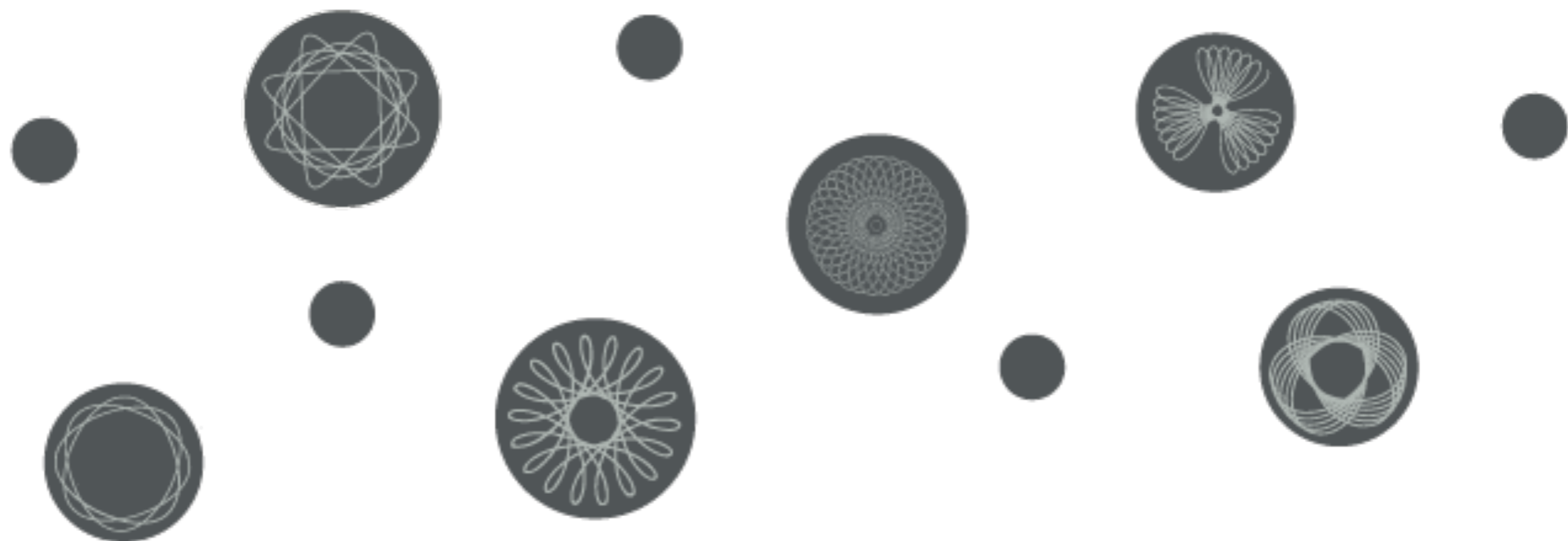




then somehow

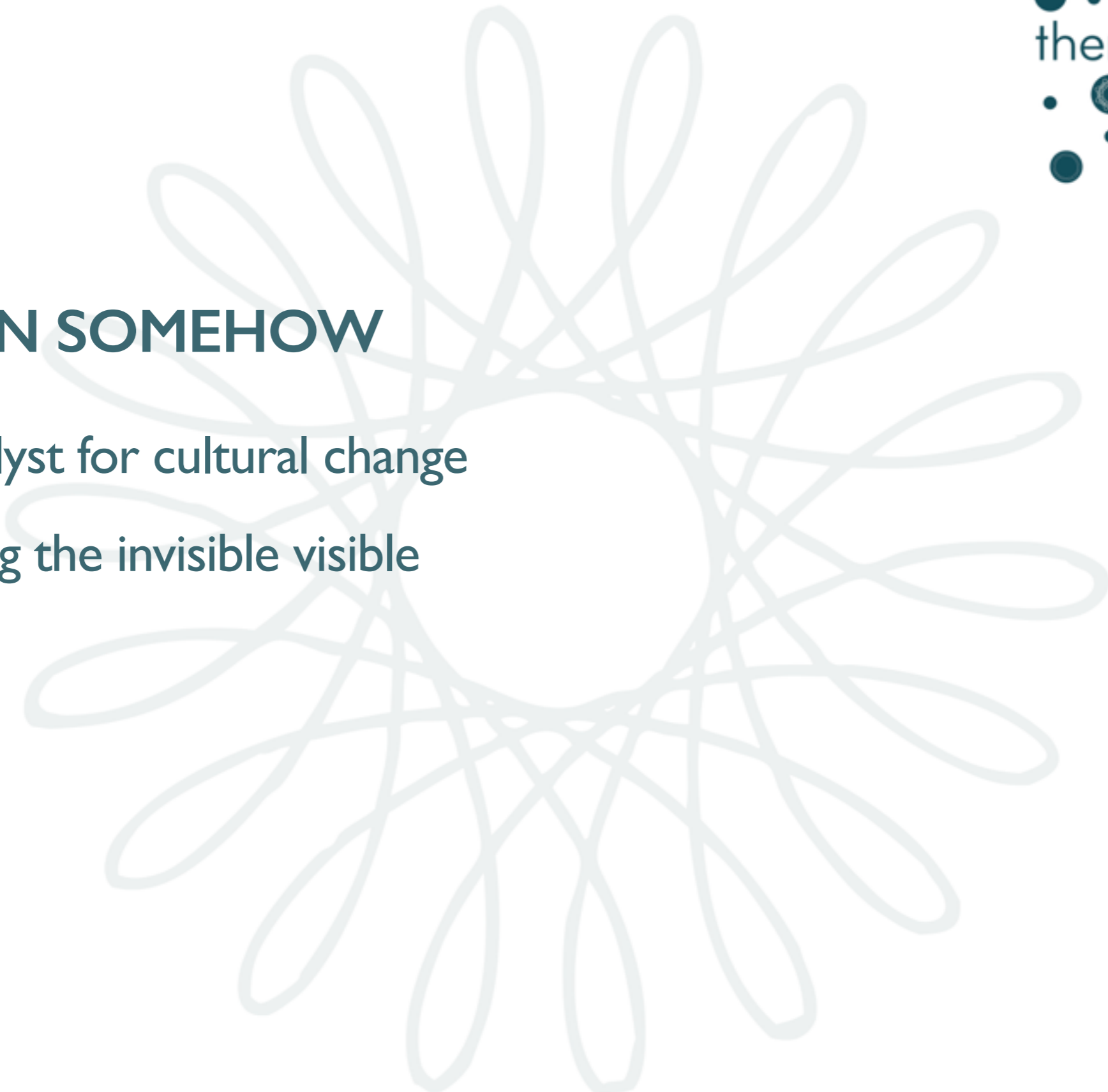




# THEN SOMEHOW

a catalyst for cultural change

making the invisible visible





# CULTURE

the sum of what we feel and believe, and the stories we share about our organisation

the operating system that shapes and defines every input and output the organisation touches

*“it eats strategy for breakfast” - Pete Drucker*





## CULTURE

strategy without cultural context is risky

a poor culture makes everything harder, slower, less good

a good culture makes organisations work:  
happy people, happy shareholders



## HOWEVER CULTURE CAN FEEL

invisible, intangible, unmeasurable, uncontrollable

hungry



# WE MAKE CULTURE FEEL

visible, tangible, measurable, changeable



*new narratives  
to reveal levers  
& support change*



## WHY 'CULTURE CATALYST'?

traditional change management doesn't work because it operates at process/system level

we help you to make changes at cultural level where people interface with process/systems





## WHY 'CULTURE CATALYST'?

we measure & reveal your culture

blending quantitative and qualitative data into a single narrative to provide a diagnostic that is greater than the sum of its' parts

customised to reflect your context, comparable against our benchmark





## WHY 'CULTURE CATALYST'?

if you can understand your culture you can:

- talk about what needs to change
- focus your attention
- benchmark and measure progress

if you can't talk about your context, you can't act with intention and can only respond in a reflexive or conditioned way.



## WHY 'CULTURE CATALYST'?

if you understand your culture, you can improve it, which will:

- make you more efficient
- increase engagement
- improve employee happiness
- make your work a more desirable place to invest in / work at
- impact your bottom line



## CASE STUDY - UNFAIR PAY?

In one client, the catalyst revealed a staff frustration with what was perceived as unfair pay. The client was able immediately to run a salary survey benchmarking exercise and share the results. In fact pay was slightly above average.

This corrosive belief was previously unknown to the leadership team, putting growth plans at risk. The Catalyst revealed and helped the client dispel this false belief, but also revealed the underlying issue: a confusion around what people should expect to give and receive through their work.

Addressing this deeper social contract helped release more enthusiasm, motivation and commitment across the organisation.



## WHO IS 'CULTURE CATALYST' FOR?

*leaders and owners* of organisations who want to understand how they are performing and where to focus.

it is also useful for other stakeholders such as staff and shareholders for the same reasons.



## WHO IS 'CULTURE CATALYST' FOR?

*culture* cannot be mechanically changed to a predetermined plan.

*culture* cannot be entrusted to someone else.

*culture* cannot be designed, it can be shaped..

leaders are the primary shapers of culture, they must learn to sense and test what is happening, they need to predict, test and iterate their efforts to influence change. This is where 'Culture Catalyst' helps.



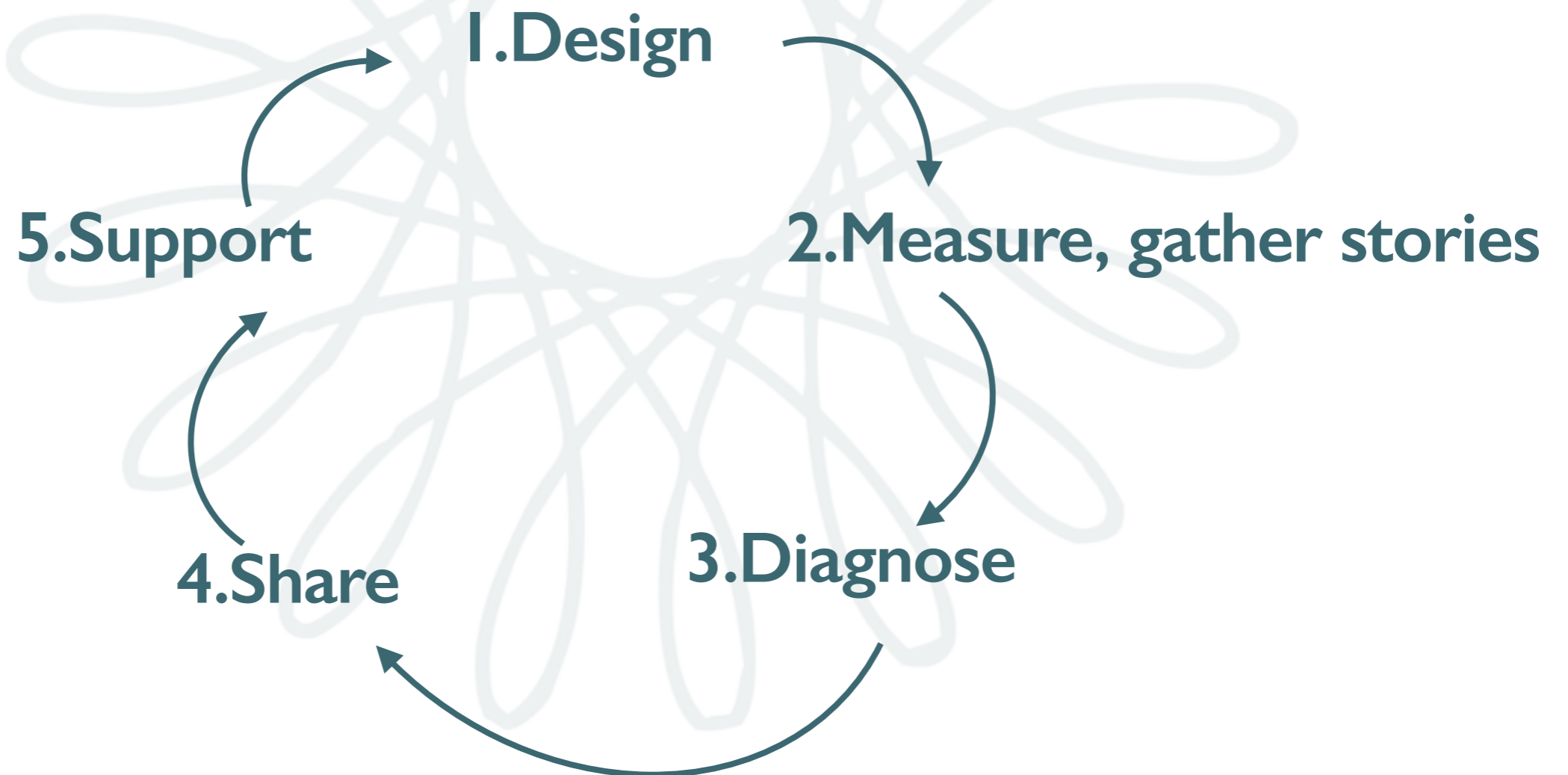
## WHEN 'CULTURE CATALYST' IS RELEVANT

- growing / evolving / pivoting
- post restructure - recontracting
- post investment - igniting performance
- post merger + acquisition - aligning cultures
- achieving value on exit





# HOW DOES 'CULTURE CATALYST' WORK?







# HOW DOES 'CULTURE CATALYST' WORK?

## Stage I - Design & Audit

- quantitative - survey, customised and normative
- qualitative - listening activities, informed by quant
- aligned to organisation objectives
- careful consideration of your context
- measuring and mapping against 7 dimensions of culture:

# CULTURE CATALYST

Overview of method



## Seven dimensions explored across 33 variables



Culture as the interplay of these levers

- 7 HIGHER PURPOSE** How we look outside and beyond ourselves and consider our legacy and place in our wider community
- 6 ALIGNMENT** How we connect and transact internally and the extent to which we share the same ideals and goals
- 5 INNOVATION** How we reinvent, improve continuously and iterate quickly
- 4 AUTONOMY** How able individuals and teams able to define the what, how, where and who of their work
- 3 CORPORATE RELATIONSHIPS** The state of the relationship between the individual and the entity of the organisation
- 2 PERSONAL RELATIONSHIPS** The quality of the interactions individuals experience with their co workers
- 1 BASIC FUNCTIONS** The core elements that determine success in a role from training and pay to the tools and processes that support outputs





## HOW DOES 'CULTURE CATALYST' WORK?

### Stage 2 / 3 - Measure, Gather and Diagnose

- digital quant survey launched face to face
- informs design and delivery for qualitative listening
- results are overlaid and diagnosed
- a coherent narrative emerges



# HOW DOES 'CULTURE CATALYST' WORK?

## Stage 4 - Share

- presented as numbers, stories and visualisations
- practical recommendations for improvement
- indicative budgets and change delivery partners

*See overleaf for sample page*

# 3 CORPORATE RELATIONSHIPS

The state of the relationship between the individual and the entity of the organisations



## COMMENTARY

Client X is brilliant at balance and fairness (at one level) and good at developing people. There is frustration about the contract with multiple managers and the organisation. Many managers are relatively inexperienced. Some people feel they get given more to do than their colleagues. Improving this should lead to a better experience of basic functions.

*"We have too many chiefs getting in each other's way"*

*"We shy away from confrontation - talked about - not acted upon:  
I'd welcome more constructive feedback"*

*"It's about being brave as managers not going for nice option"*

*"When I came here I scored people too low in their PDR's.  
It's like: that's not what we do here. Now I am scoring too high.  
We need to decide what we want from people"*





## HOW IS 'CULTURE CATALYST' DELIVERED?

### Stage 5 - Support

- we help you work out what you can do to deliver behaviour change and narrative change.
- we help you rewrite the stories that are defining beliefs and driving feelings and behaviours.
- we support you to make practical interventions: change through doing.
- we connect with diverse teams, everyone gets heard: introverts, extroverts and everyone in between



## ABOUT THEN SOMEHOW

5 years of culture change for the likes of King's College London, UBM, and Channel 4.

successful 'Culture Catalyst' projects delivered for the likes of Propellernet, Clearleft





## ABOUT THEN SOMEHOW

we've been around the block...

we've run companies either as leaders or senior managers

we're smart, fun to work with and creative in nature and in our approach



## WHAT THEY SAY ABOUT 'CULTURE CATALYST'

“It was absolutely brilliant. It showed us where to focus, helping us understand our strengths and the weaknesses that we were failing to address. It inspired us to act, engaging with our culture and actively trying to shape it. We didn't know what we'd been missing and in hindsight that was risky. We're a lot better informed now.”

*Nikki Gatenby, MD, Propellernet  
(Also one of Europe's best places to work)*



## WHAT THEY SAY ABOUT 'CULTURE CATALYST'

“Clearleft decided to engage with the Culture Catalyst to give us insight into which areas of our culture might hold us back as we grow. We know we do a lot well, but we also know that we aren't perfect. It's been interesting, powerful, not always comfortable and it's left us clearer about how to use our strengths and tackle our issues. It feels really positive going forward.”

*Sophie Davies-Patrick, Director of Operations, Clearleft Ltd*



## CONTACT

Steve +44 (0) 7811 163495  
[steve@thensomehow.com](mailto:steve@thensomehow.com)

Al + 44 (0) 7801 554648  
[al@thensomehow.com](mailto:al@thensomehow.com)

Ian +44 (0) 7890 493889  
[ian@thensomehow.com](mailto:ian@thensomehow.com)