

TOXIC CULTURES

HOW TO RECOGNIZE AND FIX THEM

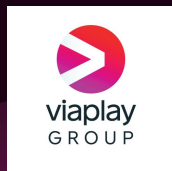


DEVOPSDAYS
EINDHOVEN

HELLO!

I am **Pablo Bouzada**

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You can find me at **@pbousan**





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Verstappen - Lion Unleashed

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Sports documentaries | 2022 | 24 min | Hd

Starring: Max Verstappen
Country: Denmark

WHAT CULTURE MEANS?

Let's start from the basics

HOW COMPANIES DEFINE THEMSELVES

VISION

Company's goal

MISSION

The plan to
achieve the Vision

VALUES

How we, as
company, behave

CULTURE==VALUES??



bravery

We dare to challenge. We have a challenger DNA that fuels our passion for creating moments that matter. We dare to look beyond short-term goals and have the courage to constantly challenge ourselves and the industry. We stand up for what we think is right and empower people to be themselves.



equality

We stand diverse and welcome everyone. We respect individual beliefs, practices and backgrounds. We believe in togetherness and embrace diversity and inclusion as the fuel of our creativity and innovation. We also love different, and your uniqueness is our advantage.



appreciation

We celebrate people to inspire greatness. When we see great work, we are inspired by it and want to be part of it. Our achievements raise our ambitions even higher and motivate us to become better. By giving and listening to constructive feedback, we nurture a culture where everyone knows that their voice matters.



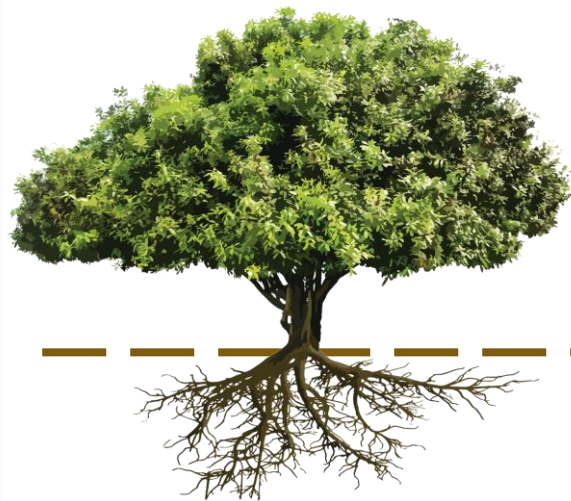
trust

With clear communications, transparency and cooperation, we foster an open organisation where a sense of community can flourish. With mutual respect, we empower people to breed a culture shaped by responsibility, accountability and possibilities.

“

CULTURE are the values, beliefs
and practices that have been
developed and reinforced over
time.

STRUCTURE VS. CULTURE



Organization/Hierarchy

Strategies

Policies

Processes

Metrics

STRUCTURE

External
Visible
Easy to change

History

What's OK or Not OK

Informal leadership

Relationships

What is rewarded

CULTURE

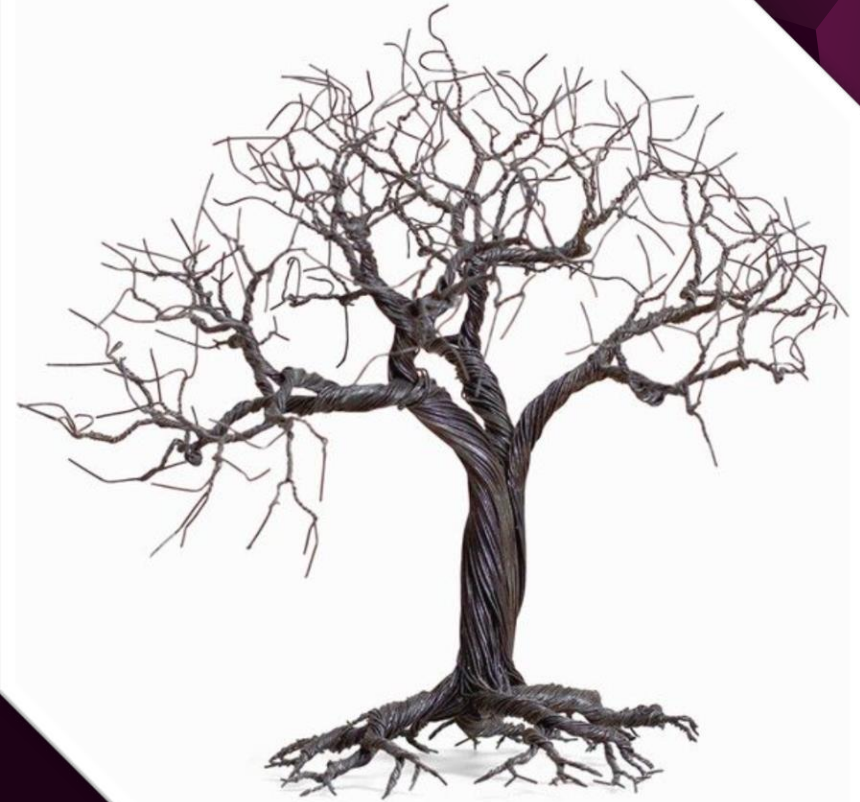
Internal
Invisible
Hard to change

I'M GROOT
COOLTURE!



"Culture is more important than vision.
Some leaders have great vision but have
created a toxic culture where that vision
will never happen."

Phil Cooke





IDENTIFYING A TOXIC CULTURE

5 SMELLS OF A TOXIC CULTURE

- Company core values do not serve as the basis for how the organization functions.
- Employee suggestions are discarded. People are afraid to give honest feedback.
- Micromanaging: Little to no autonomy is given to employees in performing their jobs.
- Blaming and punishment from management is the norm.
- Little or strained interaction between employees and management.

“

While toxic work cultures are the result of many factors, it's generally a combination of **poor leadership** and **individuals** who **perpetuate** the culture.

Brigette Hyacinth





5 CONSEQUENCES OF A TOXIC CULTURE

- Excessive absenteeism, illness and high employee turn over.
- Favoritism and office politics.
- Lack of innovation.
- Aggressive or bullying behavior against those who challenge the status quo.
- Reputational and legal issues.



RESET THE CULTURE

HOW TO CHANGE A TOXIC CULTURE

UNDERSTAND

Understand your actual culture. Identify real problems caused by toxicity.

APOLOGIZE

Apologize for the bad times and present a plan to change.

RESET

Collaboratively reset the culture.

4 STEPS TO RESET THE CULTURE

1

Create a
**psychological
safety** place

2

Set cultural values
collaboratively,
reinforce it with
actions and review
it time to time

3

Don't ignore **alarm
signs**

4

Stop **bad
behaviors** as well
you detected them

PSYCHOLOGICAL SAFETY



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Good enough for now, **safe**
enough to **try**

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“A company that forgot its
past has no future”

Winston Churchill

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"The culture of an organization is shaped by the **worst** behavior"



**CHANGE A
COMPANY'S
CULTURE IT'S
REALLY REALLY
HARD**

PRO TIP

In *large* established orgs **culture** follows **structure**.

In tiny *young* orgs, **structure** follows **culture**.

Craig Larman

A BREATH OF HOPE



An aerial photograph of a dense, vibrant green forest covering a hillside. At the base of the forest, a small pond and several buildings with brown roofs are visible. The image is overlaid with semi-transparent geometric shapes in shades of green and brown.

**AN ENTIRE ECOSYSTEM WAS
REBUILT FROM SCRATCH.**

172 SPECIES OF BIRDS

33 TYPES OF MAMMALS

**15 SPECIES OF AMPHIBIANS
AND REPTILES**



THANKS!

@pbousan

Any questions?



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CREDITS

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