Fiona ROBERTSON

ORGANISATIONAL CULTURE & LEADERSHIP

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Bio

Fiona Robertson is a culture and leadership speaker, author and mentor who holds an MBA from London Business School and is a Graduate of the Australian Institute of Company Directors. She has held several senior executive positions with NAB including Head of Culture during the introduction of a set of values and a new purpose. In her 30-year career she has worked in and consulted to dozens of blue-chip corporates domestically and internationally, with all levels of government in Australia and coached numerous senior executives in large and small organisations.

Clients have included ANZ, AGSM, RMIT, Monash College, IBM, Nasdaq, NCR, Oracle and McKinsey & Company.

Her first book, Rules of Belonging, will be published in June 2020.

Change your culture to change your results

Spoiler alert: Maslow was wrong. Belonging is more important to humans than food, water or shelter - with profound implications for changing behaviour.

Seeing culture is like seeing the code behind The Matrix. If you don't know what you're looking for, you won't see anything. Once you do, you'll see it everywhere. You'll also see the critical impact it has on every single aspect of your organisation.
The key to changing organisational culture is this: humans want to belong. They want to belong so much they're willing to do almost anything to ensure they do. Culture is the rules of belonging. If you want to change your culture, you need to change the rules of belonging.

What does your culture need from you?

Your employee culture will give you anything you want, as long as you give it what it needs first.

Though it might not be obvious, there are actually two cultures in your organisation. An employee culture and a management culture. No matter how well-loved, respected or trusted your leaders are, they're not part of the employee culture.
Your employee culture has two priorities, first its own survival and then emotional/psychological safety. If leaders give it what it needs to achieve them, it will give them anything they ask. If they don't, it will spend all its time trying to earn them and focus only on how to please internal leaders instead of how to please external customers. Without that safety, the employee culture won't come up with the innovative ideas that are critical to future-proofing your organisation. And no amount of kick-offs, roll-outs or town hall inspiration sessions will change that.

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