

THE EVOLUTION OF CORPORATE CULTURE





OVERVIEW:

- Definition – Corporate Culture
- Types of Cultures
- Evaluating Cultural Differences –
 - Research
 - Assumptions
 - Phone Interview
 - Personal Interview



OVERVIEW CONTIN.:

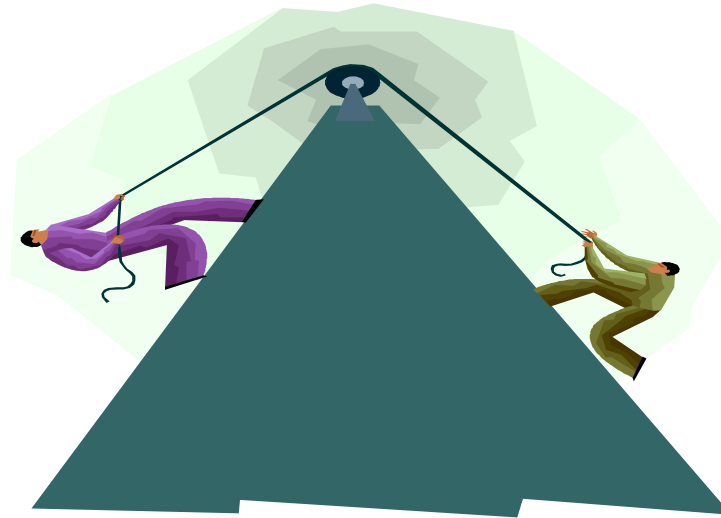
- Vital Signs of a Company's Culture
- Adapting Communication to an Organization's Culture
- Putting the Culture to the Test
- Summary/Conclusion

« Company culture perception carries tremendous weight in determining the job of choice. »

DEFINITION:

- ~ Beliefs, attitudes, values a company's members share
- ~ Behaviors consistent with how members see you, interact with you, judge you
- ~ Common vision, goals, habits, work language, systems, symbols
- ~ Shaped by assumptions, past experiences, learning, leadership, openness, expectations, communication
- ~ Code of conduct, atmosphere within the company, policies/procedures, philosophy. ethics

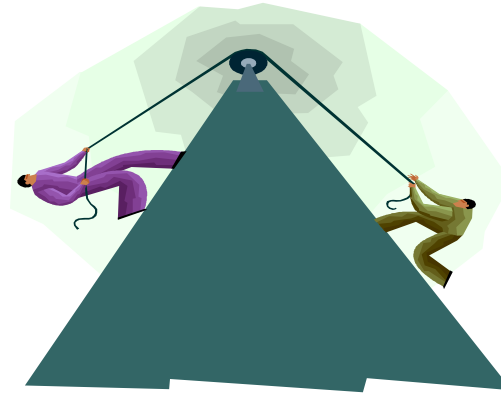
TYPES OF CULTURES



« There is no right culture for a company »

1. Bet-Your-Company Culture
2. Macho/Tough Guy Culture
3. Work Hard/Play Hard
4. Process/Bureaucratic Culture

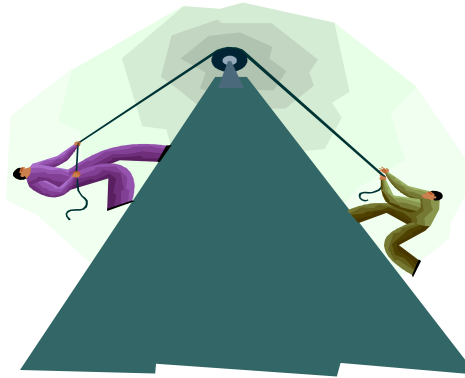
Bet-Your Company Culture



- Long term projects
- Require a significant amount of company resources
- Extensive analysis
- Communicate formally
- Formal presentations
- Lengthy proposals/appendices

Example: Mining, Real Estate Developers

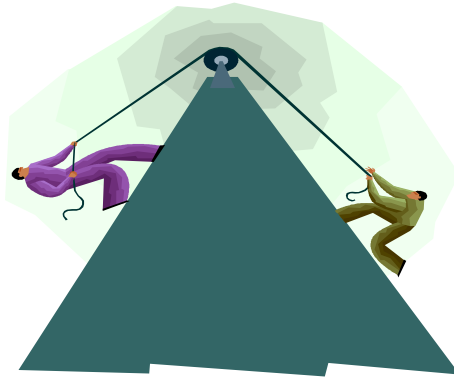
Macho/Tough Guy Culture



- Large projects with short term duration
- Require long technical documents/short work documents
- Communication dramatic– press conferences, bonus signings, product introductions
- Legal contract/handshake

Example: Entertainment, Public Relations, Entrepreneur

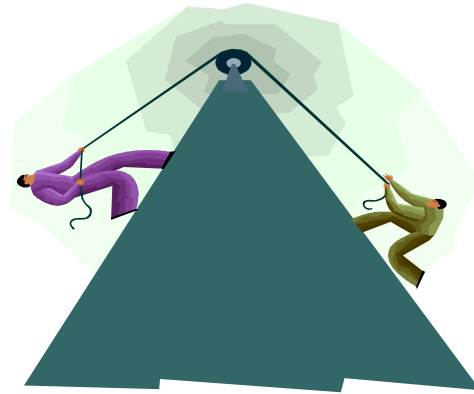
Work Hard/Play Hard Culture



- Short term deadlines
- Require fraction of company resources
- Efficient processes established
- High energy environment
- Significant client contact, frequent e-mails
- Selling contracts dominant activity

Example: Consultants

Process/Bureaucratic Culture



- Rely on standardized forms
- Ritualistic formal reports, proposals, policies
- Performance judged by adherence to codes/ procedures
- Documents center around compliance, structure

Example: Hospitals, Engineering, Government, Universities, Insurance, Banks, Libraries

EVALUATING AN ORGANIZATION'S CULTURE

RESEARCH



- Review Company Website/LinkedIn Employees, Members
- Assess Mission/Values, Leadership
- Company Size/Location/Income
- Products/Services
- Benefits/Training Opportunities
- Types of Sponsored Events/Community Involvement
- Ability to Thrive/Grow in this Corporate Environment

EVALUATING AN ORGANIZATION'S CULTURE

ASSUMPTIONS



- Company culture is conveyed from one generation to another
- View of senior management accurately describes the existing culture
- Company's value statement adequately represents the culture
- Tone at the top resonates throughout the organization

EVALUATING AN ORGANIZATION'S CULTURE

INTERVIEWING



PHONE:

- Interviewer relaxed, informal, rushed, formal
- Listen to inflections in voice during questions/responses
- Adequate time to discuss your qualifications/position
- Willingness to answer your interview questions
- Comfort level to proceed to the next level of interviewing

EVALUATING AN ORGANIZATION'S CULTURE

INTERVIEWING



PERSONAL:

- Watch posture, facial expressions, eye contact, consistency of actions/words during interview
- Observe management interaction with staff, tone/tense/relaxed
- Observe location of employees – interacting, silent, smiling, rigid
- Tour facility – lighting, space allocation, safety conscious
- Office Environment – morale, dress code, closed/open doors, executives secluded, dining in lunch room
- Trust your instincts when making your final decision

VITAL SIGNS OF A HEALTHY CULTURE

“The tone is set at the top by leadership behaviors and attitudes”

POWER

- Employees engaged/participate in organizational performance

IDENTITY

- Individuals identify with their organization as a whole instead of seeking safety within a team/function

CONFLICT

- Problems are confronted and resolved opposed to ignoring/smoothing them over

LEARNING

- Openness/invitation to new ideas, creativity, innovation

ADAPTING COMMUNICATION STYLES INTO AN ORGANIZATION'S CULTURE





VISION ~ Purpose, Direction, Motivation

- Creating outstanding value for customers/stakeholders
- Developing great new products/services
- Developing a great company

INNOVATION ~ Creativity, Experimentation, Empowerment

- Cross functional teams, employee involvement
- Supporting processes, practices, systems

LEADERSHIP ~ Strategy, Coaching, Team Building, Risk Taking

- Connecting personal goals with business goals
- Recognition of achievements
- Inspire individuals to make business fun

ENVIRONMENT ~ Promotes Vision, Innovation, Leadership



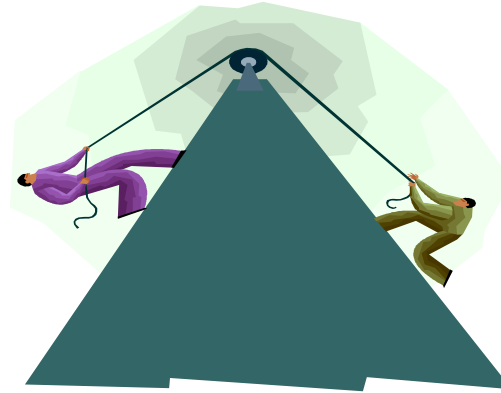
ENVIRONMENT DYNAMICS: (Which fits you best?)

START-UP – share desk/area, close vicinity to CEO/owner, personality is priority

HARD WORK – close pressure, able to meet goals/deadlines, drama/socializing

MID/LARGE COMPANY – branch office location, cubicle, intra office politics, family like setting, teammates support deadlines, personality important

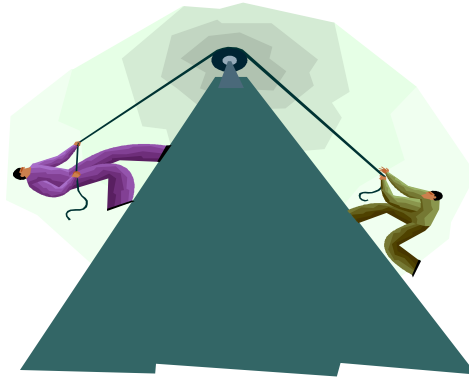
Bet-Your Company Culture



- Prepare well supported recommendations, no matter how small
- Provide supporting evidence of calculations, photocopies, sources, articles, appendices
- Small components of a project need to be documented well and tested to verify project will succeed
- Follow accepted patterns of work performance, documentation, systems, communication
- Link personal recommendations to values endorsed by company

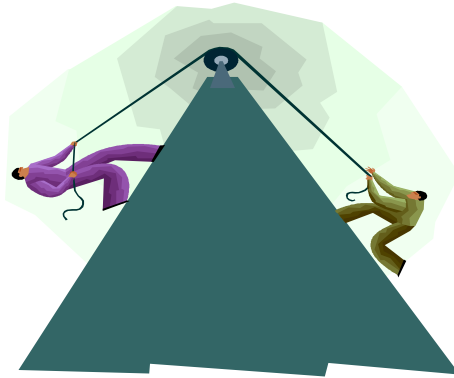
Perception: reliable, thorough, effective, trustworthy

Macho/Tough Guy Culture



- Not a big player initially
 - Preparation of support documents
 - High levels of enthusiasm/follow through important
 - Ahead of time/on schedule for deadlines critical
 - Minimize emails/requests to top management
 - Attentative to needs of deals/projects
- Perception:** Win approval with cover sheets, documents

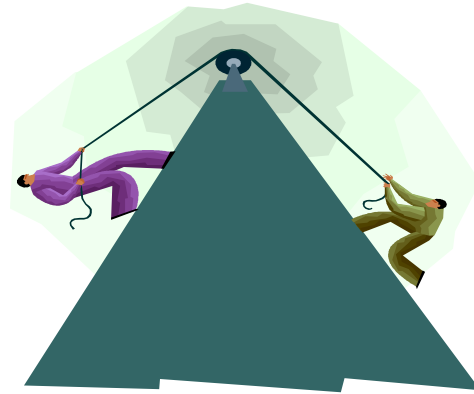
Work Hard/Play Hard Culture



- Routine communication is significant
- Short e-mails, instant messaging, on-line forms utilized
- Proposals short, essential information presented early, limited analysis
- Implement bottom line principles, main points, action items

Perception: Prompt replies earn favor/commitment

Process/Bureaucratic Culture



- Elaborate/standardized system of documentation
- Multitude of on-line forms
- Usually understaffed so best responses are easy read post its/paragraphs/answers
- Shortage of time may promote over worked mindset

Perception: quick/step by step/supported comments
receive noted appreciation

PUTTING THE CULTURE TO THE TEST

(Questions for interviewee, interviewer, former/current employees, etc.)

1. Do the values of the company's mission match mine.
2. What behaviors characterize those successful in the company.
3. The achievements that earn individuals rewards/promotion.
4. How long do most employees stay at the company.
5. Are there company wide events and gatherings.
6. How is employee satisfaction measured.
7. Is pressure to perform unreasonable.
8. Is it difficult to ask questions or raise concerns.
9. Are compliance, ethics, legal issues marginalized.
10. Is short term thinking dominate.
11. Do employees identify with the interests of shareholders.
12. Do employees understand/care about the needs of customers.

PUTTING THE CULTURE TO THE TEST

13. Are employees proud of company products/services.
14. What learning opportunities through training/assignments.
15. Will the work I do help me advance at the company/elsewhere
16. Kind of relationship company has with the community.
17. If individuals like myself do not occupy positions to which I aspire, will I succeed at the company.
18. What is description of the corporate culture in three words.
19. If giving public tours of the company, stops guide **would** make.
20. The best part of working in the company environment that won't be seen just walking around the office.

SUMMARY:

- Defining/Understanding the Relevance of Corporate Cultures
- Cultural Types/Differences
- Evaluation of Organization Culture – Research, Interviewing, Vital Signs
- Adapting to a Corporate Culture – Vision, Innovation, Leadership, Environment, Four Types of Cultures
- Valuable Corporate Culture Questions