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**Практичне заняття 13  
Cultivating Corporate Cultures (Культивування корпоративних культур)**

CULTIVATING OUR WORK SPACES

## CULTURE

Prezi presentation adapted from content by Nir Eyal; original available at: https://www.nirandfar.com/schedule-maker/

#### [ ! ]

#### Sit back and relax

#### Do you have sunscreen?

Your Top 5 Values

#### Background

#### Background

#### What is culture?

Shared values and beliefs, the norms,

the way we do things around here,

it is how we cultivate and take care of our fields or work spaces for growth.

#### History

#### Plan A

80's faced turbulence and business leaders searched ways to fix and improve.

Searching for answers to difficult questions, eg. why is my company not performing as usual?

#### Plan B

#### Consulting Era (Plan B)

Theory Z, Intraperneuring,

demassing, restructuring, one-minute manager, manage by walking, quality circles and various wellness programs

The quest to remain relevant and competitive.

#### "sure cure"

#### Reaction

The next "sure cure"...

### **Corporate culture**

but the academics felt they had the only power to interpret it and that culture could never be understood / measured by the lay manager or person.

Total Quality Management, core competencies, 360 feedback, change management, transformation etc. projects

Culture did not make the cut because it could not be measured or little proven evidence relating to the impact it has on performance.

#### Plan C

#### Plan C : DIY / MBA?

The questions leaders face

#### Reaction

#### Reaction

Maybe meaningfulness? Are book titles tangible results of the need?

### **Corporate culture**

Behaviour, attitudes, norms and beliefs, the way we do things around here.

It’s our management style, our work ethic, our work quality, how we communicate, see success and

our purpose.

#### Climate

#### Climate vs Culture

Climate is more traditional, limited to computer

print-outs and questionnaires.

Field notes, quotes, stories and qualitative data to support ideas then we are studying culture.

#### Defined

#### Culture defined

Based on Dr. Daniel Denison

4 Culture Traits

Involvement

Empowerment, Team orientation, Capability Development. Individuals have authority, initiative and ability to manage their own work, teamwork towards a common goal.

Consistency

Coordination and integration, agreement, core values.

Set of values and systems governing behaviours and actions

Resolves conflict and reaches agreements on critical issues, shared identity and clear set expectations.

Adaptability

Creating change, customer focus, organisational learning.

How the organisation receive, interpret and translate demands and signals from the environment, respond to it with our internal behaviour to survive or achieve success.

Mission

Strategic direction and intent, Goals and objectives, vision. It tells us about the purpose of the organisation.

The degree the org holds a long term vision.

Sense of our role in society, "they make their mark".

#### $'s

#### Financial performance

Profitability, return on assets, sales/revenue growth and market share.

Internal Integration is looking at how the organisation utilises and coordinates internal resources.

External adaptation is the ability of the organisation to receive, interpret and translate needs, demands and signals from the external environment and responding via internal processes, systems, procedures and attitudes.

Kotter and Heskett (1992) found that cultures who emphasize customers, all stakeholders and employees will outperform the rest.

“They found that, over an eleven-year period,

* increased revenues by an average of 682 percent vs 166
* expanded their work forces by 282 percent vs 32
* grew their stock prices by 901 percent versus 74
* and improved their net incomes by 756 percent versus one percent.”

#### High Perf

### **High Performance**

Huselid (1995) correlated implementation of “high performance work practices” (i.e., commitment, involvement, empowerment, motivation, development of new and relevant skills, knowledge, and behaviours) with financial and non-financial performance data.

According to Wriston (as cited by Watson:2008,34) high performance organizational cultures leads to superior financial returns related to the mission.

They are collaborative, accountable, focused, robust process to support high performance.

He found that these factors:-

* decreased turn-over,
* increased individual productivity,
* and increased sales, market share, and profits.

What was found that culture (Calori and Samin 1991) that values like:-

#### personal fulfillment

#### entrepreneurship

They have six important attributes:-

* Clearly articulated goals.
* External focus on customers, competitors and communities.
* Employees taking ownership of business performance.
* Organisational investment and focus on employee development.
* The ability to adapt.
* Employees building trust around debate.

#### trust

#### listening to others

#### responsibility

#### openness to the environment

#### adaptation

#### quality and consistency

#### team spirit

& corresponding management practices positively related to the firms relative growth performance.

#### beware

Kotter and Heskett (1992) explaining that a strong culture can “enable a group to take rapid and coordinated action against a competitor or for a customer.”

Schein (1986) went so far as to assert that “strong cultures have undeniably led to the demise of companies and even whole industries.”

But, they admit, it can also “lead intelligent people to walk, in concert, off a cliff.”

#### Chicken or

#### egg?

#### Culture or Success

One of my favourite quotes by Denison and Mishra (1995),

“It is plausible that culture can influence an organization’s success;

however, the opposite influence is entirely possibly as well - successful performance can influence culture.”

#### Gunston

#### Time

#### Gunston Time

"we do not really want you to smoke."

#### Internal

#### Internal

#### Purpose

#### Purpose & Success

#### Videos

#### Scrapbook

#### 1. Do we need a purpose?

#### 2. Things to think about...

* What is the meaning of life?
* What is our definition of success?
* Big 5 vs majority perspective of why work?

### **Scrapbook**

lets chat.

#### Culture

#### Culture results

Everyone ready?

#### Shout your favourite colour.

#### Insights

#### Insights from WPS

Workforce Planning Survey.

Bold = Executive Opinion

Most important customer is:-

15% - The big corporate, advanced customer

83% - The loyal customer

1% - The discounted customer

#### Leadership

Our Core Goal

3% - Lowest Total Cost

43% - The Best solution for the customer (100%)

55% - The Best Product/Service to the customer

Our Leadership stance

42% - Participative leadership : culture of innovation (66%)

14% - Servant leadership: culture of inclusion (16%)

44% - Transactional leadership : goals, plans, standards,

compliance (16%)

#### Human Capital

#### Process

#### Client

#### Environment

#### Inches

#### Heart matters

As the leaders where are you taking your followers?