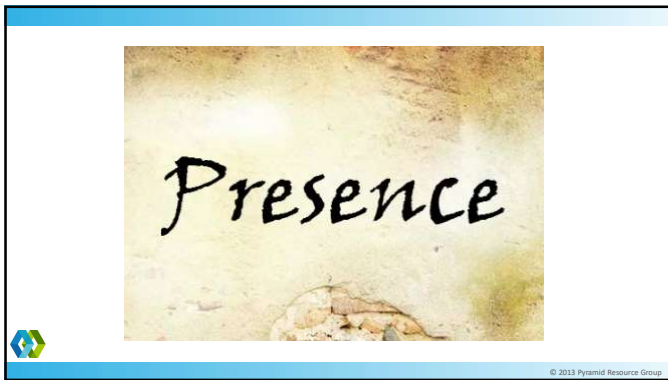
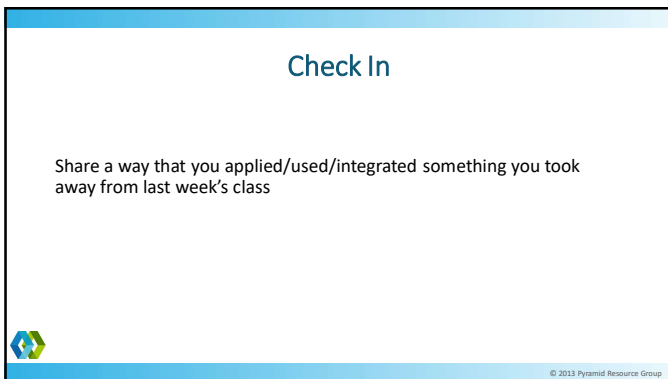





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3




Organizational System

Structure + Culture
+ Strategy + Purpose
++....+.....



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4



Organizational Culture

"Culture is an abstraction, yet the forces that are created in social and organizational situations that derive from culture are powerful. If we don't understand the operation of these forces we become victim of them."

Edgar Schein, Ph.D.

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5



6




7



Managing The Coaching Agreement

What are your responsibilities to:

- The coachee?
- The organization?
- Both/and?




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ICF as a Resource

- Sample agreements
- Ethics and Interpretative Statements

and your mentor coach



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Values Misalignment

Personal Values	Stated Organizational Values
Excellence	→ Innovation
Respect	→ Transparency
Work/Life Balance	→ Accountability
Fairness	→ Collaboration
Contribution	→ Integrity
	→ Teamwork



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10

Values Misalignment

Personal Values	Un-Stated Organizational Values
Excellence	24 – 7 availability
Respect	Stay in your lane
Work/Life Balance	“Don’t be the tall weed”
Fairness	Cracked-door policy
Contribution	????
	????



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Discussion

What has been your experience in dealing with values conflict?

How do you help people in navigating the conflict?

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BREAKOUT

- Breakouts, 30 min.
- Ideally - each of you coach and be coached
Can role play or real play
- As a coach, really listen for the “high-wire” indicators



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Making It Real...

Discussion:

What came up?

As Coach, what were you feeling as your coachee was sharing

Relate to managing the coaching agreement



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**Culture eats strategy
for breakfast.**

- Peter Drucker



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My question is how organizations can lead us not toward some predictable goal, but toward a greater and greater capacity to handle unpredictability, and with it, a greater capacity to love and care about other people.

Margaret Wheatley

www.margaretwheatley.com



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16



Organizational System

Structure + Culture

+ Strategy + Purpose

++....+....

Collective Mergers Group Roles
Professional Important Skills
Goals ORGANIZATIONAL
Change Roles Customer Support
Growth Roles Mission Results
Behavior Business Meetings
Executive Performance Valuable

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17

Fieldwork for Session Three

Watch this video:

<https://www.youtube.com/watch?v=OvYCLxqkfVY>

Invitation:

If you have a particular approach to managing change or assessing organizational readiness that you want to share with the class, let us know.



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18
