



# Rethinking Culture

Lucinda Carney – C.Psychol



# LUCINDA CARNEY C PSYCHOL

- Too many years in Corporate L&D roles!
- Chartered Psychologist
- Founder and CEO Actus Performance, Learning & Talent Management Software
- Host of No. 1 ranking The 'HR Uprising' Podcast
- Author of the best-selling book "How to be a Change Superhero"
- Mum of 2
- Enjoys Netball and Tennis



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[How To Be A Change Super Hero Book](#)



[www.hrprising.com](http://www.hrprising.com)



[www.actus.co.uk/](http://www.actus.co.uk/)

Actus 



# Actus - The Complete Performance, Talent & Learning Management Suite

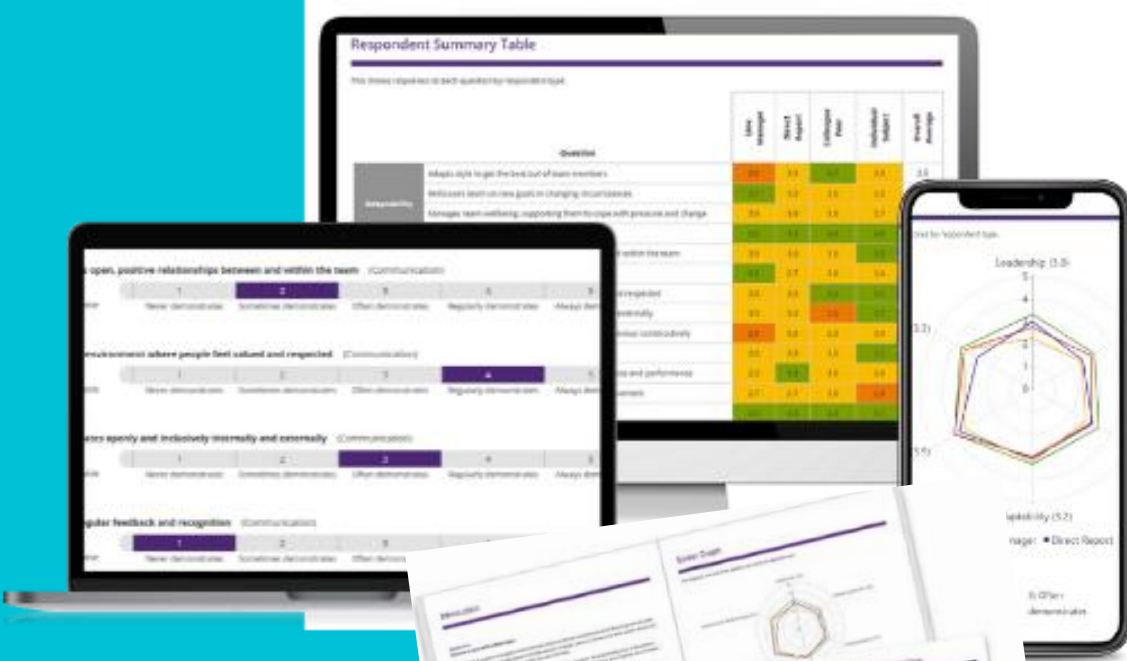




# Actus 360/Survey Feedback

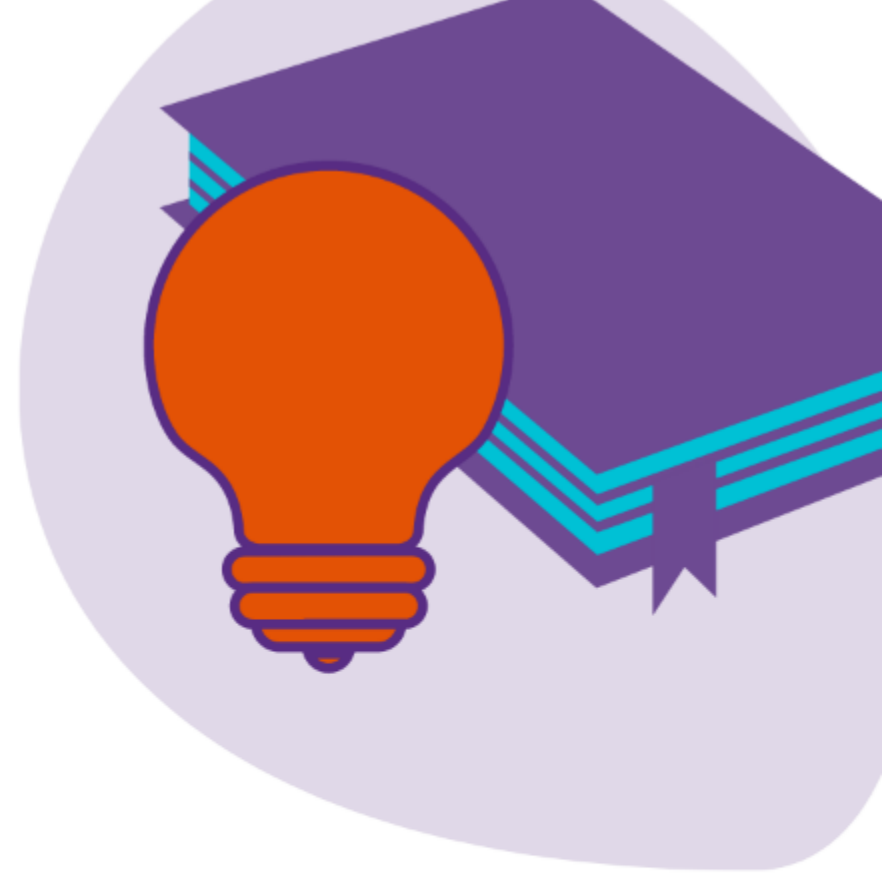
Increase employee engagement and retention through employee survey or 360 Feedback

- ✔ **Customisable to you**
  - The ability to create your own bespoke feedback questionnaires with a choice of multi-rater question formats
  - Customisable - tailor email messaging, questionnaire design and presentation
- ✔ **Comprehensive Reporting**
  - Comprehensive feedback reports for the individual
  - Organisational reporting for the HR/L&D Teams
- ✔ **Expert Templates**
  - Competency and template libraries.
  - Includes 6 Actus standard competency templates



# Learning Outcomes

- Diagnosing your organisational culture
- Defining the 'As is' and the 'To Be'
- Is your culture aligned with strategy
- Why culture change fails and how to avoid this





What is culture...?

**Culture is a fuzzy set of basic assumptions and values, orientations to life, beliefs, policies, procedures and behavioural conventions that are shared by a group of people and that influence (but do not determine) each member's behaviour and his/her interpretations of the 'meaning of other people's behaviour**

*Spencer-Oatey & Franklin 2009*

# Culture

“

**How we do things  
around here**

Charles Handy

”

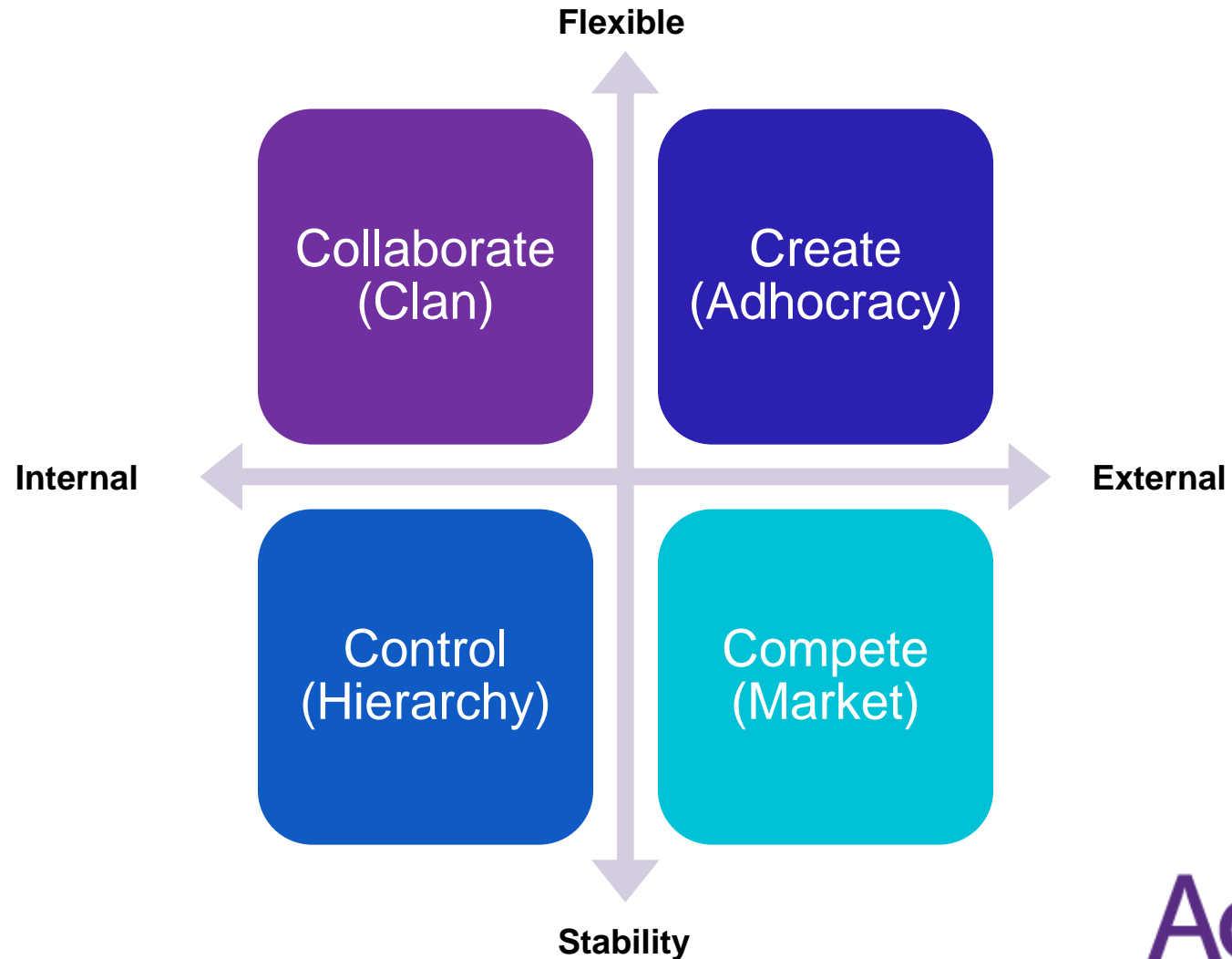




**How would you  
define your  
organisational  
culture?**

# Competing Values Framework

Cameron & Quinn



# Culture Onion

Edgar Schein



# The Cultural Web

Johnson & Scholes

## Diagnosing and defining culture



# Cultural Web Example

	As Is	To Be
Organisational Paradigm	Financially stable, trustworthy, quality and research driven.	Innovative, responsive, customer focused.
Organisational Structures	Hierarchical roles with formal reporting into a parent company.	Matrix or Team based structures focused around market requirements.
Control Systems	Board of Directors and Non-Execs make decisions. Formal annual cycles of budgeting, headcount and objective cascade.	Disseminated decision making and financial controls. Business case driven resourcing and budgeting.
Power Structures	CEO & F.D. and influence of parent company.	Individual empowerment and accountability. Local team leaders and managers.
Symbols	Traditional Brand and Logo, Parking spaces for top execs, Status related to size of office and formal business attire at work.	Open plan building; hot desks. 'Chill out zones', Online collaboration tools.
Rituals and Routines	Annual business planning, Board meetings, Sales conferences; Annual report, Long service awards.	Team huddles, weekly 121's, Informal skype chats, Fish and Chip Friday.
Stories and Myths	The F.D. values the company car fleet above people, Gossip about executive board, Board meetings never finish on time.	Reward and recognition linked to customer impact. Innovation suggestion schemes. Individual success stories.



# Practical tools you can use

## ✔ Surveys and questionnaires

- Involvement
- Consistency
- Adaptability
- Mission

## ✔ 360 Feedback against organisational values

## ✔ Focus groups – open questions

## ✔ Cultural audits of alignment

## ✔ Benchmarking



# How to make it happen

Clear definition  
and  
communication  
of the “To Be”

Leadership  
commitment and  
role modelling

Employee  
involvement

Training,  
development &  
feedback

Recognise and  
reward evidence  
of change

Ensure structure  
and processes  
align

# What's Coming Up...

## Actus Webinars

Rethinking Organisational Change

Tuesday 19th March @ 12:30 [Register here](#)

Rethinking Organisational Development

Tuesday 23rd April @ 12:30 [Register here](#)

## Special Q & A Event

EDI Question & Answer session with guest Cat Wildman

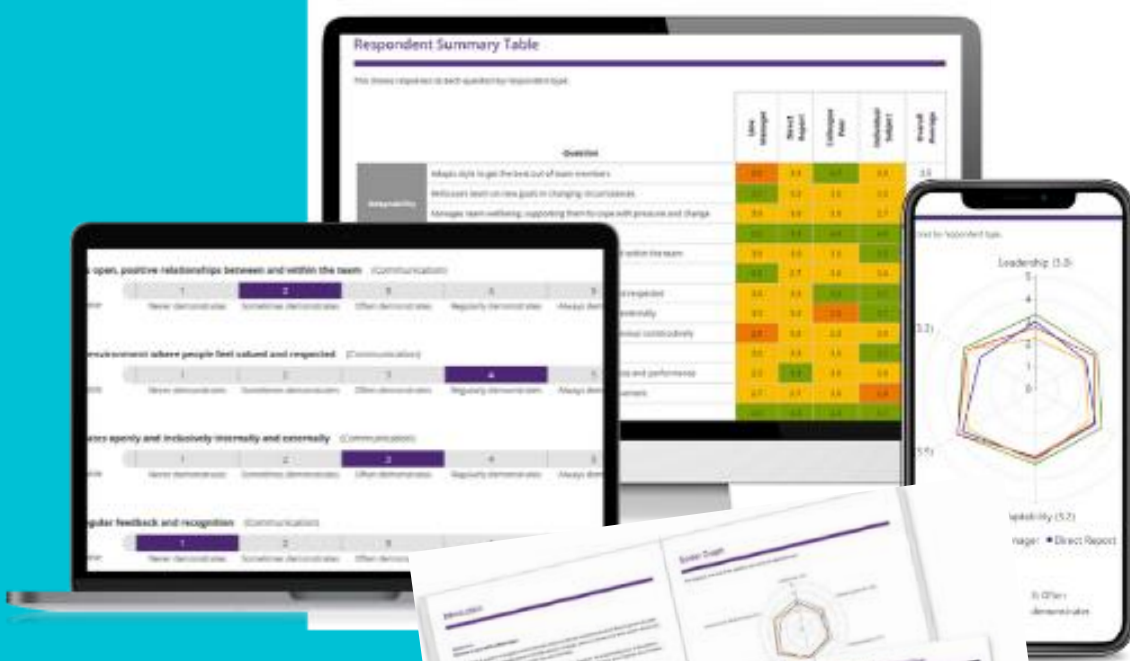
Tuesday 12<sup>th</sup> March @ 12:30 [Register here](#)



# Actus 360/Survey Feedback

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# Useful Links

## Actus Webinars

View our schedule of upcoming webinars: [Find out more](#)

## Our Training Programmes

[Actus Learning Solutions](#)

Listen to The HR Uprising Podcast- featured in People Management Magazine as one of their 'Top 10 essential resources for a winning HR career!': <https://hruprising.com/>

Our New On-Demand Learning Platform: [Actus Academy](#)

The Complete Performance, Learning & Talent Suite:

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