

Talk Outline

There is increasing focus on changing organisational culture in order to help organisations strategically differentiate themselves and create more authentic work environments. When looking at culture change there is a view that organisations don't transform and that organisational transformation or culture change process is based on individual change processes. However changing individuals is not easy. Embedding lasting change must address unconscious psychodynamics both within individuals and teams; often rational approaches alone are insufficient in producing fundamental shifts.

This research conducted for a Masters degree at INSEAD presents a case study of a large South African banking organisation, that in a time of turnaround and crisis, chose to differentiate themselves by positioning their culture as a strategic competitive advantage. The intervention methodology was based on a depth approach to individuals and teams. This talk focusses on intended & unintended outcomes in the case study.

Speaker Profile

Karin Osler is a co-founder of the Centre for Conscious Leadership (www.ccls.co.za), a consulting organisation based in South Africa, specializing in leadership learning and transformation at the level of individuals, teams and organisations. She has worked in Africa and Europe over the last 25 years advising a wide range of organisations in the areas of strategic planning, participative redesign processes, individual and organisational change, leadership, values alignment and team development. She has done work developing public policy, developing and implementing change management and organisational transformation processes, designing and facilitating customized strategic planning processes, dialogue and team building processes. Karin has also successfully partnered and coached CEO's on effective turnarounds that have had significant bottom line impact, and has run projects with large consulting teams that have had a measurable impact on leadership, values and culture in organisations. She has worked with local and international Boards and EXCO teams, facilitating team alignment sessions.

Karin has a Masters degree (cum laude) in Organisational Psychology from the University of Cape Town and an Executive Masters in Consulting and Coaching for Change from INSEAD University, France. This degree focuses on understanding and applying a depth or psychoanalytic approach to leadership, organisations and change. She has lectured on MBA programmes at a number of business schools. She is passionate about exploring leadership and organisational issues from a depth perspective and delving into the heart of the basic drivers and hidden dynamics of leaders, teams and organisations. She is a certified user of a range of assessment tools which include MBTI, Bar-on Emotional Intelligence Tools, Enneagram and the INSEAD range of 360-degree leadership and competency assessment tools.



Karin Osler

SHARING OF INSEAD THESIS RESEARCH:
INDIVIDUAL AND TEAM SHIFTS, INTENDED AND
UNINTENDED OUTCOMES

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