



Organisational Culture - Blue Edge Factsheet

What is organisational culture?

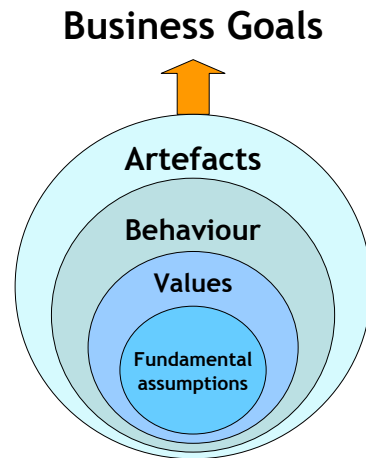
Organisational culture is the DNA of your organisation.

It defines how people behave, communicate, interact and how they perform in their jobs. It affects people's values, their beliefs about work and work roles.

Organisational culture has been defined variously by business leaders, management researchers, sociologists and psychologists.

At Blue Edge, we use the working model of culture shown to the right to illustrate organisational culture to our clients. It shows that culture exists at a number of levels, from 'artefact', tangible aspects of culture (e.g. policies, processes, symbols), through behaviours and values, right down to the deepest 'assumptions' that employees make about the organisation.

It is only when all levels are aligned and in tune with organisational goals that a 'high performance' culture can be created.



Culture must be fully aligned with organisational goals in order to achieve targets

Does it make a real difference to business performance?



Building a high performance culture results in organisations exceeding all expectations

Organisational culture defines the difference between moderate and exceptional organisational performance.

It is the reason for some business never achieving their potential and for others realising it with ease.

Kotter and Heskett (1992) examined the financial performance of over 200 organisations over 10 years and found that culturally strong companies saw 6x higher gains in operating earnings, 4x higher RoI and an average increase in stock price of 4x.

Marcoulides and Heck (1993) found that cultural factors in over 30 companies directly predicted volume, market share, profit and RoI.

Those who study culture recognise that harnessing its power can bring substantial success to any organisation, whatever its history, context or sector.





How can we measure culture and what are the benefits?



Measuring culture helps organisations to pinpoint areas of strength and weakness

Various techniques exist for auditing culture. They include:

- **Focus groups** - to discuss and pinpoint the views and beliefs that employees share
- **'Depth' interviews** - to explore the topics that are difficult to discuss publicly
- **Questionnaire measures** - to engage a range of employees in the process and gain the widest possible perspective

These techniques are best combined to gain a comprehensive understanding of the strengths and weaknesses of an organisation's culture.

Analysis of your organisation's culture will help you answer questions such as:

- How can we create a truly engaged and productive workforce?
- How can we become the employer of choice in our sector?
- What is holding us back from reaching our business objectives?
- How can we ensure that our organisation is able to adapt to changes in the market?
- What really motivates our staff and makes them want to go the extra mile?
- What makes employees stay with or leave our organisation?

Often, cultural audit projects identify areas where small changes (at minimal cost) can lead to large performance improvements.

Why Blue Edge?

Blue Edge are the architects of culture change - we are the market leaders in measuring and changing organisational culture

We are the experts' choice in this area, running training programmes for BPS and CIPD

We guarantee to create a high performance culture that will deliver on your business strategy

We are the first choice of many world class organisations for organisational culture, including...



For more information on organisational culture, please call our offices on +44 (0)1273 835520, or email us at info@blueedge.eu.com.

