

THREE WHAT'S

Culture Shift

The word culture is one of the most overused in corporate motivational posters. It lends itself to truisms. And yet, we know how important culture is. The trouble is it's as difficult to define as it is to shift. So, let us help you...

So What?

If you were asked to describe the culture of your organisation which five words would you use? Now put those five early choices in order of significance for you. Write them down and for each give an example of what you mean.

This exercise is as good as any at identifying your organisational culture, a topic which is endlessly complex and yet simple at the same time.

If, in the course of a month, you were to listen to the day-to-day stories you and your colleagues tell each other about the organisation and its people what would you learn? Again, you'd nail the culture. Find out about the little rituals and routines – that's culture. Ask about customer complaints and how they're dealt with. Culture!

Organisational culture hits us in the face. It shapes aspiration, drives behaviour and determines success. It's worth examining; the question is how?

Now What?

Our ThreeWhats Organisational Culture Model comes in the Playbook with really useful guidelines on how to define your own culture, evaluate what's important within it and show how to shift it in the direction you'd prefer. We call our model *cambric*, like the cloth, it's finely woven.

Clarity	- the effectiveness of communication within the organisation
Action	- the means by which results are delivered and lessons learned
Measures	- the way in which performance is assessed and developed
Belief	- the degree to which staff align to the purpose of the organisation
Recognition	- the way in which good work is acknowledged and validated
Integration	- the everyday behaviours and conversations that occur
Contributions	- the degree of autonomy staff have to make decisions, successful or otherwise

Our ThreeWhats Playbook on Culture Shift provides you with guidelines on identifying, evaluating and shifting the culture of your organisation. We also provide sources for all our guidance.