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'The Critical Few'

**Energizing Your Organization's Culture by
Choosing What Really Matters**

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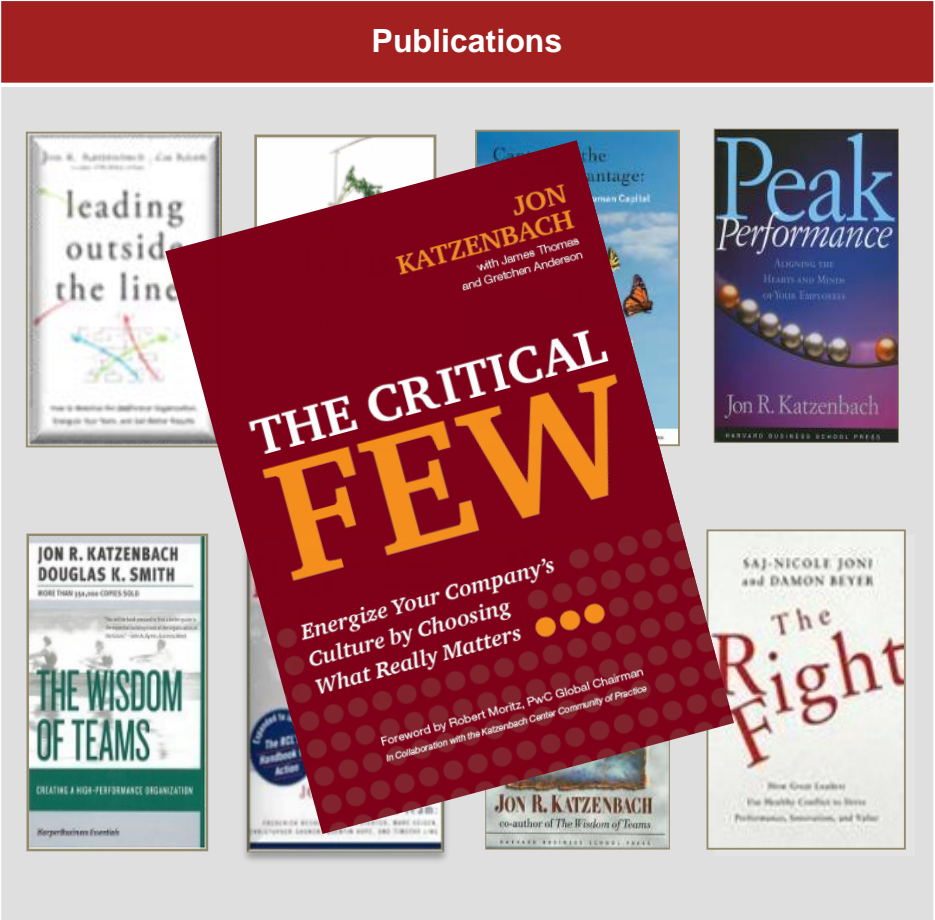


The Katzenbach Center at Strategy& is a global community of thought leaders and practitioners focused on culture and behavioral change

The Katzenbach Center at Strategy& is a global community of thought leaders and practitioners focused on culture and behavioral change. The members are distributed across various regions:

- US:** Jon Katzenbach, Gretchen Anderson, Reid Carpenter
- Europe:** Diana Dimitrova, Paolo Fletcher
- Middle East:** James Thomas, Roger Rabbat, Paolo Pigorini
- Asia/Australia:** Varya Davidson, Michelle Kam

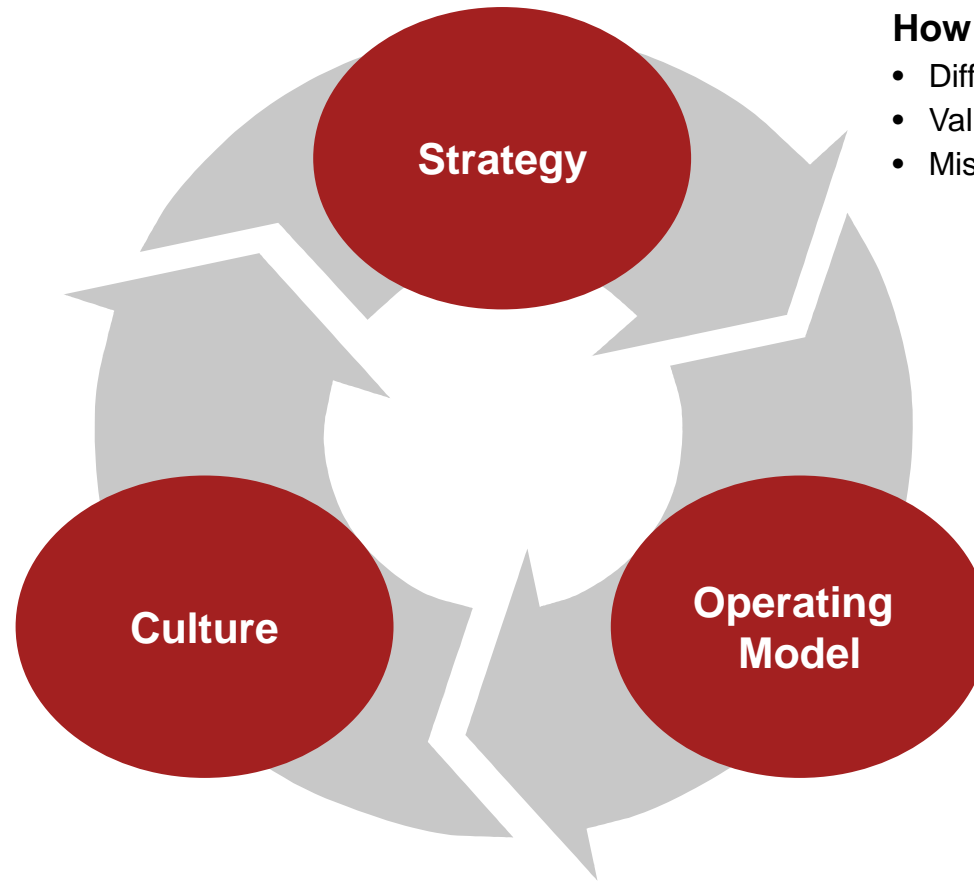
We invest a substantial amount of time on research and publications, including our latest global firm book: The Critical Few



We believe that sustainable organizational performance is based on the alignment of Strategy, Operating Model and *Culture*

How will we energize our people?

- Cultural Traits
- Critical Behaviors
- Values



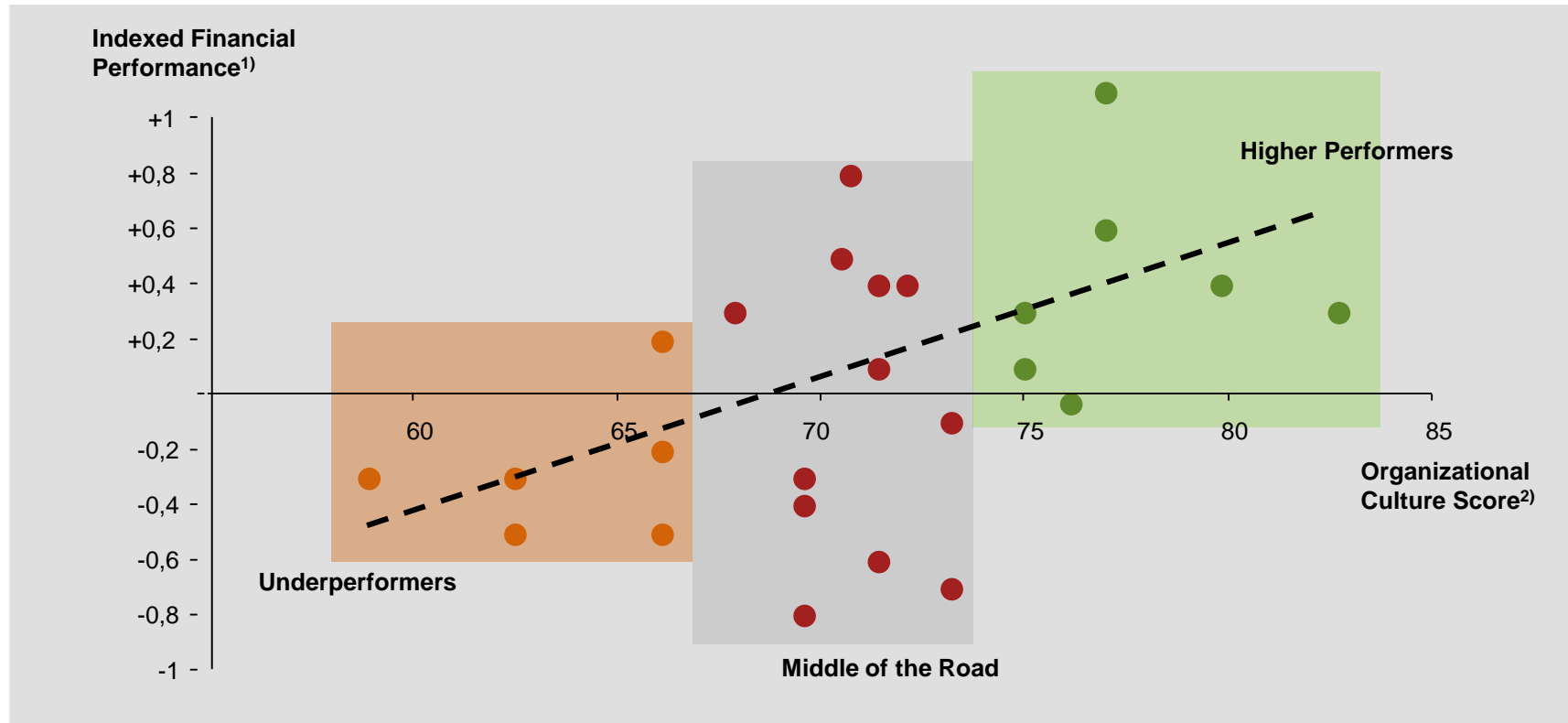
How will we create value?

- Differentiating capabilities
- Value creation choices
- Mission, vision and objectives

How will we run it?

- Organization structure
- Roles and responsibilities
- Systems and processes

This has been backed up by our research which shows that culture undoubtedly has an impact on the performance of organizations...

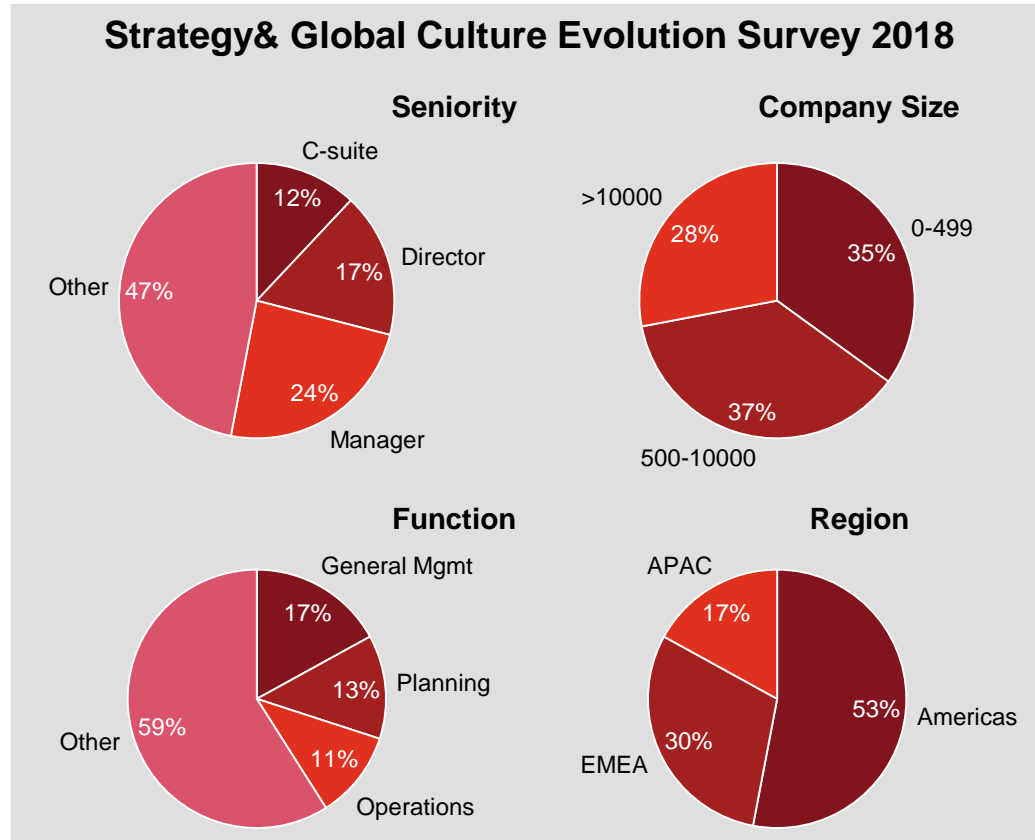


1) Company Performance relative to EuroStoxx Sectorindex. Result >0 means outperformance. Considered time interval: 10 years

2) Compound of culture strength and relevance of culture to strategy, researched jointly by Bertelsmann Foundation and Strategy&

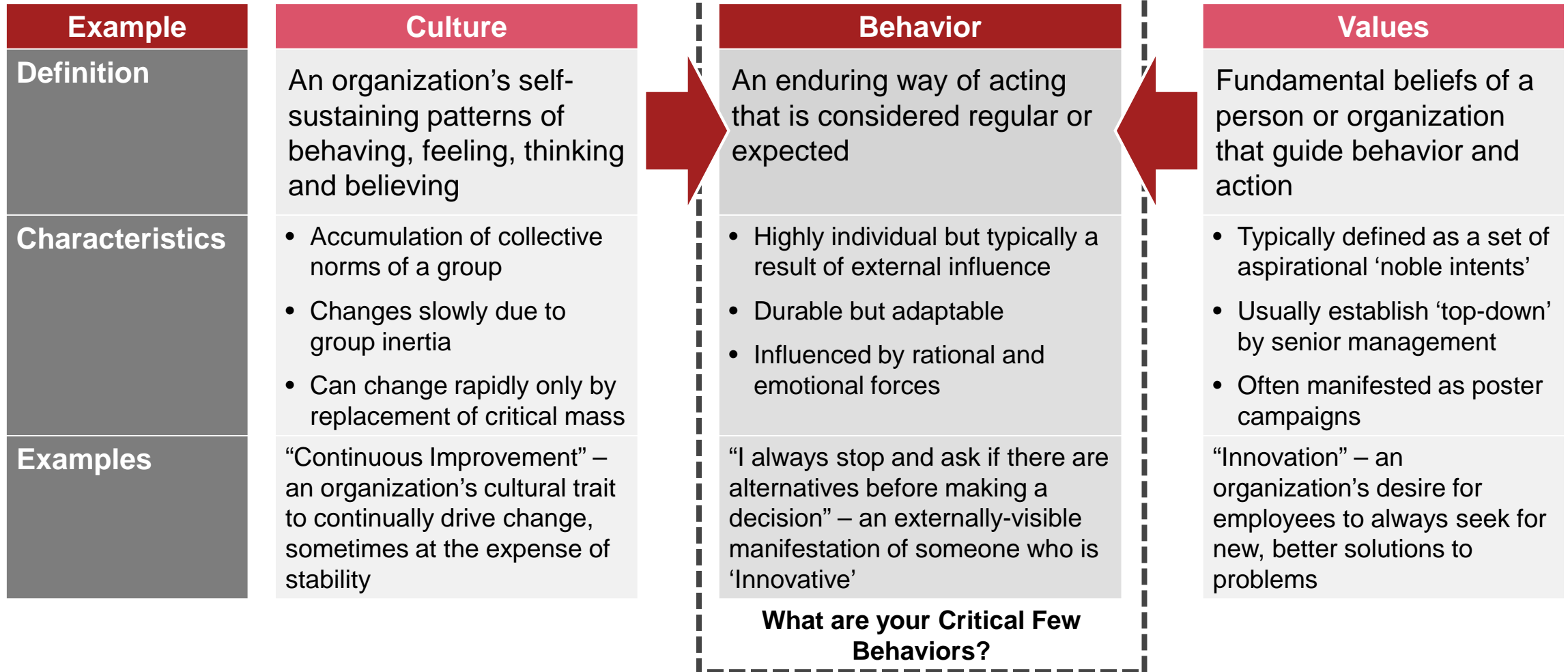
Source: Strategy& analysis

...and was also reflected in responses to our global culture survey last year – you know culture is important to your organization too



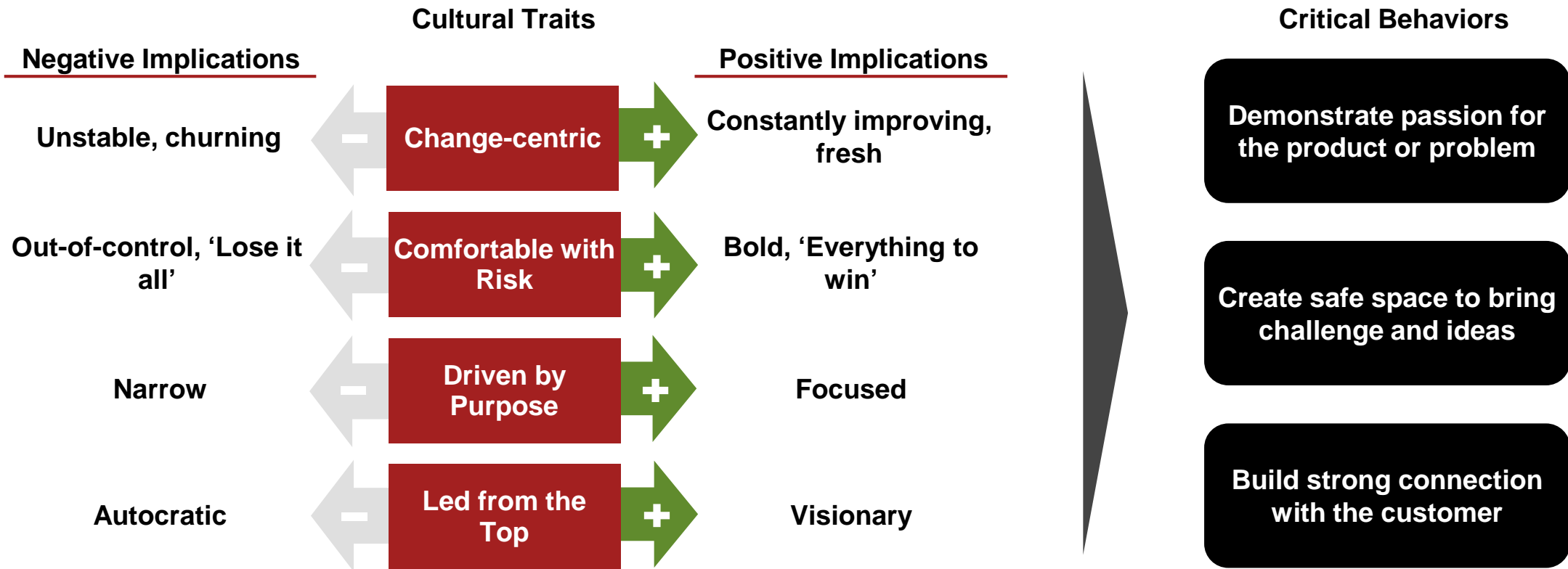
Source: Global Culture & Change Management Survey; Strategy& analysis

Ultimately, culture is only shaped by values when they are translated into a shift in the norms of behavior



No culture is all good nor all bad, but the question is whether it is the most appropriate for what your organization is trying to achieve

A 'Culture of Innovation' – Constant disruption, good and bad

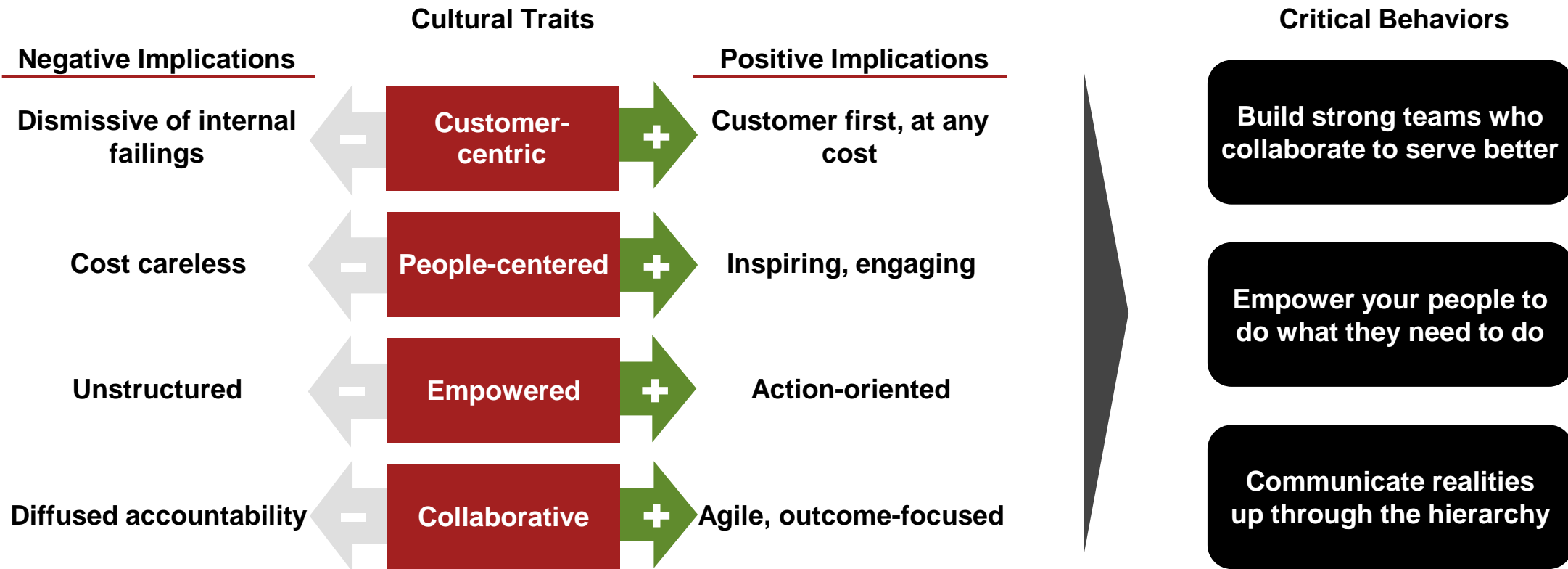


Famous Examples:



The most successful companies in any sector constantly emphasize and embed a 'Critical Few Behaviors' throughout their organizations

A 'Culture of Service' – Dedicated to the exceeding the customer's needs

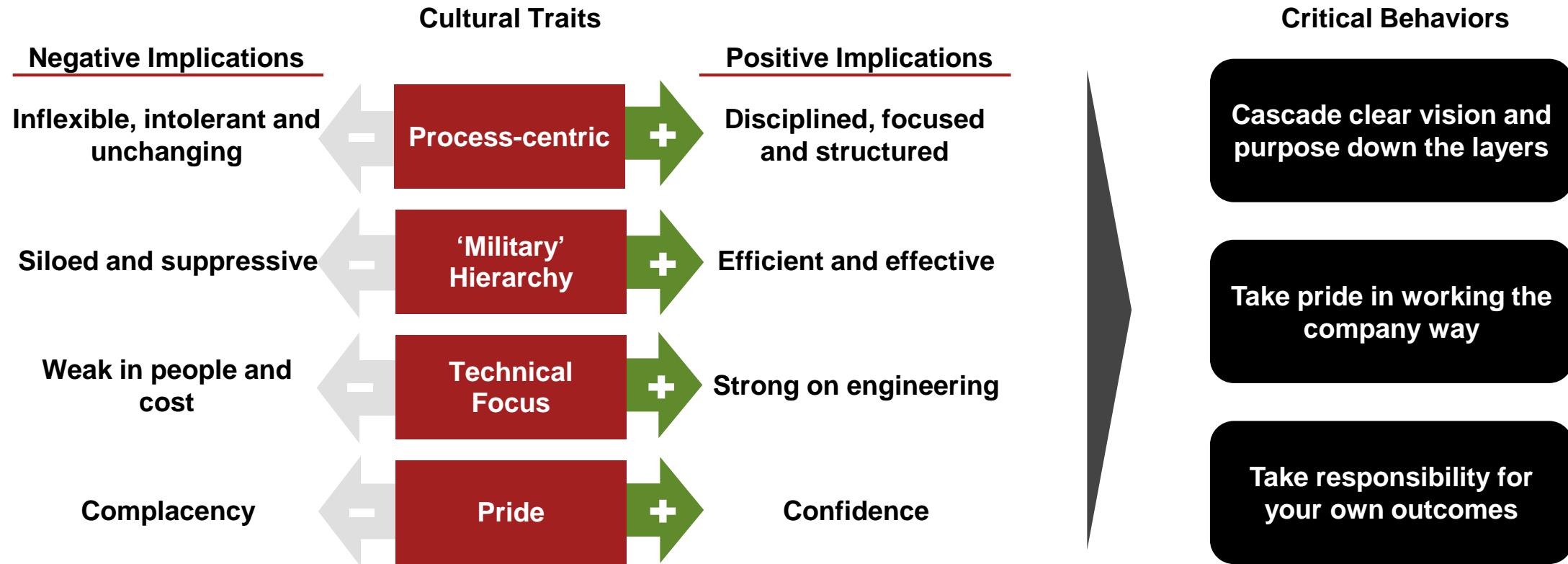


Famous Examples:



Attempting to copy the culture from another sector can be inappropriate for what your organization is trying to achieve

A 'Culture of Quality' – Repeatable, safe executors

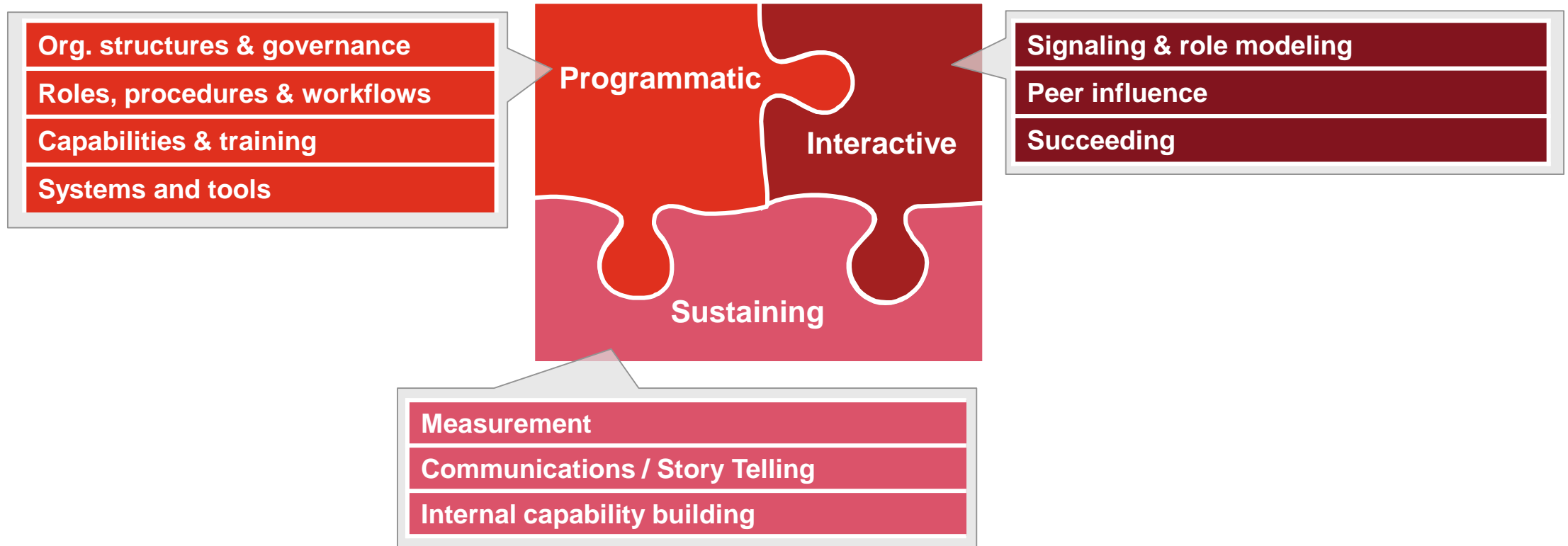


Famous Examples:

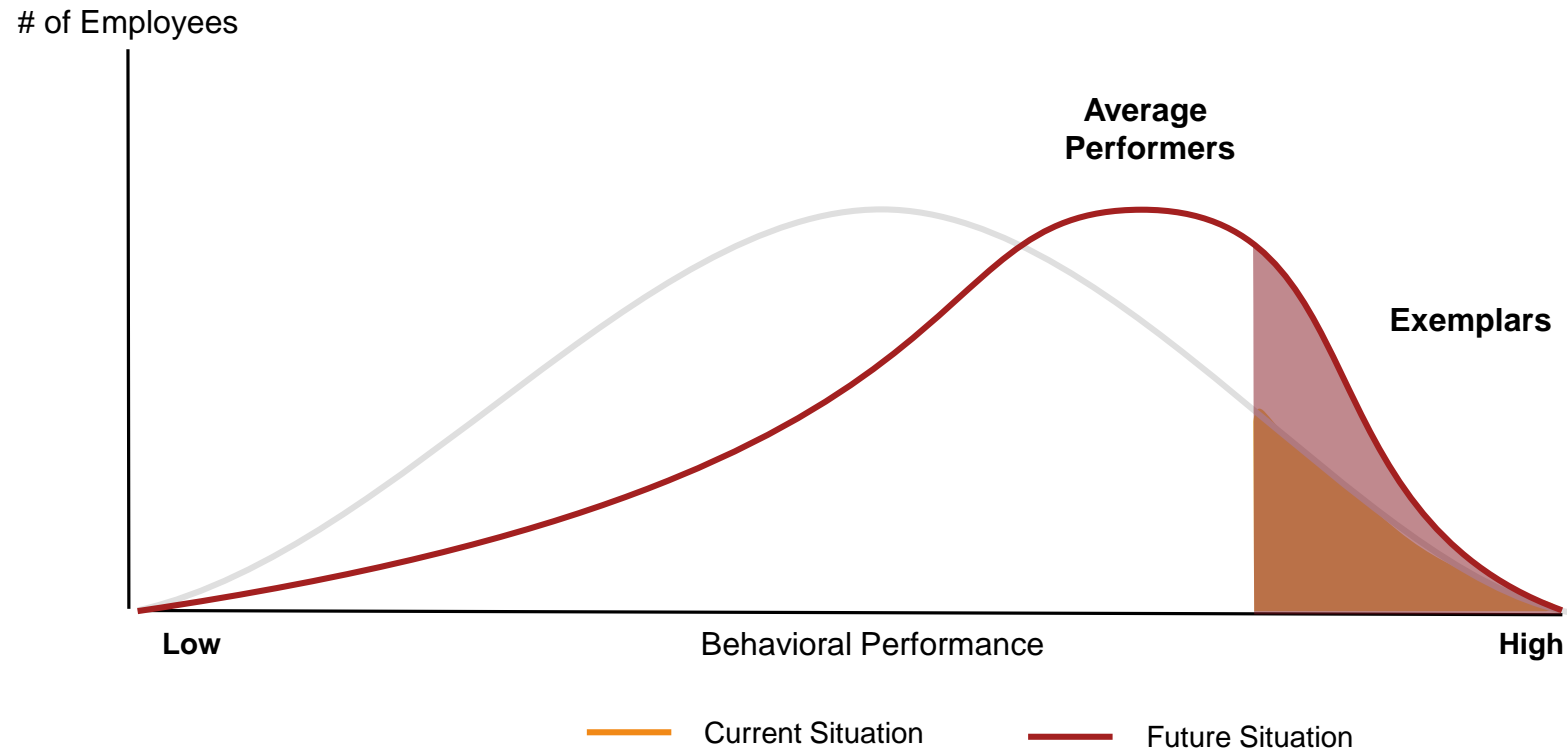
ExxonMobil



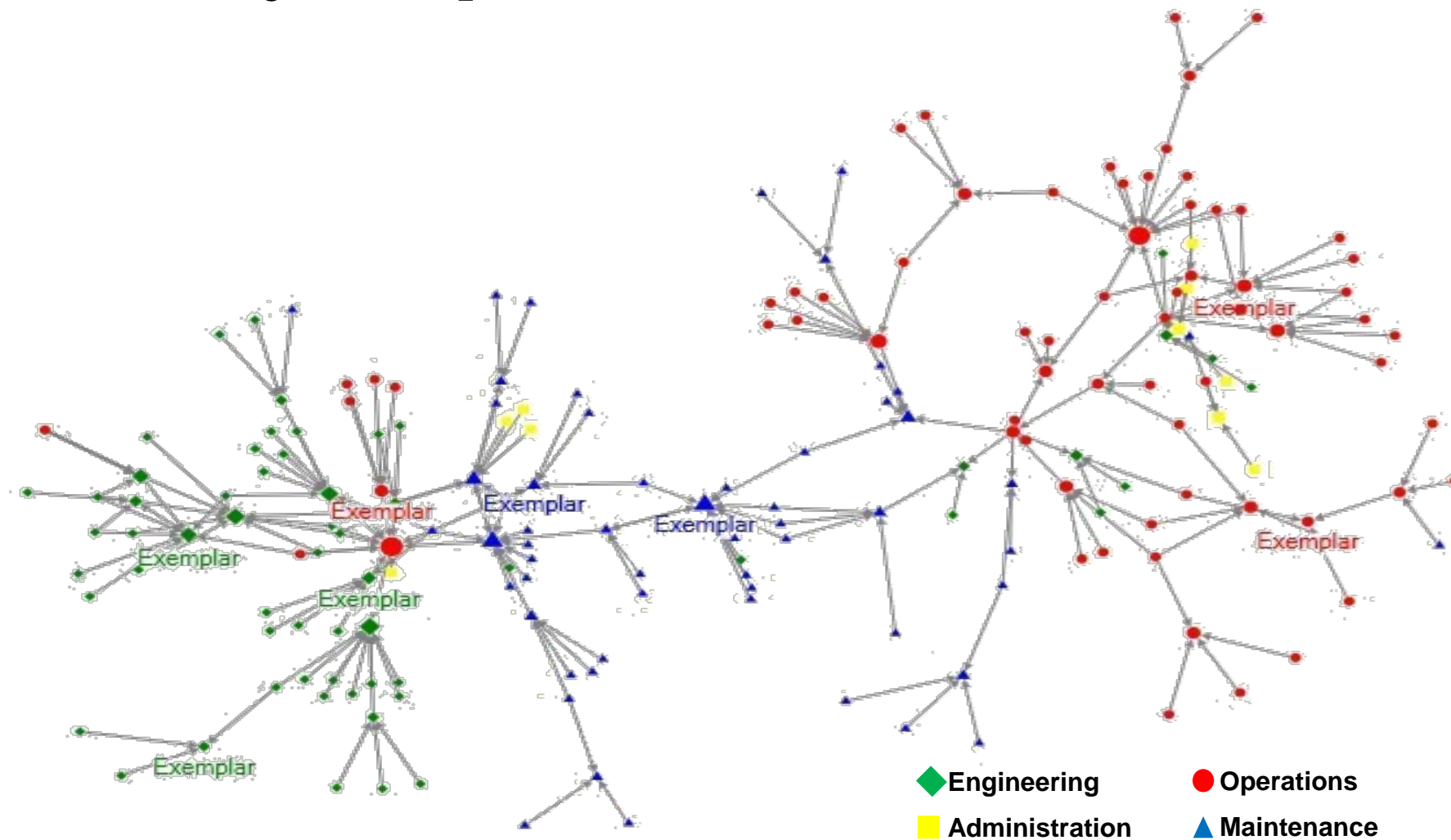
Behaviors are influenced by programmatic, interactive and sustaining forces; all must included for maximum impact



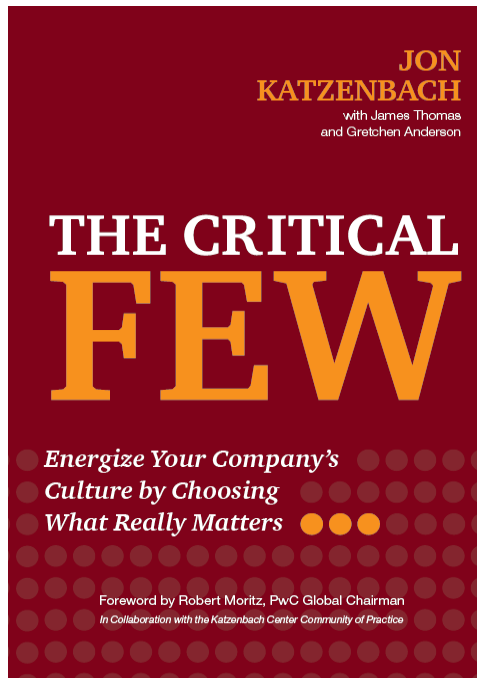
With behavior change, it is recommended to start with the best, the advocates, the 'exemplars' and pull the average up



Social networks don't look much like organization charts, but their influence can be just as powerful



So, why “The Critical Few”?



- Discover the **Critical Few Strengths** of your **current culture** which can be leveraged, and those **Weaknesses** that must be counterbalanced
- Focus on a **Critical Few Behaviors** you need **more people doing more of the time** to evolve your culture into a more effective one
- Leverage a **Critical Few People** who are already **recognized today as role models** of the Critical Few Behaviors and **co-design the program** with them
- Implement in a **Critical Few Places** in the organization where you can show the **positive impact of the Critical Few Behaviors** and encourage others to join in
- In everything you do, be **pragmatic, engaging and focused** on value...
- ...and **don't let your senior leaders off the hook** to signal the importance of the Critical Few and role model them

Thank you

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