



THE
MAVERICK
PARADOX

INSIGHTS



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CULTURE

WELCOME

Welcome to **Maverick Paradox Insights**. A collection of diverse ideas from a range of thought leaders, on various topics relating to business and leadership.

We believe that organisational culture is **more** than ‘what we do around here’, it is also ‘who we are around here’. When considering culture, we must factor in our own individual and personal culture that we bring to our interactions with others.

So, how do we apply this to business? And what is our role as leaders?

The path from leadership culture to the customers’ reality

Successful organisations understand that if they are to survive and thrive in this complex, constantly changing world, they must satisfy the wants and expectations of both their external and internal customers. But what many organisations don’t consider, is that there is a direct pathway from the personal leadership culture of the individual to the customers’ reality and therefore the viability of the organisation. You can learn more about this by reading her article on culture and the customers’ reality [here](#).

Judith Germain, provides this additional statement about culture:

“The culture of an organisation is the environment that is created by its leaders that trickles down throughout the rest of the company. Workplace culture includes principles, traditions, desires, behaviours, values and goals. Culture is important because it both reflects and informs employee engagement and satisfaction. A positive culture will mean a positive employee experience.”

A 2019 [Glassdoor](#) survey which polled employees from US, UK and Europe found that 77 percent of respondents would “consider a company’s culture” before seeking a job there. Another 56 percent responded that a good workplace culture was “more important than salary” for job satisfaction.

From this you can see that understanding the need for a positive organisational culture is just the first step towards cultivating the right culture.

For more information visit the Maverick Paradox website [here](#) or email contact@maverickparadox.co.uk for enquiries

AUTHENTIC LEADERSHIP AND A PSYCHOLOGICALLY SAFE CULTURE



The culture of any company starts with the leader and their identity, values and leadership style. Everything is built from this. We often hear discussions about the importance of psychological safety at work, which usually includes frameworks put in place by HR, without referencing the leader's role in nurturing and maintaining it.

In his interview on **The Maverick Paradox Podcast**, high performance leadership coach Rob Kalrarowsky discusses the role that self awareness and authenticity play as a leader when cultivating a safe culture for employees.

Rob begins by discussing the importance of self-awareness, citing research from Organisational psychologist Dr Tasha Eurich, which found that 95% of people think they're self aware but only 15% of people actually are. In conversation with Judith, Rob explores the significance of self awareness, and explains that:

"As we open this up we start to understand who we are as a leader and we become more authentic. Authenticity builds trust and allows people to open up to you. And without trust there is no psychological safety."

He continues,

"For me authenticity as a leader is showing up as who you are. This starts with self-awareness which is understanding who you are. Not many people know who they are under all the masks that they wear that they have learned over their lives."

To listen to Rob's conversation on authentic leadership with Judith, and learn more about leadership and psychological safety, listen to the full episode [here](#), or on any of your favourite podcast platforms, apps or streaming sites.

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WE CAN'T IGNORE CULTURAL DIFFERENCES



We are all different and distinct from one another. We all see, and approach the world differently because of our lived experiences. Despite this, we are still expected by our organisations to come together within a shared culture with ease and discernment.

It is important that leaders learn and understand the importance of these issues, and consider them within their organisations - this is one of the reasons why cultural diversity (organisational or otherwise), frequently features in our deliberations.

Judith reflects on this, and what we can do about it, in her [LinkedIn article](#) on cultural differences.

She asserts that: "Organisational culture that is formed 'accidentally' or by neglect, is often one that you would not have chosen yourself; to have a great culture you need to form it intentionally."

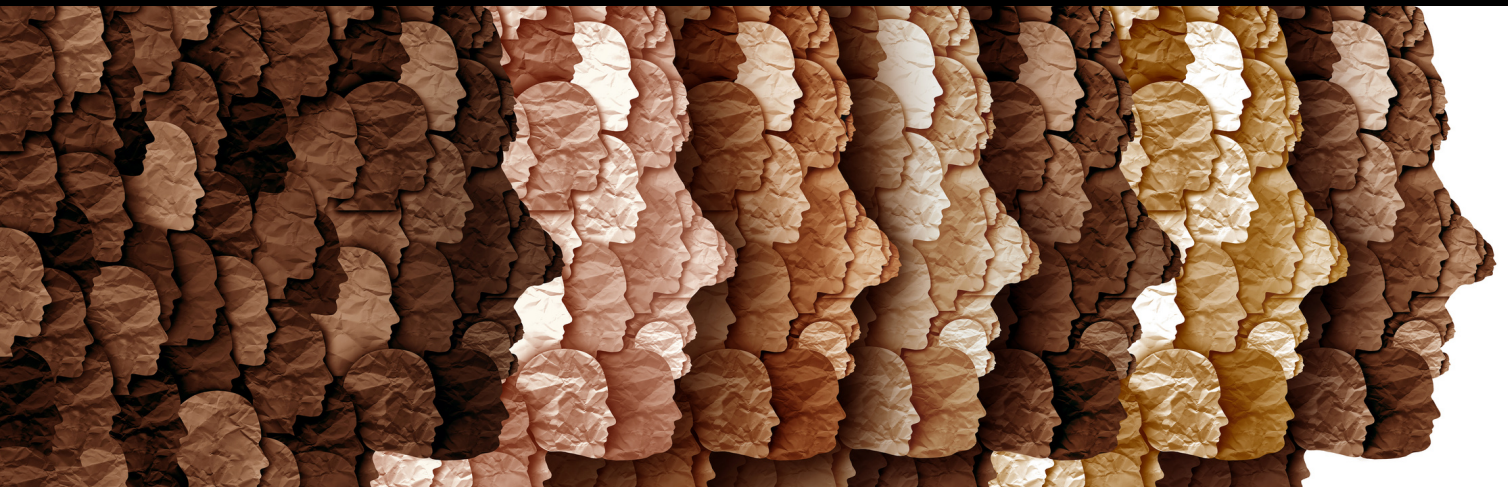
It is unlikely that everyone in your organisation will come from the same background or have the same lived experience (and if they do, you need to ask whether this is a good thing). Therefore, building a workplace culture that reflects everyone is a key consideration for all good leaders.

In the article, Judith explains that "when we recognise that there are cultural differences that determine our subconscious behaviour and thinking patterns, we enhance our ability to lead across multicultural organisations."

We believe that making a conscious effort to consider everyone's background is important to building a culture that welcomes everyone.

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BLACK HISTORY MONTH EVERY MONTH



It is the responsibility of leaders to create a culture in which everyone feels safe, and has a real sense of belonging. When people feel safe to bring their whole self to work, their performance and engagement will be enhanced.

In her article for **The Maverick Paradox Magazine**, Judith comments on the importance of embedding black history into organisational culture all year round, not just for the awareness month in October (or February if in the US). She writes,

"I believe Black History Month can be used as a catalyst for change, and a chance to reset the inclusion discourse within your organisation."

When you allow Black History Month to permeate through the organisation you begin to have an inclusion mindset that factors in your very policy and procedures. You highlight to all employees that you care about them, thus building psychological safety."

Through consistent education, workshops and vigilance around issues that impact black employees, leaders can create an environment which eliminates the alienation of black team members. Recognising the issues which specifically affect black employees will help support and protect all employees.

A culture where everyone feels seen and supported will retain the most engaged employees.

To read the full article, visit The Maverick Paradox Magazine [here](#).

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ANTI-BREAK CULTURE



In the modern world of work, hybrid and remote working models are increasingly common, as well as the ability to work flexible hours. The environment created and the flexibility offered to employees as well as how these are structured, will have a significant impact on company culture.

In conversation with Judith on The Maverick Paradox Podcast, Interlude co-founder Caitlin Rozario explores the consequences of workplaces with an 'anti-break' culture and poor flexibility,

Caitlin explains, "a lot of old school businesses work on billable hours, and time really is money for them. There is quite a toxic culture there.... it encapsulates this strange anti-break work culture we have in the UK, where we don't really see breaks in the way that we should, which is something beneficial that makes us feel good but also impacts the bottom line."

While focusing on productivity and output, many organisations, whether deliberately or by accident, create an anti-break culture where employees feel guilty taking time away from their desk. Leaders must assess the individual needs of each employee and how their performance needs to be managed. This can be used to form the basis of the working culture and structures developed to support it.

To listen to the full episode and hear more of Caitlin's insights, listen to The Maverick Paradox Podcast [here](#) or via your favourite podcast platforms, apps or streaming sites.

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READY TO MAKE A CHANGE?

We are seeing an increasing number of clients deciding that they need to make a change to their current culture. For some they have decided that they need organisational wide culture change, for others they need help to change behaviour and mindsets following a restructure, others believe that their senior team need assistance to deliver the change that they want to see (for example Diversity Awareness, or how they impact others).

It can be difficult to make the change that you want when you are an integral part of the change that is needed. This is where we can help. We are experts in:

- Leadership
- Change
- Culture
- Diversity, Equity and Inclusion

We are specialists in:

- Consultancy
- Training
- Coaching and Mentoring
- Facilitation
- Speaking

"Judith worked with one of our senior leadership teams to surface some tensions and address areas ripe for improvement. The impact was the opening up of genuine honesty across the team which has been built upon since. If you want good results, speak to Judith"

Diane Alton, Organisational and People Development Manager, RNLI

We can help you make the culture change you want, aligned to key stakeholders and right first time you try. Culture begins with the individual leader, executed by the collective leadership culture, and supported by the organisational culture. Finally it is experienced by the customer and becomes their reality.

Reaching out to specialist leadership mentors and consultants to identify your leadership style and plan the culture you want to create, can be a game-changing endeavour.

If you need help to improve your leadership impact, have more certainty in your decision making and the creation of a safe and inclusive culture, get in touch with the expert team at [The Maverick Paradox](#) today.

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FURTHER READING

Further Resources:

Inspired to learn more about this month's topic? For more thought leadership articles on how to support culture change at work, visit The Maverick Paradox Magazine: **Culture themed articles**.

We have many **podcast episodes** on various aspects of culture. Whilst we can't share them all in this newsletter, here are some that we would like to highlight:

How to set up team chemistry with Rob Broadhead:

<https://themaverickparadox.com/how-to-set-up-team-chemistry/>

Conflict with cultural expectations with Jerry Fu:

<https://themaverickparadox.com/conflict-with-cultural-expectations/>

The uncomfortable conversation with Woosh Raza:

<https://themaverickparadox.com/the-uncomfortable-conversation/>

All episodes of The Maverick Paradox Podcast can be found on Spotify, Apple Podcasts, Audible and wherever you listen to your favourite podcast.

Culture is many things and via Maverick Paradox Media we have addressed this theme in a myriad of articles and podcasts. Unfortunately we are unable to address each one here - do browse the magazine or the podcast episode list to find out more.



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