



Introduction to Culture Module

what is this?

A fast-track way to discover more about your organisation's culture, your preferred culture and how to approach a successful change management programme.

discover the secrets

Find out why so many culture change programmes fail - learn from others' mistakes.

who is it aimed at?

Leadership teams such as senior managers, the executive team or boards of directors.

how long does it take?

Two days; focus groups are completed on Day 1 and the half day workshop takes place on Day 2.

It is not uncommon for those in leadership positions to be uneasy about their organisation's culture, but unsure how to address this. Culture can mean different things to different people; it's intangible, difficult to describe and is considered even harder to measure.

Our *Introduction to Culture* module enables leadership teams to:

- develop a better understanding of the organisation-specific challenges by comparing the current culture with the preferred culture
- discover the secrets of successful culture change and why so many programmes fail
- start a meaningful dialogue about culture from the same baseline of knowledge, using a common vocabulary
- outline the next steps of a change management programme

culture and performance

Organisational culture has a powerful effect on performance - enabling or frustrating an organisation from achieving its goals.

Culture is often described as *the way we do things around here*. It comprises the attitudes, assumptions and values which condition the way in which individuals and the organisation work - the behavioural norms.

Unlike the mood, or climate of an organisation, culture is resilient to change. It is not uncommon for a number of distinctive or perhaps competing cultures to co-exist.

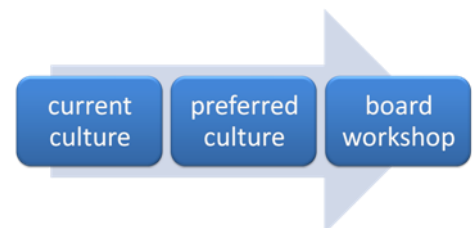
Organisational culture has the potential to unify an organisation - breaking down barriers and promoting mutual understanding, where the focus is on opportunity rather than frustration.

describing the culture

Focus groups provide the opportunity to complete a mini-survey - measuring and describing the culture.

The Organisational Culture Inventory® enables us to measure the culture while additional anecdotal information is obtained through facilitated discussion.

By holding four focus groups, differences between sub-groups can be mapped and described.



the preferred culture

A Board level workshop enables the leadership team to identify the preferred culture. This is compared with the current culture so that the gaps between the two can be identified. Differences between current culture sub-groups are also mapped and described.

Introduction to Culture programme includes

- 4 focus groups to conduct a current culture mini survey and obtain anecdotal information about the current culture
- Identification of preferred culture
- Gap analysis
- Culture training module
- Facilitated workshop to explain culture findings and explore implications

about Nova Connection

- Experienced change management consultants
- Accredited users of the Human Synergistics diagnostic tools
- Commitment to customer care; references can be found on novaconnection.com
- ISO 9001 quality assured

change management

The workshop develops understanding of culture and culture measurement, having experienced it being applied to a small sample within the organisation.

Identification of the major gaps between the current and preferred culture highlight areas most in need of attention, while facilitated discussion explores the implications of these gaps from a change management perspective.

An additional outcome is the development of a common vocabulary around the complex area of change management and culture.

The results are guaranteed to be thought provoking and will show how a wider culture audit and organisational change programme could be approached.

sample size

The small sample sizes for both the current and preferred culture mean that the results should be regarded as a straw poll, or mini survey. Standard deviations are calculated to provide an indication of the intensity of agreement or disagreement.

programme benefits

An Introduction to Culture enables organisations to:

- gain a better understanding of their current culture
- start to envisage what the preferred culture might look and feel like
- identify gaps between the current and preferred culture
- develop a shared understanding of the implications of these gaps
- start building a common vocabulary around the complex area of culture
- plan for success by discovering why so many culture change programmes fail
- discover how to undertake a full culture audit and change management programme

about the diagnostics

We use Human Synergistics diagnostics for measuring culture. These are based around the Circumplex model which brings together 12 styles of thinking, behaving and interacting. The 12 styles are in turn clustered into three general orientations:

- constructive
- passive/defensive
- aggressive/defensive

In addition to providing an intuitive model for describing culture, the circumplex promotes a common vocabulary and understanding of the behaviours which drive and shape culture.

Government grants

Nova Connection is a Registered Learning Provider and is listed in the government-funded Learning Directory. As such, qualifying organisations may be able to obtain Train to Gain government grant support for this programme.



Nova Connection has been accredited to the ISO9001 quality standard since 1992.

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