

Organisational Culture - Background

Culture: "The way thing get done around here." Or a more formal version (Schein) Organizational culture: "A pattern of shared basic assumptions that a group has learned, as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and therefore, to be taught to new members in the TRIBE, as the correct way to perceive, think, and feel in relation to those problems."

Leaders need to know about "Organisational Culture" because it's a primary influencer and/or hindrance that directly impacts mindsets, actions and performance. **Culture is a consequence of People, Teams and Leadership.** It accounts for around 40%-50% of performance, well-being, and people, planet & profit results.

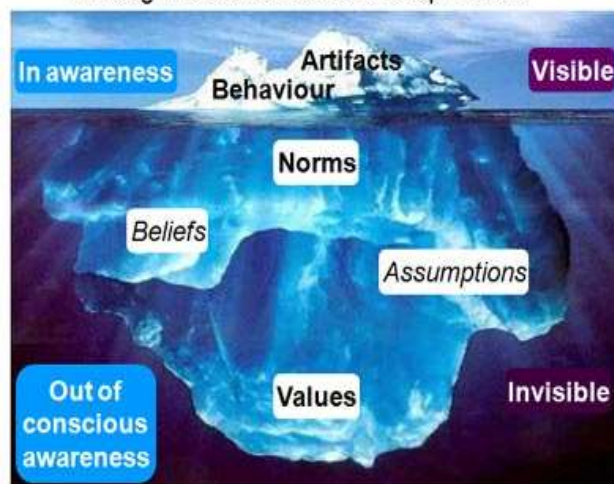
The Tribal Culture Prevails

Organisational Culture and the TRIBE's identity is BIGGER than the "leader". So many astute leaders are aware of something invisible that seems to hinder or enable their effectiveness.

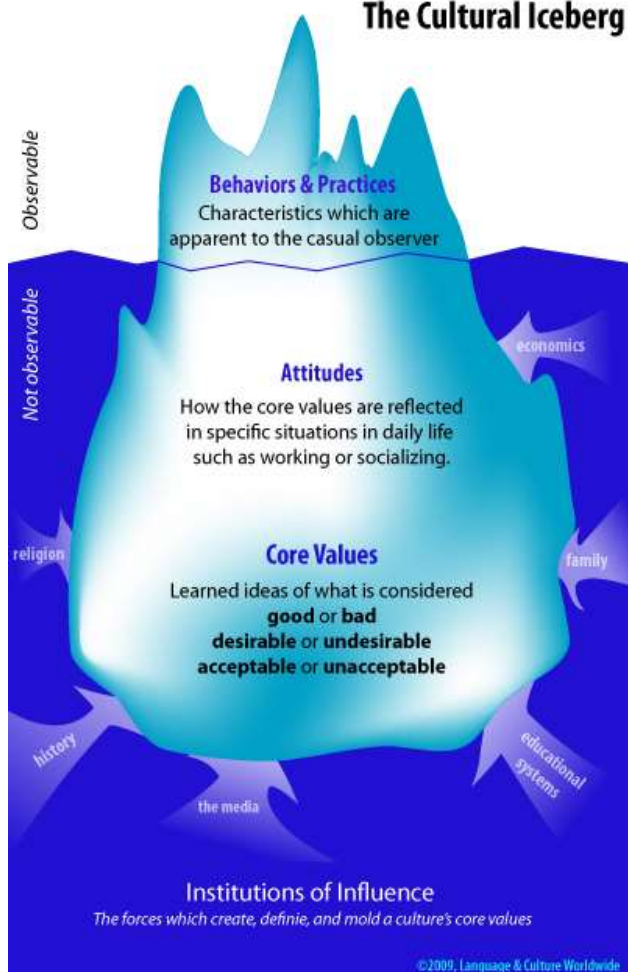
But they just aren't sure on how to wrestle with this intangible, powerful force, that pervades every corner of their work domain. Like a swimming pool's PH. Acid or alkaline... you can see the consequences. But, it's just not easy to fix or change quickly.

Company Culture is not a CORE CAUSE...it' a CONSEQUENCE of numerous other factors, that becomes a cause or constraint.

Iceberg Model: Surface and Deep Culture



The Cultural Iceberg



Culture is Hierarchical, Visible and Invisible...

There are differing components of Org Culture to be aware of. Each level is DEPENDENT upon the lower level –Like a stair-step hierarchy.

- **Level 1: Behavioral (Visible):** Culture can be seen in behaviors and external signs, artifacts and rituals.
 - **Level 2: Psychological:** (Somewhat Visible) Values, Beliefs, Attitudes ...Knowledge
 - **Level 3: Philosophical:** (Less Visible) Like attitudes, approach to issues, What's Important.
 - **Level 4: Invisible:** Mindset, Reactions, Time sort, Meta Programs, Meaning Making.
 - **Level 5: COMPLETELY hidden** – Worldview: Motivations, Drives, Self-Perception, Self- Identity, Soul Purpose – Home Culture.
- Culture is a REACTION to 2 core components; 1. External forces / influences and 2. Internal rewards, inputs; memories, meaning, reactions, responses and needs.

If you are going to build a High Performance culture in a positive and sustainable manner, you need to dig deep into the core; fully engage participants in rethinking, reengineering and "rewiring" IDENTITY, MEANING, CONNECTION, VALUES, DESTINY and Achievement. NB Before improving your culture, high levels of "Learned-Helplessness" must be first be fixed or reversed..

You cannot change "Culture". You have to change what causes and creates the "Culture". In The Revolutionary Workplace, there are 6 proven and validated areas that build a Hi Performance Culture through Conscious Limitless Leadership.