

Diagnosing team culture

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Agenda



1. Team culture intro
2. Selecting a culture
3. Diagnosing your culture
4. Changing your culture
5. Your stories

Team culture intro



A set of values, beliefs, understandings, and ways of thinking that is shared within a team



Team culture intro



Because culture is shared, everyone on a team takes part in the creation of the culture.



As a leader, you need to steer your culture.

Team culture intro



Why is it important to monitor and cultivate?

- Culture reinforces what is most important to the team
- Cultural norms can help manage a team and reduce the need to create strict rules
- A constructive culture increases engagement, productivity, and profit

Team culture intro



The Top 40 Best Companies To Work For (USA)



The Best Companies to Work For engender high levels of employee engagement and commitment, because these organisations focus on meeting employee's basic needs and satisfying their growth needs: they focus on helping their employees feel happy and fulfilled.

Team culture intro



Percentage of top 200 executives rated the following factors as absolutely essential to success:

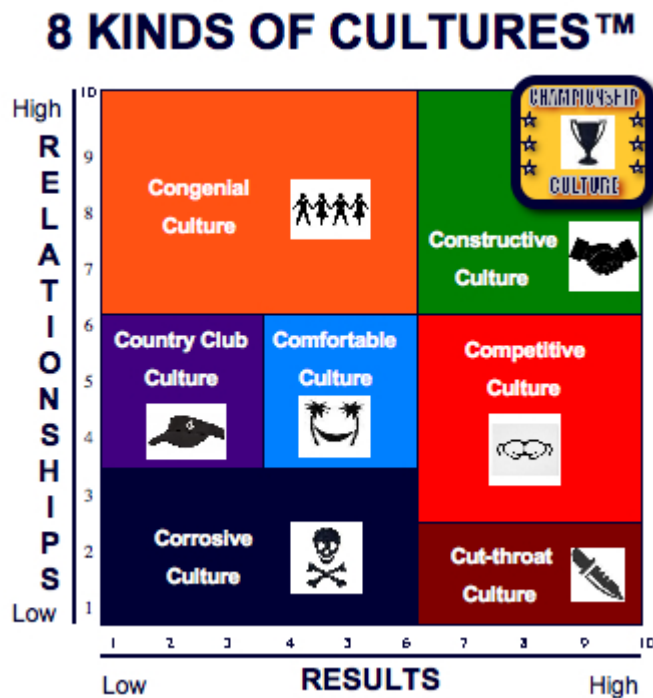
Factor	Percentage
Culture and values	58%
Freedom and autonomy	56%
Exciting challenges	51%
Well managed	50%

Source: The War for Talent, McKinsey and Company

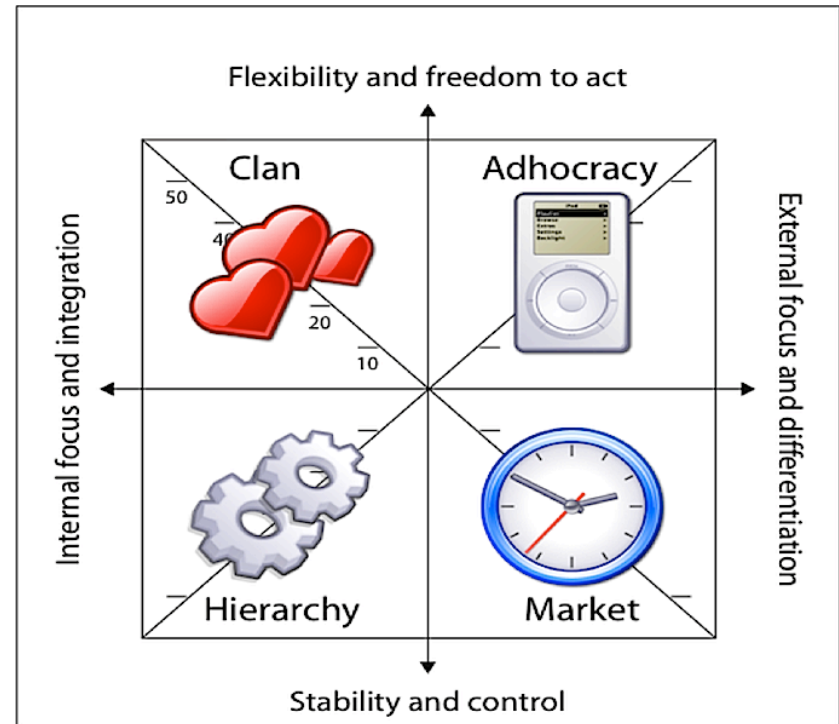
Selecting a culture



There are an infinite number of cultures, and almost as many research articles that categorize them



Jeff Janssen, Janssen Sports Leadership Center



Robert E. Quinn and Kim S. Cameron

Selecting a culture



I cannot tell you what the perfect culture is for your team.



Selecting a culture



In University Systems we try to live the values:

- Teamwork
- Accountability
- Customer satisfaction
- Balance of home and work life
- Communication and Information sharing
- Continuous learning and improvement

For my team I also include:

- Question everything (improve everything)
- Deliver; and have fun doing it
- Inclusive, everyone has to have the option of taking part

Diagnosing your culture



Values, beliefs, and understandings are difficult to quantify.

There are a number of processes and frameworks to measure them.

As a leader, a practical method to diagnose your culture is regular observation.

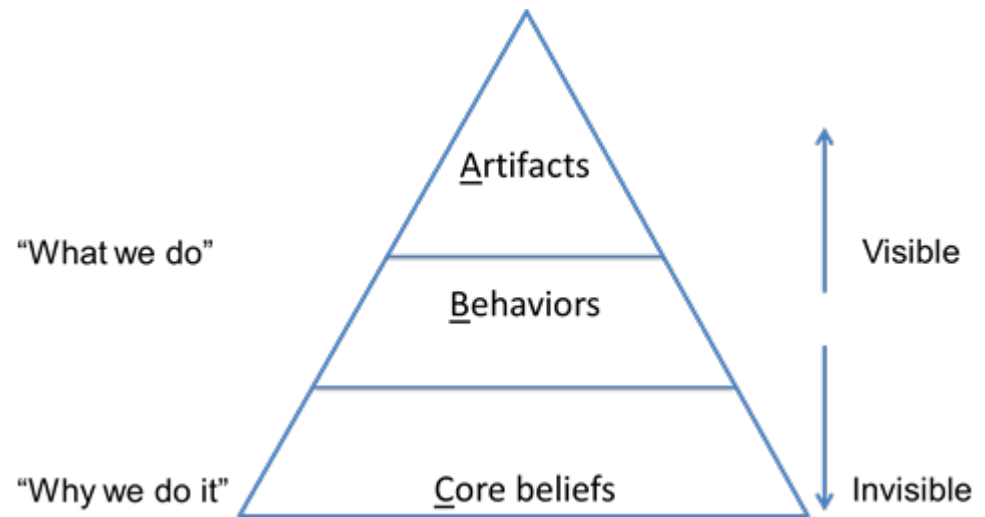


Diagnosing your culture



There are five easily observed artifacts of your team's culture:

1. Rituals and Ceremonies
2. Stories and Myths
3. Heroes
4. Symbols
5. Language



Schein's model of organizational culture

Diagnosing your culture



Rituals and Ceremonies

- Socialize, stabilize, reassure, convey messages, and add structure to the work day
- Observe
 - Why are people celebrating?
 - What is celebrated in the workplace?
 - Who is celebrated and who is invited?
 - When are celebrations conducted? Frequently? At night?

Diagnosing your culture



Stories and Myths

- Offer entertainment, moral instruction, externalize inner conflict, transmits values
- Observe
 - Who are the stories about?
 - What characteristics are being talked about in the story?
 - What context is the story being told in?

Diagnosing your culture



Heroes

- An embodiment of the values whose words and deeds reinforce the core values.
- Observe
 - Who are stories about?
 - Who is living the values?
 - What characteristics and values do the heroes exhibit?
 - How are the heroes rewarded?

Diagnosing your culture



Symbols

- Capture themes that language cannot, compress complicated issues, metaphors for values
- Observe
 - What objects are in the workspace?
 - What have people hung on their doors?
 - How have people adorned their offices?

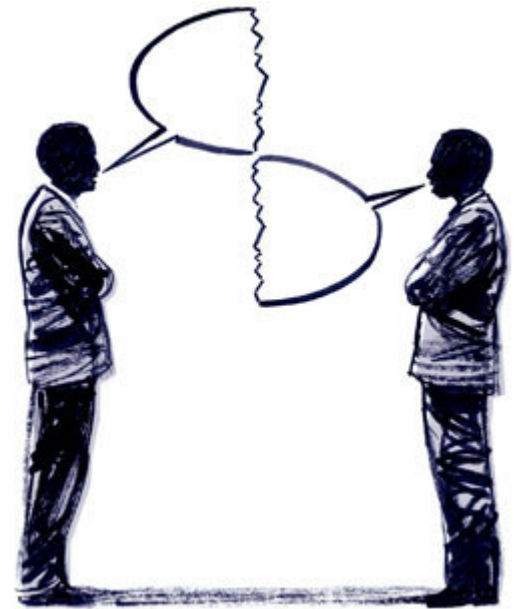


Diagnosing your culture



Language

- Sets tone, conveys comfort, often describes the culture through metaphor
- Observe
 - What terms do people use?
 - What teams do people associate with?
 - What is the tone of conversation?
 - How do conversations happen?



Diagnosing your culture



By observing the

- Rites and Ceremonies
- Stories and Myths
- Heroes
- Symbols
- Language

We can keep track of the traits that our culture is demonstrating.



Changing your culture



A cultural leader looks for opportunities to

- A leader must exhibit the desired values
- Redirect artifacts that do not align with the desired values
- Create opportunities to develop artifacts that are inline with the desired values



Changing your culture



In a strong culture the **team members** will take ownership of constructive ceremonies, symbols, stories, heroes, and slogans.

Help them reinforce your culture:

- Spend time, and money
- Reward people for their time
- Participate, and encourage leadership to participate

Changing your culture



Sub-cultures and parent cultures

- There is more than one culture in play in all organization
- What culture are your employees relate to?
- What culture do you want your employees to relate to?



Changing your culture



The downside of strong cultures:

- Alienates those outside the team
- Difficult to bring new people into the team
- Negative values can be ingrained



Changing your culture



Hopefully you have a few extra tools to help

- Diagnose your culture
- Make iterative change to your culture



Conversation



Tell us a story:

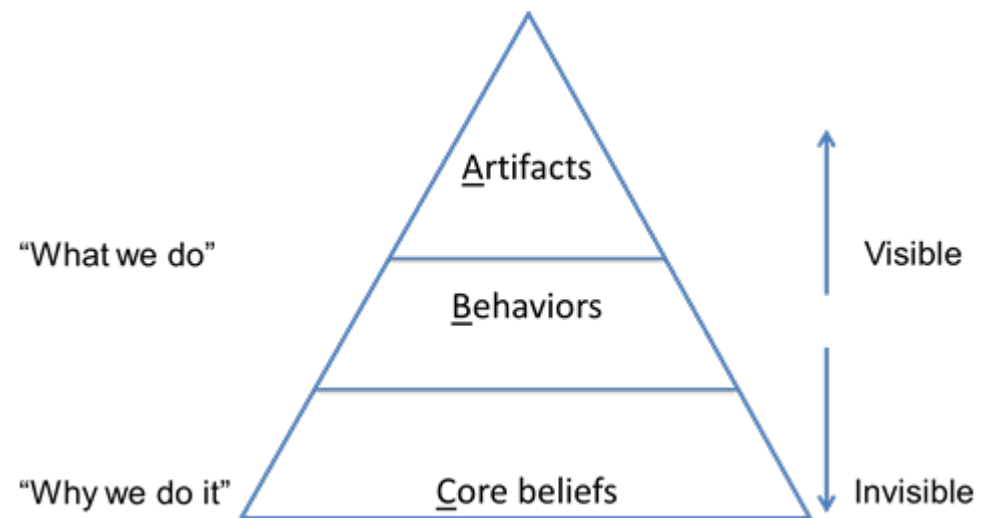
- What artifacts have you observed?
- What values do they show?

Diagnosing your culture



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3. Heroes
4. Symbols
5. Language



Schein's model of organizational culture

Thank you



Questions?

Knowledge workers



In the industrial age most of the work force were either Skill or Task workers.

Knowledge workers



In the information age there has been a large shift toward knowledge workers

Knowledge work can be differentiated from other forms of work by its emphasis on "non-routine" problem solving

Knowledge workers



Why is this important?

- Many of our historic management strategies started in the military, or in manufacturing
- Motivating, incentivising, and building a work place is different for knowledge workers than it is for other types of workers







