

## Purpose or Profit Focus Controls Engagement, Meaning, and Commitment.

**Truth:** Organizations tend to take on the characteristics of their leaders and unaligned behaviours. The values, habits, and biases of the founders and dominant leaders leave imprints and constraints on the organization- and culture. This then causes most organization-wide initiatives fall short of full potential.

Ever heard of the phrase ‘a chip off the old block’? Or “as the leader goes, so the pack follows”. Another truism... culture is "the shadow of the leader", is a similar metaphor or concept. Culture Matters muchly, but few are aware!

It describes the phenomenon where leaders, through their likes, dislikes, behaviours, values, attitudes, actions, and consciousness, impact, influence, and shape organisational culture and consequent staff beliefs & behaviours.

Quite simply – if your culture is bad, toxic, unsafe, or fear-based, stop looking in the “garden” (Staff) for the problem or cause, and start looking at the “gardeners” – your leadership who actually controls and impacts your culture.

Coined by Sean Delany the "shadow of a leader" is an insightful and helpful metaphor. Think of organisations you know and how the personality and behaviour of the leader influences their culture. For many leaders, they are unconscious of how they are really perceived. A meaningless drive, purely for profit, creates a cold, disengaged culture.

### LEADERSHIP BLIND SPOTS ARE DANGEROUS

We all have BLIND-SPOTS. If you have ever explored the Johari’s Window model, you’ll have an idea of the challenge of your BLIND SPOTS. **Problem:** Most leaders drink their own koolaid! They believe and prioritise their own story/view. Yet blindspots persist.

As companies and teams grow, they experience serious impacts from the "shadow of the unconscious leader". It can be toxic.

The consequences are that the culture takes on a life of it’s own and permeates the entire workplace. Within days, new staff become quickly “educated” on...”how things go around here”!

***Just pray your company culture is ENABLING and not disabling!***

To make a positive CultureShift, the leader’s consciousness, values, mindsets, and behaviours, needs to change from a Profit-only focus, to profit AND people/meaningful-purpose.

Saying, that things-will-change, is not good enough. Delegating culture change to HR Department just won’t cut it! The root source of your culture comes from your leadership consciousness & actions. Are you a CONSCIOUS Leader?

CEO ownership, personal engagement, & positive relationships, win hands down as a key success factor for creating and establishing a new Higher Performance positive culture, that flourishes.

### A NEW ORGANISATIONAL CULTURE REQUIRES NEW CONSTRUCTIVE BEHAVIOURS

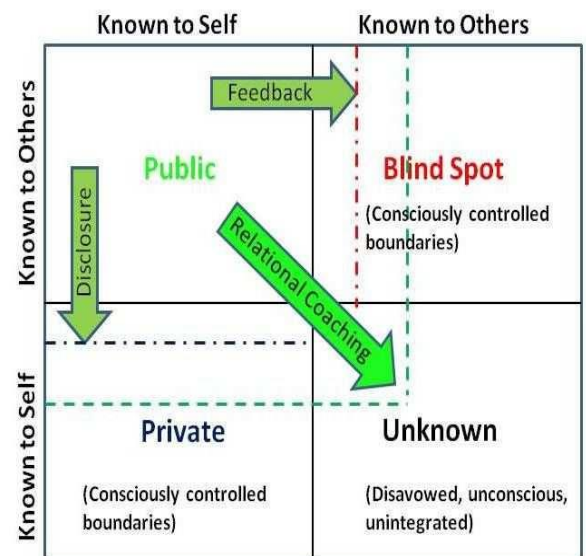
Positive Culture improvement, is about actual personal leadership mindset, values, and behavioural changes, that are reliable, dependable, aligned, with espoused values and agreements. And these must become lived behaviours.

New processes, clear focus, reenergised actions, and better attitudes, are required. Plus clarifying the PURPOSE, and aligning the team’s energy, Fierce-Focus & SWIFT-Actions, towards, meaningful goals, are top of leader’s priority list.

To grow successfully, and sustainably, in a Human-Centered High-Performance Workplace, the “leaders’ shadow” needs to change-shape, expand its influence and impacts, become more Consciously Constructive, and positively aligned, with agreed values and behavioural agreements/ rules of engagement. It ALL starts at the TOP!

**“The kiss of death for a leader’s credibility, impacts, and influence, is to have espoused and agreed company values, and then be seen NOT WALKING THE TALK!”**

### Johari Window: The Basic Model



Research shows 9/10 leaders are NOT good leaders! The ideal "shadow of the leader" makes clear the WHY, and HOW, we act or behave. It becomes the purposeful leadership example, walking-the-talk, and inspiring energy, that enables, improves, and drives, a High-Performance Workplace, & positive, proactive, collaborative Teams culture.

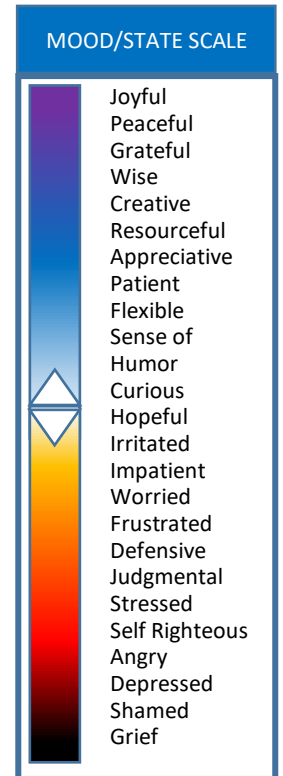
The most powerful way for a leader to ensure a High-Performance Workplace is established, and maintained, is to ask for radically HONEST feedback. To get this requires a context where the people have full psychological-safety and freedom from fear and consequences being enacted or carried out by immature/low EQ, and unconscious, leaders.

Leaders and managers, by their daily attitudes, mindsets, and interactions, create the Context, Culture, Climate, and Commitment, that directly influences and even controls your people's moods and emotional/mental states. You create the lift to boost their spirits towards higher happiness, or push them down to hopeless, helpless, and more unhappiness.

Your staff all have their own environmental, and cultural influences, and consequences, that they bring to work with them each day. As a MANAGER of your PEOPLE, your responsibility is to create a context, conditions, and the Psychological Safety, where your people can flourish, thrive, unleash, and utilise, their fullest potential, in a positive manner for the greatest good and meaning for ALL. It is vital to beware of the Dunning-Kruger Effect!

The LEADER, as the Chief "Culture" Officer, is the main catalyst for a new, more effective, culture, as they created their current – undesired culture. To be personally engaged in leading culture change, and avoid expanding their blind-spots, the leaders must:

- Consciously work on their leadership behaviours that they need to shift in themselves and then show up differently each day in the organization.
- Lead your senior team through culture-shaping sessions, activities, values, and agreed rules of behaviour, before any other teams take part.
- Take ownership of the focus, and drive, on defining the desired, and needed, company culture & clarifying the organization's values, purpose & meaningful goals.
- Focus on building a positive focussed, appreciative, recognition-based, culture.
- Senior leadership to own and lead the culture-shaping, blindspot clearing, process.
- Leaders need a clear, compelling purpose for themselves, their entire organization, beyond just more profits; united with strong business rationales to inspire a thriving High-Performance culture.
- The CultureShift process must be supported by resources, and a methodical culture-embedding plan.
- Leaders cast powerful shadows; thus, the new desired culture needs to be explicitly defined with clear values and associated behaviours. This is then consistently modelled by the senior team.



Many workplaces have "we vs them" turf-control issues between units, and different functions. The CEO wants to "fix" the organization, but often senior executives or managers are not fully competent, committed, aligned, or mutually supportive. They didn't speak with one voice to their teams. Leaders need INTEGRITY that aligns mindsets.

They don't speak up in meetings... Why? Fear? They are generally polite and non-confrontational. They appear to agree to CEO suggested or dictated decisions, but then they don't support or communicate those decision outside the meetings, all the way through to the rest of their teams. If you asked staff at the lower levels of the organisations, why they don't perform to their fullest potentials, and collaborate more effectively, you will probably hear, in a variety of comments... "Why should we? Our bosses don't!" Like the... Fish-rots-from-the-head scenario.

It's clear that the role of the leader requires modeling the agreed and desired **behaviors**, and letting others see the agreed **values in action...Daily**. To become a more effective, and conscious, leader, become aware of your shadows & blindspots. Then learn to consciously match your actions with your messages & agreements/values.

When u look in a mirror, the person you see looking back at you is the place where you have MOST control... This is the best place to begin the Culture and Mindset shift. Start the mindset shift from profit-only, to People, Purpose, Planet AND Profits. Now it's your turn to show your team the ideal example of a Conscious high performance leader. Give your team a voice... Listen and uncover the potential. Otherwise whose job is it to listen to your people? AdaptAgility Matters! Listen today & respond today – We live in a real-time world, you need to be a real-time leader. To enable greater people performance and unleash your teams fullest potential – talk to us about HPO Teams.