



▼ Ensure the room is set up perfectly and consistently. Have the participant books in front of each participant, name tents on books, pen on name tents. All chairs pushed in, etc.

▼ **SAY**

Welcome to Overview of Organization Culture.

My name is [NAME], and I am [TITLE/ PROFESSION].

This session will last two hours and it is hoped that you will leave with an expanded knowledge of organization culture. Your participation is not only encouraged, but will be necessary to make this experience as beneficial as possible for all of the participants.

▼ **ASK**

Ask participants to write their names on tent cards.

▼ Go through the logistics of the class (bathrooms, breaks, lunch, orient participants to materials in front of them – binder with pages for notes, handouts that you don't have to go through now, we'll introduce them to you as we need them. Remind participants to put their phones on vibrate. If they need to take an important call, please remind them to be respectful and quietly leave the room.)

▼ **Explore**

If the participants don't all know each other, ask them to very briefly introduce themselves with name and job title. Also, ask the class, by a show of hands, how many people are already familiar with this topic. Use this information to help you as the facilitator to determine the pace and level of detail as you go through the two hour session. If all participants are familiar with the subject spend more time on application.

▼ **TRANSITION TO THE NEXT SLIDE.**

Agenda

- The What and Why of Organizational Culture
- Making Sense of the Power of Culture
- Culture and High Performing Organizations
- Wrap-up



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▼ SAY

The goals of this workshop are:

- *To describe what organizational culture is and why it is important.*
- *To use a model to analyze and understand organization culture*
- *To help you start with changes to improve the culture of an organization.*

As part of this workshop, there will be multiple opportunities for you to apply what you learn enabling you to enhance your skills.

To facilitator – If this course is part of leadership training, highlight how it fits in to the overall curriculum. Use the following text to set this context depending on the structure of your leadership development (i.e. with or without a leadership competency model)

▼ Introduce Your Leadership Competency Model (if your company has a model)

If your company has a sales competency model we recommend you include it as a handout and/or insert as a slide. Discuss how this two hour session fits into the model. Highlight which competency this learning will help develop within the model. This product is specifically developed to build leadership skills and knowledge and can be aligned to your company's leadership competency model.

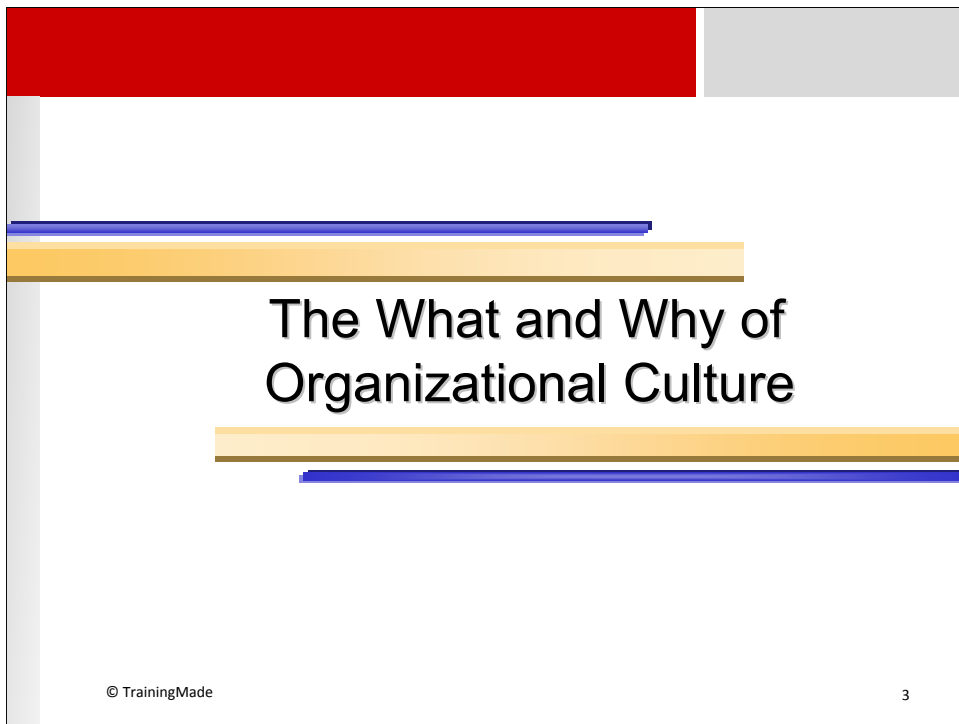
▼ Discuss Leadership Development (if your company does NOT have a leadership competency model)

If you don't have a leadership model make sure you emphasize --. In the two hours session, we will concentrate on one area within the competency of finding cause. Our company recognizes that organization culture is critical to success as a leader. This session is focused on giving you an overview of organization culture.

There are many other competencies (knowledge and skills) you will need to be a successful leaders. (Discuss how participants can increase their competencies in other areas)

▼ Note to facilitator: TrainingMade™ products address all the sales competencies needed to be a successful sales professional and /or professional. Please view our website to preview all the products available to support developing leadership competencies. www.trainingmade.com

▼ TRANSITION TO THE NEXT SLIDE.



▼ SAY

As we start this workshop, let's get an understanding of the "what" and "why" of organizational culture.

Quotable Quote

“Do we have corporate cultures that are anchors on change? Or cultures that enable us to adapt to the changing environment.”

- John Kotter, *Rethinking The Future*



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▼ **REVIEW**

Review the quote on the slide.

▼ **SAY**

With this quote from John Kotter, you have to ask yourself, what your corporate or company culture is regarding change. Are there anchors holding your company back, or is the culture flexible enough to be able to adapt to change?

Take comments and responses.

Note to Facilitator: The quotes presented are valuable learning tools – be sure to show the participants their relevance to the workshop by engaging them in discussion.

First Pass Definition of Organizational Culture

Culture is essentially invisible but manifests itself in the behavior of people, their stories, their rituals, their dress, their language, the spaces they live and work in as well as other artifacts that reflect their values, beliefs and assumptions about “the way the world works.”

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▼ SAY

There is much research and writing in the area of cultures and, more specifically for this workshop, organizational cultures. And there are many definitions of which one is on this slide — and we will meet a number of alternatives during this workshop.

Because it is often hard to put your finger on organizational culture, metaphors are often used. One metaphor for organizational culture is what a “fly on the wall” would see and hear as people go about meetings; conversations in offices, coffee room and washrooms; work in their offices; drive to and from work. The unobtrusive fly could objectively report on:

- *What stories do people relate about “work things really work around here.”*
- *What stories about leaders.*
- *What people do when the boss is not around, etc. etc.*

▼ ASK

What would a “fly on the wall” report about our organization?

Before we use another metaphor, sailing, let’s see whether we can be the “fly on the wall” for other organizations we have worked in.

Application #1: Your Organization Culture Experience

Reflecting on your career think about the different organization cultures you have experienced over your working, learning and community life. How would you describe the differences in cultures between the organizations you have experienced?

Share with a partner



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▼ ACTIVITY

Activity Instructions:

Have each participant reflecting on their career and think about the different organization cultures they have experienced over their working, learning and community life. Provide them with the handout titled, “Application #1: Your Organization Culture Experience” to answer the question on the slide. When they are done, have them share their responses with a partner.

Debrief.

Ask for some examples of organizations (without naming names if needed) and some “fly on the wall” observations.

Ask participants to compare the culture of the past organization with the current :

-- “*what are some things that you liked about the past organization that we lack?*”

-- “*what are some things about our organization that you like better than the past organization?*”

Elusive “Culture”— A Sailing Metaphor

Organizational culture can be a:

- Sail—providing energy & motivation
- Rudder—steering your strategic direction
- Anchor—providing stability in turbulent business waters

What other positive aspects of a culture?



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▼ SAY

As we said, because although culture is extremely important to the success of an organization and its leaders, it is hard to put your finger on. To help, let's use a new metaphor.

If a sailboat can serve as a metaphor for an organization, then the impact of organizational culture, like a boat's performance, might be compared to that of its sails, or its rudder or anchor.

A strong organization culture, like a sail, can provide the energy and motivation to power an organization to its goals.

Like a rudder, organization culture can be critical in steering the whole organization along its chosen strategic path. Like a rudder, it can direct decision making by all employees.

And like an anchor, a well-defined culture can provide stability and guidance for an organization in the most turbulent of business waters. But anchors can also create problems if they are not raised for change.

Some might also say that a strong corporate culture actually acts as the glue that holds the whole boat together!

While strong cultures are often seen as critical to high performing organizations, there can also be a downside to well-established and well-entrenched cultures. As with a boat, the very elements that serve to propel an organization to its destination in a fast and efficient manner, can also become very limiting when they are applied in an uncoordinated manner, or if the very purpose or environment for which the organization was built changes, or if the captains of the organization lack the skills and experience to optimize the organization's performance.

Cultural decision anchors, “rogue” or jammed rudders or rudderless decision makers, like a culturally fixed sail can be a drag on performance when a rapid coordinated change in direction is required. The very anchor that is so helpful in a storm or in port, is a problem if it cannot be lifted.

This workshop is about “lifting” your anchor if the organizational culture is fixed in the wrong spot, or about realigning the cultural sails for the new winds of change or adjusting the rudder for a new direction. Adding to the parallel between managing a boat and managing culture is the fact that most of what we call culture lies hidden, like rudder and anchor, beneath the surface of our everyday business life.

Elusive “Culture”— A Sailing Metaphor II

A strong culture can also have negative effects:

- jammed rudders or rudderless decision makers
- fixed sails are dysfunctional in shifting the winds of change
- your anchor is fixed in the wrong spot



What other negative aspects of a culture?

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▼ SAY

A Word about Organizational Culture in General

The sailboat metaphor has its limitations of course. Rudders, sails and sea anchors are solid empirical objects. You can take the boat out of the water and work to repair or change it's hidden parts. Culture, as it turns out, is an entirely different matter. There is nothing solid or seemingly “real” about culture. Culture is essentially invisible but manifests itself in the behavior of people, their stories, their rituals, their dress, their language, the spaces they live and work in as well as other artifacts that reflect their values, beliefs and assumptions about “the way the world works.” Gaining an understanding of a particular organization culture is made more difficult by the fact that organizations (even multi-nationals) are embedded in national, regional and local variants of cultures and often contain within them professional cultures that inform worldviews, perceptions and behavior.

The ultimate paradox and complexity about culture of any kind is that the more you become an accomplished member of that particular culture, the more transparent the culture is to you. As Marshal McLuhan so succinctly put it: “We don't know who discovered water, but we are pretty sure it wasn't a fish.” To people who have ‘bought in,’ a culture is mostly invisible, because it contains all the assumptions that are made about what it is OK and not OK to talk about, how to talk about it, what to do and what not to do, etc. People often notice a strong organizational culture only when they discover the discomfort and frustration of having to interact with a different organizational culture.

More Definitions of Organizational Culture

- "... the norms of behavior and shared values among a group of people."
- Change Guru, John Kotter
- "... the sum of the unwritten norms, beliefs and values that define appropriate behavior."
- GE Jack Welch consultant, Noel Tichy
- In the simplest terms, organization culture is "the way things are done around here."

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▼ SAY

*Change Guru John Kotter in his book, *Leading Change*, defines culture as "... the norms of behavior and shared values among a group of people."*

Organizational behavior Guru Noel Tichy, who assisted Jack Welch transform GE, defines corporate culture as "... the sum of the unwritten norms, beliefs and values that define appropriate behavior." In the simplest terms, organization culture is "the way things are done around here."

Like organizations which are rarely designed up-front, organization culture most often evolves unbidden from the values, assumptions and dictums of its founding leaders, only to be "discovered" as a benefit or obstacle to performance in the hindsight of success or in the face of a need for major change.

Recent research on high performing organizations reveals the critical role that culture plays in sustained achievement particularly in guiding businesses over the long term. Although organizational culture is one of the most powerful factors to consider in the governance of organizations, it is also one of the most intractable. Many an organizational leader has been shipwrecked on the rocks of organizational culture. This does not mean that leaders cannot learn to navigate, sail, and even to influence organizational cultures in oft uncharted waters. Our aim in this workshop is to introduce you to the chart.

Many a merger or takeover has failed to achieve the financial results anticipated because the corporate cultures were not compatible and led to conflict where synergy was expected.