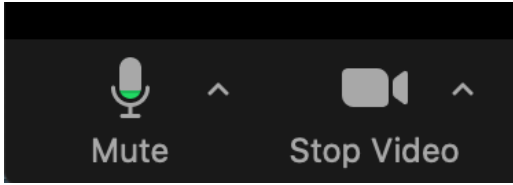


Culture and Values Webinar Week 4 Webinar 3 – 27th October

Dr Julie Mulliner, MA, FCIPD, FSDF
Director, Guiding Performance Success Ltd

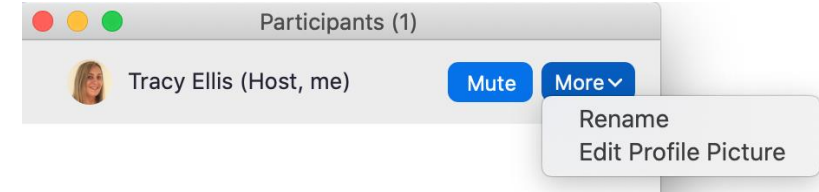


Webinar Etiquette

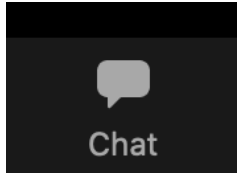
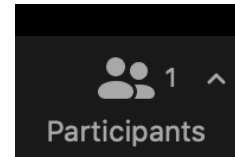


Make sure your mic is on mute to avoid interference

To add your name to your profile image click on “more” to the right of your name in the participants list



Use this button to see other participants names

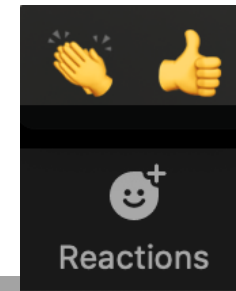


Use chat to communicate with facilitator or other participants during webinar, either privately or to all

In the chat box, use the Yes, No, Go Slower, Go Faster if you need to respond to facilitator or ask to go slower or faster



Use reactions if you agree or can relate to what is being discussed



Culture and Values

LEARNING OBJECTIVES

- How to define Culture
- Defining Values and Value Congruence
- How Values and Culture interrelate
- Have an understanding of two cultural change frameworks
- Understand how culture influences performance



Culture and Values

- Culture: what is it and why is it important?
- Characteristics of Culture
- Values and Value Congruence
- Culture, Values and Change
- Culture and Performance



Culture: what is it and why is it important?

- **WHAT IS CULTURE**— "Culture" refers to a group or community which shares common experiences that shape the way its members understand the world. It includes groups that we are born into, such as race, national origin, gender, class, or religion. It can also include a group we join or become part of.
- **ORGANISATIONAL CULTURE** – refers to the way that things are done in an organisation, the unwritten rules that influence individual and group behaviour and attitudes.



Culture: what is it and why is it important?

- **WHY CULTURE IS IMPORTANT-** Culture is a strong part of people's lives. It influences their views, their values, their humour, their hopes, their loyalties, and their worries and fears. So when working with people and building relationships with them, it helps to have some perspective and understanding of their cultures.
- The world is becoming increasingly diverse and includes people of many religions, languages, economic groups, and other cultural groups.
- It is becoming clear that in order to build communities that are successful at improving conditions and resolving problems, we need to understand and appreciate many cultures, establish relationships with people from cultures other than our own, and build strong alliances with different cultural groups.



Culture: what is it and why is it important?

- **WHY CULTURE IS IMPORTANT (Contd....)** If cultural groups join forces, they will be more effective in reaching common goals, than if each group operates in isolation; Each cultural groups has unique strengths and perspectives that the larger community can benefit from.
- Understanding cultures will help us overcome and prevent racial and ethnic divisions.



Characteristics of Culture

- **Symbols**—physical or non-physical. For example a flag is a physical symbol, and a curtsy a non-physical symbol.
- **Language**— written or spoken, used for communication.
- **Values**—help define acceptable behaviour within a society.
- **Beliefs**— fulfil the spiritual needs of a culture. A whole culture can be based on one set of beliefs, yet a larger cultural group may have many different sets of beliefs.
- **Norms**— are the rules and traditions within a culture. As a group develops laws and regulations, norms change.
- The collective behaviours of all employees become the organisational culture – “the way we do things around here”



Values

- **Values are the energetic drivers of our aspirations and intentions**
- **Individual values:** individual values reflect how you live your life and create specific needs-the principles you live by and what you consider important for your self-interest e.g. enthusiasm, creativity, humility and personal fulfilment.
- **Relationship values:** relationship values reflect how you relate to other people in your life, be they friends, family or colleagues in your organisation e.g. openness, trust, generosity and caring.
- **Organisational values:** organisational values reflect how organisations shows up and operate in the world e.g. financial growth, teamwork, productivity and strategic alliances.
- **Societal values:** societal values reflect how you or your organisation relates to society e.g. future generations, environmental awareness, ecology and sustainability.



Beliefs

- **Beliefs**
- Beliefs are assumptions we hold to be true. When we use our beliefs to make decisions, we are assuming the causal relationships of the past, which led to the belief, will also apply in the future. In a rapidly changing world where complexity is increasing day by day, using information from the past to make decisions about the future may not be the best way to support us in meeting our needs.
- Beliefs are contextual: They arise from learned experiences, resulting from the cultural and environmental situations we have faced.
- **Values vs Beliefs** – Values unite, Beliefs divide; When we go to the values that underlie so many religious beliefs, they unite us



Values

- **Coca-Cola**

- **Leadership:** The courage to shape a better future
- **Collaboration:** Leverage collective genius
- **Integrity:** Be real
- **Accountability:** If it is to be, it's up to me
- **Passion:** Committed in heart and mind
- **Diversity:** As inclusive as our brands
- **Quality:** What we do, we do well

- **Yahoo!**

- Excellence
- Innovation
- Customer Fixation
- Teamwork
- Community
- Fun

- **Kellogg's**

- Integrity
- Accountability
- Passion
- Humility
- Simplicity
- A focus on success



Values



T

Teamwork.

We put the team first, appreciate diverse points of view, assume positive intent and communicate and collaborate openly.

E

Energy.

We move quickly, learn from mistakes, build positive spirit and always look for a better way.

A

Accountability.

We take ownership and initiative, demonstrate courage as we speak up and act with integrity in all that we do.

C

Community.

We operate with a shared sense of responsibility and purpose, and enrich colleagues, students and the broader community we serve.

H

Heart.

We serve students and each other with passion, respect and care.

One Health Leadership Programme



VALUE CONGRUENCE

- **Value congruence** is intuitive and refers to the alignment or similarity between values held by individuals and organisations.
- **Benefits:**
 - Engaged employees
 - Reduced staff turnover
 - Lower sickness absence levels
 - Improved productivity
 - More resilient and sustainable organisation
- **Consequences:**
 - employees feel devalued, taken advantage of
 - demotivated and less willing to give themselves to their work roles
 - Intra-conflict when expected to behave in a way they feel is inappropriate for their preferred self-image
 - may adversely affect mental health and wellbeing if intra-conflict exists over a long period of time



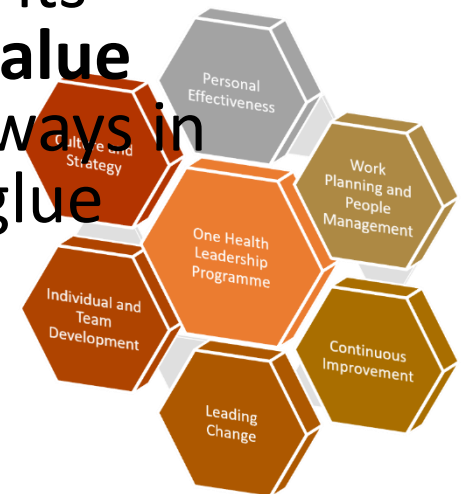
KEY DEFINITIONS

- **CULTURE:** *Culture is an umbrella term which encompasses the social behaviour and norms found in human societies, as well as the knowledge, beliefs, arts, laws, customs, capabilities, and habits of the individuals in these groups. (Wikipedia, 2020)*
- **VALUES:** *The moral principles and beliefs or accepted standards of a person or social group. (Collins English Dictionary, 2020)*
- **VALUE CONGRUENCE:** *Value congruence refers to the degree to which an individual's values match the values found in their work environment. (Molina, 2016)*
- **CHANGE:** *make or become different (noun); an act or process through which something becomes different (verb). (Oxford English Dictionary, 2020)*

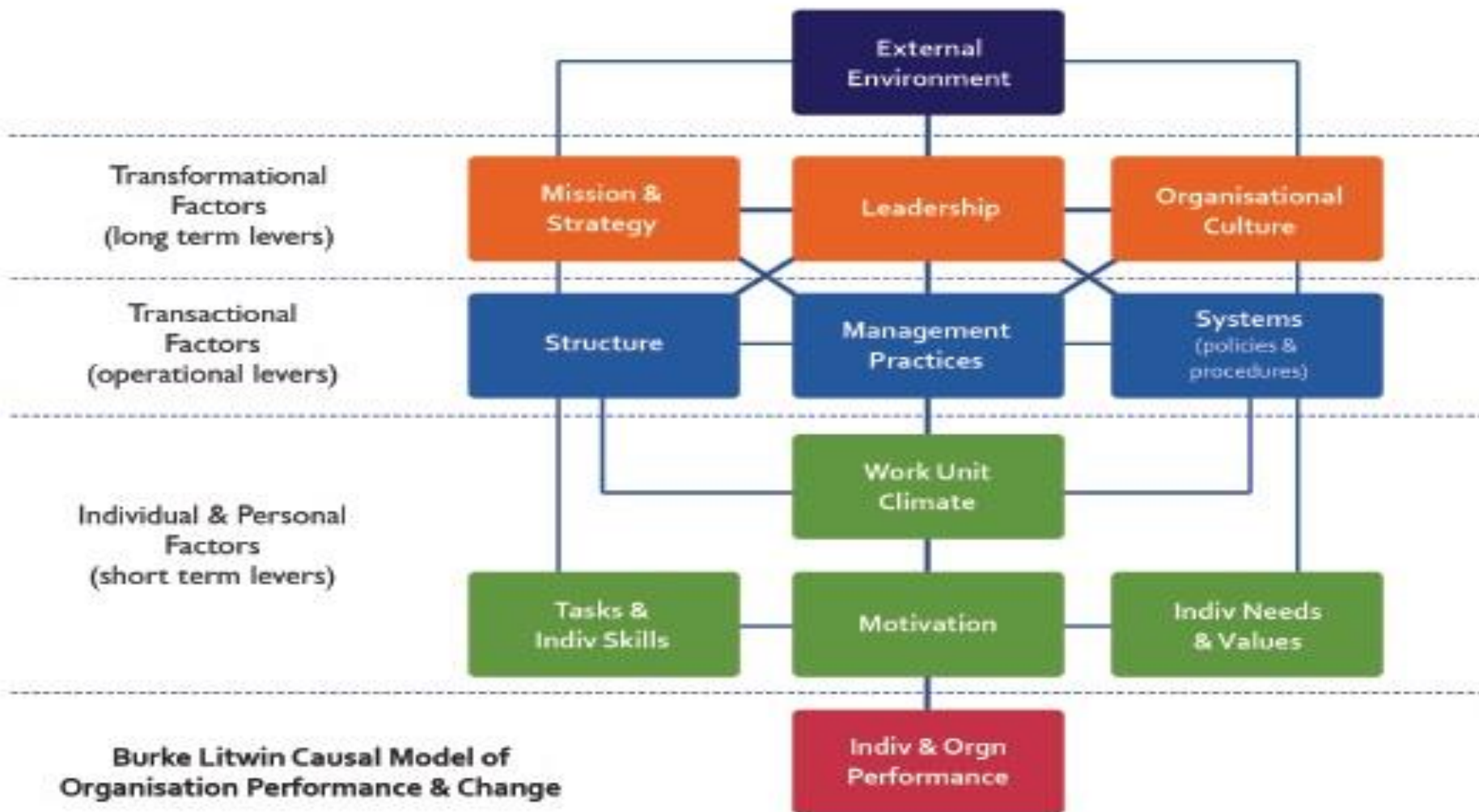


CULTURE AND VALUES

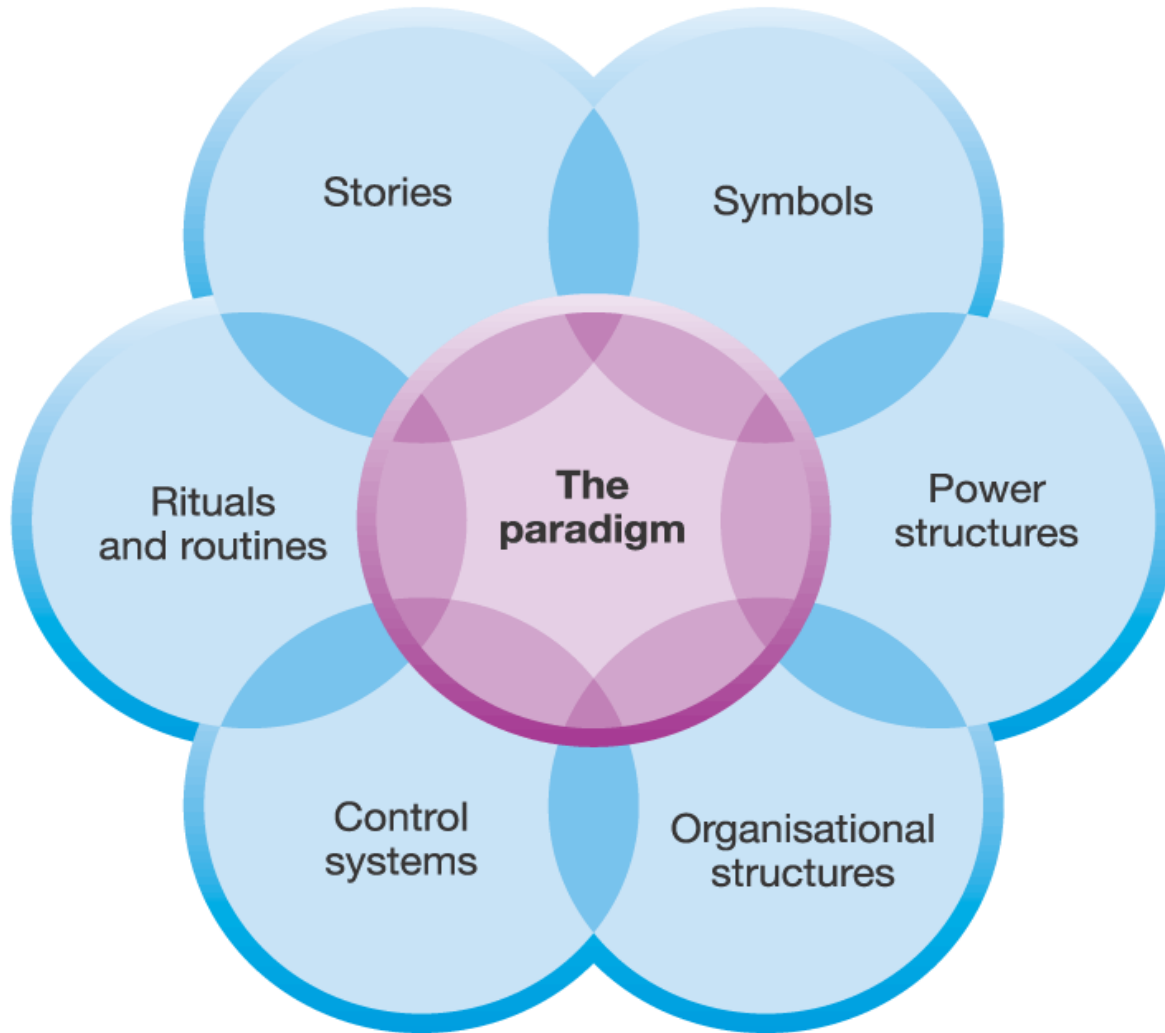
- HOW THEY INTERRELATE
- **Values** reflect what one feels is important in their life. At an individual level, **values could** include concepts such as caring, empathy, or trust, among many others. ... Because **culture** is the collection of expectations and norms that determine how a group behaves, **values** and **culture** are closely related.
- More than other things, an organisation's **values** determine its **culture**. ... Individuals and organisations (as a whole) have **value** systems that **influence** their attitudes, behaviours, and the ways in which they allocate resources. **Values** are the backbone or glue behind organizational **culture**.



Culture and Change



Culture and Change: Cultural web



Source: Johnson and Scholes, Exploring Corporate Strategy



CULTURE AND PERFORMANCE

- Research conducted over a ten-year period by Queen's University Centre for Business Venturing showed that organisations with cultures marked by high levels of involvement, consistency, adaptability and a transparent mission experienced:
 - 65% greater share-price increase
 - 26% less employee turnover
 - 20% less absenteeism
 - 15% greater employee productivity
 - 30% greater employee productivity



BENCHMARKING YOUR CULTURE

ADAPTABILITY

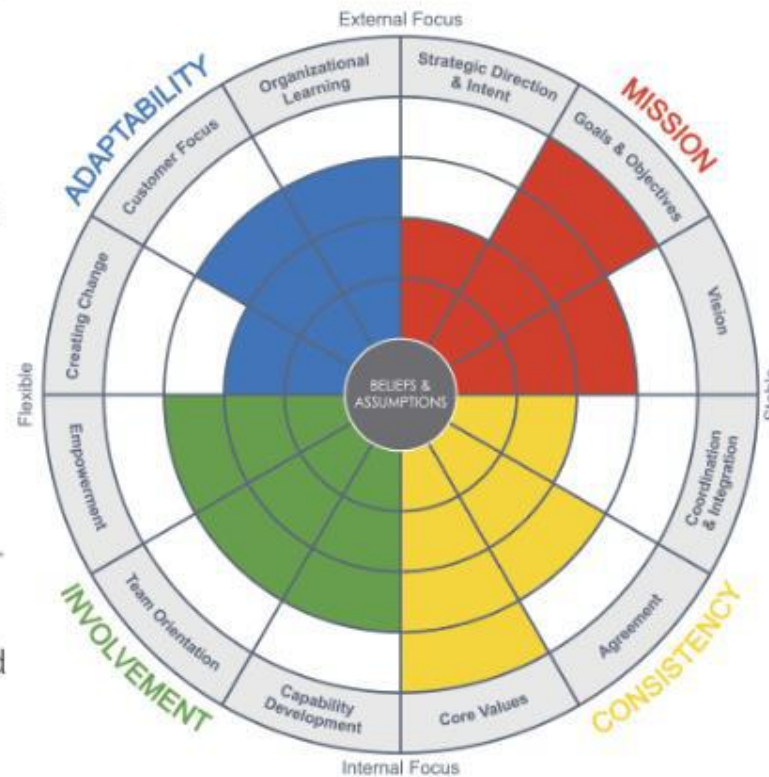
"Are we listening to the marketplace?"

High performing organizations have the ability to perceive and respond to the environment, customers, and re-structure and re-institutionalize behaviors and processes that allow them to adapt.

INVOLVEMENT

"Are our people aligned and engaged?"

Highly involved organizations create a sense of ownership and responsibility. Out of this sense of ownership grows a greater commitment to the organization and an increased capacity for autonomy.



MISSION

"Do we know where we are going?"

High performing organizations have a mission that tells employees why they are doing the work they do, and how the work they do each day contributes to the why.

CONSISTENCY

"Does our system create leverage?"

Consistency provides a central source of integration, coordination and control, and helps organizations develop a set of systems that create an internal system of governance based on consensual support.



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<http://www.onehealthleadership.co.uk>

