CULTURE RENOVATION PROGRAM

DLK GROUP | ZOLEKA MASHIYI

IPMA HOPE SUMMIT 25 | NOVEMBER 2025

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HOPE
PEOPLE
PURPOSE
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SUMMIT 2025

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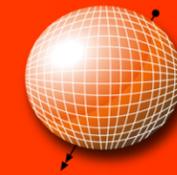
ACCULTURATION

ACCULTURATION IS A PROCESS BY WHICH INDIVIDUALS OR GROUPS ADAPT TO A NEW CULTURE OR ENVIRONMENT. IT INVOLVES LEARNING AND ADOPTING NEW BEHAVIOURS, CUSTOMS, AND VALUES WHILE ALSO RETAINING ASPECTS OF ONE'S ORIGINAL CULTURE. 🌟

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Xabiso is taking a significant step towards improving its organizational culture through the Culture Change Program.

- **Objective**: The primary goal is to identify both negative and positive factors impacting employees, management, and the organization as a whole.
- **Focus Areas:** The program aims to address employee wellness challenges such as mental health and workplace flexibility, as well as management challenges in creating and maintaining a good organizational culture.
- **History:** Xabiso has not undertaken any Change Management programs in the past 10 years. The Employee Assistance Program (EAP) was not implemented as required due to budget constraints, and internal programs offered by HR did not attract much attention or attendance from staff.

ORGANISATION OVERVIEW

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Organization Type: Xabiso is a government parastatal and a non-profit organization operating on a very limited budget
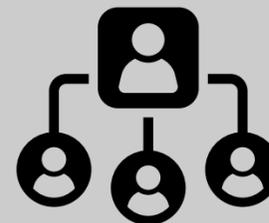
Organizational Structure: The structure is very flat, with approximately 100 employees

Staff Composition: The staff is composed of:
- Key senior management personnel
- Middle-level managers
- Supervisory staff
- Support staff

CLIENT BRIEF

- **Professional Services Required:** Xabiso needs the expertise of a Change Management Consultant to conduct an assessment/analysis of the organization's culture and link it to employee wellness
- **Alignment by their admission:** The analysis has shown a great alignment between organizational culture and employee wellness and ultimate productivity
- **Guidance Areas:** The Change Management analysis and recommendations will provide guidance on:
  - Creating a culture where everyone has a voice, a sense of belonging, trust, empowerment, and development
  - Ways to implement and enhance the Employee Assistance Program (EAP) and develop partnerships with organizations like SANCA, FAMSA, and CAREWAYS

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Leadership Role: Xabiso's leaders must set the vision for the organization
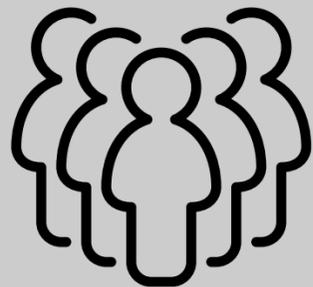
Empowerment: Leaders should empower employees to take initiative and contribute to the organization's success

Environment: Creating an environment that fosters growth and adaptability - crucial for the program's success and future of the organization

METHODOLOGY

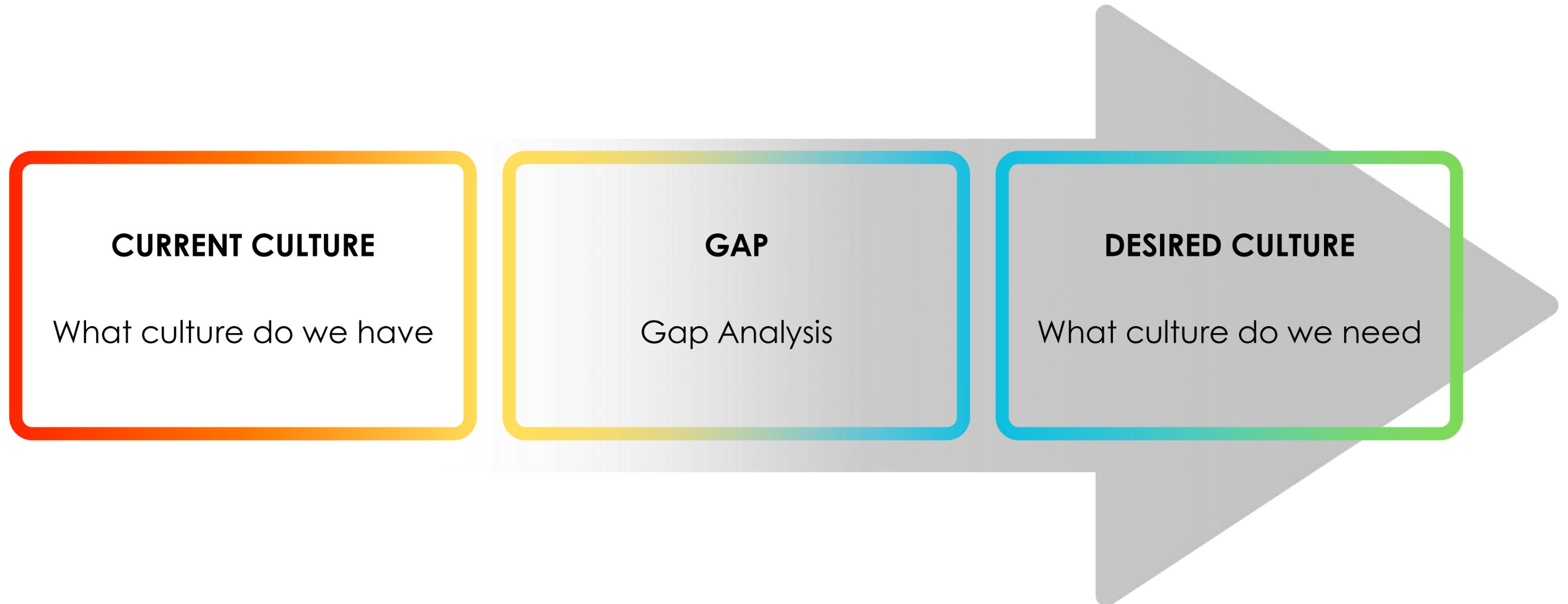When we first start changing organizational culture, the promise of a better future is invigorating…giving Hope for a Better tomorrow

CURRENT CULTURE

What culture do we have

GAP

Gap Analysis

DESIRED CULTURE

What culture do we need

IMPLEMENTATION APPROACH

Phases	Objectives	Process Followed (create awareness, desire to participate, spell-out benefits, DIE
Phase I Current Reality, Insights and Desired Future State	• To assess perceptions of the current culture; • To determine the desired future state; • Identify the gap - identify the change in beliefs, attitudes and behaviours required to shift culture and perception.	• An Awareness Creation Session with all employees of Xabiso • Individual face to face interviews with members of Senior Leadership on challenges, perceptions, experiences, and aspirations for the business. • Supervisors and Coordinators from across the business where invited to participate in a group discussion to gain qualitative understanding of the current culture. • Employees from across the business where invited to participate in a group discussions to gain qualitative understanding of the current culture.

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Phase II Culture Survey	• To gather information from all employees throughout the organisation, aimed at obtaining quantitative and qualitative data which will inform decision making going forward. • The Culture Survey was designed to explore the trends and insights gained in Phase I in further detail, gathering more insightful information as well as determining the most important trends and concerns.	• Communication from the CEO of Xabiso to all employees, advising them of the objective of the Culture Survey, the timelines, as well as requesting participation from all employees. • The survey was made available to all employees via an anonymous email link, conducted over a two week period. • The results were analysed and presented to the whole organisation.

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Phase III Action Planning with the Leadership	• To relaunch the Values of Xabiso in alignment with the envisaged culture. • Values to guide behaviours and influence strategic decisions, to actually living them • This was done in collaboration with the Senior Leadership team	• Setting out behaviours that are associated with the Xabiso's current Values • Shared Reimagining leadership: Five critical shifts • Action Planning workshop • Establish a framework for monitoring and evaluating the progress of the Culture Change Program.

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Close Out	• Employees were engaged from the beginning of the project with very high participation and willingness to contribute. It was therefore agreed that Consultants should close out the programme with employees present as well. This approach was met with appreciation from the employees. The draft Action Plan was presented to all employees of Xabiso and owned by leadership. Discussion was encouraged and an understanding was reached that the Action Plan will be revisited by the Senior Leadership, presented to EXCO and Board. • The objective of revisiting the Action Plan is to evaluate the feasibility of the recommendations, establishing priority, resources, and timelines. It is acknowledged that Xabiso is currently constrained in certain respects, in particular in terms of funding.	

Employees were asked to indicate their level of agreement with several detailed statements regarding their working environment. These statements are organized under the following dimensions:

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Current environment, captures how things are done around here, respondents are given an opportunity to reflects and provide verbatim responses applying a **Stop, Start, Continue** frame of mind
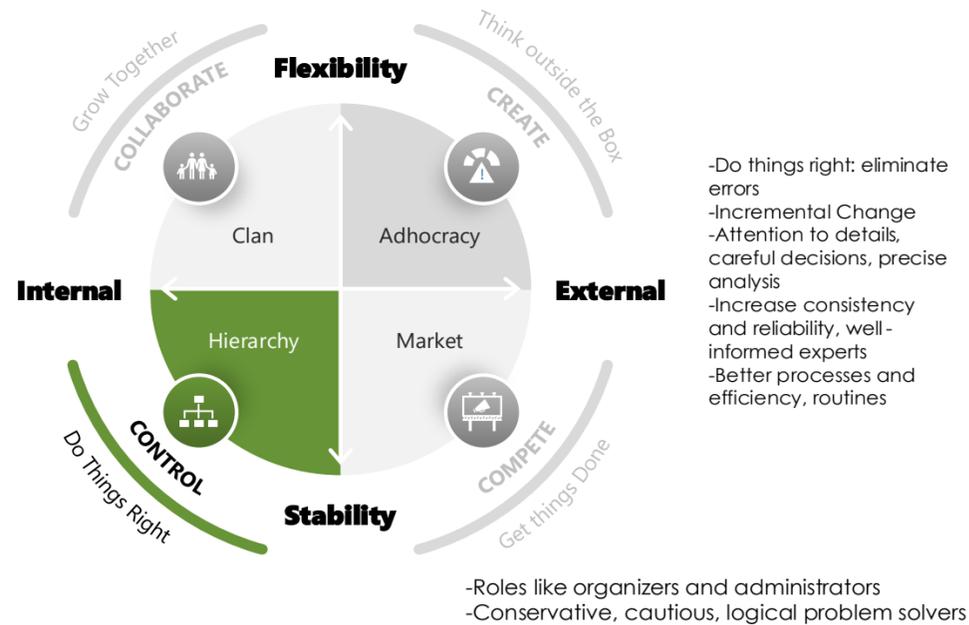
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The Competing Values Framework (CVF) was used as the framework

Current culture is dominated by the process-oriented, structured Control Culture, (Hierarchy Culture), with less of the Collaborative Culture (Clan Culture)

Envisage culture identified by both Leadership and Employees is that of a Collaborative Culture or Clan Culture

Control Culture (Hierarchy Culture)

Typical in sectors like medicine, nuclear power, military, government, banking and insurance, transportation. The long-term goals are stability and results, paired with efficient and smooth execution of tasks

This is a formalized and structured workplace. Procedures direct what people do..

-Do things right: eliminate errors
-Incremental Change
-Attention to details, careful decisions, precise analysis
-Increase consistency and reliability, well-informed experts
-Better processes and efficiency, routines

-Roles like organizers and administrators
-Conservative, cautious, logical problem solvers

Collaborate Culture (Clan Culture)

Typical in sectors like health care, education, some government agencies, not-for-profits

This working environment is friendly. People have a lot in common, and it feels like a large family. The organization promotes teamwork, participation, and consensus.

-Do things together: build teams, people matter
-Long-term Change
-Commitment, empowerment, cohesion, engagement
-Human development
-Collective wisdom, long-lasting partnerships, and relationships

-Roles like a mentor and a coach
-Wary of conflict
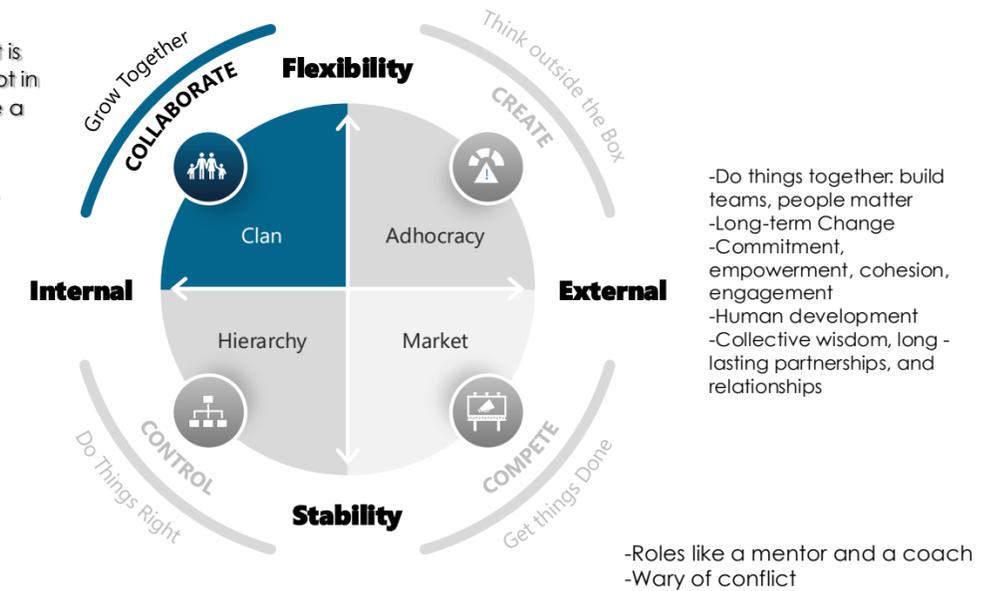
Envisaged culture at Xabiso is a mixture of Control and Collaborative Culture, where a people-oriented, friendly Clan Culture is dominant; underpinned by the process-oriented, structured Hierarchy Culture.

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Sustaining the culture change through recognition and appreciation

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Organization wide re-Launch and Living of Xabiso Values Plan

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6
Online Competition-spot and recognize your colleague living/portraying the Xabiso's Values (over a month)
• Sourcing/funding of prizes (HR + Finance)
• Adjudication process (Over 2 weeks)
• Award ceremony-March (to coincide with launch of revised Values)

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ACTION PLANNING WITH LEADERSHIP
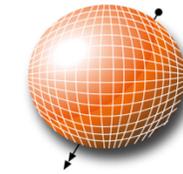
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Identify Issues and areas of concern

What are we going to do differently

How are we going to achieve this

Who will be responsible

What will 'success' look like

Timelines

RECOMMENDATIONS AND PROPOSALS

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- Keep the Action Plan live

LESSONS LEARNT AND REALITIES

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Focus on a few changes at a time: focus your efforts on those two or three behavior shifts that will have the greatest impact. We recommend applying small, quick fixes to learn and improve as you go.

Honor existing strengths: acknowledging the existing culture's assets will also make major change feel less like a top-down imposition and more like a shared evolution

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Focus on behaviors, not attitudes: start by making real changes to behavior and let attitudes come around. Make sure the behaviors you're asking for are applicable, simple, advantageous, testable, and observable
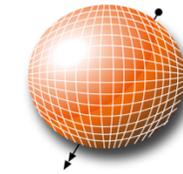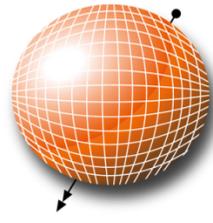
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