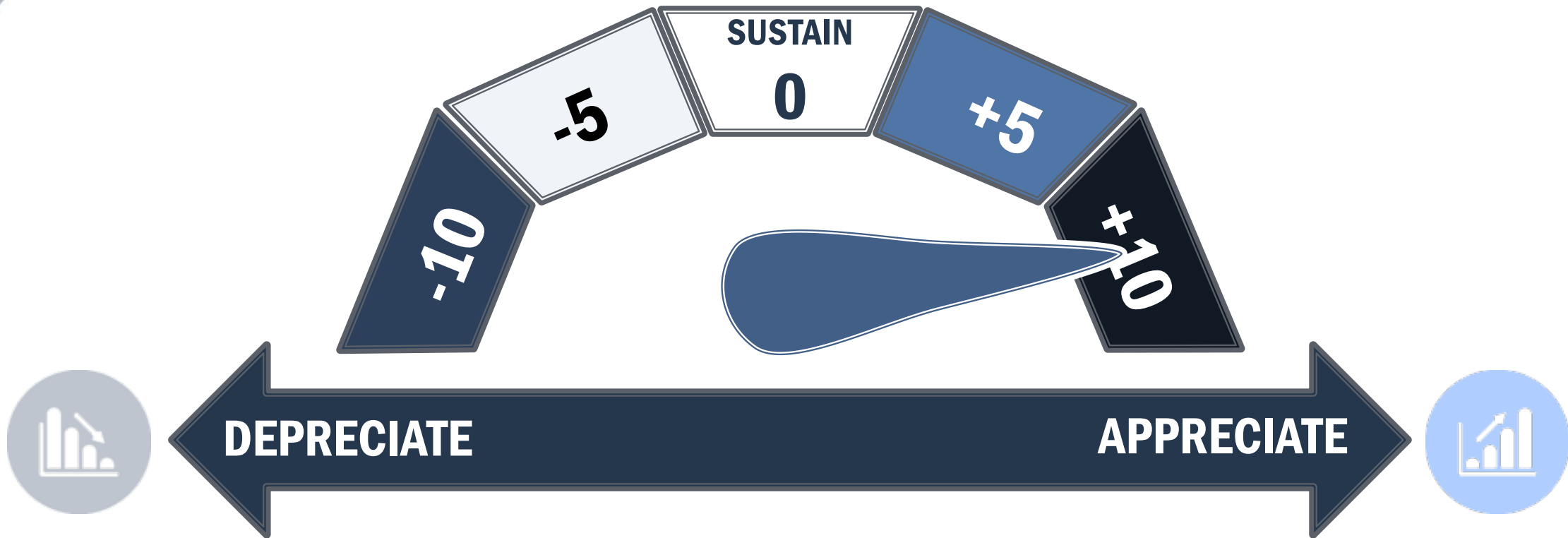
# CREATE (ADHOCRACY)

# ORGANIZATIONAL CULTURE CHANGE AS CHEMISTRY











# Exploring Alternatives Tools

## EMBRACE

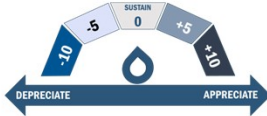
- The **MINDSET** that maximizes the desired cultural typology (values, beliefs, attitudes)
- The **HABITS** that maximize the desired cultural typology
- Your **KEY INGREDIENTS** for cultural change

## AVOID

- The **MINDSET** that works against or inhibit the desired cultural typology (values, beliefs, attitudes)
- The **HABITS** that that work against or inhibit the desired cultural typology
- Might be things you have to **STOP DOING** so often

## Evaluate Alternatives to Culture EMBRACE AND AVOID—Part II

### COLLABORATE (CLAN) CULTURE

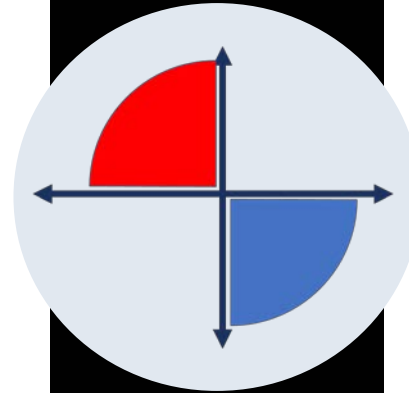


**EMBRACE:** What does this need to look like?

- Survey and meet employee needs  
\_\_\_\_\_
- Promote teamwork and participation by  
\_\_\_\_\_
- Support & recognize team oriented people by  
\_\_\_\_\_
- Foster better morale through empowerment by  
\_\_\_\_\_
- Create higher levels of trust by  
\_\_\_\_\_
- Express more obvious concern for people by  
\_\_\_\_\_
- Ongoing dialogue with others about  
\_\_\_\_\_
- Hire and advance people with the values of  
\_\_\_\_\_
- Mentor people toward connection & cohesion by  
\_\_\_\_\_
- Other  
\_\_\_\_\_

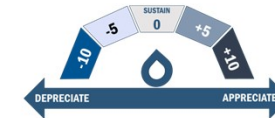
**AVOID:** What mindset & habits work against this culture? (Use the **MARKET CULTURE** profile to find attributes that compete against **CLAN CULTURE**)

- ⇒ Athletic approach to work (e.g. defeat others, be winners) – HUSTLE!
- ⇒ Focus on speed and short-term wins
- ⇒ External environment (market) is hostile and not benign
- ⇒ Quick to get to solutions
- ⇒ Stretch targets
- ⇒ Focus on market share and market penetration
- ⇒ High value on productivity where members are the producers
- ⇒ Customer focused and meeting stakeholder expectations
- ⇒ Prioritize achievement and the bottom line
- ⇒ Leadership are hard drivers, hard workers, directors and model



## Evaluate Alternatives to Culture EMBRACE AND AVOID—Part II

### COMPETE (MARKET) CULTURE



**EMBRACE:** What does this need to look like?

- Decentralize performance measures by  
\_\_\_\_\_
- Continuous external motivation of people by  
\_\_\_\_\_
- Adapt to market needs by  
\_\_\_\_\_
- Encourage “Hustle” and achievement by  
\_\_\_\_\_
- Stretch our targets by  
\_\_\_\_\_
- Establish large-scale domination by  
\_\_\_\_\_
- Hire and advance people with the values of  
\_\_\_\_\_
- Lead others toward productivity by  
\_\_\_\_\_
- Other  
\_\_\_\_\_
- Other  
\_\_\_\_\_

**AVOID:** What mindset & habits work against this culture? (Use the **CLAN CULTURE** profile to find attributes that compete against **MARKET CULTURE**)

- ⇒ Community-minded (individuals are part of a collective) - egalitarian
- ⇒ A sense of “we” – and customers are partners
- ⇒ Organization is less an economic entity and more so an extended family – people share a lot themselves
- ⇒ Held together by human development, human relations, and personal growth
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- ⇒ Held together by shared human values to include loyalty, trust, commitment, tradition, & participation
- ⇒ Slower moving due to a need to get consensus
- ⇒ High values of communication and cooperation
- ⇒ The leader is the connector, mentor, team builder and inclusive collaborator

## Evaluate Alternatives to Culture EMBRACE AND AVOID—Part II

### CREATE (ADHOCRACY) CULTURE

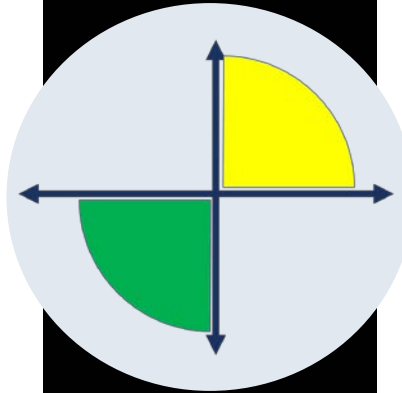


**EMBRACE:** What does this need to look like?

- Encourage and celebrate healthy risk-taking and entrepreneurship by  
\_\_\_\_\_
- Create an imaginative vision & future focus by  
\_\_\_\_\_
- Facilitate ongoing readiness-for-change by  
\_\_\_\_\_
- Encourage new transformative ideas among staff by  
\_\_\_\_\_
- Experiment with the following innovative ideas  
\_\_\_\_\_
- Create space for ongoing experimentation and “departure from the norm” by  
\_\_\_\_\_
- Hire and advance people with the skills and values of  
\_\_\_\_\_
- Lead others toward inspirational ideas by  
\_\_\_\_\_
- Other  
\_\_\_\_\_

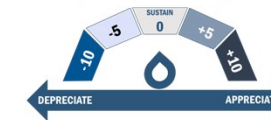
**AVOID:** What mindset & habits work against this culture? (Use the **CONTROL (HEIRARCHY)** profile to find attributes that compete against **CREATE (ADHOCRACY) CULTURE**)

- ⇒ Held together by capable process and logistics such as documentation and procedures (e.g. technical leadership)
- ⇒ Controlled and structured where members conform
- ⇒ Centralized decision-making
- ⇒ Metrics and measurement-minded, especially quality (fidelity)
- ⇒ Risks shouldn't be taken in order to minimize loss (failure is not an option)
- ⇒ Welcome predictability & rigorously tested methods
- ⇒ High value on efficiency, consistency and uniformity
- ⇒ Have to get it right (errors are not tolerated)
- ⇒ Innovation is achieved only incrementally
- ⇒ Eliminate variation in order to protect the norm (work to stay inside the box)
- ⇒ The leader is the coordinator, organizer, and monitor



## Evaluate Alternatives to Culture EMBRACE AND AVOID—Part II

### CONTROL (HEIRARCHY) CULTURE



**EMBRACE:** What does this need to look like?

- Centralize more decision-making by  
\_\_\_\_\_
- Develop rigorous quality and fidelity metrics for the following processes  
\_\_\_\_\_
- Develop rigorous quality and fidelity standards for the following processes  
\_\_\_\_\_
- Codify clear policies and procedures by  
\_\_\_\_\_
- Eliminate critical errors and avoid risks by  
\_\_\_\_\_
- Eliminate variation in products & services by  
\_\_\_\_\_
- Hire and advance people with the technical skills and values of  
\_\_\_\_\_
- Lead and monitor others toward logistical efficiency by  
\_\_\_\_\_
- Other  
\_\_\_\_\_

**AVOID:** What mindset & habits work against this culture? (Use the **ADHOCRACY CULTURE** profile to find attributes that compete against **CONTROL (HEIRARCHY) CULTURE**)

- ⇒ Ad Hoc – specialized, dynamic & maybe temporary
- ⇒ Innovative and transformation-minded
- ⇒ Idea-minded and creative (e.g. adaptive leadership)
- ⇒ Focus on the future
- ⇒ Held together by vision
- ⇒ Love to experiment (members are idea generators)
- ⇒ Welcome diversity of thought
- ⇒ Focus on agility (versus speed) with high readiness for change (e.g. pitching a tent vs building a palace)
- ⇒ Invite risks and dynamic approaches
- ⇒ Search for variation and departure from the norm (outside the box is a good thing)
- ⇒ The leaders are the inspiration, idea-people and champions for changeManagement empowers people to make decisions



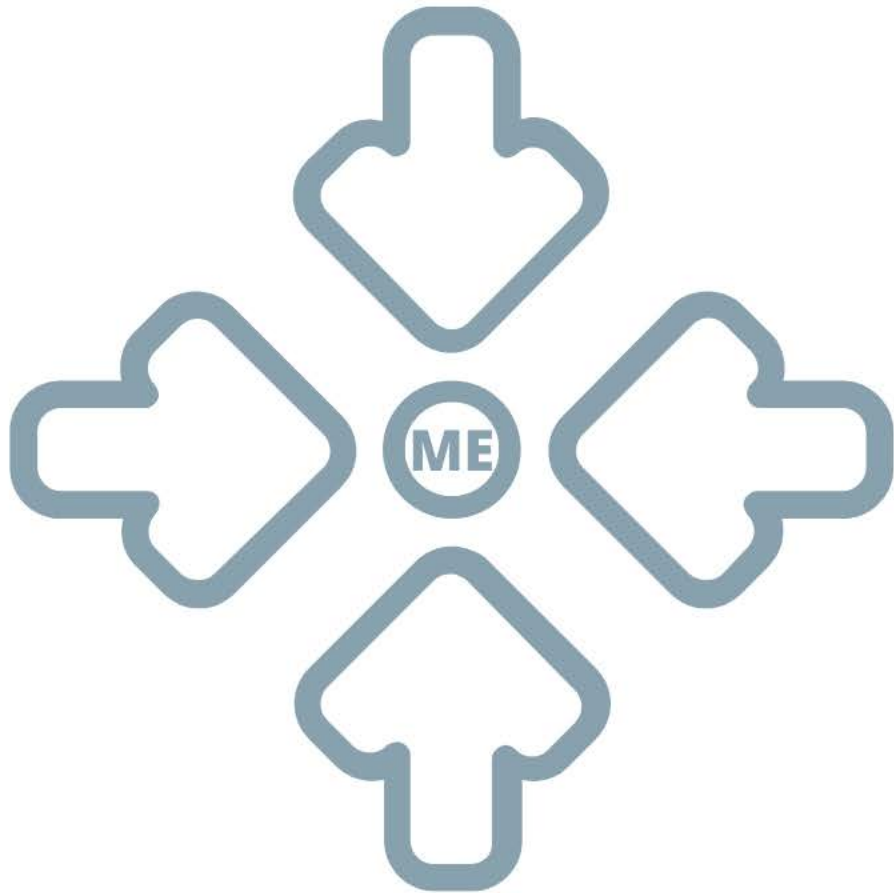
# Neuro-Leadership and Culture Change

Cognitive Collaboration and Emergenetics © Assessment



# GOLDEN RULE

TREAT OTHERS THE WAY I WANT TO BE TREATED



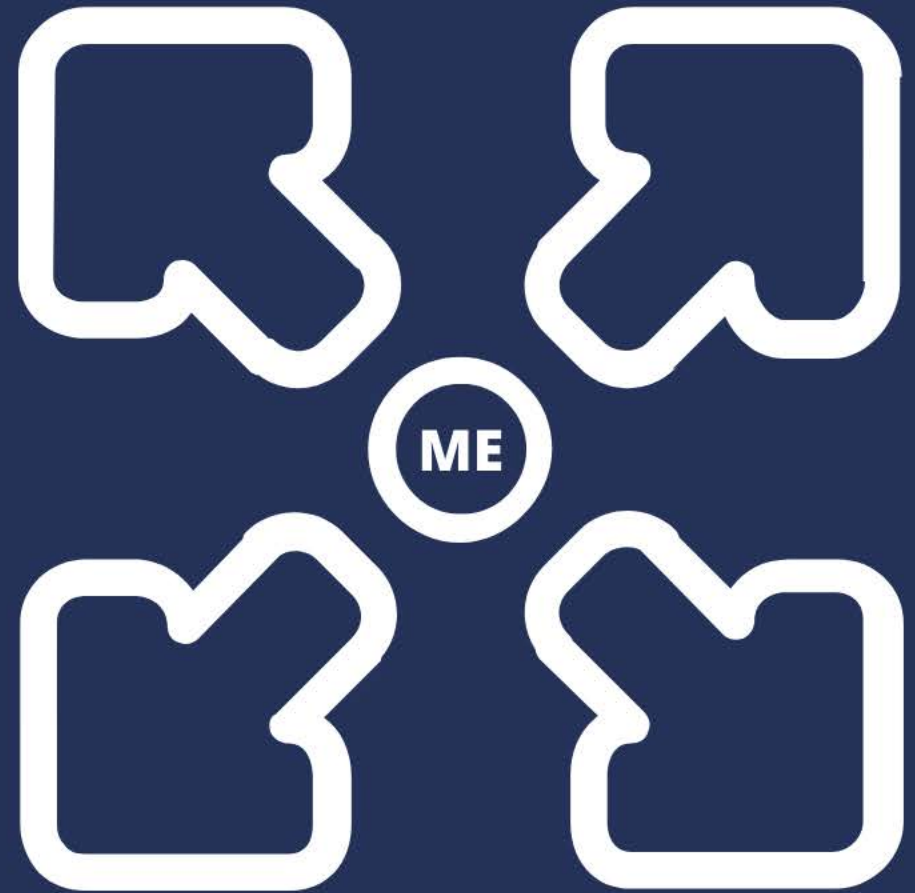
**COLLABORATE:**

**EVERYONE SHOULD KNOW HOW I THINK**

**EVERYONE UNDERSTANDS ME**

# PLATINUM RULE

TREAT OTHERS THE WAY THEY WANT TO BE TREATED



**COLLABORATE:**

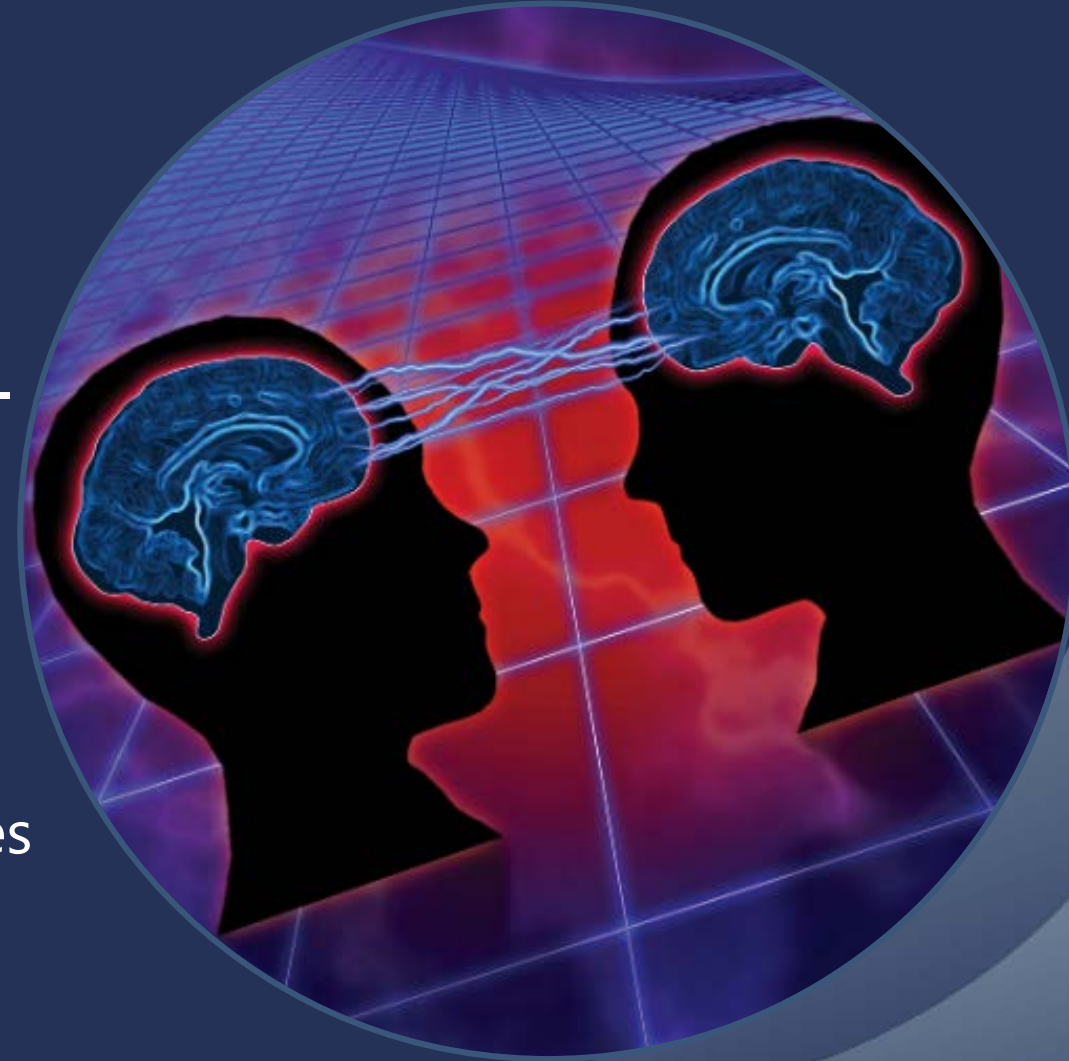
**I SHOULD KNOW HOW OTHERS THINK**

**I UNDERSTAND EVERYONE WHO UNDERSTANDS EACH OTHER**



# Cognitive Collaboration

- **Collaborate in the brain**, not the boardroom
- Create, design, execute, improve, innovate with others **but based on our differences in neuro-habits and preferences**
- A different brain + another different brain = a **smarter brain**
- Think of others needs, objectives, and challenges (**outward mindset approach**)



# EMERGENETICS

(emerge • genetics)

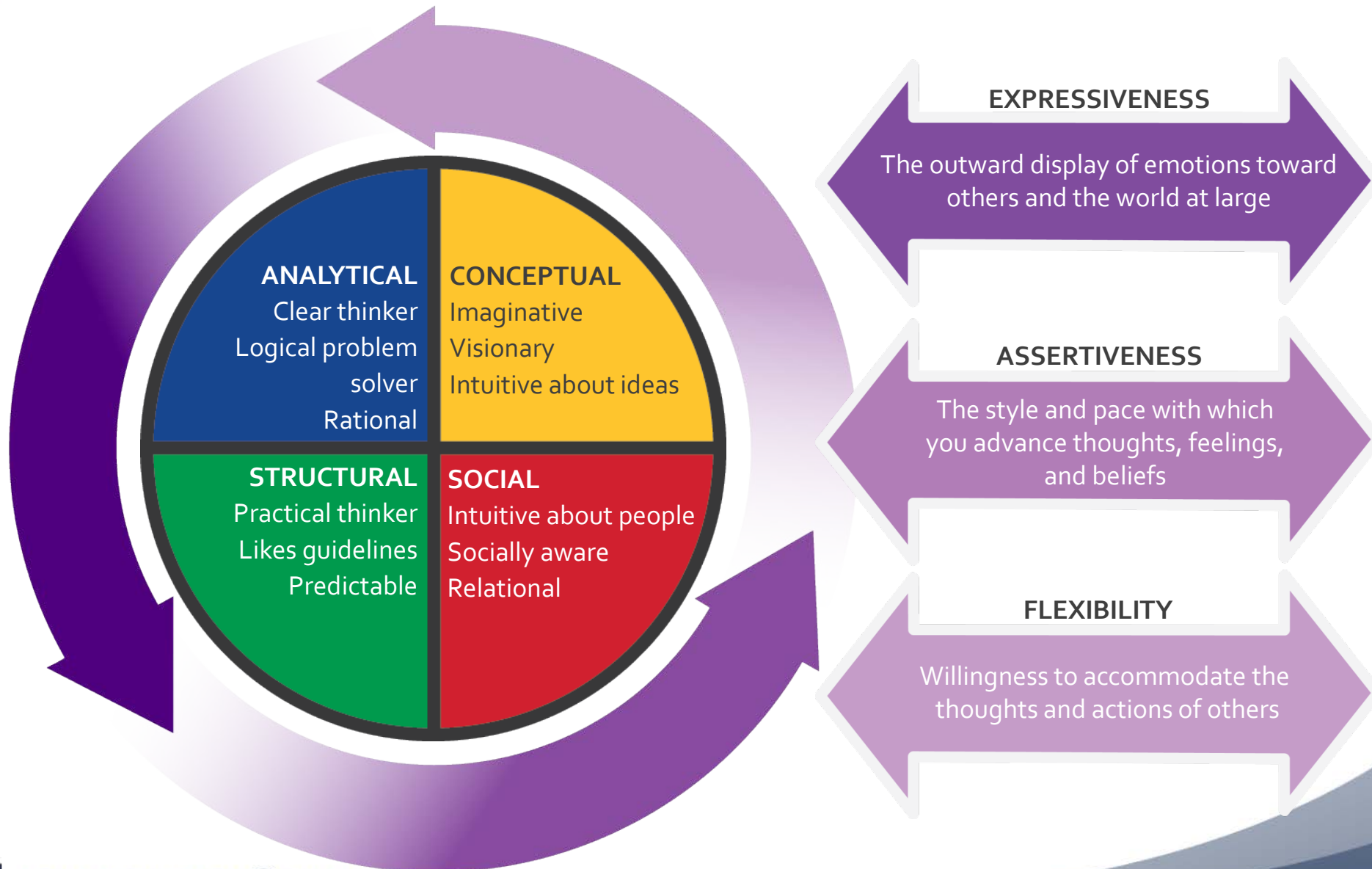


Patterns of thinking and behaving that emerge from your genetic blueprint and life experiences.

# BROWNING'S/ WILLIAMS' RESEARCH



# BROWNING'S/ WILLIAMS' RESEARCH



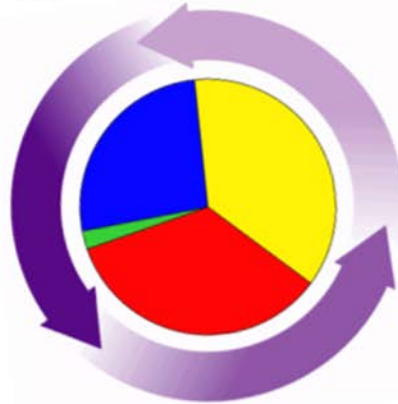


# EMERGENETICS™ | PROFILE

GLENN TAPIA - JULY 31, 2015  
HOW YOU THINK: PERCENTAGES

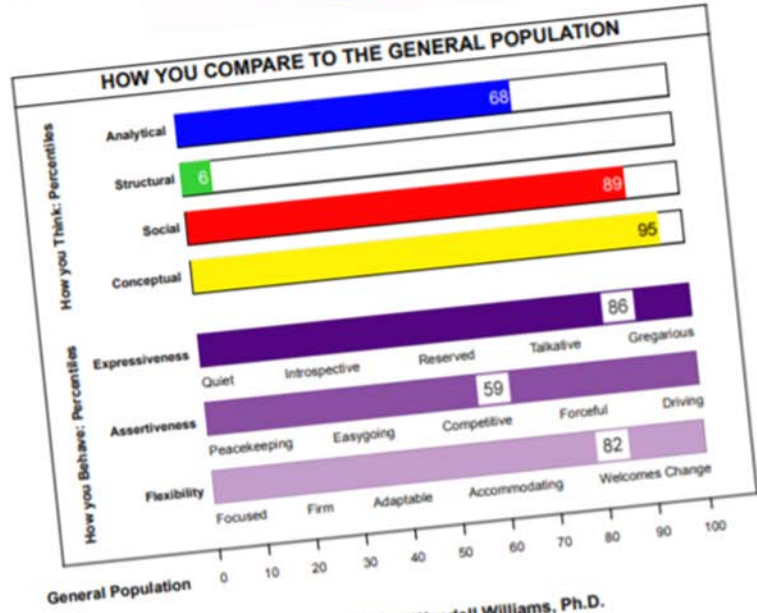
**ANALYTICAL = 26%**  
 Clear thinker  
 Logical problem solver  
 Data driven  
 Rational  
 Learns by mental analysis

**STRUCTURAL = 2%**  
 Practical thinker  
 Likes guidelines  
 Cautious of new ideas  
 Predictable  
 Learns by doing

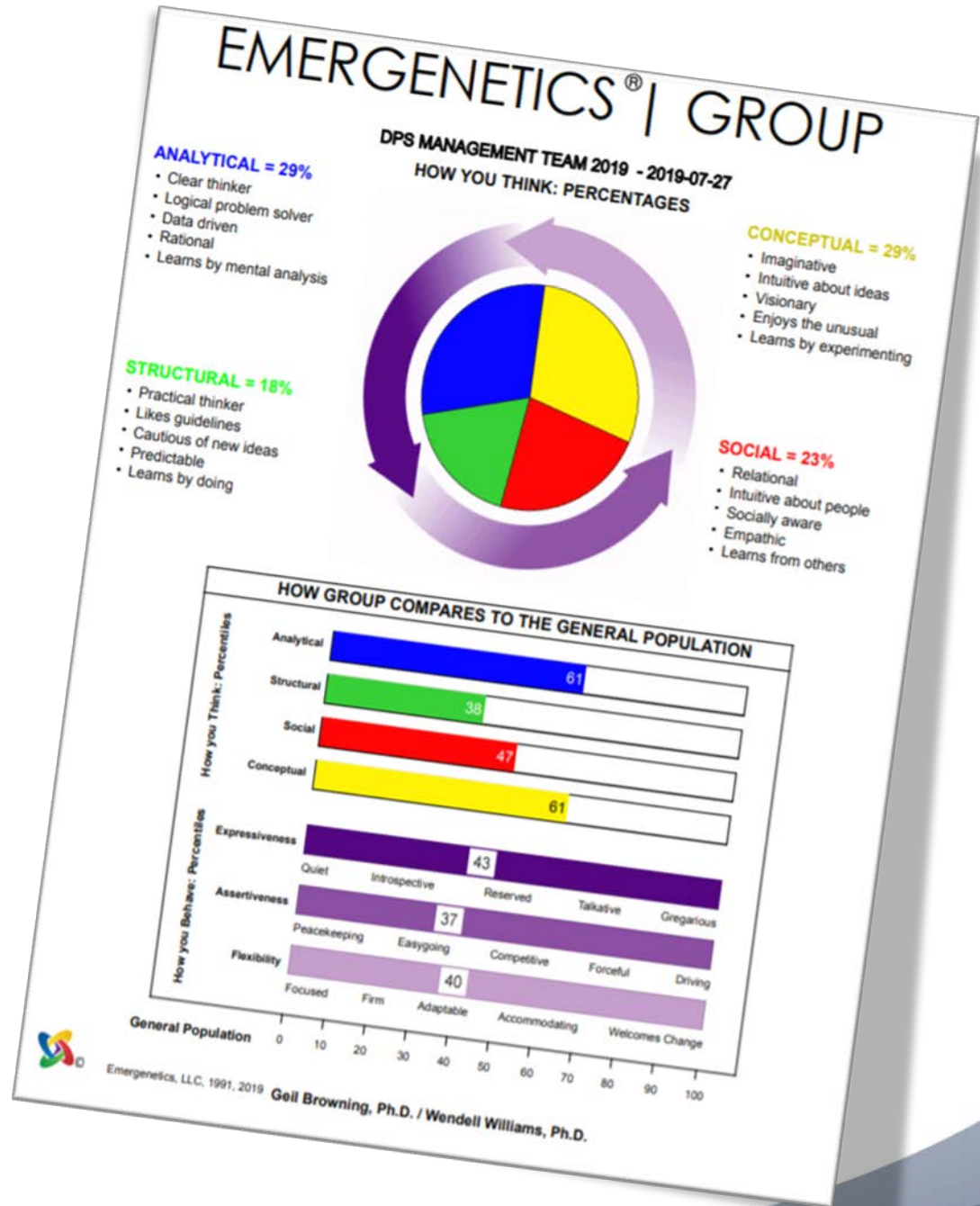


**CONCEPTUAL = 37%**  
 • Imaginative  
 • Intuitive about ideas  
 • Visionary  
 • Enjoys the unusual  
 • Learns by experimenting

**SOCIAL = 34%**  
 • Relational  
 • Intuitive about people  
 • Socially aware  
 • Empathic  
 • Learns from others







# ANALYTICAL



- Clear thinker
- Logical problem solver
- Data driven
- Rational
- Learns by mental analysis

# STRUCTURAL



- Practical
- Predictable
- Enjoys directions
- Makes and follows plans carefully
- Likes closure

# SOCIAL



- Enjoys helping others
- Emotional
- Relational
- Intuitive about people
- Likes working with and through others

# CONCEPTUAL



- Imaginative
- Intuitive about ideas
- Visionary
- Enjoys the unusual
- Learns by experimenting



# COGNITIVE DIVERSITY ON TEAMS

## The ANALYTICAL Brain

What does the research say?  
Let's do a cost/benefit analysis!

The CONCEPTUAL Brain  
Let's brainstorm new innovations to solve this?  
Let's draw up a model!

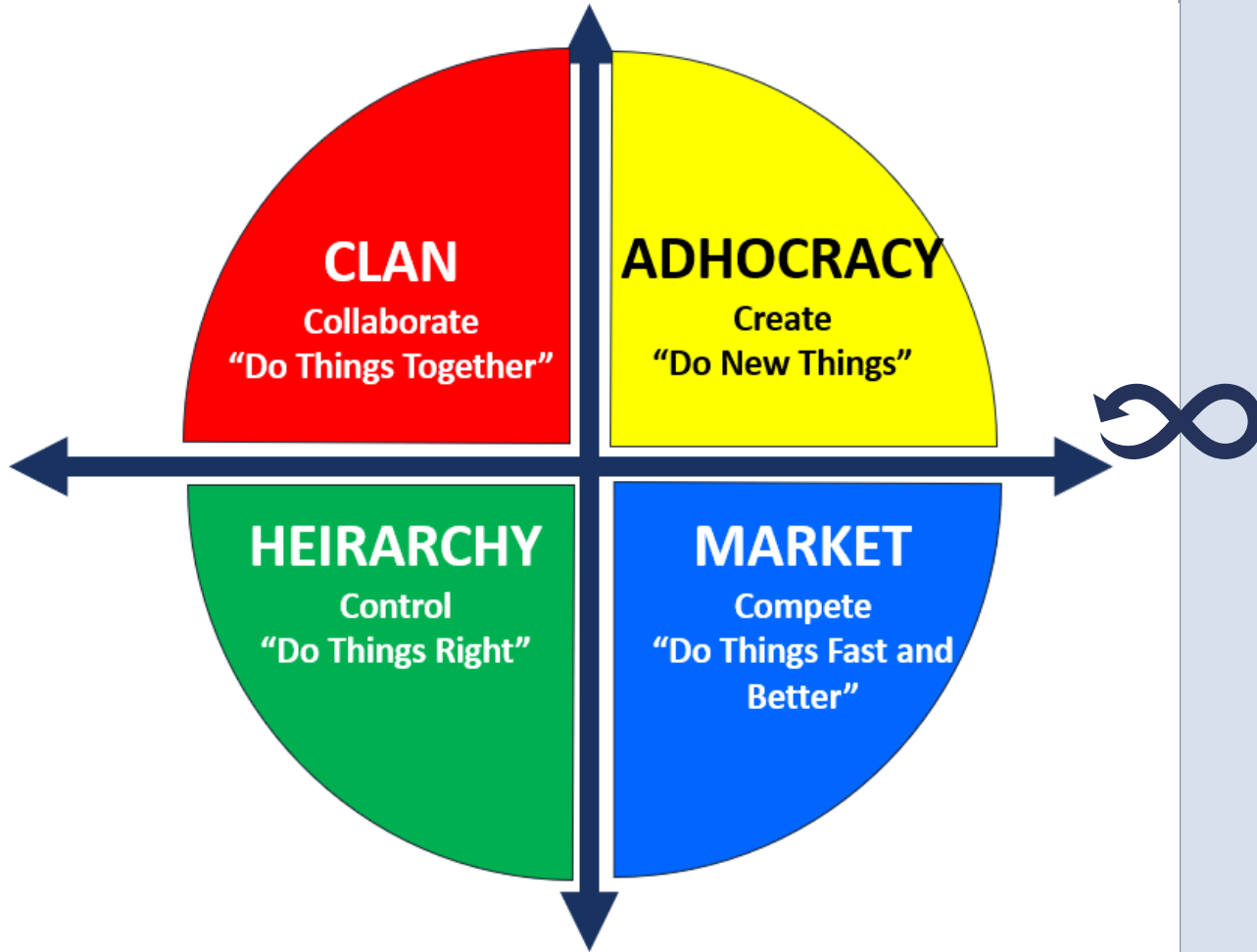


## The STRUCTURAL Brain

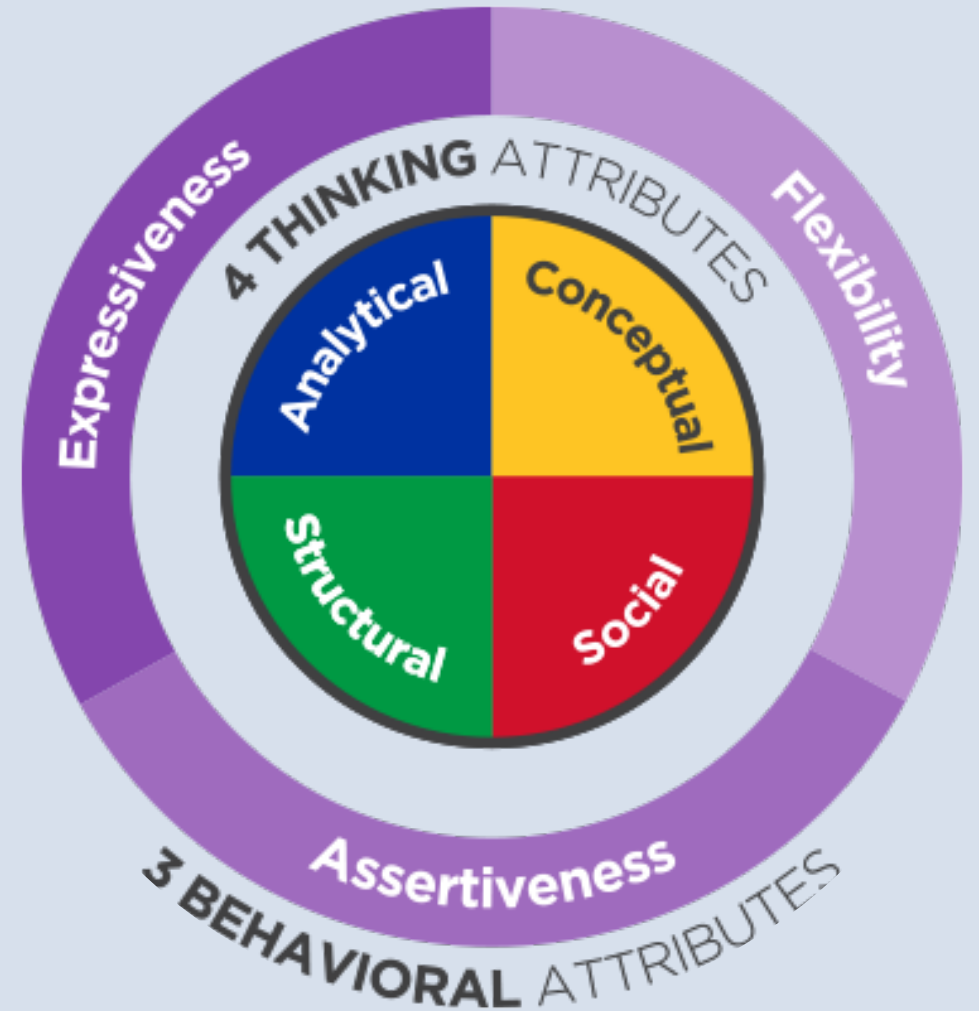
What's the process and timeline?  
The devil is in the details!

The SOCIAL Brain  
Who should be on the team?  
How will this impact our clients?

# Organizational Culture (OCAI)



# Neuro Leadership (Emergenetics ©)



# Quick Tips for Cognitive Collaboration

- Assess your team with Emergenetics © personal assessment and related training called “Meeting of the Minds.”
- Design your culture change teams based on Emergenetics © profile differences among members.
- Try to think like the OTHER people think and understand their point of view from their cognitive preferences.
- Ask for the same in return from others.
- Develop and rehearse cognitive collaboration skills.

# THE IDEATE™ FRAMEWORK

## IDENTIFY THE CULTURE

using the Organizational Culture Assessment Instrument (OCAI)

## DIAGNOSE & DIALOGUE DEEPLY

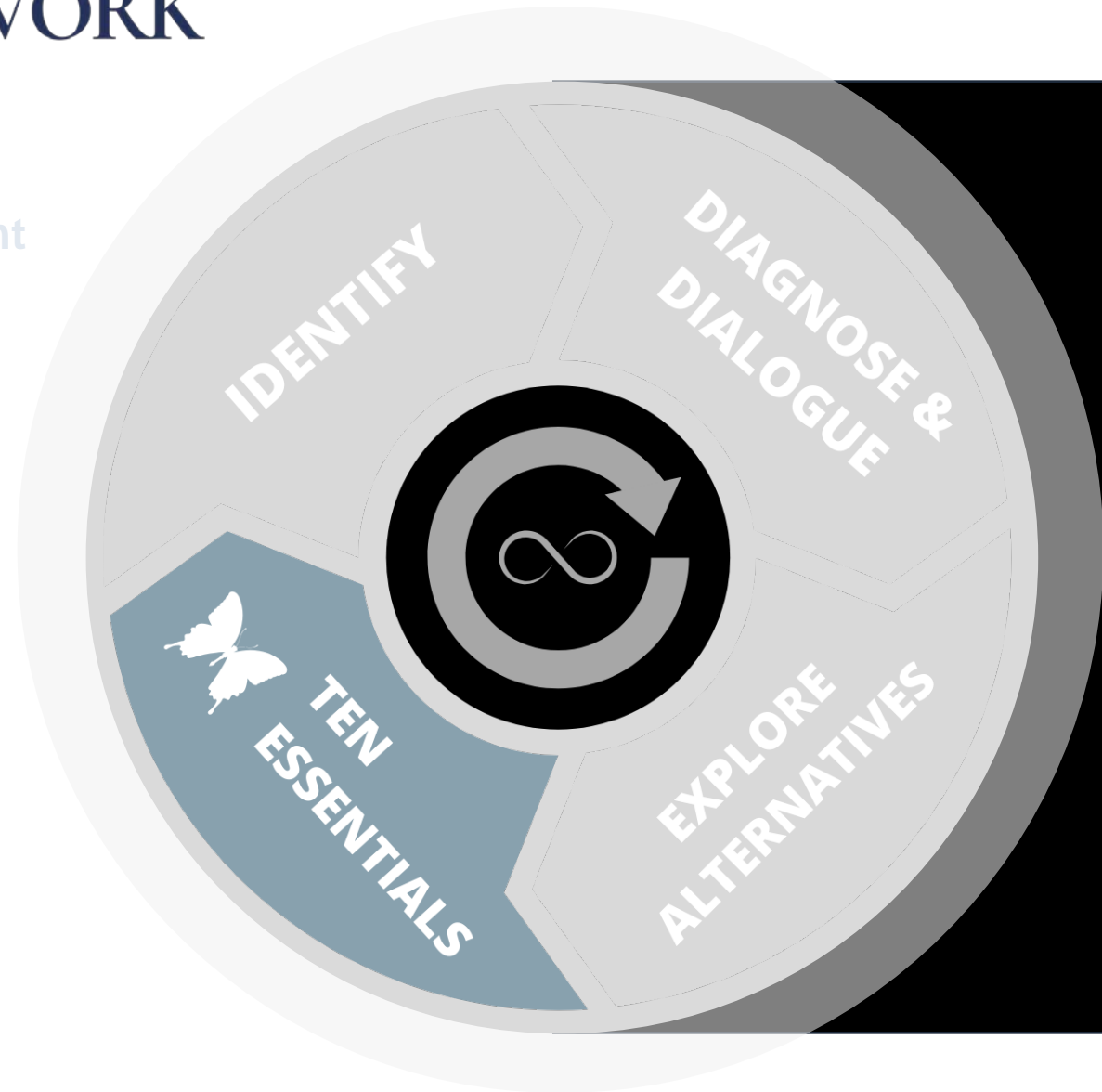
deep and pervasive dialogue to validate and plan around OCAI results

## EXPLORE ALTERNATIVES

to current culture using the Embrace/Avoid Tools and Emergenetics ©

## TEN ESSENTIALS

Principles of Implementation Leadership





# IMPLEMENTATION LEADERSHIP <sup>(TM)</sup>

THE TEN ESSENTIAL PRINCIPLES  
FOR ORGANIZATIONAL INTELLIGENCE





## 01 TRUST THE VISION

Leadership mindset is contagious

Relentless Optimism and Brightening the Goal

Uncertainty is not fear

Good is the enemy of great

Foresight is 20/20

## 02 MURPHY HATES US

What can go wrong, will go wrong

Accept Murphy for who he is—this helps lessen frustration and increase adaptability

Strong leaders build Murphy problems into their implementation strategies

## 03 BE COMFORTABLE UNCOMFORTABLE BEING UNCOMFORTABLE

Find comfort in chaos

There is no growth in the comfort zone

There is no comfort in the growth zone

Disequilibrium is the rule, not the exception

Get beyond the fear zone

## 04 ADAPT OR DIE

Diagnose the challenge first

Discern between symptoms and problems

Discern between technical and adaptive problems

Match the solution/problem types

## 05 FAIL FORWARD FAIL OFTEN

Failure is a virtue, perfection is a vice

Progress, not Perfection

Embrace trial and error

Build failure into plans

Go from failure to failure without loss of enthusiasm



## 06 CULTURE IS KING

All strategy is downstream from organizational culture

Identify & diagnose the culture or become its victim

Change culture by changing inputs, mindset, dialogue and interaction

## 07 LEAD THE HEARTS LEAD THE MINDS

Lead the mindset, don't govern the behavior

People need the WHY before the WHAT & HOW

Build and maintain the interpersonal savings account

Compliance is not adherence

## 08 BE INTENTIONALLY INFINITE

Growth mindset, rather than fixed mindset

Implementation is neither a marathon nor a sprint

Flexible plays, agile players

Play the Infinite Game

## 09 TAKE THE LEAP

Guard against analysis paralysis

Courage is fear with a trusted plan that you're willing to fail and learn from

Imagine rather than worrying

## 10 SAVOR THE JOURNEY

Trials contribute to the greater body of knowledge and good

Don't let ambition overshadow small success

Create better leaders, not better followers

**If you neglect to diagnose and fully understand your organizational culture, you will become its victim.**

**All implementation and all strategy is downstream from culture.**

**Culture is King**



**IMPLEMENTATION  
LEADERSHIP**

THE TEN ESSENTIAL PRINCIPLES  
FOR ORGANIZATIONAL INTELLIGENCE

WWW.ACJI.ORG | ACJINNOVATION@GMAIL.COM

# CULTURE IS ALWAYS UPSTREAM FROM STRATEGY

	Collaborate	Create	Compete	Control
Competency	0.3152*	0.2379*	-0.0989	-0.3338*
Leadership	0.2706*	0.1998*	-0.0192	-0.3288*
Organization	0.3149*	0.2620*	-0.0673	-0.377*

\* Indicates a statistically significant correlation

	Collaborate	Create	Compete	Control
Staff Selection	0.3060*	0.2026*	-0.1981*	-0.2833*
Training	0.2084*	0.1872	-0.0189	-0.2799*
Coaching	0.3188*	0.1969*	-0.0962	-0.3135*
Tech Leadership	0.2105*	0.1735	-0.1087	-0.2153*
Adaptive Leadership	0.2606*	0.1797	0.0037	-0.3316*
System Intervention	0.2421*	0.3234*	0.0039	-0.4000*
Facilitative Admin	0.3039*	0.2011*	-0.0588	-0.3292*
Dec Data Support	0.2534*	0.2608*	-0.1408	-0.3156*



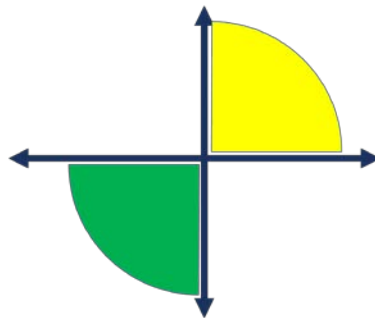
# CLASH OF THE CULTURES

## CRIMINAL JUSTICE SYSTEM CULTURE

- Risk Aversion
- Stability
- Control, Order, Structure
- Conform to rules and policies
- *Deviance from the norm* is unjust

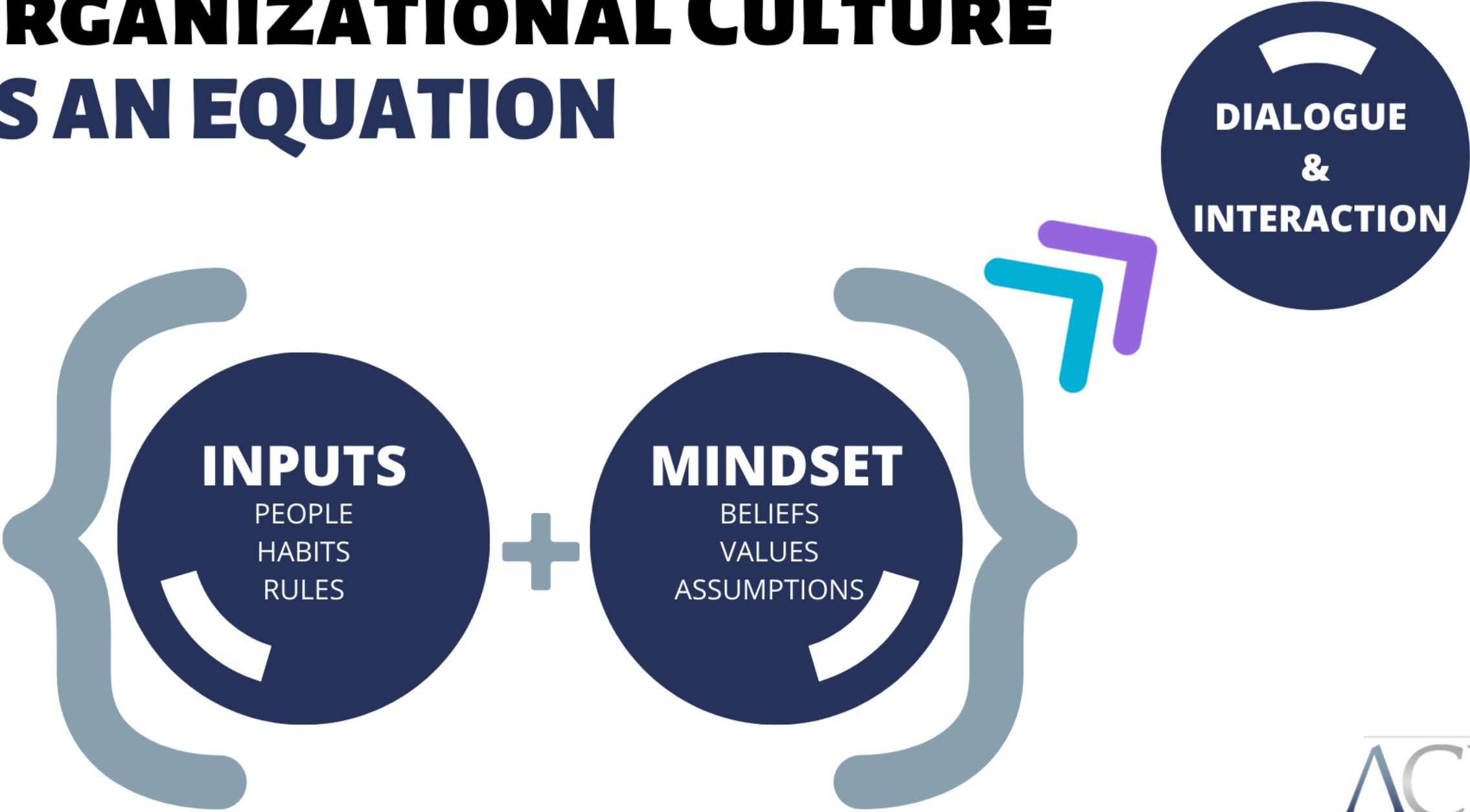
## CHANGE CULTURE

- Risk Invitation (Entrepreneurship)
- Innovation (Instability)
- Experimentation, Trial, Error
- Diverge from status quo
- *Deviance from the norm* is necessary

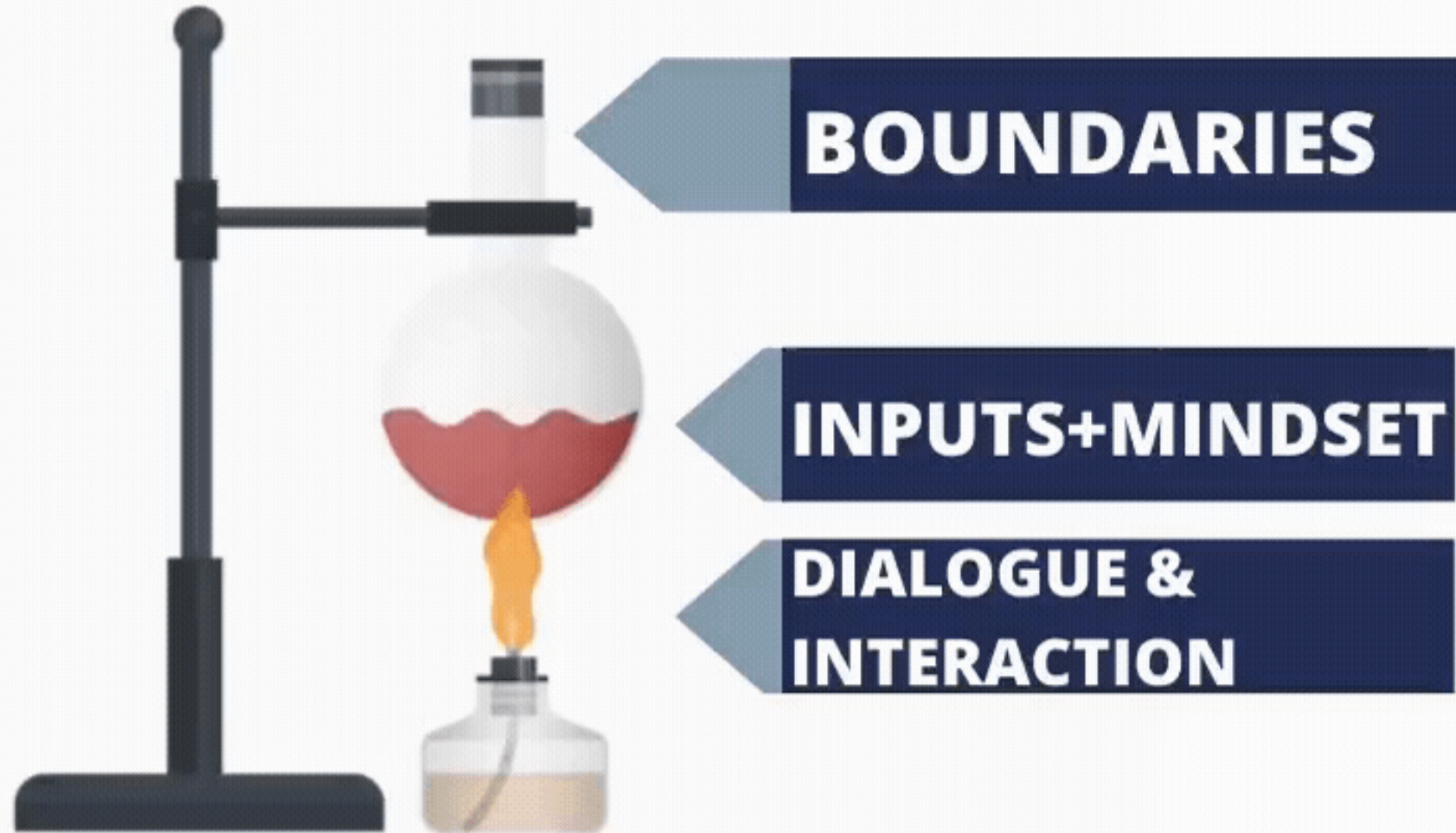




# ORGANIZATIONAL CULTURE AS AN EQUATION



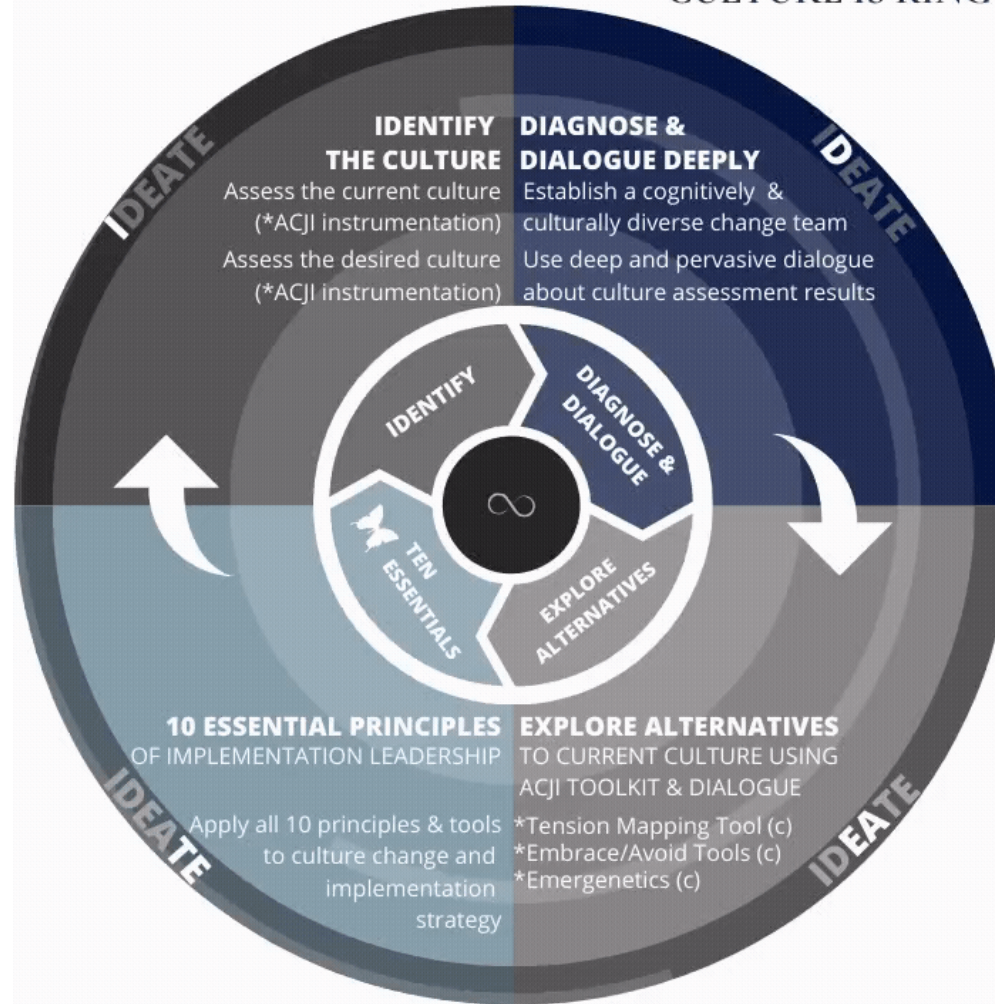
# ORGANIZATIONAL CULTURE CHANGE AS CHEMISTRY





# THE IDEATE™ FRAMEWORK

ORGANIZATIONAL CULTURE  
A FRAMEWORK FOR CHANGE ACUMEN  
CULTURE IS KING



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Download The PDF  
Infographic



We can do powerful things in the criminal justice system once we choose a higher commitment to excellence... and then abandon our commitment to our individual and organizational boundaries of comfort. We must be more loyal to the change than we are committed to our own comfort zone.



ORGANIZATIONAL INTELLIGENCE  
FOR COMMUNITY & JUSTICE INNOVATORS

A handwritten signature in white ink that reads 'Glenn A. Tapia'. Below the signature, the text 'ORGANIZATIONAL INTELLIGENCE | LEADERSHIP' is written in a smaller, sans-serif font.





# GRATITUDE

*Glenn A. Tapia*

ORGANIZATIONAL INTELLIGENCE | LEADERSHIP

Glenn A. Tapia

Director of Leadership & Organizational Intelligence

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