

Building Organizational Culture

An aerial photograph of New York City, featuring the Empire State Building and other skyscrapers. A large blue flag with the 'Cory's Choice Home Delivery' logo is flying from a building on the right. The sky is blue with scattered white clouds.

*Johanna M. Soto, VP, Human Resources
Witht Professional Conference
The Vision of The Modern Renaissance Woman
Raleigh, North Carolina
August 13, 2013*

Welcome!



- Table Introductions



Vision of
THE MODERN
RENAISSANCE
WOMAN



Family owned and operated since 1934

About me, my business, my experience...



- Born abroad, migrated at age 13
- ESL curriculum - Within one year, English only
- Honor Society, MVP athlete
- AA, BA, High Honors
- Line of work: Human Resources
 - Relevant experiences with culture
- Current company: ***Cory 1st Choice Home Delivery***
- Ventured with self-employment
- Married, 2 daughters



Building Organizational Culture



- Dialogue
 - Why was this topic of interest to you?
 - What has been your experience with culture?
 - What challenges have you had?
 - How have you dealt with challenges?
 - What current struggles do you have?
 - What do you hope to take away from our time together?
- What is your brand now?
 - According to the Voice of your Client?



From the outset...it is what it is.



- Culture grows over time. People are comfortable with the current organizational culture. For people to consider culture change, usually a significant event must occur.
- When leaders in an organization realize and recognize that their current culture needs to transform to support the organization's success and progress, then change can occur.
- Caution: Change is not pretty and change is not easy!

THE
FACTS

Where to start!



- Be patient and deliberate
 - Individuals in the organization must decide to change their behavior to create the desired organizational culture. This is the hardest step in culture change.
 - Before an organization can change its culture, the 1st step is to understand the current culture, or the way things are now.
 - How do you understand where you stand?

Patience
— the ability to put our desires on hold for a time —
is a precious and rare virtue

Divine F. Uchida

Understanding Current Culture



Observe:

1. Try to be an impartial observer of your culture in action.
2. Watch for emotions.
3. Look at the objects and artifacts
4. Watch for things that are not there.



Understanding Current Culture



- **Participate in a Culture Walk**
 - One way to observe the culture in your organization is to take a walk around the building, and look at some of the physical signs of culture.



Understanding Current Culture



- **Culture Interviews:** Another way to understand the culture is to interview employees individually or in small groups. It is just as important, during these interviews, to observe the behaviors and interaction patterns of people as it is to hear what they say about the culture.
- Since it is usually difficult for people to put into words what the culture is like, indirect questions will gain the most information. The following are examples of indirect questions you can ask during a culture interview:
 - What would you tell a friend about the organization if he or she was about to start working here?
 - What is the one thing you would most like to change about this organization?
 - Who is a hero around here? Why?
 - What is your favorite characteristic that is present in your company?
 - What kinds of people fail in your organization?
 - What is your favorite question to ask a candidate for a job in your company?



Understanding Current Culture



1. **Culture Surveys:** Written surveys taken by people in the organization can also provide information about the organizational culture.
2. You can either purchase or custom design a survey.
3. These are ways in which you can observe and understand your organizational culture. The results of your assessment of the organizational culture will tell you what to do more of, less of, stop, or start.
4. The results from the culture assessment will either confirm the efficacy of the culture you have or provide the encouragement you need to change your organizational culture.



Once you know where you stand...



- Define Mission, Vision and Values
 - Picture of desired future
 - Strategically and value based
- Answer questions such as:
 - What are the five most important values you would like to see represented in your organizational culture?
 - Are these values compatible with your current organizational culture?
 - Do they exist now?
 - If not, why not? If they are so important, why are you not attaining these values?

Summary



- Organizational culture takes a time to develop and establish
- The leader must be onboard – CONSISTENTLY and COMPLETELY
- Changing a culture will not happen overnight and can be painful
- Important to be cognizant but proactive and persistent in effecting change
- Create a Plan: Define Mission, Vision and Values
 - Picture of desired future
 - Strategic and value-based
 - Answer questions such as:
 - What are the five most important values you would like to see represented in your culture and are these values compatible with your current culture? If not, why not? If they are so important, why are you not attaining these values?
 - How do you instill the best of you? How do you make it your own, recognizing your gifts and talents?
 - What will help Have Your All?!

Educate, Communicate, and Model

Open discussion



Thank You!!!



Family owned and operated since 1934