

Organisational Culture

How is culture created...

Culture is what is created from the messages that are received about how people are expected to behave. These messages demonstrate what is valued, what is important, what people do around here to be recognised and rewarded.

They come from 3 broad areas:

- ✓ Behaviours
- ✓ Symbols
- ✓ Systems

TAYLOR, C., 2005. Walking the Talk: building a culture for success.

How is culture created...

Behaviours	Symbols	Systems
What you do & is visible to others	Visible decisions or artefacts to which people attribute meaning	Underlying mechanisms by which the organisation is managed
<ul style="list-style-type: none">▪ Interactions with others▪ Use of time▪ Decisions made	<ul style="list-style-type: none">▪ Titles▪ Office layout▪ Priorities▪ Meeting agendas▪ Information sharing▪ Staff movement▪ Resource allocation▪ Problem-solving▪ Position descriptions	<ul style="list-style-type: none">▪ People systems▪ Planning▪ Measurement▪ Work processes▪ Structure

TAYLOR, C., 2005. Walking the Talk: building a culture for success.

Typical cultures...

Cultures	Other words	Definition
Achievement	Performance, accountability, focus, delivery, excellence	A culture in which individuals, teams and the organisation are expected to deliver what they agree to deliver
Customer-centric	External focus, service, responsive, community	A culture where an intimate understanding of the needs of those outside the organisation form the basis for all decisions.
One-team	Collaboration, internal customer, teamwork	A culture where the good of the whole is placed above that of the individual or sub-group.
Innovative	Continuous improvement, learning, agility, challenging status quo	A culture which strives to do what has never been done before, to improve, be unique and to operate to the highest standards.
People-first	Empowerment, development, safety, care	A culture in which people are valued, encouraged and supported.

TAYLOR, C., 2005. Walking the Talk: building a culture for success.

Typical cultures...

Cultures	Descriptions	Flip-side
Achievement	Performance, accountability, focus, delivery, excellence	Busy-ness, fuzzy objectives, slow decision-making, lack of accountability
Customer-centric	External focus, service, responsive, community	Non-value-adding activities, slow to change, frustrated customers, no service mentality
One-team	Collaboration, internal customer, teamwork	Empire building, internal competition, no peer support, poor internal service, reinvention of the wheel
Innovative	Continuous improvement, learning, agility, challenging status quo	Feedback vacuum, no learning from mistakes, no improvement, not meeting changing needs of community
People-first	Empowerment, development, safety, care	People do the minimum, no investment in people, sloppy standards, discrimination and bullying, high turnover

TAYLOR, C., 2005. Walking the Talk: building a culture for success.

Example A...

An Achievement Culture

A respectful and collaborative culture with a clear delivery and continuous improvement focus where high standards of performance and integrity are expected.

Key behaviours

- Constructive challenge is encouraged.
- Rigorous debate about priorities and resources
- The bar is continually lifted
- The line is held on non-delivery – no excuses
- It's OK to say 'I don't know' and to ask for help
- Listening and openness to ideas

Cultural symbols

- Meetings are on time and actions are followed up
- Public displays of delivery performance
- Regular, public acknowledgement of progress/achievements
- Holding cross-team problem solving sessions
- Clear visual representation of values and behaviours

Supporting systems

- Robust performance reporting system
- Concise agendas for meetings
- Systematic approach to knowledge sharing
- PDPs reflect expected performance standards
- Position descriptions reflect key behavioural and performance expectations

Example B...

A United Client-Focused Culture

One P&C working together to deliver great service for our clients.

Key behaviours

- It's OK to say 'I don't know' and ask colleagues for help
- People share their knowledge and experience
- Seek out/explore options with others to achieve best outcomes for clients
- Perspectives of clients are discussed in decision-making
- Priorities and resources are set following open debate
- Individuals go the extra mile to satisfy clients
- People deliver on their accountabilities and commitments
- No tolerance for poor behaviours

Cultural symbols

- Project roles in P&C that spread across teams
- Transparent decision-making around P&C people management decisions
- Clients invited into P&C forums and project planning
- Cross-team problem solving sessions
- Monthly staff meetings chaired from different sites
- Day-in-the-life staff profiles
- Regular performance conversations that include feedback from clients

Supporting systems

- Fit for purpose client-focused systems
- Systems are integrated to enable effective use of data for decision-making
- Having a clear service offering and measurable KPIs
- Common standards for deliverables and behaviours are in all P&C PDs and ePPs
- A client focused operating model in place
- A program of events and activities that bring the team together
- A project approach that enables cross-divisional involvement