Aspects of organizational culture are differently visible and changeable. The aspects that are more visible tend to be more changeable but have a lesser impact on culture. Edgar Schein laid the groundwork for this metaphor in Coming to a new awareness of organizational culture. (1984)

Systems Thinking - a perspective that sharpens our awareness of whole and of how the parts within those wholes interrelate.

Peter Senge outlined the concept of a learning organization in The Fifth Discipline, (1990)

Thinking in Systems (Meadows, 2009) takes a deeper dive into Systems Thinking as applied to many disciplines.

Model based on natural ecosystems

Organization Ecosystem Self-Assessment based on research and materials from Quality Texas Foundation and The Hay Group.

Studies connect climate and systems approaches to organizational performance.
Building a Culture

**Why**
- Align culture, values, and strategy.

**How**
- Use a system approach to build skills and move culture?

**What**
- Offer workshops, courses, online support. Coaching/Feedback, Change/manage organizational systems as needed.

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**Building a Culture Intervention Sample Timeline**

<table>
<thead>
<tr>
<th>Year</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
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<tbody>
<tr>
<td>2018</td>
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</table>

**January**
- Leadership commits to building a coaching culture
- Select/Develop Master Coaches and Champions

**February**
- Offer 1st Intermediate Coaching Workshop (13 people)
- Build on TIP support and resources

**March**
- Offer 1st introduction to Coaching workshop (18 people)

**April**
- Offer 2nd Intermediate Coaching workshop (13 people)
- Launch Online Resources/Support

**May**
- Offer 2nd to Coaching workshop (13 people)
- Work with TIP leadership to define TIP coaching behavior expectations

**June**
- Offer 1st introduction to Coaching workshop

**July**
- Check M & C development progress
- Offer 1st TIP-Heart Introduction to Coaching workshop
- Launch TIP Advanced Coaching Coaches Community

**August**
- Offer 2nd TIP-Heart Intermediate Coaching workshop

**September**
- Review progress and impact. Adjust approach as needed

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YouTube

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