



Corporate Culture

Philip Atkinson Consulting

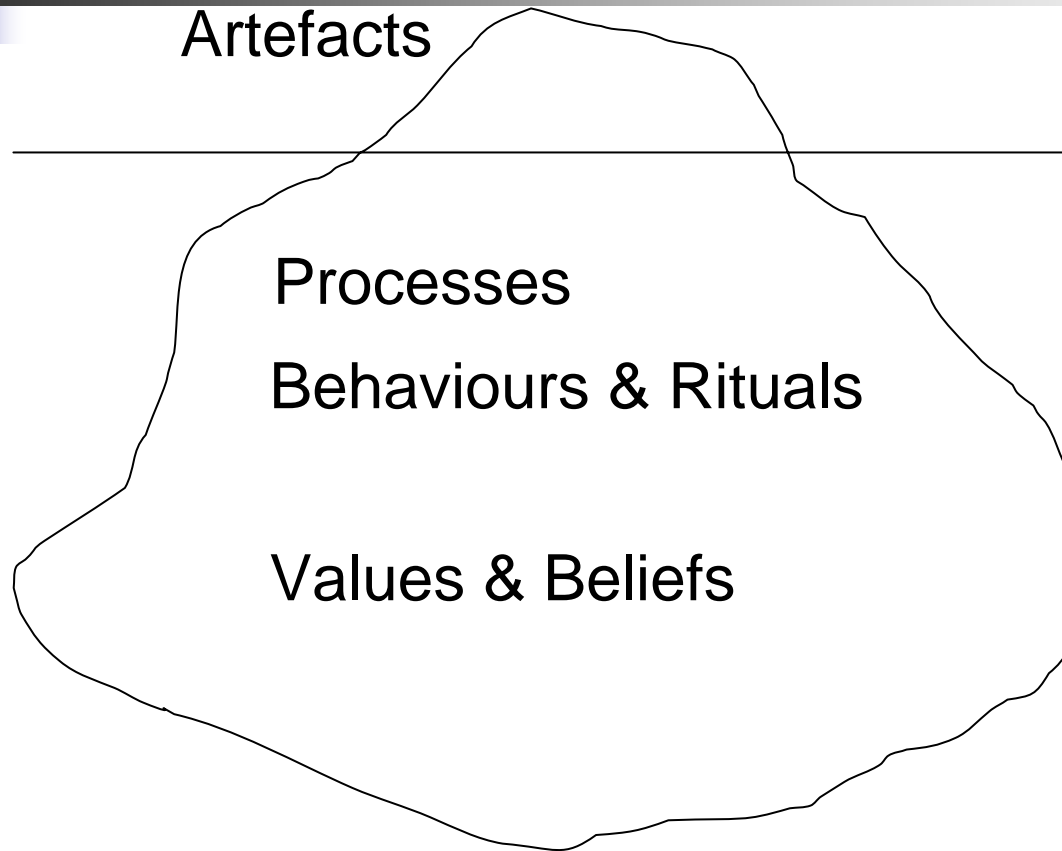
www.philipatkinson.com



Culture

- Cultural Issues
 - Exists by default
 - Employ from the neck down
 - How do people spend their leisure time?
 - Harness only 50% of energies
 - Majority companies have a poor culture
 - It can be shaped and changed quickly

Cultural Iceberg



Symbols
Physical setting
Points of contact
First impressions
Published documents
Defined processes
Systems
Teamwork
Climate
Working practices
Conflict resolution
Standards
Behaviours
Management style
Expectations
Shared values
Beliefs, History, Heroes
Legends, Stories



Culture

- Focus
- Energy
- Alignment



Organisational Culture

- Embedded and relatively stable: it has developed over a period of time
- Multi-dimensional, with different components
- Pervasive throughout an organization or can vary in different parts;
- Takes time to establish and therefore time to change (?)



Disadvantages of a weak culture

- Culture exists by default
- When Leadership positions change the culture may change for the worse
- Culture is maintained at best - but never driven
- Role models are inconsistent or never develop
- Confusion about what behaviour is encouraged and discouraged
- Proliferation of vague performance standards for managing and leading.
- Management and control tends to be the focus, rather than empowerment and trust
- Few role models for new starts and for ambitious achievers



10 S's

HARD

- Strategy
- Structure
- Systems

SOFT

- Staff
- Style
- Shared Values
- Skills
- Shared Information
- Symbols
- Synergy



Benefits

- Clarity in business Direction
- Focus on business – customer priorities
- All understand the core values and behaviours
- No money or time wasted
- People want to be shaping the business
- In a crisis people pull together
- Positive grapevine
- No deadwood – breed achievers
- Business results improve



Benefits Strong Culture

- A strong Leadership- driven culture works
- Without Leadership there is no change
- Anyone who manages anyone is a Leader
- Distinction between manager and Leader
- The technical manager and internal customers
- Rapid growth in employees.
- Requirement to move from a cocktail of cultures to a shared culture.
- Further creates a performance and team driven culture
- Promote a flat structure through empowerment
- Develop staff to challenge and take ownership



Four Cultures

Power	Role
Achievement/Team	People



Pillars of Excellence

- Work is Fun
- Being the Best
- Thoughtful risks
- Attention to detail
- People first
- Quality & Customer Service
- Informal Communication
- Measure performance
- Hands on Mgt
- Shared Focus
- Lateral Relations
- Anti Bureaucracy
- Empowerment
- Implementation
- Leadership



Leadership and Culture

- Without Leadership there is no change
- Leadership drives and reflects the organisational culture
 - To what Leaders pay most attention
 - How they respond to critical incidents



Benefits of Effective Leadership

- Behaviours clarified
- Leadership exists by design
- Development activities to support a Leadership style
- Clear signals to new staff
- Morale - expectations of performance
- Performance management
- Early adaptors can spread the message
- Focus on achievement through teams
- 'Psychological contract'



Leadership not Tree Hugging

Kouzes

- Challenge the process
- Inspire a shared Vision
- Enable the team to act
- Model the process
- Praise

GE

- Energy
- Enthusiasm
- Energise
- Execute
- Edge



How organisational culture develops or dies

- By the behaviours and actions of the leaders: visionary leaders act as role models
- Important events
- Customer and consumer
- External threat, competitive, regulation
- Continuous improvement and renewal



Culture Change Initiatives

- GE
 - Work-Out Culture
 - CAP
 - Leadership & Business Improvement
- Diageo
 - Business change
 - Transformational Leadership
- VW - customer focus
 - Virtual businesses - matrix

Country Cultures

Low	Power Distance	High
Like	Managing Ambiguity	Dislike
Feminine	Management Values	Masculine
Team	Problem Solving & Decision Making	Individual
Short Term	Planning & Organising	Long Term



Ways for HR to Improve Corporate Culture

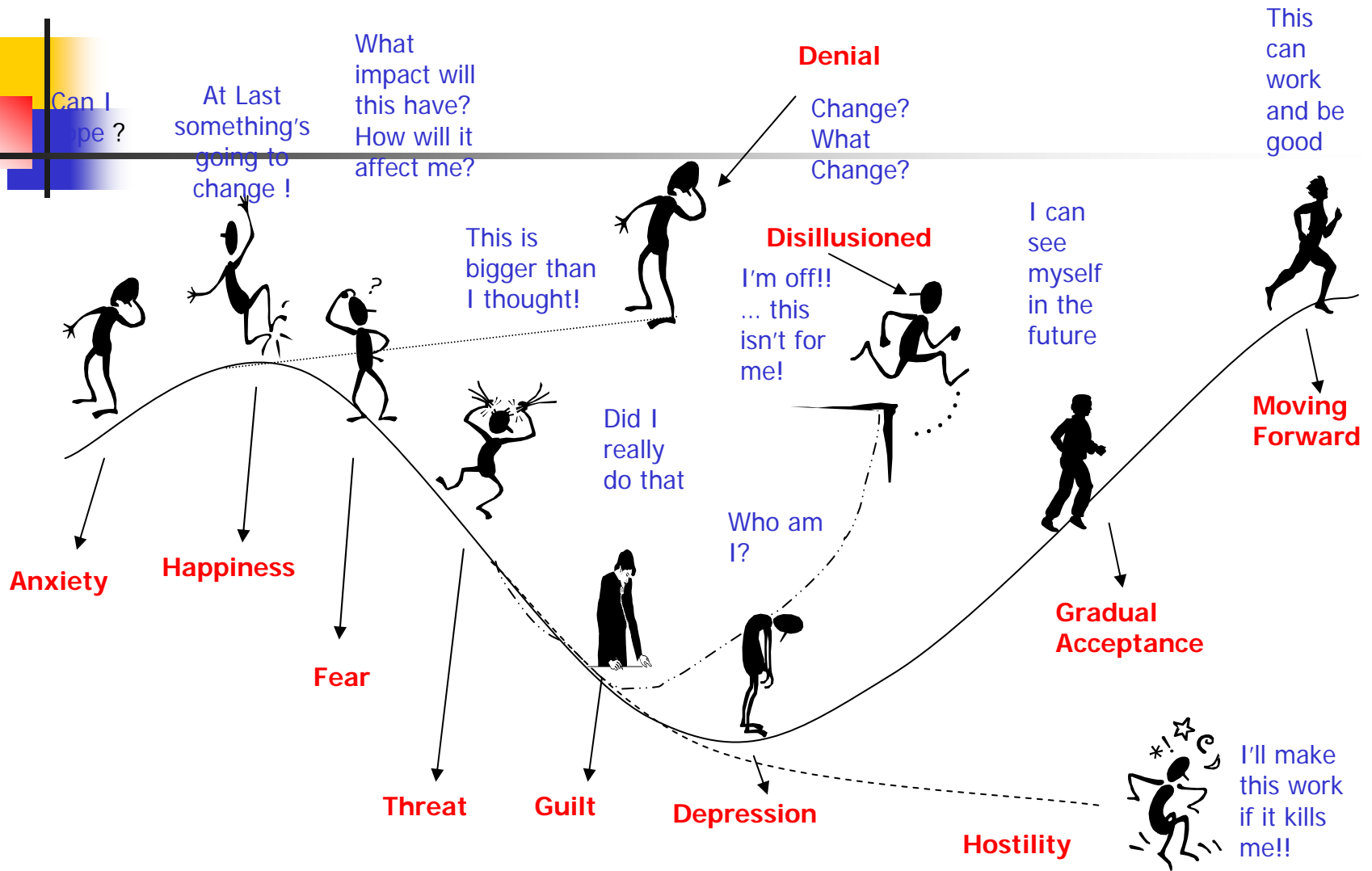
- Diagnose the existing culture Help to define the desired culture.
- Advise on the extent to which the existing culture needs to be reinforced or changed.
- Identify levers for change
- Design a performance culture
- Motivate to build cooperation and trust



HR Input

- Review the core values of the organization and implement
- Encourage and support the implementation of quality and customer care programmes.
- Develop line managers to shape a positive culture
- Implement organizational development programmes

Creating Culture Change





Review issues

- **What is organisational culture?**
 - External attributes corporate style: corporate symbols, standards of conduct, the image of staff.
 - Leadership
 - Culture and business plans
 - Culture and the role of HR
- **How does an organisation culture grow?**
- **Values and Behaviour shape the culture**
- **Models of Corporate Culture**
- **Diagnosing the relative health of Culture**
- **How can we shape organisational culture?**
- **What causal links are there between Culture and improved performance?**
- **Designing an organisational culture change strategy?**
- **Culture & Communication**



Download Articles & Papers

- <http://www.philipatkinson.com/downloads-managing-change-articles.htm>