



Time to buckle up.

If you've decided your organisation requires an Adaptive Culture, but your current diagnosis comes back as a "**Culture of Blame**" (the lower end of a Resistant Culture), what will the road ahead look like?

Firstly, the road ahead will be rocky – very, very rocky. There is a 12% chance that this could be your organisation. It will feel like everyone is dumping on you, and it will probably have been very unpleasant already for a long time. This is your chance as a leader to break out of it – so, buckle up.

Secondly, it will require determination.

- Determination to face into this problem. Many leaders who experience this have talked about it in quite physical terms, saying it's "like getting a kick in the guts" or "feeling sick in the gut."
- Determination to hold back from blaming others. Doing this will only perpetuate the Culture of Blame or make it worse.
- Determination to "stay the course". It will often feel like 2 steps forward and 1 step back (and sometimes the reverse). If you are a board member or an executive and you have asked one of your leaders to do the hard yards to get rid of a Culture of Blame, then they will need your unstinting support from beginning to end – they will need your determination too.

Thirdly, it will require a highly visible, proactive leadership style focussed almost exclusively on:

- Getting lots of simple, highly-visible quick wins in the early days (yes, the low-hanging fruit)
- Getting out of your office and talking with people. This builds trust and gives you crucial information.
- Opening up the Problem Pipeline and attacking long-term unresolved problems, especially the ones that generate daily operational frustrations. The temptation to use band-aids, or patches, to fix these problems will be overwhelming. Resist it as much as you can. Only go there as a last resort.
- 10% of your communications should be used to acknowledge issues and validate the concerns raised by others.
- 90% of your communication should focus on generating strong positive long-term solutions to the issues raised.

If you have been a leader in a Resistant Culture in Blame, what worked for you?