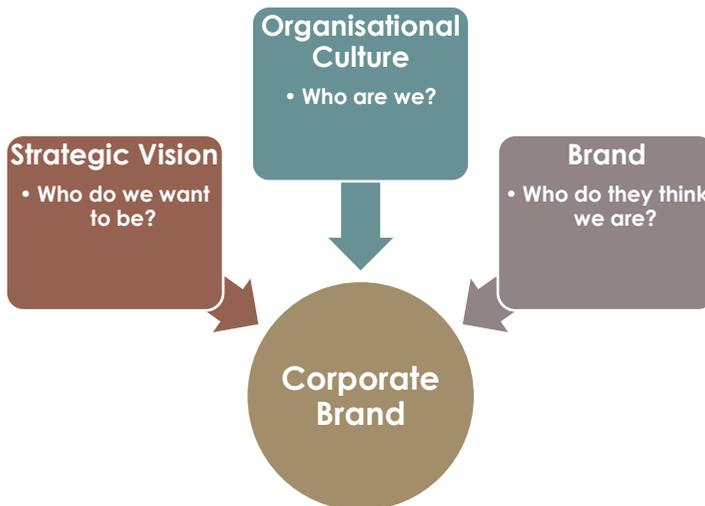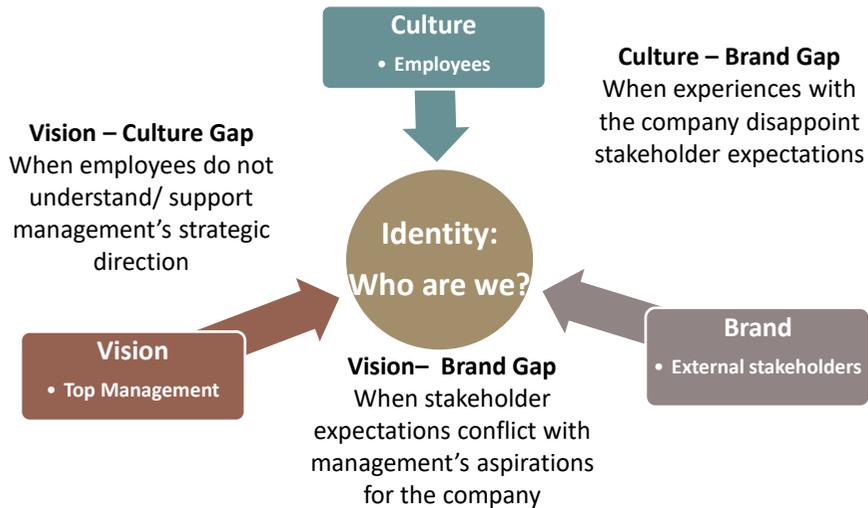# Leadership Development Program

Changing Organisational Culture

Sample Slides

Brand Identity has 3 facets

Organisational Culture
• Who are we?

Strategic Vision
• Who do we want to be?

Brand
• Who do they think we are?

Corporate Brand

Branding Gaps

Culture
• Employees

Culture – Brand Gap
When experiences with the company disappoint stakeholder expectations

Vision – Culture Gap
When employees do not understand/ support management's strategic direction

Identity:
Who are we?

Vision
• Top Management

Brand
• External stakeholders

Vision– Brand Gap
When stakeholder expectations conflict with management's aspirations for the company

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Espoused Values

What the organisation says is important (e.g., core beliefs, principles, and values).

Are reflected by goals - Where do we aim to be?

What is our attitude to each other, to customers, and to suppliers?

These values will often be espoused in documentation/web sites etc.

Found in strategic plans, the president's "message" orientation programs, performance standards

What we talk about at formal meetings/events

Tacit assumptions

Beliefs about

- Nature of human nature
- Nature of human relationships
- Nature of truth and reality
- Relationships with the environment
- the often unspoken shared assumptions that define how things really work in the organisation (e.g., the CEO is clueless, the VP of operations is really in charge, and "whatever you do, cover up your errors").

An Example of Discordance

Espoused Value
- Our organisational credo says that we value diverse perspectives when making decisions.

Artefact
- In reality, only a few people are the decision makers and only a narrow range of perspective is sought and listened to.

Tacit Assumption
- What we actually value is rapid decision making by people perceived to have the highest social status and power

Embedding Culture – Leaders

What leaders pay attention to, measure, and control on a regular basis.	How leaders react to critical incidents and organisational crises.	Observed criteria by which leaders allocate scarce resources.
Deliberate role modelling, teaching, and coaching	Observed criteria by which leaders allocate rewards and status.	Observed criteria by which leaders recruit, select, promote, retire, and excommunicate organisational members.

Embedding culture – other ways

Organisation design and structure	Organisational systems and procedures	Organisational rites and rituals
Design of physical space, facades, and buildings	Stories, legends, and myths about people and events.	Formal statements of organisational philosophy, values, and creed.

Culture based recruiting

Candidate Sourcing	• looking for candidate pools that share your company's values
Recruitment Advertising	• Such as sponsoring events for candidates, company Web page design, traditional recruitment advertising and orchestration of on-site visits by applicants. • You want to call attention to things your company does that reflect positive aspects of its culture
Candidate Selection	• finding candidates whose values, beliefs and preferences align with the company culture's dominant aspects • immerse them in the culture during the selection process.

Key Touch Points: *Induction*

Who are they seeing, what is being talked about and how is it being conducted?	• What cultural behaviour is emphasised? • What stories are told? • What heroes do they see? • What rewards ($$, promotion etc) are linked to cultural alignment