



Nicolas Petit

Cultural transformation
activist and consultant



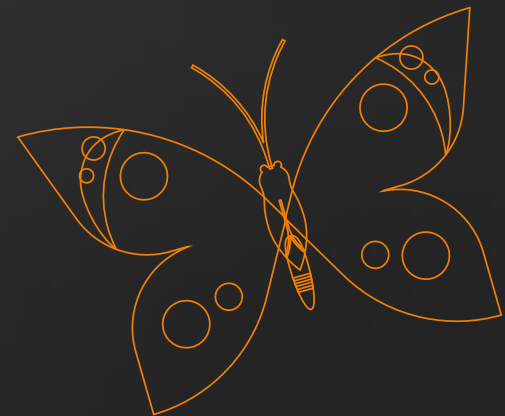
PM Fair 2022, 7th October

The Royal Museum for Central Africa
Tervuren, Belgium



Presentation

**How to activate informal networks
and influencers to drive behavioural
change at scale**



Affiliations



- ▶ Special thanks to Leandro Herrero for inspiring me for this talk. All tribute goes to him!
- ▶ Lean 6 sigma Black belt trained
- ▶ Certified IC Agile coach
- ▶ Viral Change™ fellow
- ▶ Executive coach (APECS)
- ▶ HPI Facilitator of « Energy for performance »
- ▶ And more...

The « old » paradigm

Define new culture.... get new behaviours

- 1) DEFINE PURPOSE, MISSION, VISION, VALUES AND EXPECTATIONS.
- 2) PREPARE, COMMUNICATE, ENGAGE, TRAIN, MONITOR, COURSE CORRECT.

THEN EXPECT A CHANGE IN BEHAVIOURS?...





The « old » way of working

Good project management... leads to
successful change

ARE WE PLANNING AND DELIVERING THE RIGHT THING?

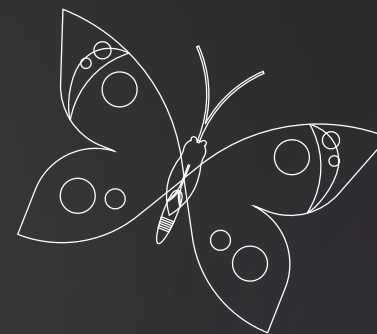
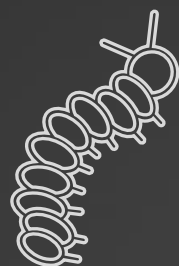


I'm with stupid here...

How about we take a **fresh new** look at organizational dynamics?



The case of **culture transformation**
at a global corporation
headquartered in Belgium



Change Behaviours.... get Culture

NOT THE OTHER WAY AROUND...

How is culture created?



Watch this

Why people do what they do

Because they
are told to



Because
others do
(and it is "safe"
to copy them)



Because
they want to





Who copies whom?

2 different coexisting Worlds

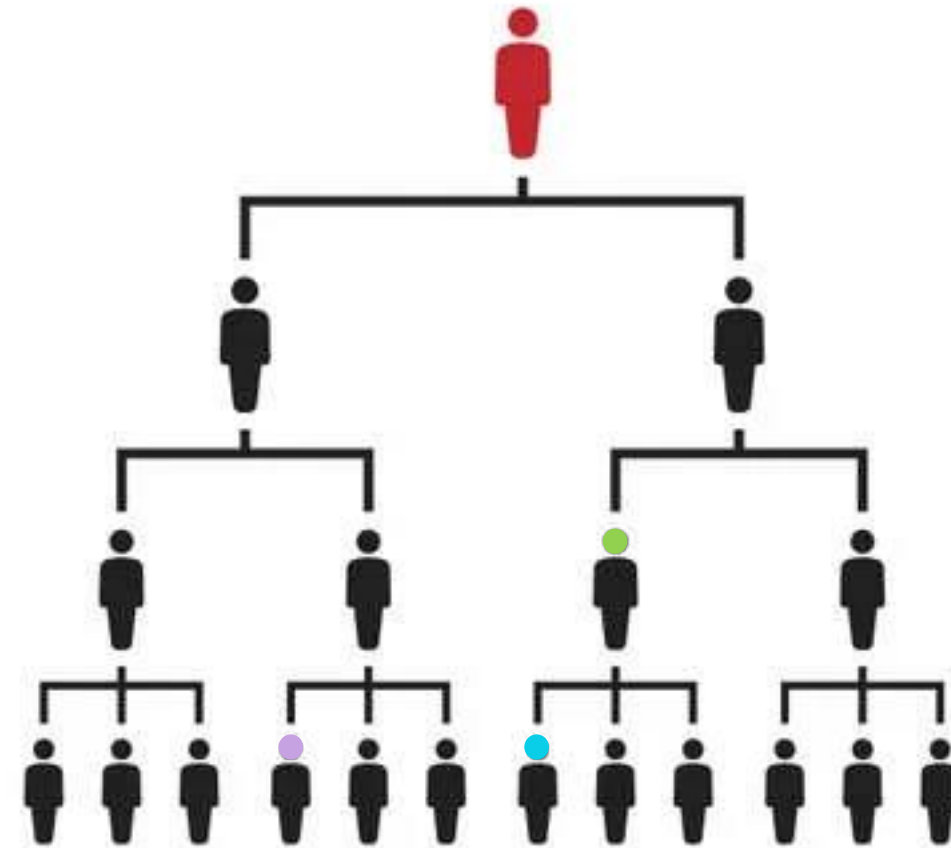
1

Hierarchical control
Instructions & training
Rational
Formal structures
Communication

2

No command & control
No user guide
Whatch others & copy
Informal connections
Contamination – mutual infection

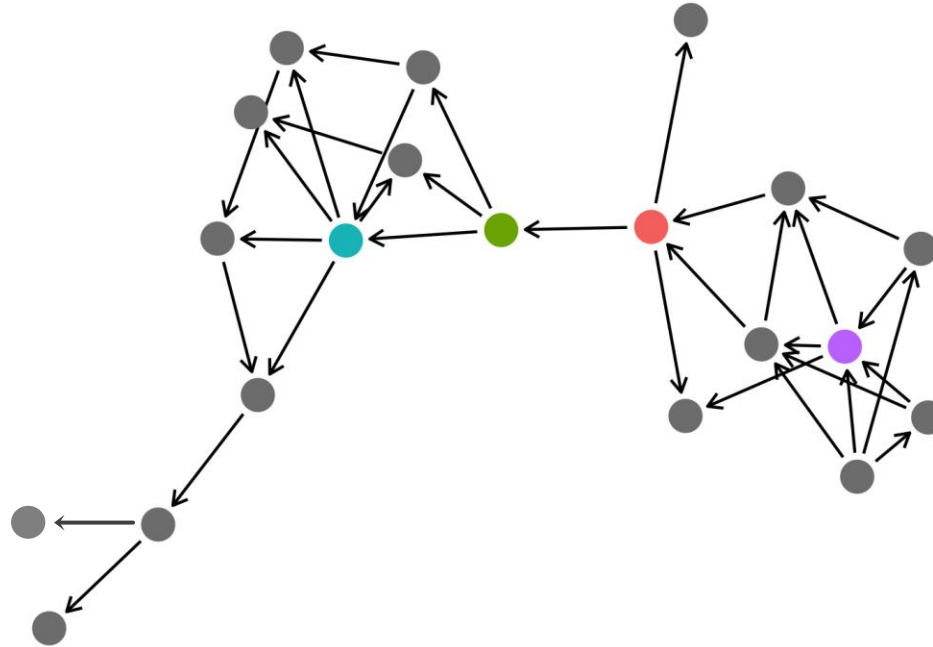
The formal organisation (n=20)



Tell me your role, I will tell you which power you have

The **informal** organisation (n=20)

Tell me who you are connected to, I will tell you which power you have



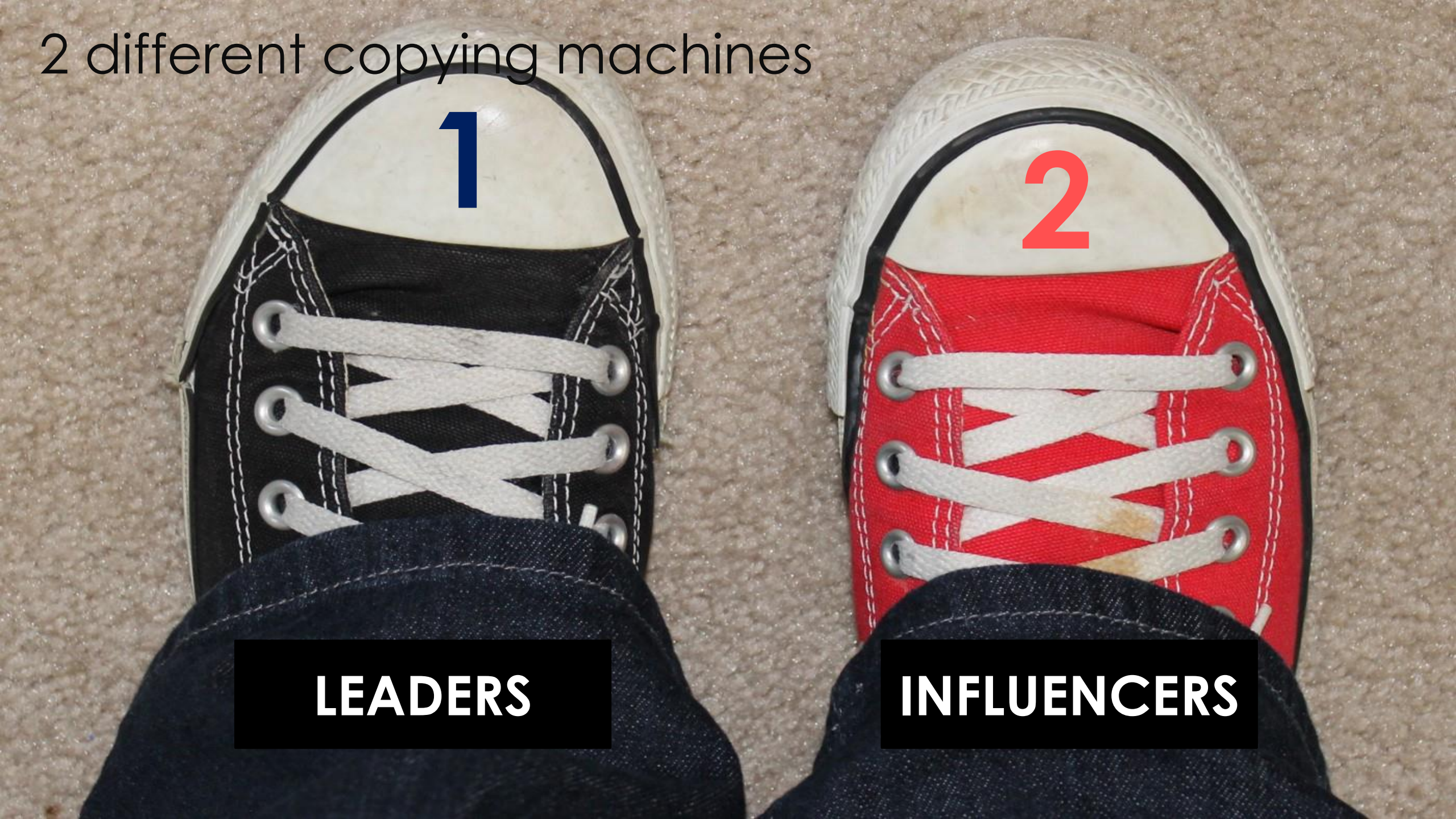
2 different copying machines

1

2

LEADERS

INFLUENCERS



Coach your leaders

Because « soft is hard »



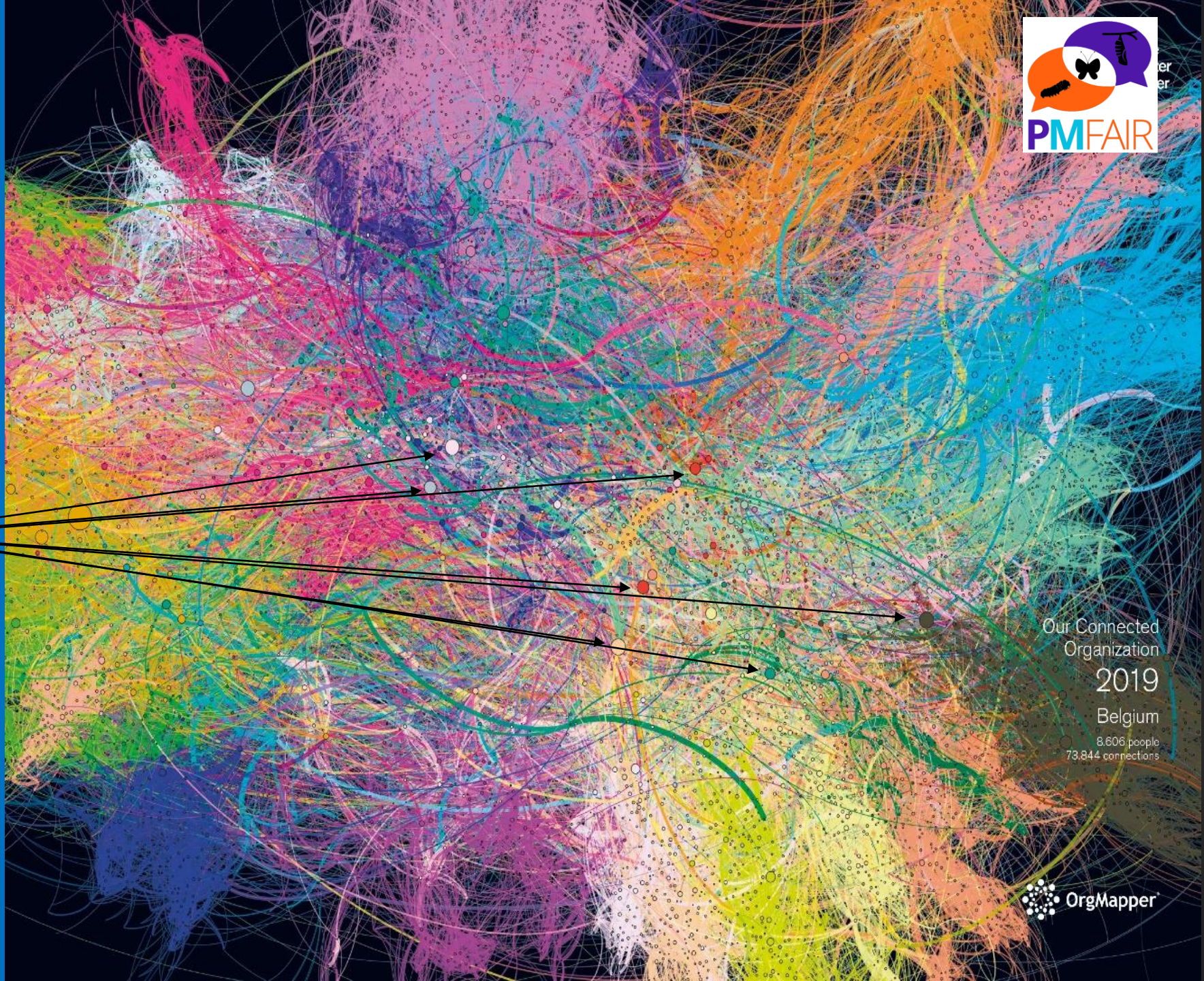
Create a psychologically safe environment
Work well with networks
Show vulnerability
Prioritize trust
Exemplify
Let go
Care

BACK TO HUMANITY

Map & leverage your informal influencers



How?
Organizational Network
Analysis (ONA)



Our Connected
Organization
2019
Belgium
8,806 people
73,844 connections



DOs and DONTs with informal influencers



- ▶ Do not instrumentalize
- ▶ Protect at all costs
- ▶ Do not try to control
- ▶ Respect peer-to-peer
- ▶ Show care & humanity
- ▶ Give space for creativity
- ▶ Thank. Encourage. Recognize

A group of children sitting together, looking engaged and happy. The central focus is a young boy with blue eyes and a plaid shirt, who has a surprised or excited expression. To his left is a girl with long brown hair, resting her chin on her hands and smiling. To his right is another girl with dark hair and bangs, also smiling. The background is slightly blurred, showing other children and colorful balloons, suggesting a party or a social gathering.

Share stories

We remember stories, not bullet points

99% INFORMALLY

SIMPLE

CONCRETE

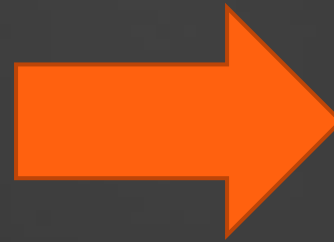
CREDIBLE

How is culture created?



WALK THE TALK

- ▶ Redefined processes
- ▶ Initiatives / projects
- ▶ Rules / enforcement?
- ▶ Training / compliance?
- ▶ Guidelines?
- ▶ Communication?
- ▶ Playbook?
- ▶ Spray & pray?



TALK THE WALK

- ▶ Define **behaviours**
- ▶ Identify **influencers (formal / informal)**
- ▶ Ask them for help. Support them
- ▶ Respect the rules of each World
- ▶ Collect **successes & stories**
- ▶ **Orchestrate**
 - ▶ Keep the pace. PM behind the scene
 - ▶ *Mind & care (influencers)*
 - ▶ *Reinforce (stories, measures)*
 - ▶ *Align (processes, initiatives)*

CONCLUSION: Culture (behaviours) is a barbecue

Culture (behaviours) will cook anything you put on it...



Be humble. Watch. Learn.

Be strategic about the way you manage the **hot coals**

Blow on them

Keep an eye on it. Rearrange or add coal if needed

Relevant learnings for a programme manager

- ▶ People are not machines (A does not always lead to B)
- ▶ Identify and map influencers (formal and informal)
- ▶ Leverage the power of networks
- ▶ Accept organicity. Practice informality. Go with the flow.
- ▶ Invest where the energy is
- ▶ People are wonderful... if you let them



More questions?

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Thank you!





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