

Cultural Turnaround Every Single Day

Aligning Organizational Identity, Execution, and Agility for Continuous Long-Term Success

By: Mark F. Boules

Turnaround Management Every Day
John O. Whitney (1987)

الثقافة التنظيمية للمؤسسات
Rasha Mostafa Awad (2024)

The Turnaround Mindset

"Every moment of one's existence one is growing into more or retreating into less."

— *Norman Mailer

Mailer is emphasizing that life is never static. We are either constantly expanding, learning, and growing, or we are shrinking, retreating, and decaying—there is no middle ground or true "standing still."



*Norman Mailer was one of the most influential and controversial American writers of the 20th century. He was a novelist, journalist, essayist, filmmaker, and public intellectual known for his bold writing style, political commentary, and willingness to challenge social norms.

Is Strategy Actually Enough?

"Culture eats strategy for breakfast."

— *Peter Drucker

Even the most brilliant business strategies fail completely when the organization's collective habits, communication loops, and behaviors act as a counter-force. When internal office politics and protective silos take over, they divert vital team focus and resources away from delivering real external value.



*Peter Drucker is widely regarded as the father of modern management. His ideas transformed how organizations are managed and continue to influence business leaders, government organizations, and nonprofits around the world.

Strategy, Plan, and Culture



Strategy	Plan	Culture
Where the organization wants to go	How the organization will get there	How people execute the plan consistently
Long-term direction	Short- to medium-term actions	Everyday behaviors, values, and decisions
Can change every few years	Can change every year or quarter	Evolves slowly over time

Culture Over Strategy

"Shared culture is the backbone of any successful organization." — *Gary Vaynerchuk

Gary heavily champions the idea that skills and strategy don't matter if the company culture is toxic or broken, he constantly emphasizes that data and numbers are just a byproduct of how well your team works together, trusts each other, and shares the same core values.



*Gary Vaynerchuk (commonly known as GaryVee) is a Belarusian-American entrepreneur, investor, author, and motivational speaker. He is best known for his expertise in marketing, branding, entrepreneurship, social media, and company culture.

Four Types of Culture



1. Clan Culture

Family-like dynamic, high trust, flexible environment, and tight collaboration.

MAJOR RISK: Unclear boundaries, echo chambers, and resistance to outside ideas as size scales up.



2. Adhocracy

Dynamic, risk-taking, entrepreneurial, organic design, and highly self-managed.

MAJOR RISK: High uncertainty, hectic coordination, and frequent early failures.



3. Market Culture

Results-driven, intense competitor focus, targets first, and highly performance-based.

MAJOR RISK: Severe employee burnout, toxic workspace rivalry, and heavy politics.

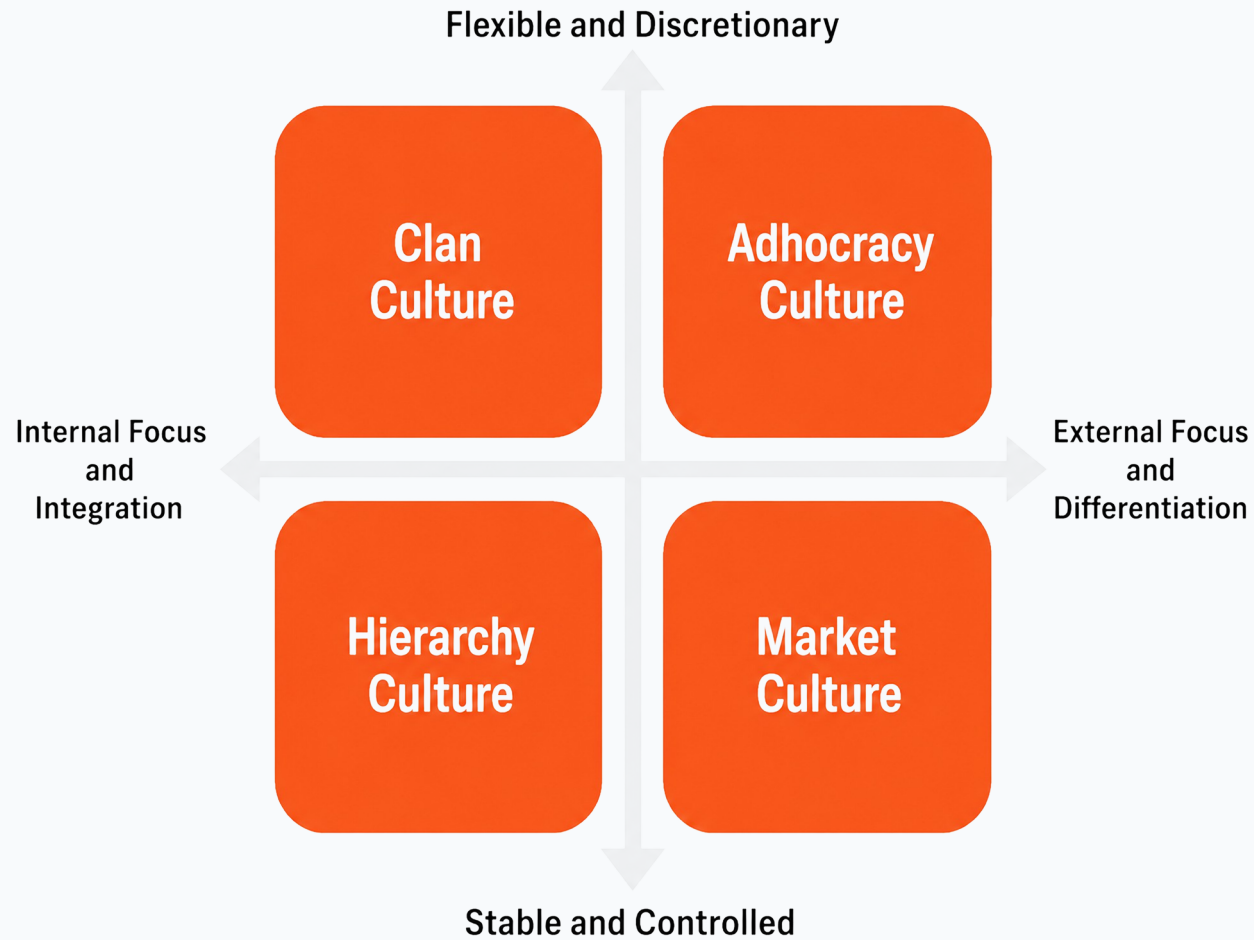


4. Hierarchy

Strict rules, clear command lines, systemized relations, and predictable delivery.

MAJOR RISK: Heavy bureaucracy, slow decision loops, and lack of innovation agility.

Flexibility, Stability, and Focusing



INTERACTIVE POLL

Let's Share:

- “ If you could change your organization's culture, which quadrant would you move toward?
- “ How many of you have witnessed a brilliant project fail due to bad team dynamics?
- “ In one word, what is the biggest culture killer in your experience?

Assessing Cultural Gaps

Organizational Culture Assessment Instrument - OCAI

Cultural Archetype (OCAI)	Current Reality	Desired Future State
Clan Culture (Family/Collaboration)	40% 	15%
Hierarchy Culture (Rules/Stability)	25% 	15%
Market Culture (Results/Competitor)	20% 	25%
Adhocracy Culture (Agility/Innovation)	15% 	45%

The Actionable Gap

This classic diagnostic gap reveals an organization that has grown too comfortable in its Clan behaviors (lacking clear processes) and desires a dynamic shift toward Adhocracy (rapid, self-managed innovation).

By using Cameron & Quinn's OCAI framework across six metrics, companies pinpoint exactly where daily practices must be adjusted to bridge this cultural gap.

The 6 Metrics of the OCAI Framework:

1. Dominant Characteristics - Overall workplace environment feels like
2. Organizational Leadership - General style and approach of leadership
3. Management of Employees - How people are managed
4. Organizational Glue - Bonding mechanism holding the entity together
5. Strategic Emphases - What drives the organization's long-term focus
6. Criteria of Success - How victory is measured and rewarded

Everyone is a Chief Culture Officer

Culture is not merely an HR checklist or a directive from the CEO. It is a shared ecosystem of habits. True protection of your culture begins with the first hiring choices and relies on active daily guardrails from every team member.

 **Discussion Time: Where does your current workspace sit on the OCAI grid? What is one minor "Turnaround" you can implement tomorrow morning?**

*Korn Ferry is one of the world's largest organizational consulting and executive search firms. It helps organizations improve leadership, organizational culture, talent management, employee engagement, and business performance.